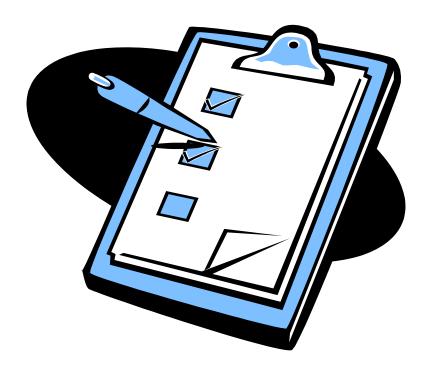
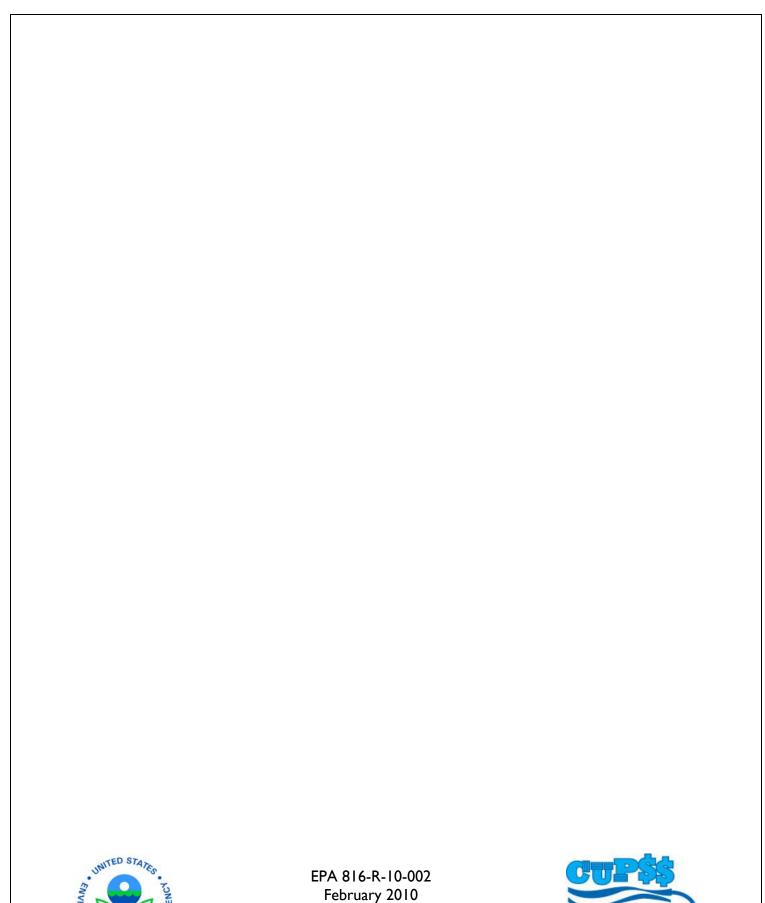
Getting Started with CUPSS

A Workbook for Users







February 2010 Office of Water (4606M) epa.gov/safewater



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Getting Started with CUPSS



This workbook is designed to give you five easy steps to get ready for using the Check Up Program for Small Systems (CUPSS) for drinking water and wastewater utilities—the new asset management software developed by the U.S. Environmental Protection Agency (EPA). By completing several pencil-and-paper exercises, you will have a head start on 'doing asset management' and adding your information into CUPSS. Let's get started!

For step-by-step instructions on installing and using CUPSS, consult your User's Guide.

Before you Begin

Before you begin using this workbook, you might have a few questions about CUPSS. Maybe your state regulator or a technical assistance provider handed you this workbook and said, "Go for it!" In this section, we'll give you a little bit of information about the CUPSS software and how you might find it beneficial. We'll even tell you what asset management really means for your utility.

The first thing you may ask is "What is CUPSS?" CUPSS is 'desktop software,' meaning it is a program that runs on your PC at no cost to the user. Because CUPSS is desktop software, all of your CUPSS data will be stored on your computer and is not accessible by EPA. You do not need an Internet connection to use CUPSS, just a computer to load the software. If you are connected, the program can use the Internet so that you can register your copy and update your version when necessary. If you have questions about technical specifications, consult your User's Kit. The User's Kit is a binder that contains everything you need to know about CUPSS. It includes the CUPSS Installation CD, helpful fact sheets like the Asset Management Best Practices Guide as well as the CUPSS User's Guide.

CUPSS is asset management software; its purpose is to help you organize and develop a plan for the physical and financial health of your drinking water or wastewater utility. If you are effectively managing your assets, you should be able to successfully meet customers' expectations at an appropriate cost.

Like other types of computer software, there are two key components—input (what goes in), and output (what comes out). CUPSS relies on a combination of specific information entered by the user and general information provided by EPA. The information entered by EPA has been inserted to provide additional assistance—such as the life expectancy of 6" mains—to provide simple, eye-opening reports. You only need to enter in a couple of important assets and last year's financial statement to generate a targeted action plan.

You are likely most intrigued by what CUPSS can actually do for you. We think CUPSS will help you do these tasks:

Communicate with the decision makers in your community

- Make more informed, proactive choices
- Improve the efficiency and focus of your operations
- Maximize limited financial resources

Like anything worth doing, integrating CUPSS and asset management into your utility's culture will take time and effort. These are certainly high goals, but we think taking the simple approach used in CUPSS will result in great strides forward for your community.

Helpful Tip:

Don't forget to check out http://www.epa.gov/cupss to register your copy of CUPSS, find training events near you and learn more about asset management.



Step 1 - Why am I here?

Your discovery of CUPSS might have been by accident, on purpose or by recommendation. It might even have been a condition of a loan or grant agreement. Regardless of the how, it is time to think about the why. Ask yourself, "Why should I or anyone else use CUPSS? How can this program help me operate and manage my utility more efficiently?" These exercises will answer these and many other questions you might have.

Also start thinking about who helps you manage your utility—whether it be with operations or financial records. Having your team in mind will help you with the exercises included in this workbook.



Let's begin by identifying what you are doing well. We will start by listing three areas of your utility where you see yourself already succeeding. For example, if you have someone, perhaps a town clerk or someone else, who keeps your accounting records organized and up-to-date, this would be great to include below. Keeping these strengths in mind will help you leverage opportunities for making changes as needed.

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3.		

Helpful Tip:

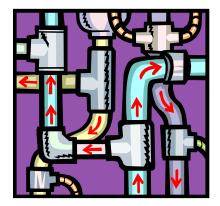
A map will help your utility understand the current service capacity. Use Internet-based mapping tools (try Google Maps or Google Earth) to visually designate the boundary of your utility's service area and important features. You can also do this by hand using a regular or topographic map!

facilitate your cus	and list three areas in your management strategy that could be improved to tomer service interactions and relationships. For example, having a t of aging fire hydrants that need to be rehabilitated or repaired is beneficial community.
1.	
2	
3	
other potential ar relations or as de to improve and	mprove these areas! CUPSS also provides additional information addressing eas of improvement. These areas can be as simple as improving customer tailed as developing a long-term maintenance strategy. What would you like how would you do it? Select one of the areas you just listed, create a te. What is your first step toward reaching your goal? Think about it
	mple: You have an issue area of "leak or break response time" Your e time is 24 hours.
Specific Goal: Goal Date: First Step:	Reduce the leak or break response time by 50% One year Convene a meeting of all utility staff to discuss why the response time is currently 24 hours
Area Selected	#
Specific Goal:	
Goal Date:	
First Sten	

Goal and milestone tracking is crucial in asset management applications. CUPSS will allow you to establish and keep track of both while conducting normal activities and following your established maintenance plan. For now, just keep thinking about these important issues. When you start using the software, it will automatically prompt you to formally begin the goal-setting process.

Helpful Tip:

Get a head start on data entry by getting your files organized!



Step 2 - What assets do I have?

Now that you have figured out where you are and why you are here, let's examine your utility's assets. We will use a drinking water chlorination system as an example. How much do you know about the chlorination system? Can you answer the following questions about this chlorination system? Do you know how your responses make the difference between having safe, disinfected water and potentially health-hazardous water?

- When was it installed?
- How much did it cost?
- When was the last major repair?
- What maintenance will you perform on it this year?
- What and when are the typical routine maintenance actions performed?
- When are the major components scheduled to be replaced?
- Will you be financially prepared to replace a major component if it fails?

If you knew the answers to all these, you are already on the fast track to success. It is more likely, however, that you knew some of the answers and knew where or how to find the rest. CUPSS helps you identify your assets; allowing all of your important asset information to be stored in one place.

While entering information about each of your assets is the most time-consuming part of CUPSS, it is not difficult. In fact, this workbook has been developed to make it an easier process. The inventory forms at the end of this workbook are similar to what you will see in CUPSS within the "My Inventory" section. You can make copies of it, attach it to a clipboard and start digging out those records. Taking baby steps—like planning 30 minutes every day to add one of the major assets in your system—will have you in great shape in no time. Once you have mastered this process, you can start using CUPSS to inventory and manage your assets. Just copy the information you collected on the forms and putting it into CUPSS. Because CUPSS contains dropdown features and help tools, you'll find it more efficient to use the software. But for now, let's focus on thinking about the most important assets you have.

Helpful Tip:

Start with what you know and don't worry about leaving blanks. You can always come back later!

Once you have a few assets documented, begin thinking about how you'll enter your assets in CUPSS!

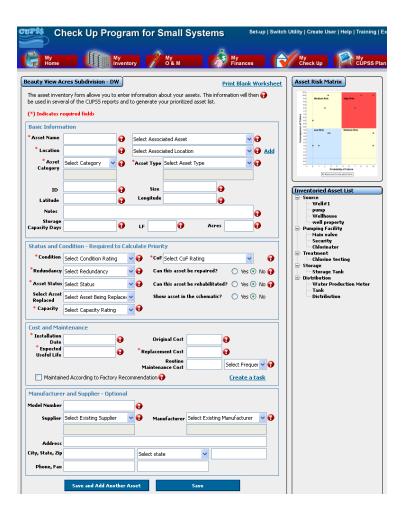
Ist Start by entering the most important assets you have. Let's use a chlorination system (like the previous asset example). You'll type *Chlorination System* into the box beside Asset Name. **2nd** Where is your chlorination system located? You'll type this information in the Location box on this form.

3rd What is the Asset Category for your chlorination system? Not sure what an Asset Category is? Any time you're not sure what to type in the form, click the red circle with a question mark, and help text appears to guide you along the way.

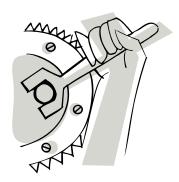
Next Go through the rest of the boxes to enter all the information you have available about your chlorination system.

Done! Do you want to add another asset to CUPSS? If so, click the "Save and Add Another Asset" button. If you want to wait to add more assets, click the "Save and Return Home" button. Whatever you decide, be sure to click one of these buttons! You want to save all the information you entered.

Wasn't starting your inventory list easy? You'll be ready for CUPSS in no time!



For specific details on "My Inventory," see Chapter 5 of the CUPSS User's Guide.



Step 3 - What do I do every day?

Do you often feel like saying, "I barely remember what I did yesterday, let alone two years ago!" You are not alone! Recalling the service history of important parts of your utility is as critical as planning how you will get things done in the future. CUPSS allows you to do both. It is important to develop habits that make and keep record-keeping super easy.

Reminder! For help with record-keeping procedures, see Record Keeping Rules: A Quick Reference Guide. September 2006, EPA 816-F-06-033.

Let's practice developing a service record to see how easy it can be. When maintaining a service record, you must begin by entering in all necessary information into the task list shown at the end of this workbook. Use it over the next few days to plan and track both routine and unexpected maintenance tasks. You can print this form from the "My Inventory" section. Don't forget that you'll be entering your information into CUPSS when you're done! Pretty soon, you'll be using CUPSS without relying on these paper versions. But for now, let's get started with tracking the tasks you can think of right now.

Helpful Tip:

Institutional knowledge is valuable! If you already keep service records, it is well worth spending time each week entering them into CUPSS!



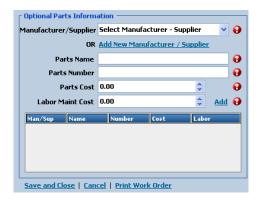
Remember the bigger picture!! We understand that operating a water or wastewater utility is a tough job that requires a lot of brain power. To get ahead of the curve, it helps to plan. What preventive actions do you routinely take? Write down three important tasks you complete routinely, say, every quarter.

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3.			

Are these written down anywhere else? Is there a record of these tasks? How do you ensure that they are completed? The next form looks very similar to CUPSS. Begin filling it out, starting with the three tasks above.

You can take these tasks that you've listed on the last form and enter them into your CUPSS tasks list. Just select "Add a Task" in the "My O&M" section. Enter the *Task Name* and specific details about the task. For an asset-specific task, such as pressure testing your pipes, you can pick from one of the assets you've already entered into CUPSS or you can enter a new asset. It's best to put as much information as you can into the system because it saves it for you. Now your tasks are in your CUPSS calendar! CUPSS recommends many preventive maintenance tasks and allows you to enter your own, all on this central calendar.





For specific details on "My O&M," see Chapter 6 of the CUPSS User's Guide.



Step 4 – Where is the money going?

As you've been learning, CUPSS is intended to make your job easier. Financial decisions are one of the most important and most difficult aspects of managing a utility. Do you know what you will need to spend in the next 5 years? CUPSS will help. However, before CUPSS can give you indicators of your future financial health, it needs some information from you.

Use the next form to summarize last year's financial statement or this year's budget. You can use the revenue and expense categories listed or add your own.

Helpful Tip:

Customer rates and service related fees should recover the full cost of service, offset by any grants the system receives for capital improvements.

Using "My Finances" keeps track of all your budgeted and actual revenues and expenses that you expect to occur this year. It also keeps track of what your revenues and expenses were for past years. You'll even be able to graphically display how your finances change each year by simply clicking the "Graph It" button at the top right of this section. In addition, you'll be able to see your actual expenses and revenues in relation to your current interest rate—without having to figure out any tough calculations. This is a simple, yet crucial, preparation step for understanding how to recover the full cost of doing business. Coupled with several completed asset records, you will be well on your way to harnessing the full powers of CUPSS and long-term success of your utility.



For specific details on "My Finances," see Chapter 7 of the CUPSS User's Guide.



Step 5 - What now?

It is likely that you needed to do some searching for the information we requested in this workbook. Maybe you needed to ask others for help or sell your decision makers on the process. Before you open the User's Kit, take a few moments to list potential members of your CUPSS Team. Most members of your team will not use CUPSS on a day-to-day basis but will need to be kept informed of your progress. You might not have the ultimate authority to make decisions, especially financial ones. Anyone who does should be a member of your team.

List names and phone numbers of three key team members you would like to recruit. Bonus points for already bringing them on board!

Helpful Tip:

Don't forget to include any administrative personnel as team members. If you are lucky to have these professionals in your water utility, you've got a leg up on many others!

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For more information on creating your asset management team, see *Building an Asset Management Team Factsheet*. December 2007, EPA 816-F-07-013.

To gain decision makers' interest in being a part of your asset management team, set up a meeting to view the CUPSS and Us presentation available in the User's Kit.

For more information on asset management and CUPSS, see http://www.epa.gov/cupss

Your CUPSS User's Guide, the CUPSS Training Module, and any in-person training will complement this workbook and provide additional tips and tricks. However, completing the five easy steps in this workbook should give you the confidence to add CUPSS to your utility's 'best practices.' Ready? Set! Go!

Glossary

Term	Definition
Annual Debt Payment	The dollar amount that must be paid each year toward retiring existing debt.
Annual Operating Expenses	Total annual cost of operating and maintaining the water or wastewater utility service. This does not include savings or future draws from capital savings accounts.
Asset	A component of a facility with an independent physical and functional identity and age (e.g. pump, motor, sedimentation tank, main).
Asset Category	Where the asset best fits within your system (e.g., source water, distribution or collection), for organizational purposes.
Asset Inventory	A list of assets with details about each one (installation date, original cost, condition, and such). Also known as an asset register.
Asset Management	A process for maintaining a desired level of customer service at the best appropriate cost.
Asset Name	The name of the technology or equipment that is used for your system to properly function (for example, "5th Street Pumping Station"). See Asset.
Asset Status	This is how your utilities view an asset. Assets can be active (most assets), not in use or a future investment. You would designate an asset a "future investment" if you would like it added to your capital improvement plan.
Asset Type	The asset's functional purpose for a specific asset category (for example, intake structure, pumping station, transmission main, storage tank, and the like).
Associated Asset	Assets that are directly related to a primary asset's function.
Associated Location	A location that complements an associated asset.
Capital Improvement (Expense)	Funds required for the future purchase, repair and/or alteration to or for an asset, structure, or major pieces of equipment.
Capital Improvement Program (CIP) Plan	A plan that projects and assesses which projects (including asset improvements, repairs, replacements, and such) need to be completed in the future.
Capital Reserve	Funds set aside to fund capital improvements (i.e. future

Term	Definition		
Contribution	purchase, repair and/or alteration to or for an asset, structure, or major pieces of equipment).		
Cash on Hand	The amount of cash that is available to the system within a 24 hour period.		
Condition	The current condition, in your opinion, of an asset based on age and physical functionality (ranging from poor to excellent).		
Consequence of Failure	The real or hypothetical results associated with the failure of an asset.		
Debt Payment	The dollar amount that must be paid each year toward paying down or retiring existing debt.		
Debt Ratio	Debt Ratio =Total Liabilities / Total Assets		
	The debt ratio measures the amount of debt being used by the organization. A ratio of 0.6 means that 60% of operations have been financed with debt and the remaining 40% has been financed by equity.		
Emergency Reserve Contribution	Funds set aside for unexpected repairs and replacements. CUPSS recommends that utilities work towards an emergency reserve balance of 25% of its annual operating expenses.		
Expected Useful Life	The average amount of time, in years, that a system or component is estimated to function when installed new.		
Expense	Money spent by the utility to continue its ongoing operations.		
Expense Ratio	Expense Ratio = Operating Expense / Total Expense		
	The expense ratio measures the amount of operating expenses compared to total expenses. A high ratio indicates that most expenditures are for operations – leaving the remaining balance for non-operating costs (such as debt service, capital improvements, etc.). If the non-operating balance is small, then the utility is not likely to meet all of its capital-related expenses, which may cause the system to deteriorate more rapidly.		
Financial Assets	Intangible assets such as cash and bank balances.		
Growth	The amount, as a percent, a community's demand for water or wastewater treatment has increased or decreased. This value will be used to adjust future revenues and expenses.		
Inflation	The anticipated rate of increase in the price level of goods and services.		

Term	Definition		
Interest Rate	A rate which is charged or paid for the use of money. Note: Do not include a percentage sign.		
Level of Service	The characteristics of system performance such as how much, of what nature, and how frequently, with regard to the system's service.		
Liabilities	The financial obligations for which the utility is responsible.		
Maintained According to Factory Recommendation	The frequency of routine maintenance as recommended by the manufacturer.		
Operating Expenses	Total annual cost of operating and maintaining the water or wastewater utility service. This does not include savings or future funds withdrawal from capital savings accounts. Operating expenses include maintenance, equipment, salaries, wages, benefits, supplies, chemicals, contracts, utilities, monitoring, testing, emergency, rent, mortgage, insurance, services, training costs, billing costs, fees, and security costs.		
Operating Ratio	Operating Ratio = Operating Revenue / Operating Expense		
	The operating ratio demonstrates the relationship between operating revenues and operating expenses. A high ratio indicates that the organization has operating efficiency by keeping expenses low relative to revenue.		
Original Cost	The amount paid for the initial purchase of an asset.		
Probability of Failure	The chance an asset will fail based on the percent of effective life consumed and redundancy.		
Redundancy	Spare assets that have the ability to do the same job, if a failure of the primary asset were to occur.		
Replacement Cost	How much will it cost to replace the asset, if required today?		
Revenue	Funds earned by the system through the sale of water or by other means.		
Revenue Surplus/Deficit	The difference between the total cost of doing business and the funds received from fees, loans and grants, and interest earned from any accounts. If the result is zero or greater, the utility is taking in enough money to fully recover its costs and have a surplus. If the result is less than zero, the utility will not cover all costs and therefore will have a deficit.		
Risk	The potential for realization of unwanted adverse consequences or events.		

Term	Definition
Routine Maintenance Cost	How much does it cost for a single routine maintenance activity to be performed on the asset?
Sales Ratio	Sales Ratio = Sales / Total Revenue
	The sales ratio measures the percentage of total revenue that is made up of sales from operations. A low ratio indicates that the organization is overly reliant on outside funding.
Savings Withdrawal	A fixed amount of money removed from the savings account of the utility to help pay for capital improvement items or other planned or unplanned maintenance.
Total Annual Cost of Doing Business	The total annual operating expenses plus the required total annual reserve contributions to reserve funds.

	Inventory L	_ist (Drinking Water	r)
Asset Name		Locati	on	
Associated Assot		Δ	inted Location	
Associated Asset		ASSOC	iated Location	
Asset ID (optional)		Asset	Size (optional)	
((
Storage Capacity in Days	(optional)	LF (op	tional)	
Acres (optional)				
Accet Cotonomi				
Asset Category ☐ Source ☐ Pumping Face	cility Treatment	☐ Stora	age Distribution DO	ther
Asset Type	omty = rreatment	- 0.01	age a bistribution a c	
 □ Wells and Springs □ Intake Structures □ Pumping Equipment □ Disinfection Equipment □ Hydropneumatic Tanks □ Concrete & Metal Storage Tanks □ Transmission Mains □ Distribution/ Collection Mains 	□ Valves □ Computer Equipr Software □ Transformers/ Switchgears/ Wiring □ Motor Controls/D □ Sensors □ Buildings □ Service Lines		☐ Hydrants ☐ Treatment Equipment ☐ Lab/Monitoring Equipment ☐ Tools and Shop Equipment ☐ Transportation Equipment ☐ Security Equipment ☐ Land	□ Galleries and Tunnels □ Meters □ Raw Water Reservoirs □ Generators □ Liquid Waste Handling & Disposal □ Solid Waste Handling & Disposal □ Wells □ Springs □ Other
Asset Status				
☐ Active ☐ Not in Use –		in Use –	Back Up	
Can this Asset be Repaired	? ☐ Yes ☐ No		Can this Asset be Rehabili	
Asset Replaced (optional):			Show asset in schematic?	☐ Yes ☐ No
Condition ☐ Excellent ☐ Good ☐	☐ Fair (Average) ☐	Poor	☐ Very Poor	
Is the asset maintained acc	\ \ \ \ \		•	□ No
Capacity	ording to mandiacture	3 1000	ininendations: = res	
☐ Fullsized ☐ Oversized	Undersized			
Consequence of Failure				
☐ Insignificant – CoF of 2			derate – CoF of 6	
☐ Major – CoF of 8 ☐ Cata	astrophic – Cof of 10			
Redundancy ☐ 0% Backup ☐ 50% Ba	ickup 🚨 100% Bad	ckup	☐ 200% Secondary Backup	
Installation Date			al Cost	
		\$		
Expected Useful Life			cement Cost	
		\$		
Routine Maintenance Cos \$	ts	Timef		n □ nor/year □ lifetime
Optional Information		■ per/	day 🗖 per/week 🗖 per/month	n — perryear — medine
Frequency of Routine Mai	ntenance	Start [Date	
	JiiuiiJU	Juli L		
Model Number		Manuf	acturer	
Supplier Name		Addre	ss	
Oite Otal - 7		Di	No seeds a m	
City, State, Zip		Phone	Number	
Fax Number		Assat	Latitude/Longitude	
I AA HAIIIDUI		79961	_attado/Longitude	
Notes				

Inventory List (Wastewater)					
Asset Name Location					
Associated Asset		Assoc	ciated Location		
Asset ID (optional)		Asset	Size (optional)		
(Opinomal)			<u> </u>		
Storage Capacity in Days	(optional)	LF (op	otional)		
Acres (optional)					
Asset Category	Transfer and D. Otan				
, , ,	Treatment	age	□ Collection □ Other		
Asset Type	☐ Transformers/		D Lab/Manitaring	☐ Galleries and Tunnels	
☐ Pumping Equipment☐ Disinfection☐	Switchgears/		☐ Lab/ Monitoring Equipment	☐ Meters	
Equipment	Wiring		☐ Tools and Shop	☐ Generators	
☐ Concrete & Metal	■ Motor Controls/	Drives	Equipment	☐ Liquid Waste Handling	
Storage Tanks	☐ Sensors	Diives	☐ Transportation	& Disposal	
☐ Transmission Mains	☐ Buildings		Equipment	☐ Solid Waste Handling &	
☐ Valves	☐ Service Lines		☐ Security Equipment	Disposal	
☐ Computer	☐ Treatment Equi	nmont	☐ Land	☐ Digester	
Equipment/	☐ Distribution/	pinent	Sewers	☐ Other	
Software	Collection Mair			- Other	
	Collection Mail	15	☐ Pressure Pipework		
Asset Status	Abandanad DN	-4 in 1 in	a Daak IIIa D Eutura IIa	ra atra a at	
	- Abandoned □ No	ot in Us			
Can this Asset be Repaired	? Li Yes Li No		Can this Asset be Rehabil		
Asset Replaced (optional):			Show asset in schematic?	☐ Yes ☐ No	
Condition					
□ Excellent □ Good	☐ Fair (Average)		r □ Very Poor	, DN	
Is the asset maintained ac	cording to manufact	urer's re	ecommendations?	′es □ No	
Capacity	D.H. danet and				
☐ Fullsized ☐ Oversized	□ Undersized				
Consequence of Failure		1 7			
☐ Insignificant – CoF of 2			Moderate – CoF of 6		
☐ Major – CoF of 8 ☐ Ca	tastrophic – CoF of	10			
Redundancy					
□ 0% Backup □ 50% B	Backup 🔲 100% E		200% Secondary Bad	ckup	
Installation Date	_		nal Cost		
		\$			
Expected Useful Life		Replacement Cost			
		\$			
Routine Maintenance Co	sts	Timef	rame		
\$		□ per/	/day □ per/week □ per/mor	nth 🗆 per/year 🖵 lifetime	
Optional Information			1	The state of the s	
Frequency of Routine Ma	aintenance	Start I	Data		
Trequency of Routine Ma	Trequency of Routine maintenance Start Date				
Model Number Manufacturer					
IVIGITUI ACTUICI					
Supplier Name		۸ ما ما یه			
Supplier Name Address					
Oite Otata 7im			Number		
City, State, Zip Pho			e Number		
F. N.		A	1 -4:4		
Fax Number		Asset	Latitude/Longitude		
N					
Notes					

	New Ta	sk		
Staff Assigned	Task Name			
Task Type				
☐ Monitoring ☐ Routine Maintenance ☐	_			
Is this task planned?	Is this a Capital	Improvement Pro	ject? ☐ Yes ☐	1 No
Task Details				
Task Notes				
Cost of the Task	\$			
Percent of Task Deferred Maintenance	%			
For Asset-related Tasks				
Asset Name				
Condition				
☐ Excellent ☐ Good ☐ Fair (Average)	□ Poor □ Very I	Poor		
Is the asset maintained according to manu	facturer's recomn	nendations? 🔲 Y	′es □ No	
For Monitoring Tasks				
Chemicals	Amount	Unit	Date	Time
Schedule				
Task Start-End Date	Completed Dat	e \ Time	Staff Complete	<u>d</u>
_				
Frequency			Length (days)	_
☐ Daily ☐ Weekly ☐ Monthly	☐ Annual	lly		
Recurs every		<u>,</u>		
day(s) time(s) / day	week(s)	on (Day	of week)	
Day of every month(s)	(Week of m	onth) (Da	y of week) every	month(s)
(Month) (Day of month)	(Week of m	onth) (Da	y of week) of	(Month)
Recurrence End Date				
Optional Parts Information				
Manufacturer/Supplier				
Parts Name				
Parts Number				
Parts Cost	\$			
Lahor Maintenance Costs	\$			

Finances Year Cash on Hand **Interest Rate** Revenue Revenue from user rates \$ Revenue from grants \$ Revenue from loans/bonds \$ Transfer from reserve fund \$ Interest Other Revenues (Total) ☐ One-time fees □ Contract sales \$ \$ \$ ■ Bulk sales □ Product sales □ Ad Valorem tax Other **Total Revenue** \$ **Expenses** \$ Operating Expenses (Total) ■ Maintenance \$ ■ Equipment \$ \$ \$ ☐ Salaries, Wages, Benefits Supplies □ Contracts □ Chemicals \$ \$ \$ Utilities ■ Monitoring & Testing \$ ☐ Rent or Mortgage \$ ■ Emergency \$ \$ \$ ■ Insurance □ Services \$ \$ ■ Billing Costs □ Training Costs \$ \$ □ Fees ■ Security ■ Publications and Elections ☐ 2 Post Office Boxes \$ \$ □ Taxes \$ Capital Improvements \$ \$ ■ Storage Tank \$ **Debt Payment** \$ Capital Reserve Contribution **Emergency Reserve Contribution** \$ \$ Other \$ **Total Expenses**