



NOTICE OF THE FINANCE & ADMINISTRATION COMMITTEE MEETING

Thursday, April 23, 2026 at 9:30 AM

AGENDA

LOCATIONS:

Open Session to start at or after 9:30 a.m.

Marin Water Board Room – 220 Nellen Avenue, Corte Madera, CA 94925

Public Participation:

The public may attend this meeting in-person or remotely using the following methods:

On a computer or smart device, go to: <https://marinwater.zoom.us/j/81110533069>

By phone, dial: **1-669-444-9171** and use Webinar ID: **811 1053 3069**.

HOW TO PROVIDE PUBLIC COMMENT:

During the Meeting: Typically, you will have 3 minutes to make your public comment, however, the committee chair may shorten the amount of time for public comment due to a large number of attendees. Furthermore, pursuant to Government Code, section 54954.2 (the Brown Act), the Committee may not take action or discuss any item that does not appear on the agenda.

-- **In-Person Attendee:** Fill out a speaker card and provide to the board secretary. List the number/letter (ex: 6a) of the agenda item(s), for which you would like to provide a comment. Once you're called, proceed to the lectern to make your comment.

-- **Remote Attendee:** Use the "raise hand" button on the bottom of the Zoom screen. If you are joining by phone and would like to comment, press *9. The board secretary will use the last four digits of your phone number to call on you (dial *6 to mute/unmute).

In Advance of the Meeting: Submit your comments by email in advance of the meeting to boardcomment@marinwater.org. To ensure that your comment is provided to the Committee members prior to the meeting, please email your comment 24 hours in advance of the meeting start time. Comments received after this cut off time will be sent to the Committee after the meeting. Please do not include personal information in your comment such as phone numbers and home addresses.

AGENDA ITEMS:

1. Call to Order and Roll Call

2. Public Comment on Non-Agenda Matters

This is the time when any person may address the Board of Directors on matters not listed on this agenda, but which are within the subject matter jurisdiction of the Board.

3. Regular Items (9:35 a.m. – Time Approximate)

a. Minutes of the Finance & Administration Committee Meeting on March 26, 2026

RECOMMENDATION: Accept the minutes

b. Monthly Financial Update

RECOMMENDATION: Review and comment on the Monthly Financial Update

c. Mid-Cycle Budget Update

RECOMMENDATION: Review and comment on the Mid-Cycle Budget Update

4. Upcoming Meeting

The next Finance & Administration Committee Meeting is scheduled for Thursday, May 28, 2026.

5. Adjournment (10:30 a.m. – Time Approximate)

ADA NOTICE AND HEARING-IMPAIRED PROVISIONS

In accordance with the Americans with Disabilities Act (ADA) and California Law, it is Marin Water's policy to offer its public programs, services, and meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are an individual with a disability and require a copy of a public hearing notice, an agenda, and/or agenda packet in an appropriate alternative format, or if you require other accommodations, please contact the Board Secretary/ADA Coordinator at 415.945.1448, at least two business days in advance of the meeting. Advance notification will enable Marin Water to make reasonable arrangements to ensure accessibility.

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Posted: 04-17-2026



STAFF REPORT

Meeting Type: Finance & Administration Committee
Title: Minutes of the Finance & Administration Committee Meeting on March 26, 2026
From: Terrie Gillen, Board Secretary
Through: Ben Horenstein, General Manager
Meeting Date: April 23, 2026

TYPE OF ITEM: X Approve Review and Comment

RECOMMENDATION: Accept the minutes

SUMMARY: The Finance & Administration Committee held a meeting on March 26, 2026. The minutes of that meeting are attached.

DISCUSSION: None.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

1. Draft March 26, 2026 Minutes of the Finance & Administration Committee Meeting

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Communications & Public Affairs Department	 Terrie Gillen Board Secretary	 Ben Horenstein General Manager



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Thursday, March 26, 2026 at 9:30 AM

MINUTES

LOCATIONS:

Open Session to start at or after 9:30 a.m.

Marin Water Board Room – 220 Nellen Avenue, Corte Madera, CA 94925

Public Participation:

The public attended this meeting in-person or remotely using the following methods: on a computer or smart device, <https://marinwater.zoom.us/j/81110533069>, or by phone, 1-669-444-9171, using Webinar ID No.: 811 1053 3069.

AGENDA ITEMS:

1. Call to Order and Roll Call

Finance & Administration Committee Chair Diana Maier called the meeting to order at 9:30 AM.

DIRECTORS PRESENT

Jed Smith

Diana Maier

2. Public Comment on Non-Agenda Matters

There were no public comments on non-agenda matters.

3. Regular Items (9:35 a.m. – Time Approximate)

a. Minutes of the Finance & Administration Committee Meeting on February 26, 2026

RECOMMENDATION: Accept the minutes

The Committee accepted the minutes.

There were no public comments.

b. Monthly Financial Update

RECOMMENDATION: Review and comment on the Monthly Financial Update

Finance Director Bret Uppendahl presented this item.

There was discussion throughout the meeting.

There was one (1) public comment.

This was an information item. No formal action was taken.

4. Upcoming Meeting

The board secretary announced that the next Finance & Administration Committee Meeting is scheduled for Thursday, April 23, 2026.

5. Adjournment

There being no further business, the Finance & Administration Committee Meeting adjourned on March 26, 2026, at 10:06 AM.

Board Secretary



STAFF REPORT

Meeting Type: Finance & Administration Committee
Title: Monthly Financial Update
From: Bret Uppendahl, Finance Director
Through: Ben Horenstein, General Manager *BU BH*
Meeting Date: April 23, 2026

TYPE OF ITEM: Approve X Review and Comment

RECOMMENDATION: Review and comment on the Monthly Financial Update

SUMMARY: The Monthly Financial Update provides an overview for fiscal year 2025/26 water sales revenue and fiscal year-to-date financials.

Fiscal year 2025/26 District operating and capital revenue is \$126.4 million, which is 70% of budgeted revenue for the year. Total expenditures including encumbrances are \$135.8 million, or 63% of annual budget. Water sales, excluding fixed charges, are 10% below the budget for the first nine months of the year.

DISCUSSION: Attached is the budget to actual comparison for fiscal year 2025/26 as of March 31, 2026, which is prepared by fund and includes revenues and expenditures. For reference, if revenues and expenses occurred at a consistent rate, they would be expected to be at 75% of the annual budget by the end of March. However, due to the seasonal impacts on water use, water sales revenues are expected to be at 77 percent of the annual revenue budget by the end of March.

For the Operating Fund, total revenues as of March 31, 2026, are \$108.7 million, or 71% of the annual budget. Total operating expenditures, not including depreciation and amortization or encumbrances, are \$89.5 million, or 70% of budget. For the Capital Fund, total revenues are \$17.7 million, which is 65% of budget. These revenues are comprised primarily of Capital Maintenance Fee (CMF) revenues, which are at 74% of the budget. Total Capital Improvement Program (CIP) expenditures are \$21.9 million, or 25% of budget, as CIP projects typically do not follow linear trends in expenditures. As noted in Attachment 4, an additional \$24.4 million is encumbered, bringing total expenditures with encumbrances to \$46.3 million, or 54% of budget.

The fiscal year to date billed water sales through March 31, 2026, were \$80.3 million, which is 69% of the annual water sales revenue forecast. Billed water consumption through March 31, 2026, was 15,071 AF, which is 6% lower than this time last year.

Year-to-date total water sales and fees (service charges, watershed fees and capital maintenance fees) through March 31, 2026, were \$116.9 million, which is 71% of the total annual rate revenue forecast of \$165.8 million (\$147.9 million operating and \$17.9 million capital). Compared to the same period for the previous fiscal year, revenue from water sales and fees increased by \$5.7 million, or 5%.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

1. Total Water Sales and Fixed Charges & Fees FY 2024/25 – 2025/26
2. Billed Water Consumption in AF FY 2015/16 to FY 2025/26
3. Budget to Actual Comparison for FY 2025/26
4. CIP Budget to Actual Comparison for FY 2025/26

Attachment 1

Total Water Sales and Fixed Charges & Fees Fiscal Years 2024/25 - 2025/26

Section 3. Item #b.

OPERATING FUND

CAPITAL FUND

Month	Water Sales			Service Charge			Watershed Fee			Capital Maintenance Fee			Total Water Sales and Charges		
	24/25 Actual	25/26 Budget	25/26 Actual	24/25 Actual	25/26 Budget	25/26 Actual	24/25 Actual	25/26 Budget	25/26 Actual	24/25 Actual	25/26 Budget	25/26 Actual	24/25 Actual	25/26 Budget	25/26 Actual
July	\$ 7,743,761	\$ 9,045,000	\$ 8,916,458	\$ 1,638,745	\$ 1,723,000	\$ 1,716,599	\$ 441,637	\$ 448,000	\$ 435,203	\$ 1,107,901	\$ 1,210,000	\$ 1,167,583	\$ 10,932,044	\$ 12,426,000	\$ 12,235,844
August	13,177,298	15,392,000	13,836,333	2,387,120	2,502,000	2,488,545	798,805	716,000	729,012	1,634,811	1,766,000	1,688,205	17,998,034	20,376,000	18,742,094
September	10,537,001	12,308,000	10,916,602	1,707,764	1,806,000	1,789,664	487,440	544,000	496,276	1,159,561	1,210,000	1,227,439	13,891,766	15,868,000	14,429,980
October	13,984,090	16,334,000	14,467,867	2,486,025	2,626,000	2,667,208	737,461	806,000	709,705	1,699,834	1,770,000	1,810,929	18,907,409	21,536,000	19,655,709
November	7,924,059	9,256,000	7,527,588	1,715,498	1,797,000	1,804,961	399,030	430,000	368,050	1,166,678	1,206,000	1,238,904	11,205,265	12,689,000	10,939,503
December	9,077,109	10,602,000	8,547,253	2,518,543	2,637,000	2,643,073	502,893	537,000	456,466	1,715,283	1,772,000	1,797,138	13,813,827	15,548,000	13,443,930
January	4,012,842	4,687,000	4,146,395	1,703,314	1,799,000	1,792,107	238,041	281,000	225,646	1,166,490	1,214,000	1,224,834	7,120,687	7,981,000	7,388,982
February	6,480,068	7,569,000	7,219,277	2,490,645	2,629,000	2,615,151	379,545	421,000	384,464	1,706,906	1,772,000	1,771,830	11,057,165	12,391,000	11,990,721
March	3,366,736	3,932,000	4,727,477	1,612,894	1,735,000	1,822,274	202,234	229,000	259,839	1,104,439	1,170,000	1,256,629	6,286,303	7,066,000	8,066,219
April	6,013,038	7,023,000		2,399,960	2,580,000		359,204	408,000		1,652,559	1,749,000		10,424,760	11,760,000	
May	5,428,949	6,341,000		1,907,379	1,912,000		312,599	324,000		1,287,089	1,272,000		8,936,016	9,849,000	
June	11,312,446	13,214,122		2,484,907	2,614,957		630,151	685,124		1,698,519	1,766,643		16,126,022	18,280,846	
TOTAL	\$ 99,057,397	\$ 115,703,122	\$ 80,305,249	\$ 25,052,793	\$ 26,360,957	\$ 19,339,583	\$ 5,489,039	\$ 5,829,124	\$ 4,064,660	\$ 17,100,069	\$ 17,877,643	\$ 13,183,491	\$ 146,699,299	\$ 165,770,846	\$ 116,892,982

Monthly Budget to Actual: 90.1%
 % of Annual Budget: 69.4%
 Actual to Actual: 105.2%

Monthly Budget to Actual: 100.4%
 % of Annual Budget: 73.4%
 Actual to Actual: 105.9%

Monthly Budget to Actual: 92.1%
 % of Annual Budget: 69.7%
 Actual to Actual: 97.1%

Monthly Budget to Actual: 100.7%
 % of Annual Budget: 73.7%
 Actual to Actual: 105.8%

Monthly Budget to Actual: 92.9%
 % of Annual Budget: 70.5%
 Actual to Actual: 105.1%

**Billed Water Consumption In AF
Fiscal Year 2015/16 - 2025/26**

Month	15/16 Actual	16/17 Actual	17/18 Actual	18/19 Actual	19/20 Actual	20/21 Actual	21/22 Actual	22/23 Actual	23/24 Actual	24/25 Actual	25/26 Budget	25/26 Actual	Monthly Budget Variance	Actual to Actual % Change
July	1,628	1,876	1,931	1,975	1,834	2,022	1,642	1,562	1,674	1,690	1,706	1,649	-3.3%	-2.4%
August	2,620	3,012	3,206	3,245	3,112	3,215	2,500	2,476	2,697	3,052	3,081	2,740	-11.1%	-10.2%
September	1,775	1,939	2,027	2,145	2,112	2,205	1,604	1,881	1,866	1,851	1,863	1,828	-1.9%	-1.2%
October	2,583	2,767	3,140	2,951	3,058	3,124	2,293	2,498	2,673	2,779	2,804	2,600	-7.3%	-6.4%
November	1,490	1,340	1,705	1,664	1,837	1,882	1,153	1,329	1,409	1,516	1,528	1,355	-11.3%	-10.6%
December	1,935	1,646	1,914	2,169	2,295	2,418	1,439	1,795	1,749	1,908	1,927	1,692	-12.2%	-11.3%
January	991	910	942	993	1,186	1,157	735	984	1,013	910	923	833	-9.8%	-8.6%
February	1,450	1,392	1,754	1,525	1,556	1,625	1,646	1,385	1,431	1,442	1,461	1,412	-3.4%	-2.1%
March	832	846	992	879	1,105	970	948	830	805	830	784	962	22.7%	16.0%
April	1,467	1,375	1,612	1,427	1,883	1,775	1,717	1,377	1,419	1,369	1,386			
May	1,067	1,092	1,240	1,224	1,378	1,459	1,209	1,044	1,042	1,201	1,213			
June	2,478	2,416	2,516	2,349	2,711	2,559	2,217	2,119	2,254	2,374	2,398			
TOTAL	20,316	20,611	22,978	22,546	24,065	24,410	19,104	19,279	20,030	20,922	21,075	15,071		
<i>Change from prior year:</i>	<i>-10.67%</i>	<i>1.45%</i>	<i>11.49%</i>	<i>-1.88%</i>	<i>6.74%</i>	<i>1.43%</i>	<i>-21.74%</i>	<i>0.92%</i>	<i>3.90%</i>	<i>4.45%</i>	<i>1%</i>			

Budget-to-Actual Basis -6.3%
Actual-to-Actual Basis -5.7%
% of Total Budget 71.5%

Marin Municipal Water District
FY 2025/26 Budget to Actual Comparison
Preliminary Unaudited

Operating Fund

Revenues and Expenditures	FY 2026 Budget	Actual as of Mar 31, 2026	% of Budget	Actual as of Mar 31, 2025
Revenues:				
Water Sales and Service Charge:				
Water Sales	\$ 115,703,122	\$ 80,305,249	69.4%	\$ 76,306,360
Service Charge	26,360,957	19,339,583	73.4%	18,261,326
Watershed Management Fee	5,829,124	4,064,660	69.7%	4,187,387
Total Water Sales and Service Charge	<u>147,893,203</u>	<u>103,709,492</u>	70.1%	<u>98,755,073</u>
Other Revenues:				
Rents and Royalties	2,369,000	1,494,301	63.1%	1,571,109
Grants	-	1,489,049	-	(81,733)
Permits and Fees	225,000	265,079	117.8%	273,195
Late Payments & Charges	110,000	147,275	133.9%	215,976
Interest	2,680,000	1,492,100	55.7%	1,585,526
Miscellaneous	225,000	108,975	48.4%	(1,052,518)
Total Other Revenues	<u>5,609,000</u>	<u>4,996,779</u>	<u>89.1%</u>	<u>2,511,555</u>
Total Operating Revenues	<u>153,502,203</u>	<u>108,706,271</u>	<u>70.8%</u>	<u>101,266,628</u>
Expenditures:				
Personnel services	62,825,577	44,090,659	70.2%	41,305,807
Materials and supplies	4,324,920	2,530,545	58.5%	2,500,398
Operations	14,864,947	6,962,507	46.8%	5,430,659
Water conservation rebate program	579,590	183,909	31.7%	327,399
Electrical power	6,400,000	4,241,572	66.3%	4,016,909
Water purchased	26,740,080	22,309,122	83.4%	7,906,090
Insurance, including claims	3,179,300	2,812,617	88.5%	2,035,833
General and administrative	5,821,528	2,927,744	50.3%	3,626,597
Debt service - interest and principal	9,383,807	7,037,855	75.0%	7,043,975
Overhead cost allocated to capital	(5,400,000)	(3,548,323)	65.7%	(3,468,258)
Total Operating Expenditures	<u>128,719,748</u>	<u>89,548,207</u>	<u>69.6%</u>	<u>70,725,410</u>
Transfer out to Capital Fund	34,272,357	23,787,173	69.4%	16,368,092
Transfer out to Reserves	5,000,000	3,750,000	75.0%	3,750,000
Net Operating Fund Increase/(Decrease)	<u>\$ (14,489,902)</u>	<u>\$ (8,379,109)</u>		<u>\$ 10,423,127</u>

**Marin Municipal Water District
FY 2025/26 Budget to Actual Comparison
Preliminary Unaudited**

Capital Fund

Revenues and Expenditures	FY 2026 Budget	Actual as of Mar 31, 2026	% of Budget	Actual as of Mar 31, 2025
Revenues:				
Capital Maintenance Fee	\$ 17,877,643	\$ 13,183,491	73.7%	\$ 12,462,435
Capital Connection Fee	100,000	239,268	239.3%	145,619
Capital Grants & Contribution	8,985,854	3,355,073	37.3%	3,486,643
Customer Reimbursement Project	500,000	329,854	66.0%	436,980
Interest Income	-	609,117	-	254,811
Total Capital Revenues	27,463,497	17,716,803	64.5%	16,786,489
Transfer-in from Operating Fund	34,272,357	23,787,173		16,368,092
Capital Expenditures:				
Capital Improvement Projects	84,736,289	21,308,605	25.1%	27,106,052
Capital Equipment Purchases	1,586,270	584,157	36.8%	547,616
Total Capital Expenditures	86,322,559	21,892,762	25.4%	27,653,668
Net Capital Fund Increase/(Decrease)	\$ (24,586,705)	\$ 19,611,214		\$ 5,500,913

Marin Municipal Water District
FY 2025/26 Budget to Actual Comparison
Preliminary Unaudited

Section 3. Item #b.

Fire Flow Fund

Revenues and Expenditures	FY 2026 Budget	Actual as of Mar 31, 2026	% of Budget	Actual as of Mar 31, 2025
Revenues:				
Fire Flow	4,500,000	2,512,167	55.8%	2,522,021
Interest Income	-	504,613		169,534
Total Revenues	4,500,000	3,016,780	67.0%	2,691,555
Expenditures:				
Capital Projects - Fire Flow	9,630,187	4,395,621	45.6%	3,405,556
Net Fire Flow Fund Increase/(Decrease)	\$ (5,130,187)	\$ (1,378,841)		\$ (714,001)

Attachment 4

Section 3. Item #b.

CIP Projects	FY 2026		Capital Projects	Encumbered for		Fire Flow		
	Budget		Actual as of	Actual as of	Actual as of	Actual as of		
			Mar 31, 2026	Mar 31, 2026		Mar 31, 2026		
District Pipeline Replacement	\$	15,624,643	\$	4,107,456	\$	6,999,271	\$	11,106,727
Tank Maintenance & Replacement		12,088,696		4,132,331		1,173,798		5,306,129
Treatment Plant Facilities		5,114,337		2,173,148		1,404,433		3,577,581
Dam/Pump/Control System/Meters		21,320,697		1,368,796		7,040,723		8,409,518
Asset Mangement		1,176,638		30,365		516,473		546,838
Watershed - Natural Resource Project		2,157,871		877,550		860,530		1,738,080
Watershed - Other		2,192,281		383,899		213,098		596,997
Information Technology		6,227,474		91,476		38,553		130,029
Fire Flow Replacement		9,630,187		4,395,621		1,785,843		6,181,463
Reimbursable Grant Projects		17,143,643		7,373,002		5,707,861		13,080,862
Reimbursable Customer Projects		1,690,009		770,583		0		770,583
Capital Equipment Purchases		1,586,270		584,157		420,862		1,005,019
Total Capital Projects	\$	95,952,746	\$	26,288,383	\$	26,161,444	\$	52,449,827



STAFF REPORT

Meeting Type: Finance & Administration Committee
Title: Mid-Cycle Budget Update
From: Bret Uppendahl, Finance Director
Through: Ben Horenstein, General Manager *BU BH*
Meeting Date: April 23, 2026

TYPE OF ITEM: Approve X Review and Comment

RECOMMENDATION: Review and comment on the Mid-Cycle Budget Update

SUMMARY: The Board of Directors approved a budget covering two fiscal years (FY26 and FY27). Prior to the start of the second fiscal year, staff presents a financial update that includes updated projections for revenues and expenditures compared to the previously approved budget.

DISCUSSION: The District’s FY 2025-26 (FY 2026) approved expenditure budget totals \$185.5 million. Operating expenditures account for \$114.2 million, or 61 percent, of the total budget, and Capital Expenditures account for \$67.2 million, or 36 percent of the total. An additional \$5 million is included in the FY 26 budget for planned increases to reserves. In FY 2026-27 (FY 2027), the approved budget increases to \$188 million. Operating expenditures are planned to increase by five percent, to \$119.7 million, and Capital expenditures are decreasing by four percent due to a reduction in grant-funded projects. It should be noted that the rate-funded capital budget is increasing by 10 percent. Increased rate-funded capital budgeting includes funding for water treatment facilities, pipeline replacement projects and Automated Metering Infrastructure (AMI).

Staff regularly provides monthly financial updates at the District’s Finance and Administration Committee meetings. Through the first nine months of the current fiscal year, both revenues and expenditures are projected to end the year below the budgeted amount. Expenditures are expected to finish the fiscal year at \$8.5 million less than the budgeted amount, primarily due to savings on personnel costs attributable to vacancies. Total revenues are expected to finish the fiscal year at approximately \$8.4 million less than originally budgeted. Water sales, which are the District’s largest and most volatile source of revenue, are expected to finish the fiscal year at \$9.5 million below the budget due to lower than expected consumption throughout the year. However, water rate revenue shortfalls will be partially offset by higher than expected interest earnings. If expenditure savings are not sufficient to offset water rate revenue shortfalls, staff will reduce contributions to reserves.

Looking ahead to FY 2027, the District’s revenues will be largely impacted by overall water consumption. As outlined in the approved budget, water rate revenues are expected to increase by 5.7

percent, while other revenue sources are expected to be largely flat with the exception of multi-year grants. Assuming consumption trends remain largely similar to the current year, which are currently slightly lower than what was originally projected, the District would expect to have a revenue shortfall ranging between \$5.0 and 9.0 million in rate revenue. Staff expects this shortfall to be largely offset by expenditure savings, however, the exact source of the savings will not be identified until late in the fiscal year.

Expenditures in FY 2027 are expected to be consistent with the budget with a few exceptions. Despite recent increases in recruitment activity, the District continues to experience turnover and retirements that create unanticipated vacancies. This results in savings from Personnel Services ranging between five and ten percent. At this time, staff expects savings from vacancies to be approximately \$3 million in FY 2027. Water purchases from Sonoma County Water Agency (SCWA) will be more expensive than originally budgeted as the SCWA is expected to approve a nine to ten percent rate increase, compared to the budgeted expectation of an 8.5 percent annual increase.

In total, the District’s adopted budget for FY 2027 is expected to be sufficient to support planned operations and capital improvements. Known expenditure increases will likely be offset by savings in other areas. Staff will monitor expenses and will report out to the Board, along with regular reporting on water consumption and associated revenues.

The budget process for FY 2027-2029 will begin in the Fall of 2026 and there will be public discussion and Board workshops in the Spring of 2027. The District is also in the early stages of conducting a Cost of Service Analysis (COSA) on the current water rate structure. Staff will be providing regular updates on the water rate study at Board and Finance and Administration Committee meetings throughout the remainder of 2026. The District is planning to conduct a public hearing regarding proposed changes to the rate structure in the Spring of 2027. The key uncertainties impacting the next budget cycle will be interest rates, inflation, purchased water costs, capital investment needs, regulatory changes, staffing needs, rainfall, and water use.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: None.

ATTACHMENT(S): None.