

Request for a New Position

Finance/ IT Committee Meeting
January 15, 2014



Moulton Niguel Water
Leading the Way in Service

Agenda

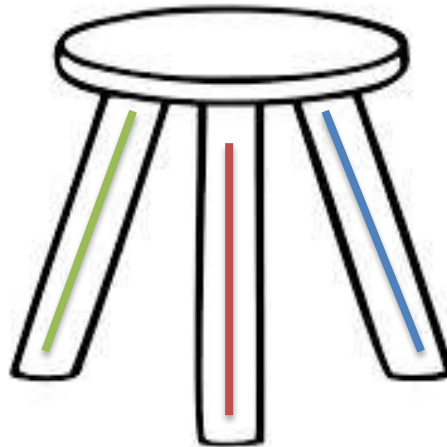
- Financial impact
- Organizational concerns
- What the position will do
- Criticality & timing
- TOP 10!

Financial Impact

- Cash flow update
 - No change
- Have funds in our budget
- Savings to date
- Missed funding opportunities
- Future cost savings
- Director of Finance recruitment
- Salary consideration
- Think & act like a business

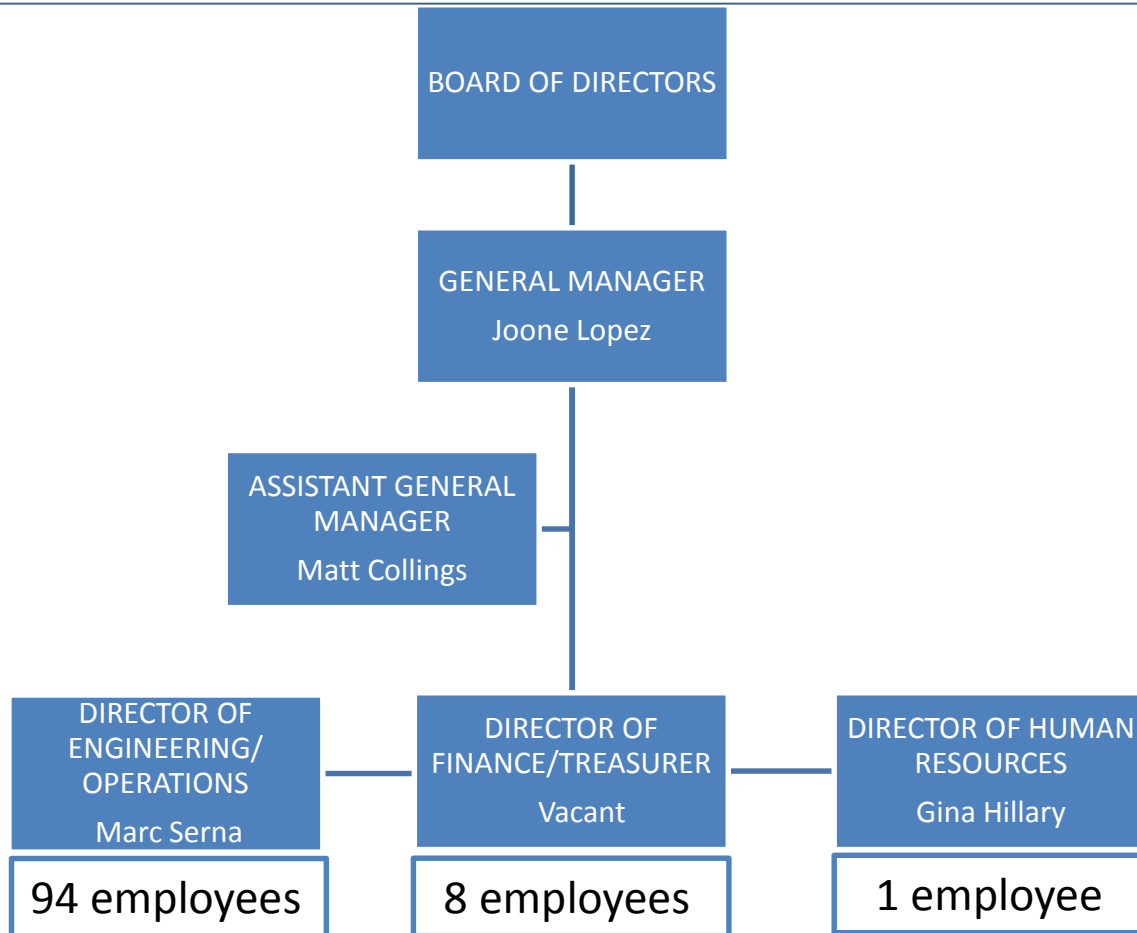
How does it fit?

- Organizational & relationship building
- Technical & project management
- Strategic & planning support



Organizational Concerns

- Staffing implications
- Top heavy?



- Engineering
- Operations
- Water Resource Planning
- Customer Service/Billing
- Conservation
- Purchasing/Contracts
- Cell Tower Licensing

Organizational Concerns (cont'd)

- Why do we need to do more?
 - Customers expect more
 - Years of not doing what we should have done
 - Board wants us to do more
 - Competition for funds
 - Water supply constraints
 - Built out community
 - Unfunded mandates
 - Partnership opportunities
 - Cities
- But...

Organizational Concerns (cont'd)

- We've been just fine
- Redundancy
 - MWDOC
 - MET
 - ACWA
 - JPAs
 - Neighboring agencies
- All about performance

january

2014

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday/Sunday

30 December

31

1

2

3

4/5

6

7

8

9

10

11/12

SCWD E&O
MWDOC Planning Com
Mission Viejo City Council

Laguna Niguel City Council

MWDOC Finance Com
OCWD Board
LAFCO Board
Aliso Viejo City Council

SCWD Board
SOCWA Board
SOCWA E&O
OCWD Legislative Com

WACO

13

14

15

16

17

18/19

MNWD E&O
MWD Committee
OCWD GWRs Com

San Juan Basin Authority
MWD Board
OC Board of Supers
Laguna Hills City Council

MNWD Finance
MWDOC Board
Laguna Niguel Chamber
OCWD Water Issues Com

MNWD Board
MWDOC Exec Com
OCWD Finance Com
Mission Viejo Chamber
Dana Point Chamber
MWDOC Managers

20

21

22

23

24

25/26

MWDOC Legislative Com
Mission Viejo City Council

SCWD Finance
Dana Point City Council
SOCWA Finance
South Orange County Managers

OCWD Board
Aliso Viejo City Council

SCWD Board
Poseidon Workgroup

27

28

29

30

31

1/2 February

MWD Other Com
OCWD Retirement Com
Laguna Niguel Planning Com
Laguna Hills City Council
Dana Point Ocean Water Com

MWDOC/OCWD Joint Planning Com
South Orange County Agencies

3

4

5

6

7

8/9

february

2014

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday/Sunday

27 January

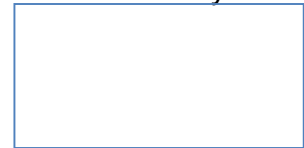
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29

30

31

1/2 February



3

SCWD E&O
MWDOC Planning Com
Mission Viejo City Council

4

Laguna Niguel City Council
Dana Point City Council

5

MWDOC Board Wrkshp
OCWD Board
LAFCO Board
Aliso Viejo City Council

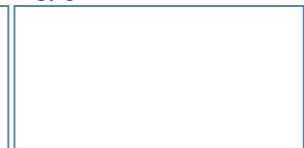
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SOCWA Board
OCWD Legislative Com

7

WACO

8/9



10

MWD Committee
Dana Point Planning Com

11

San Juan Basin Authority
MWD Com & Board
OC Board of Supers
Laguna Hills City Council

12

MWDOC Finance Com
OCWD Water Issues Com
Laguna Niguel Chamber

13

SCWD Board
OCWD Finance Com

14



15/16



17

Laguna Niguel Public Safety Com
Mission Viejo City Council

18

SCWD Finance
MNWD E&O
MWDOC Legislative
Laguna Niguel City Council
Dana Point City Council

19

MNWD Finance
MWDOC Board
OCWD Board
Aliso Viejo City Council

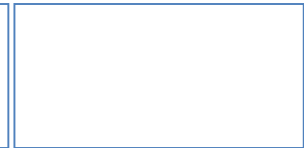
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MNWD Board
MWDOC Exec Com
Mission Viejo Chamber
Dana Point Chamber
MWDOC Manager's

21

Laguna Niguel City Council

22/23



24

Dana Point Planning Com

25

MWD Other Com
OCWD Retirement Com
Laguna Niguel Planning Com
Laguna Hills City Council
Dana Point Ocean Water Com

26

SOCWA Managers

27

SCWD Board
Poseidon Workgroup

28

OCWD Property Com

1/2 March



3

4

5

6

7

8/9

What Will the Position Do?

- Support success of District identified priorities
- Fill a critical need
- Financial Planning (Budget)
 - Develop a communication/outreach plan (bond refinancing, rates)
 - Develop strategy for Prop 218 hearings
 - Facilitate communication with cities, community based organizations, HOAs
 - Enlist endorsement/support (local, regional, statewide, special groups)
 - Coordinate with ACWA
 - Coordinate with MET and MWDIOC
 - Coordinate with surrounding agencies
 - Develop educational material

What Will the Position Do?

- Rate review
 - Develop strategy for Prop 218 hearings
 - Facilitate communication with cities, community based organizations, HOAs
 - Enlist endorsement/support (local, regional, statewide, special groups)
 - Track, evaluate and monitor the SJ rate case ruling
 - Seek legislative actions that may be needed to strengthen District's rate structure
 - Coordinate with ACWA
 - Coordinate with MET and MWDOC
 - Coordinate with surrounding agencies
 - Develop educational material
 - Inform local and state elected officials

What Will the Position Do?

- Identify and pursue funding and partnership opportunities
 - Prop 84
 - FEMA
 - USBR
 - MET
 - DWR
 - SWRCB
 - Water/energy nexus

What Will the Position Do?

- **Strategize for JPAs**
- SOCWA
 - Governance
 - PC management
 - Shared services
 - 3A
 - AWMA bridge
-
- JRWSS
 - Management and operations
- SJBA
 - Governance
 - Membership
 - Groundwater management plan
 - Basin enhancement & indirect potable project concept
-

What Will the Position Do?

- Outreach
 - Customer relations
 - Media relations
 - County, cities, community based organizations, community associations
 - Special interest groups
 - Local businesses
 - Citizens Advisory Committee
 - Community Relations committee
 - Special events and briefing
 - Industry outreach
 - Sensitive matters- litigations

What Will the Position Do?

- Water reliability
 - Develop a communication plan and material to create public awareness
 - Strategize how to use the findings to advocate, plan and position District programs
 - Identify political opportunities and challenges associated with reliability planning
 - Identify partnership and resources to assist in the District's effort to promote reliability
 - Advance District's efforts and good work among the industry and stakeholders
 - Identify funding local, state and federal funding opportunities
 - Collaborate with other agencies to leverage resources and advocate for the needs of our region

What Will the Position Do?

- Evaluate political impacts of proposed regional projects
 - Doheny desalter project
 - Cadiz
 - IRWD water banking
 - OCWD basin
 - ISD pilot study
- Develop targeted strategies for water use efficiency/conservation
- Identify/monitor issues and current affairs in the District's service area

What Will the Position Do?

- Monitor/analyze/influence legislation
 - Water bond
 - Property taxes, RDA
 - CEQA
 - Recycled water regulations
 - Pension
 - Healthcare

What Will the Position Do?

- Monitor regional issues and propose actions
 - BDCP
 - Drought
 - MET issues such as their finance, supply allocation, property tax legislation, rebate programs
 - OCWD/MWDOC consolidation
 - MWDOC budget
 - MWDOC Settlement Agreement
 - MWDOC communication plan
 - Grand jury

What Will the Position Do?

- Build and maintain local & regional relationships
 - Association of California Water Agencies (ACWA) – Statewide Water Action Plan
 - MET
 - MWDOC
 - WaterReuse – Direct Potable Reuse initiative
 - Water Advisory Committee of Orange County (WACO)
 - LAFCO/ISDOC – South Orange County Governance; Municipal Services Review; Sphere of Influence
 - South Orange County Watershed Management Area (SOCWMA) – Prop 84
 - Southern California Water Committee (SCWC)
 - Water agencies
 - Cities
 - Community based organizations [Homeowners Associations]
 - Local media
 - State/federal officials

What Will the Position Do?

- Coordinate & develop positive working relationship with surrounding agencies
 - South Orange County Agencies coordination/facilitation
 - Regional forums & meetings (WACO, policy forums)
 - IRWMP and other funding opportunities

What Will the Position Do?

- Operations headquarters assessment
 - Develop a communication plan
 - Communicate with all stakeholders
 - Assist in developing an overall strategy

What Will the Position Do?

- Asset management plan
 - Develop messaging regarding importance of infrastructure
 - Communicate value of asset management planning
 - Weave into overall public messaging
 - Info sharing with other agencies
 - Identify business improvement & efficiencies

What Will the Position Do?

- Labor terms implementation
 - Monitor and track legislation and trends that may impact labor relations (ie. Healthcare, PERS, case laws)
 - Understand and follow OCEA activities
 - Tracks labor related matters/trends in county and state

What Will the Position Do?

- Procurement
 - Increase understanding of industry wide practices and trends
 - Monitor legislation and cases that impact procurement/purchasing
 - Research other agencies' ways of doing business
 - Targeted outreach to local businesses

What Will the Position Do?

- Recruitment & staffing
 - Assist with succession planning
 - Assist with innovative ideas for recruitment and staffing
 - Assist with recruitment

Criticality & Timing (cont'd)

Why critical?

- Challenges (from GM recruitment flyer)
 - Balancing cost of doing business with affordable rates for the customers
 - Bringing awareness to the value of water
 - Funding to maintain, repair, replace aging infrastructure
 - Meeting unfunded mandates
 - Addressing uncertain water supply conditions
 - Engaging the public; transparency
 - Influencing policies & legislation that affect our industry and communities
 - Weathering economic instability
 - Rapidly evolving and very expensive regulatory issues

Criticality & Timing (cont'd)

- Why now?
- Cost of waiting
- Cost of not doing
 - Missed opportunity
 - Let others decide the fate of our communities & customers
 - Strained public relations
 - Reactive vs. proactive
 - Irrelevant

Criticality & Timing (cont'd)

- Risks
 - Financial
 - Supply
 - Organizational
 - Fall behind
- Hard to quantify but costly
- How are we doing?

My TOP 10!

10. Times are changing and so is MNWD.
9. What we're doing to date isn't enough.
8. Ideal opportunity to acquire talent to fit critical need.
7. Provide value to the community and region.
6. Enhance succession for the organization.
5. Allow me to do more strategic planning.
4. Good fit for the organization.
3. Can hit the ground running and provide immediate results.
2. I trust to support our hard working staff.
1. I care about this organization and the people it serves.

Thank you for your consideration!

Table A-1
Moulton Niguel Water District
Financial Plan Update
Water, Recycled Water, Sewer 10-Year Cash Flow
With Additional Position
 For Comparison Only

Line No.	Description	1 FY 2014	2 FY 2015	3 FY 2016	4 FY 2017	5 FY 2018	6 FY 2019	7 FY 2020	8 FY 2021	9 FY 2022	10 FY 2023
	Rate Revenue Increases										
1	Potable Water Sales	16.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2	Sewer Sales	16.2%	0.0%	3.0%	3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%
3	Recycled Water Sales	16.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Revenues										
4	Potable Water Sales	\$ 26,947,832	\$ 26,950,000	\$ 26,950,000	\$ 26,950,000	\$ 26,950,000	\$ 26,950,000	\$ 26,950,000	\$ 26,950,000	\$ 26,950,000	\$ 26,950,000
5	Sewer Sales	16,850,232	16,920,000	17,950,428	18,488,941	19,043,609	19,614,917	20,007,216	20,407,360	20,815,507	21,231,817
6	Recycled Water Sales	3,644,800	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715
7	Connection Fees	20,000	47,750	47,750	47,750	47,750	47,750	47,750	47,750	47,750	47,750
8	Ad Valorem Property Tax	21,000,000	21,541,270	21,756,683	21,974,249	22,193,992	22,415,932	22,864,250	23,321,535	23,787,966	24,263,726
9	General Obligation Bond Property Tax	5,657,632	6,466,700	6,697,750	6,836,500	1,585,375	1,618,000	1,650,250	-	-	-
10	Investment Income	3,620,019	1,347,155	1,989,235	1,184,597	679,599	-	-	-	-	-
11	Tax Credit Subsidy	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642
12	Cellular Tower Lease	1,522,160	1,650,085	1,750,575	1,803,092	1,857,185	1,912,901	1,970,288	2,029,396	2,090,278	2,152,987
13	AMP RPOI	206,846	211,940	218,505	221,525	-	-	-	-	-	-
14	Other Income	355,400	443,900	443,900	443,900	443,900	443,900	443,900	443,900	443,900	443,900
15	WBRS Revenue	-	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
16	Total Revenues	\$ 81,259,543	\$ 81,347,876	\$ 83,787,183	\$ 83,932,911	\$ 78,783,768	\$ 78,985,757	\$ 79,916,011	\$ 79,182,299	\$ 80,117,759	\$ 81,072,537
	Revenue Requirements										
17	Salaries	\$ 7,707,032	\$ 8,836,016	\$ 9,283,339	\$ 9,756,790	\$ 10,254,386	\$ 10,510,746	\$ 10,773,514	\$ 11,042,852	\$ 11,318,923	\$ 11,601,896
18	Benefits	3,880,019	4,117,931	4,411,231	4,653,848	4,909,810	5,037,465	5,168,439	5,302,819	5,440,692	5,582,150
19	Water Purchases	25,570,680	28,708,697	26,697,089	28,258,557	29,876,520	31,583,092	33,434,597	36,082,389	36,623,392	37,192,752
20	Operations & Maintenance	10,202,215	12,195,107	12,837,496	13,171,271	13,513,724	13,865,857	14,225,573	14,595,438	14,974,920	15,364,268
21	SOCWA	8,902,380	8,702,195	9,160,592	9,893,857	9,643,135	10,151,097	10,415,025	10,415,025	10,685,816	10,963,647
22	JPA	1,409,392	1,140,100	2,756,960	2,894,808	2,970,073	3,047,295	3,126,525	3,207,815	3,291,218	3,376,789
23	WBRS Expense	2,258,607	2,316,919	2,376,737	2,449,351	2,524,404	2,589,561	2,656,399	2,724,964	2,795,298	2,867,448
	Debt Service										
24	Existing GO Bond Debt Service	\$ 6,279,306	\$ 6,466,700	\$ 6,697,750	\$ 6,836,500	\$ 1,585,375	\$ 1,618,000	\$ 1,650,250	\$ -	\$ -	\$ -
25	COPs	7,263,739	7,256,502	6,920,191	6,879,253	6,989,260	6,572,932	6,708,856	6,998,310	6,968,033	6,746,637
26	Loans	2,096,573	2,137,410	2,221,293	2,110,605	1,994,998	2,032,109	1,572,589	1,283,260	1,307,912	1,333,059
27	New Debt Service	-	-	-	-	-	-	-	-	-	-
28	Total Debt Service	15,639,618	15,860,612	15,839,235	15,826,358	10,569,633	10,223,041	9,931,695	8,281,570	8,275,945	8,079,696
	Capital Projects										
29	Rehabilitation & Replacement	\$ 18,878,964	\$ 17,348,592	\$ 26,531,402	\$ 15,716,937	\$ 18,208,353	\$ 16,647,202	\$ 18,689,912	\$ 17,805,247	\$ 23,237,895	\$ 25,420,561
30	Water Service Reliability	14,746,345	10,624,123	9,057,710	1,215,051	1,218,939	56,847	29,162	29,921	30,699	31,497
31	Planning & Construction	2,471,300	881,578	1,670,597	3,159,583	2,493,285	1,421,173	1,166,498	299,207	1,473,534	3,149,679
32	Not Designated	-	-	-	-	-	-	-	-	-	-
33	Total Capital Projects	36,096,609	28,854,292	37,259,709	20,091,571	21,920,578	18,125,221	19,885,573	18,134,374	24,742,127	28,601,736
34	Total Revenue Requirements	\$ 109,407,945	\$ 108,414,950	\$ 118,245,652	\$ 104,051,970	\$ 103,657,859	\$ 102,285,798	\$ 106,697,013	\$ 107,062,282	\$ 115,353,033	\$ 120,762,934
35	Revenues Over (Under) Expenses	\$ (28,148,402)	\$ (27,067,074)	\$ (34,458,468)	\$ (20,119,058)	\$ (24,874,092)	\$ (23,300,041)	\$ (26,781,002)	\$ (27,879,984)	\$ (35,235,275)	\$ (39,690,397)
36	Beginning Balance	140,917,317	148,777,827	84,004,559	49,546,091	29,427,033	4,552,941	(18,747,101)	(45,528,103)	(73,408,086)	(108,643,361)
37	Revenues Over (Under) Expenses	(28,148,402)	(27,067,074)	(34,458,468)	(20,119,058)	(24,874,092)	(23,300,041)	(26,781,002)	(27,879,984)	(35,235,275)	(39,690,397)
38	Ending Balance	112,768,915	121,710,753	84,004,559	49,546,091	29,427,033	4,552,941	(18,747,101)	(45,528,103)	(73,408,086)	(108,643,361)

Updated 10-Year Cash Flow Model

(With Additional DGM Position)

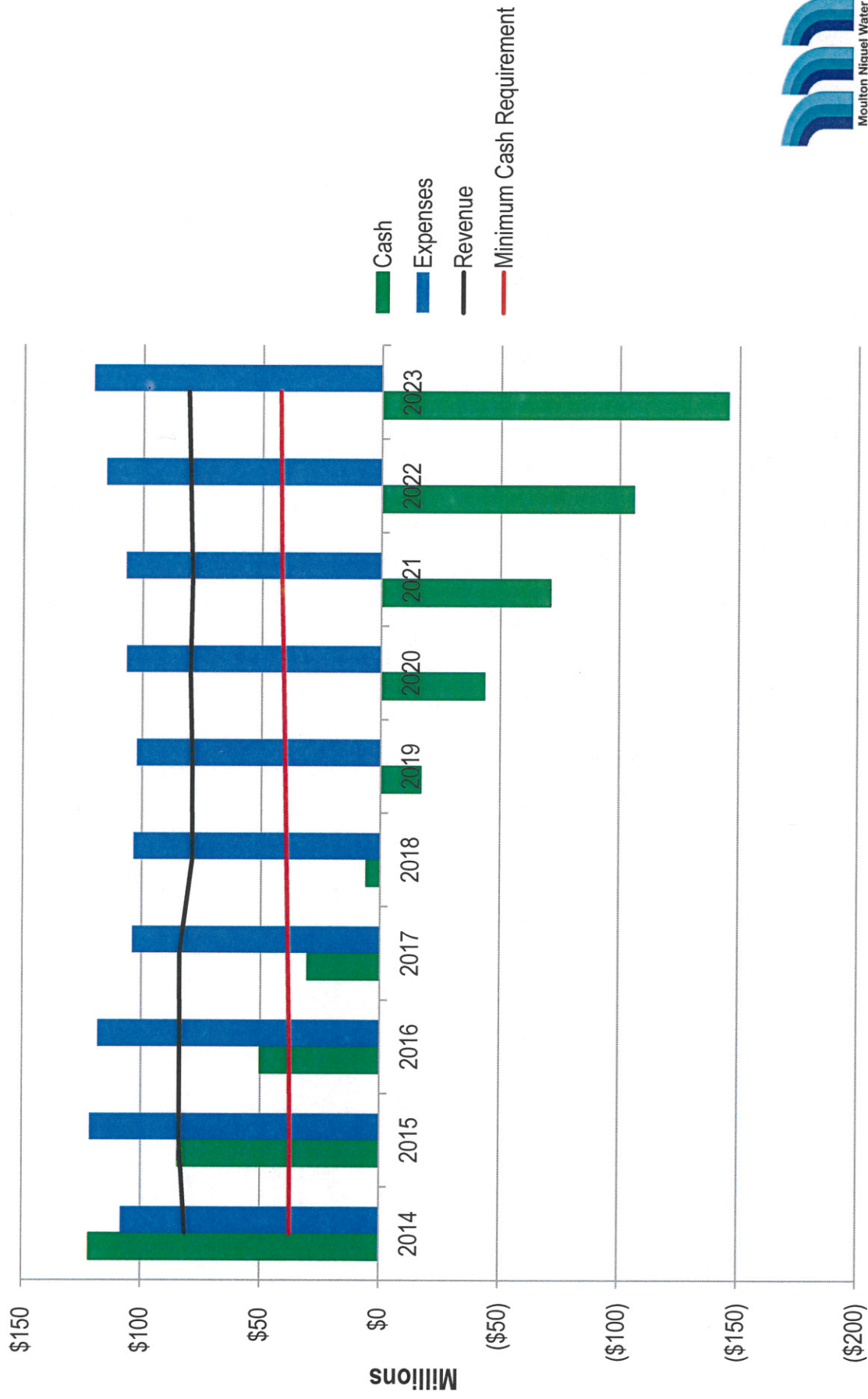


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		For Comparison Only									
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	Previous Model	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Rate Revenue Increases											
1	Potable Water Sales	16.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2	Sewer Sales	16.2%	3.0%	3.0%	3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%
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5	Sewer Sales	16,850,232	17,427,600	17,950,428	18,488,941	19,043,609	19,614,917	20,007,216	20,407,360	20,815,507	21,231,817
6	Recycled Water Sales	3,644,800	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715	4,547,715
7	Connection Fees	20,000	47,750	47,750	47,750	47,750	47,750	47,750	47,750	47,750	47,750
8	Ad Valorem Property Tax	21,000,000	21,327,990	21,756,683	21,974,249	22,193,992	22,415,932	22,864,250	23,321,535	23,787,966	24,263,726
9	General Obligation Bond Property Tax	5,657,632	6,466,700	6,572,375	6,836,500	7,085,375	7,401,818	7,750,000	8,125,000	8,525,000	8,950,000
10	Investment Income	3,620,000	1,347,155	2,012,959	1,218,887	740,818	-	-	-	-	-
11	Tax Credit Subsidy	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642	1,434,642
12	Cellular Tower Lease	1,522,160	1,650,085	1,750,575	1,803,092	1,857,185	1,912,901	1,970,288	2,029,396	2,090,278	2,152,987
13	AMP RPOI	206,846	211,940	214,884	218,505	221,525	-	-	-	-	-
14	Other Income	355,400	443,900	443,900	443,900	443,900	443,900	443,900	443,900	443,900	443,900
15	WBRRS Revenue	-	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
16	Total Revenues	\$ 81,259,543	\$ 81,347,876	\$ 83,868,958	\$ 83,967,202	\$ 78,844,986	\$ 78,985,757	\$ 79,916,011	\$ 79,182,299	\$ 80,117,759	\$ 81,072,537
Revenue Requirements											
17	Salaries	\$ 7,707,032	\$ 8,749,416	\$ 8,968,152	\$ 9,425,528	\$ 9,906,229	\$ 10,153,885	\$ 10,407,732	\$ 10,667,926	\$ 10,934,624	\$ 11,207,989
18	Benefits	3,880,019	4,117,931	4,262,059	4,411,231	4,509,810	4,633,848	4,768,439	4,902,819	5,044,692	5,182,150
19	Water Purchases	25,570,680	28,127,347	26,697,089	28,258,557	29,876,520	31,583,092	33,434,597	36,082,389	36,623,392	37,192,752
20	Operations & Maintenance	10,202,215	12,195,107	12,837,496	13,171,271	13,513,724	13,865,081	14,225,573	14,595,438	14,974,920	15,364,268
21	SOCWA	8,902,380	8,702,195	8,928,452	9,398,767	9,643,135	9,893,857	10,151,097	10,415,025	10,685,816	10,963,647
22	JPA	1,409,392	1,140,100	2,756,960	2,894,808	2,970,073	3,047,295	3,207,815	3,207,815	3,291,218	3,376,789
23	WBRRS Expense	2,258,607	2,316,919	2,376,737	2,449,351	2,524,404	2,589,561	2,656,399	2,724,964	2,795,298	2,867,448
Debt Service											
24	Existing GO Bond Debt Service	\$ 6,279,306	\$ 6,466,700	\$ 6,572,375	\$ 6,697,750	\$ 6,836,500	\$ 6,985,375	\$ 7,141,000	\$ 7,303,250	\$ 7,471,500	\$ 7,645,250
25	COPs	7,263,739	7,256,502	6,920,191	6,879,253	6,989,260	6,572,932	6,708,856	6,998,310	6,968,033	6,746,637
26	Loans	2,096,573	2,137,410	2,221,293	2,110,605	1,994,998	2,032,109	1,572,589	1,283,260	1,307,912	1,333,059
27	New Debt Service	-	-	-	-	-	-	-	-	-	-
28	Total Debt Service	15,639,618	15,860,612	15,839,235	15,826,358	10,569,633	10,223,041	9,931,695	8,281,570	8,275,945	8,079,696
Capital Projects											
29	Rehabilitation & Replacement	\$ 18,878,964	\$ 17,348,592	\$ 23,148,272	\$ 26,531,402	\$ 18,208,353	\$ 16,647,202	\$ 18,689,912	\$ 17,805,247	\$ 23,237,895	\$ 25,420,561
30	Water Service Reliability	14,746,345	10,624,123	16,594,124	1,215,051	1,218,939	56,847	29,162	29,921	30,699	31,497
31	Planning & Construction	2,471,300	881,578	1,862,190	1,670,597	2,493,285	1,421,173	1,166,498	299,207	1,473,534	3,149,679
32	Not Designated	-	-	-	-	-	-	-	-	-	-
33	Total Capital Projects	36,096,609	28,854,292	41,604,586	37,259,709	21,920,578	18,125,221	19,885,573	18,134,374	24,742,127	28,601,736
34	Total Revenue Requirements	\$ 109,407,945	\$ 108,114,950	\$ 121,253,832	\$ 117,930,464	\$ 103,309,703	\$ 101,928,938	\$ 106,331,231	\$ 106,687,356	\$ 114,968,734	\$ 120,369,027
35	Revenues Over (Under) Expenses	\$ (28,148,402)	\$ (26,767,074)	\$ (37,394,874)	\$ (19,753,506)	\$ (24,464,716)	\$ (22,943,181)	\$ (26,415,220)	\$ (27,505,057)	\$ (34,850,975)	\$ (39,296,490)
36	Beginning Balance	140,917,317	148,777,827	122,010,753	84,625,879	30,752,815	6,288,099	(16,655,082)	(43,070,303)	(70,575,360)	(105,426,335)
37	Revenues Over (Under) Expenses	(28,148,402)	(26,767,074)	(37,394,874)	(19,753,506)	(24,464,716)	(22,943,181)	(26,415,220)	(27,505,057)	(34,850,975)	(39,296,490)
38	Ending Balance	112,768,915	122,010,753	84,625,879	50,506,321	30,752,815	6,288,099	(16,655,082)	(43,070,303)	(70,575,360)	(105,426,335)

Updated 10-Year Cash Flow Model

(December 2013 Meeting)

