



**ENCINA**  
WASTEWATER  
AUTHORITY

**RECOMMENDED  
OPERATING & CAPITAL BUDGET  
FISCAL YEAR 2021**

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## MISSION STATEMENT

AS AN ENVIRONMENTAL LEADER, EWA  
PROVIDES RELIABLE AND FISCALLY  
RESPONSIBLE WASTEWATER SERVICES  
TO THE COMMUNITIES WE SERVE  
WHILE OPTIMIZING THE USE OF  
RENEWABLE RESOURCES.

## PROUDLY SERVING

CITY OF CARLSBAD  
CITY OF VISTA  
CITY OF ENCINITAS  
VALLECITOS WATER DISTRICT  
BUENA SANITATION DISTRICT  
LEUCADIA WASTEWATER DISTRICT

# ENCINA WASTEWATER AUTHORITY

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## FY2021 RECOMMENDED OPERATING & CAPITAL BUDGETS

### TABLE OF CONTENTS

#### INTRODUCTION

Letter of Transmittal .....	1
Policy Brief: CalPERS Pension Liability Funding Strategy – Year 2 .....	4
Operating Budget Revenue and Expense Summary .....	5
Operating Budget: Expense Summary .....	6
Operating Budget: Revenue Summary .....	7
Personnel Expense Summary by Account .....	8
Personnel Expense Summary by Program .....	8
Organization Chart .....	9
Salary Schedule .....	10

#### OPERATING PROGRAMS

Encina Water Pollution Control Facility .....	11
Operating Expense Summary: Encina Water Pollution Control Facility .....	13
Environmental Compliance and Regional Source Control .....	15
Operating Expense Summary: Source Control .....	17
Agua Hedionda Pump Station .....	19 and 25
Buena Vista Pump Station .....	20 and 26
Buena Creek Pump Station .....	21 and 27
Carlsbad Water Recycling Facility .....	22 and 28
Raceway Basin Pump Station .....	23 and 29
Internal Service Funds .....	31
Operating Expense Summary: Internal Service Funds .....	33

#### CAPITAL PROGRAMS

Capital Program .....	35
Summary of Capital Expenses .....	37
EWPCF – Capital Improvements .....	38
EWPCF – Planned Asset Rehabilitation & Replacement .....	39
EWPCF – Capital Acquisitions .....	41
Remote Facilities – Acquisitions & Rehabilitation .....	42
Long-Term Capital Financial Plan .....	44

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Date: April 22, 2020

To: Honorable Chair and Members of the Board of Directors  
Encina Joint Advisory Committee  
Boards and Councils of the Encina Member Agencies

From: Michael Steinlicht, General Manager

Subject: Transmittal of FY2021 Recommended Pension Policy, Operating & Capital Budgets

This letter transmits the Encina Wastewater Authority's (EWA) Recommended Fiscal Year 2021 Pension Policy, Operating and Capital Budgets. In conformance with the Revised Basic Agreement for Ownership, Operation and Maintenance of the Encina Joint Sewage System, this Recommended Budget estimates both the amount of money required to operate, maintain and administer the Joint System during Fiscal Year 2021; and, the proportionate amount to be paid by each Member Agency.

The Recommended FY2021 Pension Policy, Operating and Capital Budgets combined total \$46.5M and is summarized below:

Operating Program	Budget FY2020	Recommended FY2021	FY 2020 vs FY 2021 % Change
Encina Water Pollution Control Facility	\$ 37,968,324	\$ 38,082,567	0.3%
Environmental Compliance – Source Control	\$ 1,177,299	\$ 1,213,334	3.1%
Agua Hedionda Pump Station	\$ 737,170	\$ 999,442	35.6%
Buena Vista Pump Station	\$ 987,424	\$ 1,015,354	2.8%
Buena Creek Pump Station	\$ 687,856	\$ 805,080	17.0%
Carlsbad Water Recycling Facility	\$ 1,829,887	\$ 3,975,465	117.3%
Raceway Basin Pump Station	\$ 424,199	\$ 465,240	9.7%
<b>Total Operating Budget</b>	<b>\$ 43,812,159</b>	<b>\$ 46,556,482</b>	<b>6.3%</b>

#### PENSION POLICY OVERVIEW

The Pension Policy was developed and approved with the guidance and collaboration of EWA's Board of Directors and Member Agencies. This policy strives to pay off the pension liability over a three-year term and FY2021 continues as Year 2 of this effort. The Funding Policy pays down approximately \$4.1M annually towards the CalPERS Pension Liability from the following programs summarized below:

CalPERS Pension Funding Policy	Budget FY2020	Recommended FY2021	FY 2020 vs FY 2021 % Change
Encina Water Pollution Control Facility – Operations	\$ 2,550,374	\$ 2,550,374	0%
Encina Water Pollution Control Facility – Capital	\$ 779,099	\$ 779,099	0%
Environmental Compliance – Source Control	\$ 246,827	\$ 246,827	0%
Agua Hedionda Pump Station	\$ 70,681	\$ 70,681	0%
Buena Vista Pump Station	\$ 74,547	\$ 74,547	0%
Buena Creek Pump Station	\$ 69,638	\$ 69,638	0%
Carlsbad Water Recycling Facility	\$ 256,601	\$ 256,601	0%
Raceway Basin Pump Station	\$ 48,333	\$ 48,333	0%
<b>Total CalPERS Pension Funding Policy</b>	<b>\$ 4,096,100</b>	<b>\$ 4,096,100</b>	<b>0%</b>

**OPERATING BUDGET OVERVIEW**

The Recommended FY2021 Operating Budget is comprised of seven (7) operational programs that provide services to the Encina Member Agencies. Each operational program includes direct personnel and non-personnel expenses and related internal service fund (ISF) charges. The Recommended FY2021 Budget reflects management's strategies and objectives to ensure continued achievement within each of the six (6) Business Principles identified in the Five-Year Strategic Business Plan: Protect Public Health and the Environment; Pursue Waste Resource Recovery Opportunities; Conduct Sound Planning and Invest Appropriately; Remain Efficient, Fiscally Responsible, and Innovative; Provide Meaningful Transparency; and Deliver Exceptional Member Agency Service.

The Recommended FY2021 Operating Budget totals approximately \$18.2 million for the seven (7) operational programs summarized on the following page:

Operating Program		Actual FY2019		Budget FY2020		Recommended FY2021	FY 2020 vs FY 2021 % Change
Encina Water Pollution Control Facility	\$	12,457,968	\$	13,623,775	\$	14,642,571	7.5%
Environmental Compliance – Source Control	\$	770,842	\$	930,472	\$	966,507	3.9%
Agua Hedionda Pump Station	\$	672,563	\$	558,489	\$	825,761	47.9%
Buena Vista Pump Station	\$	579,628	\$	636,877	\$	659,807	3.6%
Buena Creek Pump Station	\$	367,226	\$	412,218	\$	426,442	3.5%
Carlsbad Water Recycling Facility	\$	1,107,356	\$	1,370,486	\$	1,392,864	1.6%
Raceway Basin Pump Station	\$	210,305	\$	248,366	\$	259,407	4.4%
<b>Sub-Total: Expenses</b>	<b>\$</b>	<b>16,165,888</b>	<b>\$</b>	<b>17,780,683</b>	<b>\$</b>	<b>19,173,359</b>	<b>7.8%</b>
Estimated Other Operating Revenue	\$	-	\$	(555,200)	\$	(962,000)	73.3%
<b>Total Operating Budget</b>	<b>\$</b>	<b>16,165,888</b>	<b>\$</b>	<b>17,225,483</b>	<b>\$</b>	<b>18,211,359</b>	<b>5.7%</b>

The FY2021 Operating Budget reflects EWA's continuing commitment to provide sustainable and fiscally responsible wastewater services to the communities it serves while maximizing the use of alternative and renewable resources. The Recommended FY2021 EWPCF Operating Budget includes \$250,000 in contingency funding to help each of the Member Agencies make sufficient appropriations for their share of EWA expenditures as part of their annual budgeting processes.

**CAPITAL BUDGET OVERVIEW**

The Recommended FY2021 Capital Budget totals approximately \$24.2 million for the following EWA capital programs summarized below:

Capital Program		Actual FY2019		Budget FY2020		Recommended FY2021	FY 2020 vs FY 2021 % Change
EWPCF – Capital Improvements	\$	12,083,626	\$	17,594,480	\$	16,921,000	-3.8%
EWPCF – Planned Asset Rehabilitation	\$	772,090	\$	969,600	\$	989,500	2.1%
EWPCF – Capital Acquisitions	\$	410,240	\$	341,100	\$	346,700	1.6%
Remotes Facilities – Acquisitions & Rehabilitation	\$	488,305	\$	920,300	\$	3,176,500	245.2%
Allocated Personnel Expenses	\$	2,417,309	\$	2,665,096	\$	2,815,323	5.6%
<b>Total Capital Budget</b>	<b>\$</b>	<b>16,171,570</b>	<b>\$</b>	<b>22,490,576</b>	<b>\$</b>	<b>24,249,023</b>	<b>7.8%</b>

Improvement Projects are planned, scoped, and prioritized through the Comprehensive Asset Management Program (CAMP). The most recent CAMP was published in February 2019 and will continue to be updated biannually. It considers anticipated changes in regulatory requirements, prospective operational efficiencies, funding availability and other factors.

The Recommended FY2021 Capital Budget includes approximately \$2.8 million in funding for 13.21 full-time equivalent (FTE) positions. These positions include full and part-time efforts of EWA executives, professionals, managers, and technical staff who plan, direct, and support EWA's Capital Program.

Significant Capital Improvement Projects recommended for FY2021 funding include: Primary Area Improvements (\$6.4M); Cogen Wall Repair (\$1.0M); and the Network Improvements Project (\$0.9M).

EWPCF – Planned Asset Rehabilitation and Replacement (PARR) reflects minor plant rehabilitation efforts undertaken by EWA staff to maintain the \$514 million worth of Joint System assets. Recommended PARR Projects total approximately \$1.0M. Recommended EWPCF – Capital Acquisitions total \$0.3M and reflect appropriate investment in minor infrastructure, equipment. Recommended Remote Facilities – Acquisitions and Rehabilitation total \$3.2M and reflect appropriate investment in remote facility improvements.

Please join me in recognizing the staff whose efforts produced this document. Joseph Spence, Assistant to the General Manager, led staff efforts in the preparation and development of the FY2021 Recommended Budget with assistance from LeeAnn Warchol, Administrative Services Manager, and third-party quality control review by Financial Management Consultant, Daniel Langlois. The Executive Leadership Team coordinated the budget development processes within their respective departments. Assistant General Manager, Scott McClelland, made certain our constantly developing ideas were presented clearly, consistently and accurately.

Respectfully Submitted,

A handwritten signature in black ink that reads "Michl Stilicht". The signature is stylized with a cursive, flowing script.

Michael Steinlicht  
General Manager

## Policy Brief

Date: April 22, 2020

To: Honorable Chair and Members of the Board of Directors  
Encina Joint Advisory Committee  
Boards and Councils of the Encina Member Agencies

From: Michael Steinlicht, General Manager

Subject: CalPERS Pension Liability Funding Policy – Year 2

Managing the CalPERS pension liability is one of EWA's most significant financial challenges and was therefore established as one of the organization's key strategic initiatives to address. On March 5, 2019, staff held the 2019 Policy Development Workshop and obtained clear policy direction on how to manage the pension liability over the next few years. At that time, EWA's actuarial valuation report, dated June 30, 2017, reflected EWA's pension liability being \$13.5M. Staff was instructed to pay off the entire pension liability over the next three years which may save the EWA \$10.7M in interest. Based on the guidance and concerns received from the Board of Directors, EWA established the following pension funding policy framework:

- 1) Strive to have the pension liability paid off at the end of three years (final payment around June 2022). For simplicity, we needed to assume the underlying assumptions of the \$13.5M won't materially change during that time frame and assume a constant 7.0% interest rate being charged.
- 2) Maintain flexibility and control with the funding strategy, not locking into any formal arrangement with CalPERS.
- 3) Mitigate some investment market timing risk by paying into the pension monthly or quarterly over the three-year term, thereby dollar cost averaging over the three years-worth of market fluctuations.
- 4) Avoid over paying, or becoming super-funded, by reassessing the final year's payment as necessary.
- 5) Report back to the Policy & Finance Committee and Board of Directors on pension funding status on a regular basis.

Since implementing the funding policy, EWA's latest actuarial report, dated June 30, 2018, reflects EWA's liability has grown to \$14.3M. This was the result of the discount rate adjusting from 7.25% down to 7.00% and was in response to CalPERS needing to reflect a reduced outlook of future investment returns. EWA has been paying down the liability as planned throughout FY 2020 but this will not be reflected in the actuarial reports for another two years. Only then will staff be able to better assess the actual results and savings generated from the funding policy. In the meantime, staff believes EWA should stay the course and continue with the original funding plan.

Below illustrates the fiscal impact of the funding policy as originally adopted and has been incorporated into the Recommended FY 2021 and 2022 Budgets:

	Three Years to 100% Funded			
	FY 2020 Year 1	FY 2021 Year 2	FY 2022 Year 3	Total
Funding Policy				
City of Carlsbad	\$ 1,210,106	\$ 1,210,106	\$ 1,210,106	\$ 3,630,318
City of Vista	\$ 1,016,600	\$ 1,016,600	\$ 1,016,600	\$ 3,049,800
Buena Sanitation District	\$ 367,994	\$ 367,994	\$ 367,994	\$ 1,103,982
Vallecitos Water District	\$ 788,954	\$ 788,954	\$ 788,954	\$ 2,366,862
Leucadia Wastewater District	\$ 547,626	\$ 547,626	\$ 547,626	\$ 1,642,878
City of Encinitas	\$ 164,820	\$ 164,820	\$ 164,820	\$ 494,460
Total Funding Policy	\$ 4,096,100	\$ 4,096,100	\$ 4,096,100	\$ 12,288,300
Normal Operations / Minimum Required	\$ 870,900	\$ 870,900	\$ 870,900	\$ 2,612,700
Pension Liability Payment	\$ 4,967,000	\$ 4,967,000	\$ 4,967,000	\$ 14,901,000



## OPERATING BUDGET: REVENUE *and* EXPENSE SUMMARY

### Revenue Summary

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
City of Carlsbad	\$	4,905,116	\$	5,472,462	\$	5,161,081	\$	5,538,836	\$	66,374	1.2%
City of Vista	\$	4,464,106	\$	4,652,076	\$	4,705,650	\$	5,095,483	\$	443,407	9.5%
Buena Sanitation District	\$	1,570,663	\$	1,726,349	\$	1,705,130	\$	1,831,393	\$	105,044	6.1%
Vallecitos Water District	\$	2,698,767	\$	2,725,302	\$	2,863,494	\$	3,045,352	\$	320,050	11.7%
Leucadia Wastewater District	\$	1,903,591	\$	2,007,116	\$	1,886,665	\$	2,021,904	\$	14,788	0.7%
City of Encinitas	\$	623,645	\$	642,178	\$	635,600	\$	678,391	\$	36,213	5.6%
<b>Sub Total</b>	<b>\$</b>	<b>16,165,888</b>	<b>\$</b>	<b>17,225,483</b>	<b>\$</b>	<b>16,957,620</b>	<b>\$</b>	<b>18,211,359</b>	<b>\$</b>	<b>985,876</b>	<b>5.7%</b>
Estimated Other Revenue		*	\$	555,200	\$	750,780	\$	962,000	\$	406,800	73.3%
<b>Total</b>	<b>\$</b>	<b>16,165,888</b>	<b>\$</b>	<b>17,780,683</b>	<b>\$</b>	<b>17,708,400</b>	<b>\$</b>	<b>19,173,359</b>	<b>\$</b>	<b>1,392,676</b>	<b>7.8%</b>

\*2019 Actual total is net of other revenue

### Operating Revenues from Member Agencies by Program

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Encina Water Pollution Control Facility	\$	12,457,968	\$	13,068,575	\$	12,798,042	\$	13,680,571	\$	611,996	4.7%
Source Control	\$	770,842	\$	930,472	\$	909,837	\$	966,507	\$	36,035	3.9%
Agua Hedionda Pump Station	\$	672,563	\$	558,489	\$	714,298	\$	825,761	\$	267,272	47.9%
Buena Vista Pump Station	\$	579,628	\$	636,877	\$	621,594	\$	659,807	\$	22,930	3.6%
Buena Creek Pump Station	\$	367,226	\$	412,218	\$	394,256	\$	426,442	\$	14,224	3.5%
Carlsbad Water Recycling Facility	\$	1,107,356	\$	1,370,486	\$	1,282,524	\$	1,392,864	\$	22,378	1.6%
Raceway Basin Pump Station	\$	210,305	\$	248,366	\$	237,069	\$	259,407	\$	11,041	4.4%
<b>Total</b>	<b>\$</b>	<b>16,165,888</b>	<b>\$</b>	<b>17,225,483</b>	<b>\$</b>	<b>16,957,620</b>	<b>\$</b>	<b>18,211,359</b>	<b>\$</b>	<b>985,876</b>	<b>5.7%</b>

### Operating Budget Expense Summary by Program

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Encina Water Pollution Control Facility	\$	12,457,968	\$	13,623,775	\$	13,548,822	\$	14,642,571	\$	1,018,796	7.5%
Source Control	\$	770,842	\$	930,472	\$	909,837	\$	966,507	\$	36,035	3.9%
Agua Hedionda Pump Station	\$	672,563	\$	558,489	\$	714,298	\$	825,761	\$	267,272	47.9%
Buena Vista Pump Station	\$	579,628	\$	636,877	\$	621,594	\$	659,807	\$	22,930	3.6%
Buena Creek Pump Station	\$	367,226	\$	412,218	\$	394,256	\$	426,442	\$	14,224	3.5%
Carlsbad Water Recycling Facility	\$	1,107,356	\$	1,370,486	\$	1,282,524	\$	1,392,864	\$	22,378	1.6%
Raceway Basin Pump Station	\$	210,305	\$	248,366	\$	237,069	\$	259,407	\$	11,041	4.4%
<b>Total</b>	<b>\$</b>	<b>16,165,888</b>	<b>\$</b>	<b>17,780,683</b>	<b>\$</b>	<b>17,708,400</b>	<b>\$</b>	<b>19,173,359</b>	<b>\$</b>	<b>1,392,676</b>	<b>7.8%</b>

### Combined Operating Budget Expense

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Personnel	\$	6,541,326	\$	6,901,562	\$	6,895,200	\$	7,284,268	\$	382,706	5.5%
Non-Personnel	\$	4,588,778	\$	5,449,550	\$	5,378,850	\$	6,298,350	\$	848,800	15.6%
Internal Service Fund	\$	5,035,784	\$	5,429,571	\$	5,434,350	\$	5,590,741	\$	161,170	3.0%
<b>Total</b>	<b>\$</b>	<b>16,165,888</b>	<b>\$</b>	<b>17,780,683</b>	<b>\$</b>	<b>17,708,400</b>	<b>\$</b>	<b>19,173,359</b>	<b>\$</b>	<b>1,392,676</b>	<b>7.8%</b>

## OPERATING BUDGET: EXPENSE SUMMARY

### Encina Water Pollution Control Facility

	Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	Change	%
Personnel	\$ 4,572,432	\$ 4,800,204	\$ 4,703,800	\$ 4,875,074	\$ 74,870	1.6%
Non-Personnel	\$ 3,365,178	\$ 3,954,750	\$ 3,962,350	\$ 4,783,450	\$ 828,700	21.0%
Internal Service Fund	\$ 4,520,358	\$ 4,868,821	\$ 4,882,672	\$ 4,984,047	\$ 115,226	2.4%
<b>Total</b>	<b>\$ 12,457,968</b>	<b>\$ 13,623,775</b>	<b>\$ 13,548,822</b>	<b>\$ 14,642,571</b>	<b>\$ 1,018,796</b>	<b>7.5%</b>

### Environmental Compliance – Source Control

	Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	Change	%
Personnel	\$ 592,443	\$ 708,022	\$ 682,600	\$ 738,299	\$ 30,277	4.3%
Non-Personnel	\$ 11,593	\$ 52,000	\$ 43,200	\$ 30,500	\$ (21,500)	-41.3%
Internal Service Fund	\$ 166,806	\$ 170,450	\$ 184,037	\$ 197,708	\$ 27,258	16.0%
<b>Total</b>	<b>\$ 770,842</b>	<b>\$ 930,472</b>	<b>\$ 909,837</b>	<b>\$ 966,507</b>	<b>\$ 36,035</b>	<b>3.9%</b>

### Agua Hedionda Pump Station

	Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	Change	%
Personnel	\$ 421,694	\$ 279,345	\$ 452,700	\$ 513,125	\$ 233,780	83.7%
Non-Personnel	\$ 210,852	\$ 229,125	\$ 214,500	\$ 247,600	\$ 18,475	8.1%
Internal Service Fund	\$ 40,017	\$ 50,019	\$ 47,098	\$ 65,036	\$ 15,017	30.0%
<b>Total</b>	<b>\$ 672,563</b>	<b>\$ 558,489</b>	<b>\$ 714,298</b>	<b>\$ 825,761</b>	<b>\$ 267,272</b>	<b>47.9%</b>

### Buena Vista Pump Station

	Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	Change	%
Personnel	\$ 180,000	\$ 206,566	\$ 202,000	\$ 214,790	\$ 8,224	4.0%
Non-Personnel	\$ 352,782	\$ 379,075	\$ 371,350	\$ 395,700	\$ 16,625	4.4%
Internal Service Fund	\$ 46,846	\$ 51,236	\$ 48,244	\$ 49,317	\$ (1,919)	-3.7%
<b>Total</b>	<b>\$ 579,628</b>	<b>\$ 636,877</b>	<b>\$ 621,594</b>	<b>\$ 659,807</b>	<b>\$ 22,930</b>	<b>3.6%</b>

### Buena Creek Pump Station

	Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	Change	%
Personnel	\$ 172,911	\$ 190,259	\$ 178,500	\$ 197,408	\$ 7,149	3.8%
Non-Personnel	\$ 154,454	\$ 178,250	\$ 174,600	\$ 186,150	\$ 7,900	4.4%
Internal Service Fund	\$ 39,861	\$ 43,709	\$ 41,156	\$ 42,884	\$ (825)	-1.9%
<b>Total</b>	<b>\$ 367,226</b>	<b>\$ 412,218</b>	<b>\$ 394,256</b>	<b>\$ 426,442</b>	<b>\$ 14,224</b>	<b>3.5%</b>

### Carlsbad Water Recycling Facility

	Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	Change	%
Personnel	\$ 464,202	\$ 562,215	\$ 531,700	\$ 584,485	\$ 22,270	4.0%
Non-Personnel	\$ 449,771	\$ 594,550	\$ 549,450	\$ 588,800	\$ (5,750)	-1.0%
Internal Service Fund	\$ 193,383	\$ 213,721	\$ 201,374	\$ 219,579	\$ 5,858	2.7%
<b>Total</b>	<b>\$ 1,107,356</b>	<b>\$ 1,370,486</b>	<b>\$ 1,282,524</b>	<b>\$ 1,392,864</b>	<b>\$ 22,378</b>	<b>1.6%</b>

### Raceway Basin Pump Station

	Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	Change	%
Personnel	\$ 137,644	\$ 154,951	\$ 143,900	\$ 161,087	\$ 6,136	4.0%
Non-Personnel	\$ 44,148	\$ 61,800	\$ 63,400	\$ 66,150	\$ 4,350	7.0%
Internal Service Fund	\$ 28,513	\$ 31,615	\$ 29,769	\$ 32,170	\$ 555	1.8%
<b>Total</b>	<b>\$ 210,305</b>	<b>\$ 248,366</b>	<b>\$ 237,069</b>	<b>\$ 259,407</b>	<b>\$ 11,041</b>	<b>4.4%</b>

## OPERATING BUDGET: REVENUE SUMMARY

### City of Carlsbad

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Encina Water Pollution Control Facility	\$	3,303,695	\$	3,551,285	\$	3,350,216	\$	3,563,090	\$	11,805	0.3%
Source Control	\$	225,962	\$	311,883	\$	242,978	\$	259,101	\$	(52,782)	-16.9%
Agua Hedionda Pump Station	\$	207,822	\$	172,573	\$	220,718	\$	255,160	\$	82,587	47.9%
Buena Vista Pump Station	\$	60,281	\$	66,235	\$	64,645	\$	68,621	\$	2,386	3.6%
Carlsbad Water Recycling Facility	\$	1,107,356	\$	1,370,486	\$	1,282,524	\$	1,392,864	\$	22,378	1.6%
<b>Total</b>	<b>\$</b>	<b>4,905,116</b>	<b>\$</b>	<b>5,472,462</b>	<b>\$</b>	<b>5,161,081</b>	<b>\$</b>	<b>5,538,836</b>	<b>\$</b>	<b>66,374</b>	<b>1.2%</b>

### City of Vista

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Encina Water Pollution Control Facility	\$	3,020,312	\$	3,178,793	\$	3,086,859	\$	3,321,469	\$	142,676	4.5%
Source Control	\$	249,401	\$	268,359	\$	331,193	\$	352,820	\$	84,461	31.5%
Agua Hedionda Pump Station	\$	464,741	\$	385,916	\$	493,580	\$	570,601	\$	184,685	47.9%
Buena Vista Pump Station	\$	519,347	\$	570,642	\$	556,949	\$	591,186	\$	20,544	3.6%
Raceway Basin Pump Station	\$	210,305	\$	248,366	\$	237,069	\$	259,407	\$	11,041	4.4%
<b>Total</b>	<b>\$</b>	<b>4,464,106</b>	<b>\$</b>	<b>4,652,076</b>	<b>\$</b>	<b>4,705,650</b>	<b>\$</b>	<b>5,095,483</b>	<b>\$</b>	<b>443,407</b>	<b>9.5%</b>

### Buena Sanitation District

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Encina Water Pollution Control Facility	\$	1,137,774	\$	1,223,301	\$	1,194,235	\$	1,280,376	\$	57,075	4.7%
Source Control	\$	65,663	\$	90,830	\$	116,639	\$	124,575	\$	33,745	37.2%
Buena Creek Pump Station	\$	367,226	\$	412,218	\$	394,256	\$	426,442	\$	14,224	3.5%
<b>Total</b>	<b>\$</b>	<b>1,570,663</b>	<b>\$</b>	<b>1,726,349</b>	<b>\$</b>	<b>1,705,130</b>	<b>\$</b>	<b>1,831,393</b>	<b>\$</b>	<b>105,044</b>	<b>6.1%</b>

### Vallecitos Water District

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Encina Water Pollution Control Facility	\$	2,584,515	\$	2,577,319	\$	2,724,636	\$	2,898,319	\$	321,000	12.5%
Source Control	\$	114,252	\$	147,983	\$	138,858	\$	147,033	\$	(950)	-0.6%
<b>Total</b>	<b>\$</b>	<b>2,698,767</b>	<b>\$</b>	<b>2,725,302</b>	<b>\$</b>	<b>2,863,494</b>	<b>\$</b>	<b>3,045,352</b>	<b>\$</b>	<b>320,050</b>	<b>11.7%</b>

### Leucadia Wastewater District

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Encina Water Pollution Control Facility	\$	1,823,188	\$	1,923,531	\$	1,826,255	\$	1,959,477	\$	35,946	1.9%
Source Control	\$	80,403	\$	83,585	\$	60,410	\$	62,427	\$	(21,158)	-25.3%
<b>Total</b>	<b>\$</b>	<b>1,903,591</b>	<b>\$</b>	<b>2,007,116</b>	<b>\$</b>	<b>1,886,665</b>	<b>\$</b>	<b>2,021,904</b>	<b>\$</b>	<b>14,788</b>	<b>0.7%</b>

### City of Encinitas

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		Change	%
Encina Water Pollution Control Facility	\$	588,484	\$	614,346	\$	615,841	\$	657,840	\$	43,494	7.1%
Source Control	\$	35,161	\$	27,832	\$	19,759	\$	20,551	\$	(7,281)	-26.2%
<b>Total</b>	<b>\$</b>	<b>623,645</b>	<b>\$</b>	<b>642,178</b>	<b>\$</b>	<b>635,600</b>	<b>\$</b>	<b>678,391</b>	<b>\$</b>	<b>36,213</b>	<b>5.6%</b>

PERSONNEL EXPENSE SUMMARY *by* ACCOUNT

## Salaries

	2020 Budget	% of Total	2021 Budget	% of Total	% Change
Regular	\$ 7,748,544		\$ 8,006,451		3.3%
Overtime	\$ 130,000		\$ 170,000		30.8%
Holiday	\$ 95,000		\$ 99,000		4.2%
Temporary & Part-Time Staff	\$ 175,000		\$ 188,000		7.4%
Intern Program	\$ 29,800		\$ 29,800		0.0%
Shift Differential	\$ 39,000		\$ 39,000		0.0%
Incentive Awards	\$ 14,000		\$ 14,500		3.6%
Standby	\$ 2,000		\$ 5,000		150.0%
<b>Subtotal Salaries</b>	<b>\$ 8,233,344</b>	<b>68.4%</b>	<b>\$ 8,551,751</b>	<b>68.3%</b>	<b>3.9%</b>

## Benefits

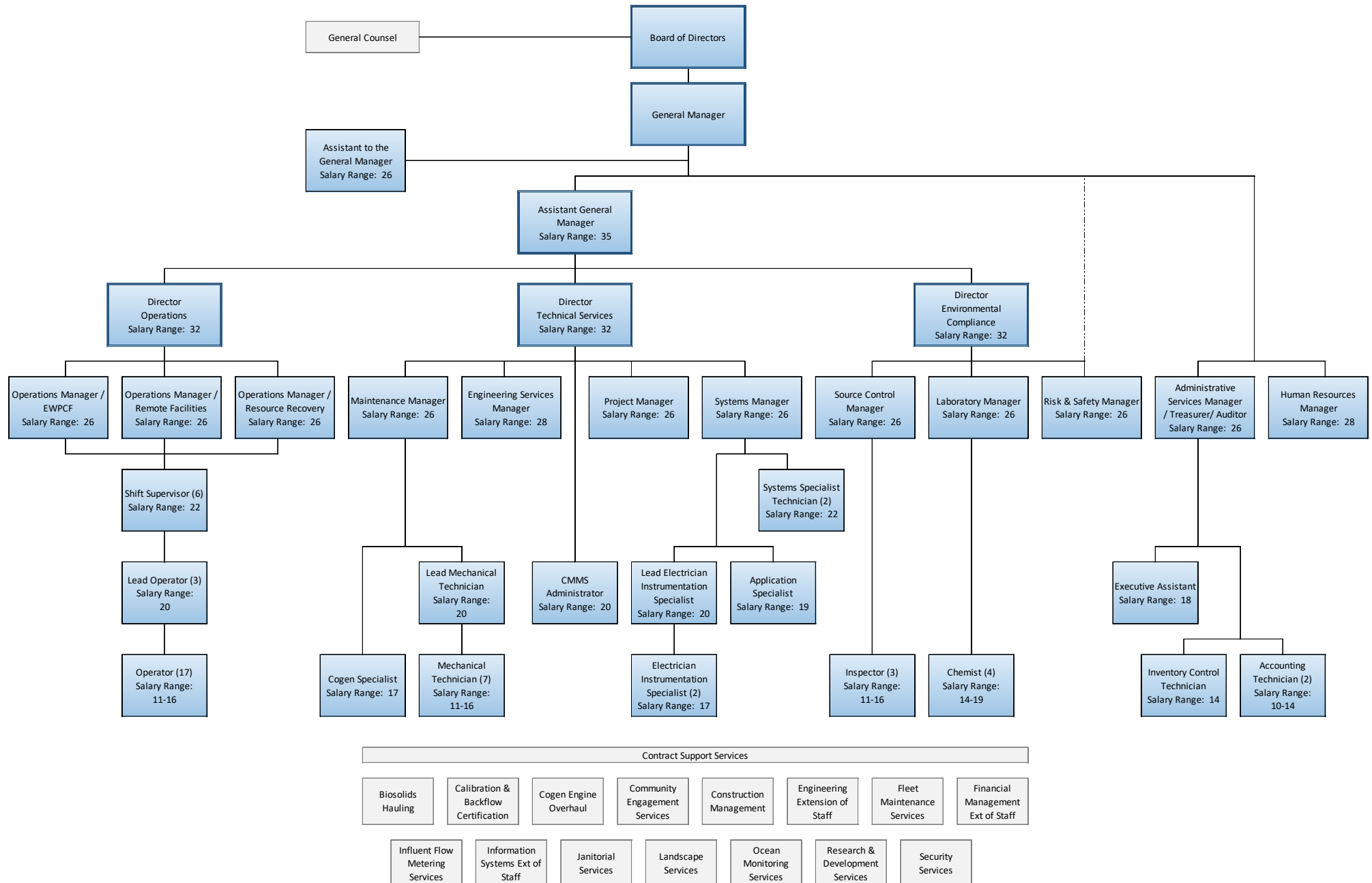
	2020 Budget	% of Total	2021 Budget	% of Total	% Change
CalPERS Retirement Program — Normal Cost	\$ 1,554,716		\$ 1,685,885		8.4%
CalPERS Retirement Unfunded Liability	\$ 870,900		\$ 870,900		0.0%
CalPERS Employee Contribution	\$ (611,946)		\$ (651,556)		6.5%
Other Post-Employment Benefits	\$ 87,061		\$ 51,000		-41.4%
Flexible Benefits 125 Plan	\$ 1,234,645		\$ 1,278,772		3.6%
Deferred Compensation	\$ 293,142		\$ 303,085		3.4%
Medicare	\$ 125,116		\$ 130,195		4.1%
Workers Compensation Insurance	\$ 201,000		\$ 251,000		24.9%
Other Ancillary Benefits	\$ 47,100		\$ 55,000		16.8%
<b>Subtotal Benefits</b>	<b>\$ 3,801,734</b>	<b>31.6%</b>	<b>\$ 3,974,281</b>	<b>31.7%</b>	<b>4.5%</b>
<b>Total Personnel Expense</b>	<b>\$ 12,035,079</b>	<b>100.0%</b>	<b>\$ 12,526,032</b>	<b>100.0%</b>	<b>4.1%</b>

PERSONNEL EXPENSE SUMMARY *by* PROGRAM

## Programs

	2020 Budget	2020 Positions	2021 Budget	2021 Positions	% Change
Encina Water Pollution Control Facility	\$ 4,800,204	32.52	\$ 4,875,074	31.47	1.6%
Source Control	\$ 708,022	4.35	\$ 738,299	4.35	4.3%
<i>Agua Hedionda Pump Station</i>	\$ 279,345	1.71	\$ 513,125	3.00	83.7%
<i>Buena Vista Pump Station</i>	\$ 206,566	1.24	\$ 214,790	1.24	4.0%
<i>Buena Creek Pump Station</i>	\$ 190,259	1.12	\$ 197,408	1.12	3.8%
<i>Carlsbad Water Reclamation Facilities</i>	\$ 562,215	3.38	\$ 584,485	3.38	4.0%
<i>Raceway Basin Pump Station</i>	\$ 154,951	0.93	\$ 161,087	0.93	4.0%
Remote Facilities	\$ 1,393,336	8.38	\$ 1,670,895	9.67	19.9%
<b>Subtotal</b>	<b>\$ 6,901,562</b>	<b>45.25</b>	<b>\$ 7,284,268</b>	<b>45.49</b>	<b>5.5%</b>
Internal Service Funds	\$ 2,468,421	12.54	\$ 2,426,441	12.30	-1.7%
<b>Subtotal Operating</b>	<b>\$ 9,369,983</b>	<b>57.79</b>	<b>\$ 9,710,709</b>	<b>57.79</b>	<b>3.6%</b>
Capital Program	\$ 2,665,096	13.21	\$ 2,815,323	13.21	5.6%
<b>Total Personnel Expense</b>	<b>\$ 12,035,079</b>	<b>71.00</b>	<b>\$ 12,526,032</b>	<b>71.00</b>	<b>4.1%</b>

## FISCAL YEAR 2021 ORGANIZATION (71 FTEs)





## FY2021 SALARY SCHEDULE

Salary Range	Hourly		Annual	
	Minimum	Maximum	Minimum	Maximum
1	\$ 16.451	\$ 22.209	\$ 34,219	\$ 46,195
2	\$ 17.274	\$ 23.320	\$ 35,930	\$ 48,505
3	\$ 18.138	\$ 24.486	\$ 37,726	\$ 50,930
4	\$ 19.044	\$ 25.710	\$ 39,612	\$ 53,477
5	\$ 19.997	\$ 26.995	\$ 41,593	\$ 56,151
6	\$ 20.996	\$ 28.345	\$ 43,673	\$ 58,958
7	\$ 22.046	\$ 29.763	\$ 45,856	\$ 61,906
8	\$ 23.149	\$ 31.251	\$ 48,149	\$ 65,001
9	\$ 24.306	\$ 32.813	\$ 50,557	\$ 68,251
10	\$ 25.521	\$ 34.454	\$ 53,084	\$ 71,664
11	\$ 26.797	\$ 36.177	\$ 55,739	\$ 75,247
12	\$ 28.137	\$ 37.985	\$ 58,526	\$ 79,010
13	\$ 29.544	\$ 39.885	\$ 61,452	\$ 82,960
14	\$ 31.021	\$ 41.879	\$ 64,524	\$ 87,108
15	\$ 32.572	\$ 43.973	\$ 67,751	\$ 91,463
16	\$ 34.201	\$ 46.171	\$ 71,138	\$ 96,037
17	\$ 35.911	\$ 48.480	\$ 74,695	\$ 100,838
18	\$ 37.707	\$ 50.904	\$ 78,430	\$ 105,880
19	\$ 39.592	\$ 53.449	\$ 82,351	\$ 111,174
20	\$ 41.572	\$ 56.122	\$ 86,469	\$ 116,733

Salary Range	Hourly		Annual	
	Minimum	Maximum	Minimum	Maximum
21	\$ 43.650	\$ 58.928	\$ 90,792	\$ 122,570
22	\$ 45.833	\$ 61.874	\$ 95,332	\$ 128,698
23	\$ 48.124	\$ 64.968	\$ 100,099	\$ 135,133
24	\$ 50.531	\$ 68.216	\$ 105,104	\$ 141,890
25	\$ 53.057	\$ 71.627	\$ 110,359	\$ 148,984
26	\$ 55.710	\$ 75.208	\$ 115,877	\$ 156,434
27	\$ 58.495	\$ 78.969	\$ 121,671	\$ 164,255
28	\$ 61.420	\$ 82.917	\$ 127,754	\$ 172,468
29	\$ 64.491	\$ 87.063	\$ 134,142	\$ 181,091
30	\$ 67.716	\$ 91.416	\$ 140,849	\$ 190,146
31	\$ 71.102	\$ 95.987	\$ 147,891	\$ 199,653
32	\$ 74.657	\$ 100.786	\$ 155,286	\$ 209,636
33	\$ 78.389	\$ 105.826	\$ 163,050	\$ 220,118
34	\$ 82.309	\$ 111.117	\$ 171,203	\$ 231,124
35	\$ 86.424	\$ 116.673	\$ 179,763	\$ 242,680
36	\$ 90.746	\$ 122.507	\$ 188,751	\$ 254,814
37	\$ 95.283	\$ 128.632	\$ 198,188	\$ 267,554
38	\$ 100.047	\$ 135.064	\$ 208,098	\$ 280,932
39	\$ 105.049	\$ 141.817	\$ 218,503	\$ 294,979
40	\$ 110.302	\$ 148.908	\$ 229,428	\$ 309,728

**Labor Relations Resolution # 2018-02**

Standby Duty: \$1.50 / hour

Shift Differential: \$2.50 / hour

Lead Operator Pay: \$2.50 / hour when in absence of Shift Supervisor

Certification Stipend: \$60 / pay period for Class B Drivers License, Crane Operator Certificate or Welding Certificate

Meal Allowance: \$15 / meal for 2+ hours of overtime

Safety Boot Allowance: \$150 - \$300 / year depending on job classification

Safety Prescription Eyewear Allowance: \$400 / year

## ENCINA WATER POLLUTION CONTROL FACILITY

The Encina Water Pollution Control Facility (EWPCF), located in Carlsbad, California, provides wastewater treatment services to approximately 379,000 residents in a 123 square mile service area of northwest San Diego County. The EWPCF consists of three major components: the treatment plant; the Encina Ocean Outfall (EOO); and the Joint Flow Metering System (JFMS). The EWPCF was constructed in 1963 to treat wastewater from the Cities of Carlsbad and Vista, with the City of Encinitas, Vallecitos Water District, Buena Sanitation District and Leucadia Wastewater District joining the partnership in the subsequent years. Since its original design and construction, the treatment plant has undergone four (4) major expansions – the latest completed in 2009, and is beginning another round of construction to address reliability and aging infrastructure. Today, the EWPCF is a modern resource recovery facility that produces: clean water for recycling and Pacific Ocean discharge (via preliminary and primary treatment processes; activated sludge secondary treatment; secondary flow equalization facilities; and a 1.5 mile EOO, which discharges treated effluent at an average depth of one-hundred-fifty (150) feet; a granular fertilizer marketed under the name PureGreen (via anaerobic digesters; solids dewatering centrifuges; and a triple-pass rotary drum heat dryer); and, about 86.1% of the electricity required to power the EWPCF (via a Combined Heat & Cogeneration Power System). In addition, the JFMS consists of sixteen flow meters strategically placed throughout the collection system. The data collected at these metering sites, which is analyzed and certified by an independent consultant, is a critical element in allocating EWPCF costs among the EWA Member Agencies.

**Capacity** – The EWPCF has a rated liquid treatment capacity of 40.51 million gallons per day (MGD) and a rated solids treatment capacity of 43.53 MGD. During FY2021, the EWPCF will: (1) clean more than 8.5 billion gallons of water; (2) recycle nearly 3 billion gallons for on-site use and regional irrigation; and, (3) process nearly 18 million pounds of solids into 6,300 tons of PureGreen fertilizer.

**Cost Allocation** – The EWPCF costs are allocated among member agencies based on ownership and usage charges in accordance with the Financial Plan and Revenue Program. EOO costs are allocated among Member Agencies based on the volume of effluent discharged. JFMS costs are allocated among the Member Agencies based on the number, location and type of meters.



Encina Water Pollution Control Facility

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# OPERATING EXPENSE SUMMARY: ENCINA WATER POLLUTION CONTROL FACILITY

**PERSONNEL**

			Actual		Budget		Projected		Recommended	%
			FY2019		FY2020		FY2020		FY2021	Change
5100	Salaries	\$	3,290,784	\$	3,291,866	\$	3,231,900	\$	3,354,262	2%
5200	Benefits	\$	1,281,649	\$	1,508,338	\$	1,471,900	\$	1,520,812	1%
Total Personnel Expenses		\$	4,572,432	\$	4,800,204	\$	4,703,800	\$	4,875,074	2%

**NON-PERSONNEL**

NON-PERSONNEL				Actual		Budget		Projected		Recommended		%
				FY2019		FY2020		FY2020		FY2021		Change
21001	7330	Specialty Services	\$	118,597	\$	130,000	\$	132,000	\$	151,200	16%	
22001	5400	CEPT Polymer	\$	101,823	\$	109,100	\$	110,000	\$	115,000	5%	
22001	5401	Ferric Chloride	\$	305,686	\$	414,400	\$	408,000	\$	408,000	-2%	
22001	5405	Atmospheric Control (Nitrogen)	\$	12,439	\$	19,550	\$	15,100	\$	21,600	10%	
22001	5406	Pellet Dust Control	\$	44,122	\$	73,000	\$	53,700	\$	60,000	-18%	
22001	5407	Sodium Hypochlorite	\$	50,374	\$	72,150	\$	70,700	\$	72,150	0%	
22001	5409	Dewatering Polymer	\$	587,999	\$	651,700	\$	735,000	\$	735,000	13%	
22001	5420	Biosolids Disposal	\$	412,811	\$	429,400	\$	555,700	\$	579,400	35%	
22001	5422	Pure Green Marketing	\$	10,720		10,000	\$	10,000	\$	10,000	0%	
22001	5423	Grit Hauling	\$	89,363	\$	113,300	\$	102,300	\$	109,000	-4%	
22001	5431	Water	\$	11,209	\$	16,200	\$	12,000	\$	13,700	-15%	
22001	6450	Professional Services	\$	14,160	\$	24,000	\$	30,200	\$	33,500	40%	
22001	6720	Specialty Equipment	\$	1,464	\$	6,600	\$	6,600	\$	8,100	23%	
22001	6920	Permits	\$	21,573	\$	26,350	\$	27,200	\$	29,300	11%	
22001	7310	Safety & Medical Services	\$	23,760	\$	24,600	\$	24,600	\$	24,600	0%	
22001	7320	Safety Equipment	\$	91,512	\$	90,000	\$	89,000	\$	89,100	-1%	
22001	7330	Specialty Services	\$	1,306	\$	1,500	\$	2,800	\$	3,000	100%	
22001	7611	Hazwoper Training	\$	4,390	\$	6,000	\$	6,000	\$	6,000	0%	
22001	7616	First Aid Training	\$	118	\$	3,900	\$	3,900	\$	300	-92%	
22001	7617	Safety Other	\$	45,671	\$	6,500	\$	6,500	\$	6,500	0%	
22001	7620	Contingency	\$	-	\$	250,000	\$	-	\$	250,000	0%	
23001	5410	Chemicals	\$	7,299	\$	7,500	\$	7,500	\$	8,000	7%	
23001	5530	Misc. Corrosion Protection	\$	487	\$	2,000	\$	2,000	\$	2,000	0%	
23001	5910	Equipment Rental	\$	5,446	\$	13,000	\$	16,000	\$	13,000	0%	
23001	6120	Fuel & Lube	\$	29,016	\$	23,100	\$	23,300	\$	23,300	1%	
23001	6220	Earthquake & Flood Insurance	\$	-	\$	-	\$	-	\$	143,400	100%	
23001	6230	Janitorial	\$	89,230	\$	100,000	\$	61,000	\$	100,000	0%	

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NON-PERSONNEL EXPENSES (cont.)				Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	% Change
23001	6410	Laundry & Uniforms	\$	13,964	\$ 18,000	\$ 20,500	\$ 20,500	14%
23001	6424	Information Systems	\$	341,168	\$ 381,900	\$ 425,550	\$ 413,600	8%
23001	6450	Professional Services (South Parcel)	\$	-	\$ -	\$ 58,000	\$ 60,000	100%
23001	6510	Mobile Equipment Repair	\$	11,626	\$ 20,000	\$ 20,000	\$ 20,000	0%
23001	6710	Equipment New	\$	3,594	\$ 6,000	\$ 6,000	\$ 6,000	0%
23001	6730	Non-Specific Repair & Maintenance	\$	111,649	\$ 95,000	\$ 99,000	\$ 95,000	0%
23001	6930	Piping & Electrical Repair	\$	118,279	\$ 112,000	\$ 110,000	\$ 112,000	0%
23001	6940	Planned Maintenance	\$	97,205	\$ 102,000	\$ 108,000	\$ 107,000	5%
23001	7010	Plant Contracts	\$	139,222	\$ 154,900	\$ 157,000	\$ 161,000	4%
23001	7330	Specialty Services	\$	122,342	\$ 114,000	\$ 115,000	\$ 118,000	4%
23001	7510	Tools	\$	7,366	\$ 7,000	\$ 7,000	\$ 9,500	36%
24001	6810	Ocean Monitoring	\$	40,048	\$ 27,000	\$ 7,800	\$ 298,000	1004%
24001	6911	Effluent Testing	\$	20,255	\$ 20,500	\$ 20,000	\$ 27,000	32%
24001	6920	Permits	\$	204,796	\$ 205,000	\$ 230,900	\$ 254,000	24%
50001	BOD	Professional Development	\$	-	\$ 1,100	\$ 1,100	\$ 1,100	0%
50001	BOD	Board of Directors Fees	\$	53,089	\$ 66,500	\$ 65,400	\$ 65,600	-1%
<b>Total Non-Personnel Expenses</b>				<b>\$ 3,365,178</b>	<b>\$ 3,954,750</b>	<b>\$ 3,962,350</b>	<b>\$ 4,783,450</b>	<b>21%</b>

INTERNAL SERVICE FUNDS				Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	% Change
11001		Administration	\$	1,574,902	\$ 1,716,344	\$ 1,616,109	\$ 1,697,407	-1%
12001		Laboratory	\$	897,659	\$ 974,990	\$ 949,880	\$ 1,007,485	3%
13001		Energy Management	\$	2,047,797	\$ 2,177,487	\$ 2,316,683	\$ 2,279,155	5%
<b>Total Internal Service Fund Expenses</b>				<b>\$ 4,520,358</b>	<b>\$ 4,868,821</b>	<b>\$ 4,882,672</b>	<b>\$ 4,984,047</b>	<b>2%</b>
<b>Total Operating Expenses</b>				<b>\$ 12,457,968</b>	<b>\$ 13,623,775</b>	<b>\$ 13,548,822</b>	<b>\$ 14,642,571</b>	<b>7%</b>



## ENVIRONMENTAL COMPLIANCE & REGIONAL SOURCE CONTROL

The EWPCF discharges clean water to the Pacific Ocean via the Encina Ocean Outfall pursuant to a National Pollutant Discharge Elimination System (NPDES) Permit issued under the authority of the federal Clean Water Act (CWA). The CWA also covers non-domestic sources of wastewater that discharge directly to a publicly owned treatment works like the EWPCF. Such discharges may be federally regulated or regulated by EWA's Pretreatment Ordinance, which are enforced by EWA in cooperation with the host Member Agency under authority derived from the federal CWA. The goal of Encina's Regional Source Control Program is to prevent the discharge of pollutants into the Member Agency sewer system, which may interfere with the operation of the EWPCF or pass through the system and negatively impact the ocean environment, the quality of PureGreen fertilizer or the ability to reclaim water. The Source Control Program achieves this goal by: identifying regulated industries; conducting facility inspections; issuing wastewater discharge permits; sampling industrial discharges to determine compliance; taking enforcement in response to noncompliance; responding to Member Agency requests to perform investigations regarding non-routine discharges; and, conducting related public outreach activities.

**Capacity** – During FY2021 staff estimates fifty-five (55) industries will be fully permitted, while another 580 businesses will participate in EWA's Best Management Practices Program.

**Cost Allocation** – Personnel Expenses make up over 90% of Source Control's budgeted expenses. Over 85% of personnel expenses are allocated to Member Agencies based on the actual level of effort by staff. Remaining personnel expenses and all non-personnel expenses are allocated to the Member Agencies on the basis of Encina Ocean Outfall flows.



Public outreach at the Alta Vista Gardens Earth Day

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# OPERATING EXPENSE SUMMARY: SOURCE CONTROL

## PERSONNEL

			Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
5100	Salaries	\$	420,188	\$	474,304	\$	455,200	\$	494,861	4%
5200	Benefits	\$	172,255	\$	233,718	\$	227,400	\$	243,438	4%
<b>Total Personnel Expenses</b>		\$	<b>592,443</b>	\$	<b>708,022</b>	\$	<b>682,600</b>	\$	<b>738,299</b>	<b>4%</b>

## NON-PERSONNEL

NON-PERSONNEL				Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	% Change
40001	5520	Books	\$	-	\$ 300	\$ 300	\$ 300	0%
40001	5930	Equipment Replacement	\$	1,747	\$ 1,900	\$ 700	\$ 700	-63%
40001	6120	Fuel & Lube	\$	1,386	\$ 2,100	\$ 2,100	\$ 2,300	10%
40001	6310	Lab Equipment Repair	\$	4,658	\$ 10,100	\$ 6,100	\$ 6,200	-39%
40001	6330	Lab Supplies	\$	109	\$ 750	\$ 750	\$ 750	0%
40001	6410	Laundry & Uniforms	\$	1,561	\$ 1,850	\$ 2,000	\$ 2,000	8%
40001	6422	Legal Notices	\$	322	\$ 1,500	\$ 750	\$ 750	-50%
40001	6450	Professional Services	\$	-	\$ 30,000	\$ 28,500	\$ 15,000	-50%
40001	7120	Printing & Reproduction	\$	-	\$ 500	\$ 500	\$ 500	0%
40001	7130	Public Information	\$	1,811	\$ 3,000	\$ 1,500	\$ 2,000	-33%
Total Non-Personnel Expenses			\$	11,593	\$ 52,000	\$ 43,200	\$ 30,500	-41%

## INTERNAL SERVICE FUNDS

			Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
11001	Administration	\$	93,646	\$	113,076	\$	106,472	\$	115,617	2%
12001	Laboratory	\$	71,110	\$	55,194	\$	75,246	\$	79,810	45%
13001	Energy Management	\$	2,050	\$	2,180	\$	2,319	\$	2,281	5%
<b>Total Internal Service Fund Expenses</b>		\$	<b>166,806</b>	\$	<b>170,450</b>	\$	<b>184,037</b>	\$	<b>197,708</b>	<b>16%</b>
<b>Total Operating Expenses</b>		\$	<b>770,842</b>	\$	<b>930,472</b>	\$	<b>909,837</b>	\$	<b>966,507</b>	<b>4%</b>

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## REMOTE FACILITIES

### AGUA HEDIONDA PUMP STATION

The Agua Hedionda Pump Station (AHPS) is part of the Encina Joint Sewerage System and is jointly owned by the City of Vista and the City of Carlsbad. This pump station is located on the southeast shore of the Agua Hedionda Lagoon and was replaced with a new station on the existing site in FY2020. The old station remains operational and is maintained on standby until the new station is fully accepted.

**Capacity** – The new AHPS is equipped four (4) lift pumps and four (4) force main pumps, providing ample redundancy and a broad operating range. This facility is operated 365 days a year on a 24 hour-a-day basis.

**Cost Allocation** – The AHPS is operated by EWA under a contract with the owner agencies. The costs of operating and maintaining the AHPS are allocated to the City of Vista (69.1%) and the City of Carlsbad (30.9%) in accordance with the May 2017 Memorandum of Understanding.



Newly Constructed Agua Hedionda Pump Station



## REMOTE FACILITIES (cont.)

### BUENA VISTA PUMP STATION

The Buena Vista Pump Station (BVPS) is part of the Encina Joint Sewerage System and is jointly owned by the City of Vista and the City of Carlsbad. This pump station is located on the southwest shores of the Buena Vista Lagoon.

**Capacity** – The BVPS, which is equipped with four (4) pumps rated at 6,000 gallons per minute, is operated 365 days a year on a 24 hour-a-day basis.

**Cost Allocation** – The BVPS is operated by EWA under a contract with the owner agencies. The costs of operating and maintaining the BVPS are allocated to the City of Vista (89.6%) and the City of Carlsbad (10.4%) in accordance with the May 2017 Memorandum of Understanding.



Buena Vista Pump Station

## REMOTE FACILITIES (cont.)

### BUENA CREEK PUMP STATION

The Buena Creek Pump Station (BCPS) is owned by the Buena Sanitation District (BSD). This pump station is located approximately two miles north of Palomar Airport Road and 1/8 mile east of Melrose Drive.

**Capacity** – The BCPS, which is equipped with five (5) pumps rated at 4,500 gallons per minute, is operated 365 days a year on a 24 hour-a-day basis.

**Cost Allocation** – The BCPS is operated by EWA under a contract with the BSD. 100% of the costs for operating and maintaining the BCPS are allocated to the BSD in accordance with the May 2017 Memorandum of Understanding.



Buena Creek Pump Station

## REMOTE FACILITIES (cont.)

### CARLSBAD WATER RECYCLING FACILITY

The Carlsbad Water Reclamation Facility (CWRF) is owned by the City of Carlsbad. The facility is located on nine (9) acres directly adjacent to the southwest border of the EWPCF.

**Capacity** – The CWRF recycles secondary effluent produced at the EWPCF, which is conveyed throughout the City for irrigation purposes. A plant expansion completed during FY 2017 increased the plant capacity to 7 MGD.

**Cost Allocation** – The CWRF is operated by EWA under a contract with the City of Carlsbad. 100% of the costs for operating and maintaining the CWRF are paid by the City of Carlsbad in accordance with the May 2005 Memorandum of Understanding. Recommended expenses are based on the expected recycled water production volume. Actual expenditures will reflect the actual volume of recycled water production.



Carlsbad Water Recycling Facility

## REMOTE FACILITIES (cont.)

### RACEWAY BASIN PUMP STATION

The Raceway Basin Pump Station (RBPS) is owned by the City of Vista. This pump station is located approximately 1/2 mile north of Palomar Airport Road and 1/8 mile west of Melrose Drive.

**Capacity** – The RBPS, which is equipped with three (3) pumps rated at 1,350 gallons per minute, is operated 365 days a year on a 24 hour-a-day basis.

**Cost Allocation** – The RBPS is operated by EWA under a contract with the City of Vista. 100% of the costs for operating and maintaining the RBPS are allocated to the City of Vista in accordance with the May 2017 Memorandum of Understanding.



Raceway Basin Pump Station

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# OPERATING EXPENSE SUMMARY: AGUA HEDIONDA PUMP STATION

## PERSONNEL

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
5100	Salaries	\$ 289,230	\$	187,993	\$	316,200	\$	343,591	83%
5200	Benefits	\$ 132,464	\$	91,352	\$	136,500	\$	169,534	86%
<b>Total Personnel Expenses</b>		<b>\$ 421,694</b>	<b>\$</b>	<b>279,345</b>	<b>\$</b>	<b>452,700</b>	<b>\$</b>	<b>513,125</b>	<b>84%</b>

## NON-PERSONNEL

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
31001	5431 Water	\$ 11,337	\$	8,800	\$	11,800	\$	19,200	118%
31001	5435 Electricity	\$ 166,210	\$	172,200	\$	157,850	\$	166,100	-4%
31001	5910 Equipment Rental	\$ -	\$	-	\$	1,000	\$	1,000	0%
31001	6120 Fuel & Lube	\$ 6,633	\$	3,650	\$	3,850	\$	7,800	114%
31001	6410 Laundry & Uniforms	\$ 499	\$	425	\$	450	\$	450	6%
31001	6730 Non-Specific Repair & Maintenance	\$ 2,489	\$	2,500	\$	2,500	\$	2,500	0%
31001	6920 Permits	\$ 2,922	\$	3,100	\$	4,200	\$	4,250	37%
31001	6930 Piping & Electrical Repair	\$ 1,473	\$	3,500	\$	3,500	\$	3,500	0%
31001	6940 Planned Maintenance	\$ 5,219	\$	8,500	\$	8,500	\$	8,500	0%
31001	7010 Plant Contracts	\$ 3,427	\$	2,700	\$	2,700	\$	10,500	289%
31001	7320 Safety Equipment	\$ 200	\$	1,500	\$	1,500	\$	1,500	0%
31001	7330 Specialty Services	\$ 10,443	\$	22,250	\$	16,650	\$	22,300	0%
<b>Total Non-Personnel Expenses</b>		<b>\$ 210,852</b>	<b>\$</b>	<b>229,125</b>	<b>\$</b>	<b>214,500</b>	<b>\$</b>	<b>247,600</b>	<b>8%</b>

## INTERNAL SERVICE FUNDS

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
11001	Administration	\$ 40,017	\$	50,019	\$	47,098	\$	65,036	30%
<b>Total Internal Service Fund Expenses</b>		<b>\$ 40,017</b>	<b>\$</b>	<b>50,019</b>	<b>\$</b>	<b>47,098</b>	<b>\$</b>	<b>65,036</b>	<b>30%</b>
<b>Total Operating Expenses</b>		<b>\$ 672,563</b>	<b>\$</b>	<b>558,489</b>	<b>\$</b>	<b>714,298</b>	<b>\$</b>	<b>825,761</b>	<b>48%</b>

## OPERATING EXPENSE SUMMARY: BUENA VISTA PUMP STATION

### PERSONNEL

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
5100	Salaries	\$ 124,839	\$	135,320	\$	137,000	\$	140,103	4%
5200	Benefits	\$ 55,161	\$	71,246	\$	65,000	\$	74,687	5%
<b>Total Personnel Expenses</b>		<b>\$ 180,000</b>	<b>\$</b>	<b>206,566</b>	<b>\$</b>	<b>202,000</b>	<b>\$</b>	<b>214,790</b>	<b>4%</b>

### NON-PERSONNEL

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
32001	5431 Water	\$ 964	\$	1,900	\$	1,150	\$	1,300	-32%
32001	5435 Electricity	\$ 321,033	\$	334,800	\$	328,300	\$	345,000	3%
32001	6120 Fuel & Lube	\$ 6,427	\$	4,350	\$	4,350	\$	5,050	16%
32001	6410 Laundry & Uniforms	\$ 499	\$	425	\$	450	\$	450	6%
32001	6730 Non-Specific Repair & Maintenance	\$ 2,473	\$	3,000	\$	3,000	\$	4,000	33%
32001	6920 Permits	\$ 1,871	\$	2,550	\$	2,050	\$	2,050	-20%
32001	6930 Piping & Electrical Repair	\$ 4,696	\$	5,000	\$	5,000	\$	6,300	26%
32001	6940 Planned Maintenance	\$ 278	\$	7,000	\$	7,000	\$	9,500	36%
32001	7010 Plant Contracts	\$ 3,458	\$	3,500	\$	5,300	\$	5,500	57%
32001	7320 Safety Equipment	\$ 427	\$	1,000	\$	1,000	\$	1,000	0%
32001	7330 Specialty Services	\$ 10,656	\$	15,550	\$	13,750	\$	15,550	0%
<b>Total Non-Personnel Expenses</b>		<b>\$ 352,782</b>	<b>\$</b>	<b>379,075</b>	<b>\$</b>	<b>371,350</b>	<b>\$</b>	<b>395,700</b>	<b>4%</b>

### INTERNAL SERVICE FUNDS

		Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
11001	Administration	\$ 46,846	\$	51,236	\$	48,244	\$	49,317	-4%
<b>Total Internal Service Fund Expenses</b>		<b>\$ 46,846</b>	<b>\$</b>	<b>51,236</b>	<b>\$</b>	<b>48,244</b>	<b>\$</b>	<b>49,317</b>	<b>-4%</b>
<b>Total Operating Expenses</b>		<b>\$ 579,628</b>	<b>\$</b>	<b>636,877</b>	<b>\$</b>	<b>621,594</b>	<b>\$</b>	<b>659,807</b>	<b>4%</b>

## OPERATING EXPENSE SUMMARY: BUENA CREEK PUMP STATION

### PERSONNEL

			Actual		Budget		Projected		Recommended	%
			FY2019		FY2020		FY2020		FY2021	Change
5100	Salaries	\$	121,452	\$	124,502	\$	120,300	\$	128,458	3%
5200	Benefits	\$	51,459	\$	65,757	\$	58,200	\$	68,950	5%
Total Personnel Expenses		\$	172,911	\$	190,259	\$	178,500	\$	197,408	4%

### NON-PERSONNEL

NON-PERSONNEL

				Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
37001	5431	Water	\$	2,228	\$	2,600	\$	2,000	\$	2,050	-21%
37001	5435	Electricity	\$	133,529	\$	136,500	\$	135,200	\$	142,050	4%
37001	6120	Fuel & Lube	\$	4,543	\$	3,650	\$	4,050	\$	4,250	16%
37001	6410	Laundry & Uniforms	\$	499	\$	450	\$	450	\$	450	0%
37001	6730	Non-Specific Repair & Maintenance	\$	1,711	\$	2,000	\$	1,800	\$	2,000	0%
37001	6920	Permits	\$	1,783	\$	2,850	\$	2,600	\$	2,950	4%
37001	6930	Piping & Electrical Repair	\$	2,900	\$	5,000	\$	6,000	\$	5,000	0%
37001	6940	Planned Maintenance	\$	1,902	\$	2,500	\$	2,500	\$	4,000	60%
37001	7010	Plant Contracts	\$	1,852	\$	2,000	\$	2,000	\$	2,700	35%
37001	7320	Safety Equipment	\$	400	\$	700	\$	700	\$	700	0%
37001	7330	Specialty Services	\$	3,107	\$	20,000	\$	17,300	\$	20,000	0%
Total Non-Personnel Expenses			\$	154,454	\$	178,250	\$	174,600	\$	186,150	4%

### INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS

			Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
11001	Administration	\$	39,861	\$	43,709	\$	41,156	\$	42,884	-2%
	<b>Total Internal Service Fund Expenses</b>	<b>\$</b>	<b>39,861</b>	<b>\$</b>	<b>43,709</b>	<b>\$</b>	<b>41,156</b>	<b>\$</b>	<b>42,884</b>	<b>-2%</b>
	<b>Total Operating Expenses</b>	<b>\$</b>	<b>367,226</b>	<b>\$</b>	<b>412,218</b>	<b>\$</b>	<b>394,256</b>	<b>\$</b>	<b>426,442</b>	<b>3%</b>

# OPERATING EXPENSE SUMMARY: CARLSBAD WATER RECYCLING FACILITY

## PERSONNEL

			Actual		Budget		Projected		Recommended	%
			FY2019		FY2020		FY2020		FY2021	Change
5100	Salaries	\$	317,506	\$	367,608	\$	356,300	\$	380,727	4%
5200	Benefits	\$	146,696	\$	194,607	\$	175,400	\$	203,758	5%
Total Personnel Expenses		\$	464,202	\$	562,215	\$	531,700	\$	584,485	4%

## NON-PERSONNEL

NON-PERSONNEL

					Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
38001	5394	Caustic Membrane Filtration	\$		13,477	\$	21,900	\$	15,100	\$	17,500	-20%
38001	5395	Citric Acid	\$		13,807	\$	25,600	\$	27,400	\$	30,350	19%
38001	5407	Sodium Hypochlorite	\$		109,532	\$	152,300	\$	165,550	\$	176,400	16%
38001	5408	Coagulation Polymer	\$		-	\$	3,300	\$	3,300	\$	3,300	0%
38001	5411	Sodium Bisulfate	\$		18,810	\$	26,500	\$	17,400	\$	22,650	-15%
38001	5412	Alum	\$		-	\$	14,100	\$	14,100	\$	14,100	0%
38001	5435	Electricity	\$		179,414	\$	224,350	\$	184,800	\$	195,950	-13%
38001	5530	Misc. Corrosion Protection	\$		84	\$	2,000	\$	2,000	\$	2,000	0%
38001	5910	Equipment Rental	\$		-	\$	3,500	\$	3,500	\$	3,500	0%
38001	6120	Fuel & Lube	\$		67	\$	700	\$	200	\$	700	0%
38001	6230	Janitorial	\$		2,512	\$	2,100	\$	2,100	\$	2,100	0%
38001	6410	Laundry & Uniforms	\$		974	\$	1,250	\$	1,250	\$	1,250	0%
38001	6424	Information Systems	\$		6,054	\$	4,000	\$	4,000	\$	4,000	0%
38001	6450	Professional Services	\$		39,131	\$	25,000	\$	18,000	\$	25,000	0%
38001	6730	Non-Specific Repair & Maintenance	\$		9,729	\$	10,000	\$	10,000	\$	10,000	0%
38001	6920	Permits	\$		18,862	\$	18,850	\$	18,800	\$	18,950	1%
38001	6930	Piping & Electrical Repair	\$		2,286	\$	6,000	\$	8,000	\$	8,000	33%
38001	6940	Planned Maintenance	\$		16,342	\$	21,300	\$	21,300	\$	21,300	0%
38001	7010	Plant Contracts	\$		1,851	\$	4,550	\$	5,400	\$	4,500	-1%
38001	7320	Safety Equipment	\$		15	\$	1,200	\$	1,200	\$	1,200	0%
38001	7330	Specialty Services	\$		16,824	\$	26,050	\$	26,050	\$	26,050	0%
Total Non-Personnel Expenses				\$	449,771	\$	594,550	\$	549,450	\$	588,800	-1%

## INTERNAL SERVICE FUNDS

			Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
11001	Administration	\$	135,742	\$	149,087	\$	140,380	\$	154,886	4%
12001	Laboratory	\$	57,641	\$	64,634	\$	60,994	\$	64,693	0%
<b>Total Internal Service Fund Expenses</b>		\$	<b>193,383</b>	\$	<b>213,721</b>	\$	<b>201,374</b>	\$	<b>219,579</b>	<b>3%</b>
<b>Total Operating Expenses</b>		\$	<b>1,107,356</b>	\$	<b>1,370,486</b>	\$	<b>1,282,524</b>	\$	<b>1,392,864</b>	<b>2%</b>

# OPERATING EXPENSE SUMMARY: RACEWAY BASIN PUMP STATION

## PERSONNEL

			Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
5100	Salaries	\$	95,837	\$	101,502	\$	96,800	\$	104,750	3%
5200	Benefits	\$	41,807	\$	53,449	\$	47,100	\$	56,337	5%
<b>Total Personnel Expenses</b>		\$	<b>137,644</b>	\$	<b>154,951</b>	\$	<b>143,900</b>	\$	<b>161,087</b>	<b>4%</b>

## NON-PERSONNEL

NON-PERSONNEL

				Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
39001	5431	Water	\$	851	\$	800	\$	900	\$	900	13%
39001	5435	Electricity	\$	27,917	\$	26,450	\$	28,700	\$	30,150	14%
39001	6120	Fuel & Lube	\$	3,084	\$	4,500	\$	4,550	\$	4,550	1%
39001	6410	Laundry & Uniforms	\$	499	\$	450	\$	450	\$	450	0%
39001	6730	Non-Specific Repair & Maintenance	\$	204	\$	2,000	\$	2,000	\$	2,000	0%
39001	6920	Permits	\$	1,783	\$	2,300	\$	2,000	\$	2,300	0%
39001	6930	Piping & Electrical Repair	\$	2,206	\$	2,000	\$	2,500	\$	2,000	0%
39001	6940	Planned Maintenance	\$	583	\$	3,000	\$	3,000	\$	3,000	0%
39001	7010	Plant Contracts	\$	2,331	\$	2,500	\$	2,500	\$	3,000	20%
39001	7320	Safety Equipment	\$	15	\$	650	\$	650	\$	650	0%
39001	7330	Specialty Services	\$	4,676	\$	17,150	\$	16,150	\$	17,150	0%
Total Non-Personnel Expenses			\$	44,148	\$	61,800	\$	63,400	\$	66,150	7%

## INTERNAL SERVICE FUNDS

			Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
11001	Administration	\$	28,513	\$	31,615	\$	29,769	\$	32,170	2%
<b>Total Internal Service Fund Expenses</b>		\$	<b>28,513</b>	\$	<b>31,615</b>	\$	<b>29,769</b>	\$	<b>32,170</b>	<b>2%</b>
<b>Total Operating Expenses</b>		\$	<b>210,305</b>	\$	<b>248,366</b>	\$	<b>237,069</b>	\$	<b>259,407</b>	<b>4%</b>

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## INTERNAL SERVICE FUNDS

Internal Service Funds (ISFs) make categorical and overhead charges to operating and capital programs. Categorical charges are costs incurred by the ISF that are directly attributable to a particular operating or capital program the ISF supports. Overhead charges are costs incurred by the ISF that support more than one operating or capital program. EWA's budget reflects three ISFs: (1) Administration; (2) Laboratory; and, (3) Energy Management. The existence of these ISFs traces back to the 1998 EWA Staffing Reorganization and management's effort to distinguish between costs required to ensure public health, produce effluent water compliant with NPDES Permit standards, and maintain the associated Encina Joint System infrastructure from costs associated with administering the Encina Joint System that could be taken on by a Member Agency or a third party administrator (Administration), permit compliance activities that could be contracted out (Laboratory), and power that could be purchased from San Diego Gas & Electric (Energy Management).

**Administration** – The Administration Internal Service Fund provides professional support services to EWA's Board of Directors as well as all Operating and Capital Programs. Administration plans and executes EWA's business, asset management, and financial plans; provides treasury and accountancy management; is responsible for required and supplemental financial reporting; administers all human resources functions, employee benefits, professional development, and other "Employer of Choice" initiatives; and, supports EWA's governance activities.

**Laboratory** – The Laboratory Internal Service Fund is responsible for monitoring and reporting activities required by: (1) EWA's National Pollutant Discharge Elimination System (NPDES) Permit; (2) permits related to facilities operated and maintained by EWA staff; (3) EWA's Storm Water Permit; and, (4) permits and contracts related to biosolids use. The Laboratory is also responsible for management of EWA's Joint Flow Metering System (JFMS), as well as the sampling and data compilation elements of EWA's Financial Plan and Revenue Program.

EWA's Laboratory, which is certified by the State of California's Environmental Laboratory Accreditation Program, analyzes over 32,000 samples per year including process control, plant influent and effluent, biosolids, industrial user samples, ocean water, storm water, and drinking water. A portion of the analyses is completed under contract for EWA's Member Agencies, which generated \$192,940 in revenue in FY2019, offsetting operating expenses.

**Energy Management** – The Energy Management Internal Service Fund utilizes the EWPCF's power production and heat exchange facilities to maximize the beneficial reuse of digester gas produced in the wastewater treatment process thus minimizing the amount of energy EWA must purchase to operate the EWPCF. EWPCF's Energy Management facilities generates about 12 million kilowatt hours of green electricity per year from biogas thus providing about 86.1% of the electricity required to operate the EWPCF. EWA is a member of the Environmental Protection Agency's Green Power Partnership and has been ranked in the Top 30 of the Green Power Leadership Club for On-Site Generation since 2011.



Maintenance on the 1,000 horsepower engines

**Cost Allocation** – All ISF costs and revenues are allocated internally to one or more Operating or Capital program on the basis of use. Each Operating and Capital program has its own cost allocation that apportions its net costs the Member Agencies.

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# OPERATING EXPENSE SUMMARY: INTERNAL SERVICE FUNDS

## PERSONNEL EXPENSES

PERSONNEL EXPENSES			Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021	% Change
5100	Salaries	\$	1,621,879	\$	1,694,879	\$	1,690,200	\$	1,642,122	-3%
5200	Benefits	\$	653,575	\$	773,542	\$	755,700	\$	784,319	1%
Total Personnel Expenses		\$	2,275,454	\$	2,468,421	\$	2,445,900	\$	2,426,441	-2%

## NON-PERSONNEL EXPENSES

NON-PERSONNEL EXPENSES				Actual FY2019		Budget FY2020		Projected FY2020		Recommended FY2021		% Change
11001	5445	Telephone	\$	64,965	\$	73,000	\$	87,250	\$	86,800	19%	
11001	5510	Advertising	\$	7,398	\$	7,000	\$	2,950	\$	3,000	-57%	
11001	5810	Employee Recognition	\$	11,199	\$	12,000	\$	14,000	\$	15,000	25%	
11001	5920	Equipment Repair Maint	\$	29,750	\$	26,800	\$	23,800	\$	23,800	-11%	
11001	6210	Independent Auditor/Actuary	\$	30,310	\$	29,500	\$	18,150	\$	31,000	5%	
11001	6220	Insurance	\$	185,295	\$	207,000	\$	249,400	\$	263,200	27%	
11001	6420	Legal Services	\$	72,981	\$	95,000	\$	65,000	\$	95,000	0%	
11001	6430	Memberships	\$	79,680	\$	80,000	\$	84,600	\$	80,000	0%	
11001	6440	Mileage Reimbursement	\$	3,010	\$	4,800	\$	4,300	\$	4,800	0%	
11001	6450	Professional Services	\$	122,835	\$	154,300	\$	142,000	\$	157,400	2%	
11001	6830	Materials & Supplies	\$	25,562	\$	28,500	\$	36,000	\$	36,000	26%	
11001	7110	Postage	\$	5,229	\$	4,750	\$	5,450	\$	5,550	17%	
11001	7120	Printing & Reproduction	\$	2,838	\$	3,900	\$	3,900	\$	3,900	0%	
11001	7410	Subscriptions	\$	2,323	\$	2,200	\$	2,250	\$	2,250	2%	
11001	7610	Professional Development	\$	122,077	\$	138,350	\$	121,200	\$	133,900	-3%	
12001	5520	Books	\$	296	\$	500	\$	450	\$	500	0%	
12001	6120	Fuel & Lube	\$	610	\$	500	\$	500	\$	500	0%	
12001	6310	Lab Equipment Repair	\$	23,582	\$	29,250	\$	26,700	\$	30,850	5%	
12001	6320	Lab Minor Equip Replace	\$	5,214	\$	8,750	\$	8,750	\$	2,050	-77%	
12001	6330	Lab Supplies	\$	76,758	\$	79,950	\$	80,450	\$	83,550	5%	
12001	6410	Laundry & Uniforms	\$	4,127	\$	4,150	\$	4,400	\$	4,400	6%	
12001	6450	Professional Services	\$	5,901	\$	16,500	\$	7,100	\$	16,500	0%	
12001	6910	Outside Analysis	\$	26,225	\$	9,400	\$	9,400	\$	9,400	0%	
12001	6911	Effluent Testing	\$	1,430	\$	2,000	\$	1,800	\$	2,000	0%	
12001	6912	Biosolids Testing	\$	6,979	\$	8,550	\$	7,200	\$	12,500	46%	
12001	6913	Industrial User Testing	\$	27,773	\$	33,000	\$	31,000	\$	33,000	0%	
12001	6920	Permits	\$	7,847	\$	8,000	\$	8,400	\$	9,000	13%	
12001	7120	Printing & Reproduction	\$	636	\$	500	\$	500	\$	500	0%	
12001	7330	Specialty Services	\$	23,007	\$	14,250	\$	14,000	\$	14,250	0%	
13001	5410	Chemicals	\$	3,910	\$	10,550	\$	9,450	\$	10,550	0%	
13001	5435	Electricity	\$	1,043,282	\$	1,012,000	\$	1,183,000	\$	1,233,300	22%	

continued →

NON-PERSONNEL EXPENSES (cont.)			Actual FY2019	Budget FY2020	Projected FY2020	Recommended FY2021	% Change
13001	5440	Natural Gas	\$ 556,898	\$ 598,000	\$ 502,000	\$ 505,000	-16%
13001	6120	Fuel & Lube	\$ 31,782	\$ 40,500	\$ 29,000	\$ 33,500	-17%
13001	6230	Janitorial	\$ 850	\$ 2,500	\$ 2,500	\$ 4,200	68%
13001	6410	Laundry & Uniforms	\$ 1,196	\$ 1,200	\$ 1,200	\$ 1,200	0%
13001	6730	Non-Specific Repair & Maintenance	\$ 18,564	\$ 25,000	\$ 25,000	\$ 25,000	0%
13001	6920	Permits	\$ 15,432	\$ 18,000	\$ 19,950	\$ 19,950	11%
13001	6940	Planned Maintenance	\$ 75,363	\$ 99,000	\$ 97,950	\$ 108,000	9%
13001	7330	Specialty Services	\$ 35,775	\$ 70,000	\$ 53,000	\$ 61,000	-13%
13001	7510	Tools	\$ 1,444	\$ 2,000	\$ 4,500	\$ 2,000	0%
<b>Total Non-Personnel Expenses</b>			<b>\$ 2,760,330</b>	<b>\$ 2,961,150</b>	<b>\$ 2,988,450</b>	<b>\$ 3,164,300</b>	<b>7%</b>
<b>Total Operating Expenses</b>			<b>\$ 5,035,784</b>	<b>\$ 5,429,571</b>	<b>\$ 5,434,350</b>	<b>\$ 5,590,741</b>	<b>3%</b>

## CAPITAL PROGRAM

The Authority's Capital Program consists of the following elements: (1) EWPCF – Capital Improvements; (2) EWPCF – Planned Asset Rehabilitation & Replacement; (3) EWPCF – Capital Acquisitions; (4) Remote Facilities – Acquisitions & Rehabilitation; (5) Five-Year Capital Improvement Plan; and (6) Twenty Year Capital Improvement Plan.

**EWPCF – Capital Improvements** – Capital Improvement Projects are those projects that increase or maintain the capacity of the Joint System and require a significant time commitment from staff. These projects regularly span multiple fiscal years and, therefore, unspent appropriations are typically carried forward by the Authority's annual Appropriations Resolution. Capital Project costs are allocated to Member Agencies based on ownership of the affected facilities. All Capital Projects are studied, designed, and executed pursuant to EWA's Comprehensive Asset Management Plan.



Expansion of the Headworks Building

**EWPCF – Planned Asset Rehabilitation & Replacement** – Planned Asset Rehabilitation & Replacement projects extend the useful life of existing Joint System facilities and require a significant time commitment from staff. These projects are typically completed within a fiscal year, however, if a project cannot be completed, the Authority's annual Appropriations Resolution will identify unspent appropriations to be carried forward. Planned Asset Replacement costs are allocated based on ownership of the affected facilities.

**EWPCF – Capital Acquisitions** – Capital Acquisitions include the purchase of new items and minor facility projects that maintain the capacity and useful life of existing Joint System facilities. Expenditures are allocated based on the benefiting program or internal service fund.

## CAPITAL PROGRAM (cont.)

**Remote Facilities – Acquisitions & Rehabilitation** – Remote Facility Acquisitions and Rehabilitation include the purchase of new items and minor facility projects that maintain the capacity and useful life of existing remote facilities operated by the Authority. Expenditures are allocated based on ownership of the affected facilities.

### LONG TERM CAPITAL IMPROVEMENTS

**Five-Year Capital Improvement Plan** – The Five-Year Capital Improvement Plan includes expenditure projections for current and planned projects expected to require additional appropriations through FY2025, as identified by EWA’s Comprehensive Asset Management Plan (CAMP) documents. The Five-Year Capital Improvement Plan is developed and sequenced pursuant to EWA’s Comprehensive Asset Management Plan.

**Twenty-Year Capital Improvement Plan** – The Twenty-Year Capital Improvement Plan includes expenditure projections for current and planned projects expected to require additional appropriations through FY2040, as identified by EWA’s CAMP documents.

Engineering estimates for both the Five-Year and Twenty-Year Programs assume annual inflation rate increases based on the Engineering News Record Construction Cost Index for Los Angeles (ENRCLA). The ENR cost index is a widely accepted method for tracking trends in industrial construction such as wastewater treatment plants. As planning reports are updated or other information becomes available, the long-term financial schedules may be revised. Capital Programs may also be modified due to unanticipated wastewater service requirements by one or more Member Agencies, changes in local population and development growth patterns, and new regulatory requirements.



## SUMMARY of CAPITAL EXPENSES

	Actual FY2019		Budget FY2020		Recommended FY2021
EWPCF – Capital Improvements	\$	12,083,626	\$	17,594,480	\$ 16,921,000
EWPCF – Planned Asset Rehabilitation & Replacement	\$	772,090	\$	969,600	\$ 989,500
EWPCF – Capital Acquisitions	\$	410,240	\$	341,100	\$ 346,700
Remotes Facilities – Acquisitions & Rehabilitation	\$	488,305	\$	920,300	\$ 3,176,500
<b>Subtotal</b>	<b>\$</b>	<b>13,754,261</b>	<b>\$</b>	<b>19,825,480</b>	<b>\$ 21,433,700</b>
Salaries & Benefits	\$	2,417,309	\$	2,665,096	\$ 2,815,323
<b>Total Capital Expense</b>	<b>\$</b>	<b>16,171,570</b>	<b>\$</b>	<b>22,490,576</b>	<b>\$ 24,249,023</b>

## ESTIMATED REVENUES

	Actual FY2019		Budget FY2020		Recommended FY2021
City of Carlsbad	\$	4,018,266	\$	5,489,799	\$ 7,725,404
City of Vista	\$	4,059,214	\$	5,881,286	\$ 5,712,138
Buena Sanitation District	\$	1,207,263	\$	1,734,253	\$ 1,780,933
Vallecitos Water District	\$	3,488,699	\$	4,847,867	\$ 4,660,409
Leucadia Wastewater District	\$	2,614,190	\$	3,621,242	\$ 3,487,794
City of Encinitas	\$	661,328	\$	916,129	\$ 882,345
<b>Total Capital Revenue</b>	<b>\$</b>	<b>16,048,960</b>	<b>\$</b>	<b>22,490,576</b>	<b>\$ 24,249,023</b>

CAPITAL IMPROVEMENT PROGRAM  
MULTI-YEAR PROJECTS

	Actual FY2019		Budget FY2020		Recommended FY2021
<i>Liquid Process</i>	\$	6,545,058	\$	7,602,220	\$ 7,500,000
<i>Outfall</i>	\$	28,406	\$	567,000	\$ 226,000
<i>Solids Process</i>	\$	2,368,524	\$	3,611,560	\$ 1,660,000
<i>Energy Management</i>	\$	913,686	\$	460,000	\$ 900,000
<i>General</i>	\$	161,491	\$	4,178,700	\$ 3,966,000
<i>Technology</i>	\$	-	\$	-	\$ 1,385,000
<i>Professional Services</i>	\$	2,066,461	\$	1,175,000	\$ 1,284,000
Total EWPCF – Capital Improvements	\$	12,083,626	\$	17,594,480	\$ 16,921,000
EWPCF – Planned Asset Rehabilitation & Replacement	\$	772,090	\$	969,600	\$ 989,500
EWPCF – Capital Acquisitions	\$	410,240	\$	341,100	\$ 346,700
Remote Facilities – Acquisitions & Rehabilitation	\$	488,305	\$	920,300	\$ 3,176,500
Personnel	\$	2,417,309	\$	2,665,096	\$ 2,815,323
<b>Total Capital Expense</b>	<b>\$</b>	<b>16,171,570</b>	<b>\$</b>	<b>22,490,576</b>	<b>\$ 24,249,023</b>

## EWPCF – CAPITAL IMPROVEMENTS

Org	Object	Project	Description	Amount	Totals
92102	8300	11005	Primary Area Improvements	\$ 6,400,000	
92102	8300	13007	Secondary Clarifiers and Strainers Improvements	\$ 500,000	
92102	8300	13022	Secondary Flow Equalization Basin Settlement	\$ 600,000	
			<i>Total Liquid Process</i>		\$ 7,500,000
92102	8300	21006	Ocean Outfall - Integrity Assessment	\$ 226,000	
			<i>Total Outfall</i>		\$ 226,000
92102	8300	31002	Solids Thickening Improvements	\$ 210,000	
92102	8300	32013	Digester Rehabilitation and Improvements	\$ 500,000	
92102	8300	33025	Heat Dryer 1 Rehab	\$ 100,000	
92102	8300	33026	Heat Dryer Safety Phase 3 (from HAZOP)	\$ 500,000	
92102	8300	33027	Biosolids Management Plan Update	\$ 350,000	
			<i>Total Solids Process</i>		\$ 1,660,000
92102	8300	41007	Cogen Engine Full Overhaul	\$ 900,000	
			<i>Total Energy Management</i>		\$ 900,000
92102	8300	51002	ORF Carbon Media Replacement	\$ 101,000	
92102	8300	52021	Climate Control at MCCs and Cogen Building	\$ 400,000	
92102	8300	53004	Admin Building Chiller Replacement	\$ 610,000	
92102	8300	52032	Plant-Wide Asset Painting and Protective Coating	\$ 55,000	
92102	8300	53016	Cogen Wall Repair	\$ 1,500,000	
92102	8300	54005	Implement Minor Condition Assessment Recommendations	\$ 150,000	
92102	8300	54006	As-Needed Contractor Services	\$ 1,000,000	
92102	8300	54007	Miscellaneous Building Rehabilitation	\$ 150,000	
			<i>Total General</i>		\$ 3,966,000
92102	8300	62708	Document Management System Upgrade	\$ 160,000	
92102	8300	61205	Network Improvements Phase 1 & 2	\$ 900,000	
92102	8300	61514	As-Needed SCADA Integration Services	\$ 325,000	
			<i>Total Technology</i>		\$ 1,385,000
92102	8300	81016	Asset Condition Assessments - EWPCF	\$ 100,000	
92102	8300	83001	E-CAMP Update	\$ 150,000	
92102	8300	84001	Extension of Staff Engineering Services	\$ 650,000	
92102	8300	84002	Research and Development Projects Services	\$ 100,000	
92102	8300	85009	South Parcel Agricultural Mitigation Fee	\$ 284,000	
			<i>Total Professional Services</i>		\$ 1,284,000
<b>Total EWPCF – Capital Improvements</b>				<b>\$</b>	<b>16,921,000</b>

## EWPCF – PLANNED ASSET REHABILITATION &amp; REPLACEMENT

Org	Object	Project	Description	Amount	Totals
80002	8010	80711	General Plant Repairs & Unplanning Repair	\$ 140,000	
80002	8010	80721	Plant Security Services	\$ 65,000	
80002	8010	80731	Door Hinge and Lock Repair	\$ 25,000	
80002	8010	80741	Aerial Lift Rehabilitation	\$ 10,000	
80002	8010	80751	Replace Plant Lighting	\$ 40,000	
			<i>Total General Plant</i>		\$ 280,000
80002	8020	80771	TWAS Pump Rebuild	\$ 29,000	
80002	8020	80781	DAF Pressurization Pump rebuild	\$ 10,000	
80002	8020	80791	DAF Poly Pump Rebuild	\$ 5,000	
80002	8020	80801	Plug Valve Replacement	\$ 5,000	
			<i>Total TWAS &amp; DAF System</i>		\$ 49,000
80002	8030	80811	Water Systems Pump Rebuild (2W, 3W, 3WL, 3WLC)	\$ 36,000	
80002	8030	80821	3WL Motor Replacement	\$ 8,000	
			<i>Total Water Systems</i>		\$ 44,000
80002	8050	80831	Grit Dewater 1 Replacement Parts		
80002	8050	80841	PSB Foul Air Booster Fan Replacement	\$ 40,000	
80002	8050	80851	Primary Sludge Pump Replacement	\$ 22,000	
80002	8050	80861	Primary Sed Tank Parts	\$ 20,000	
80002	8050	80871	Sludge Pump Rebuild Kit	\$ 20,000	
80002	8050	80881	Primary Area Tank Drainage Pump Rebuild	\$ 5,000	
80002	8050	80891	Plant Drainage Rebuild	\$ 8,000	
80002	8050	80901	Primary Grinder Rebuild	\$ 12,000	
80002	8050	80911	CEPT Sump Pump Replacement	\$ 15,000	
80002	8050	80921	Grit Pump Rebuilds (2)	\$ 25,000	
80002	8050	80931	Ferric / Polymer Pumps (2)	\$ 5,000	
80002	8050	80941	Replace Valves in Gallery (8"=5, 6"=5)	\$ 10,000	
			<i>Total Primary Area</i>		\$ 182,000
80002	8050	80951	FOG Transporter (Lobe Pump) Rebuild	\$ 11,500	
80002	8050	80961	FOG Metering Pump Rebuild	\$ 7,000	
			<i>Total FOG System</i>		\$ 18,500
80002	8060	80971	New Chlorine Pump	\$ 5,000	
80002	8060	80981	New Tank Drainage Pump	\$ 12,000	
80002	8060	80991	WAS Valve Replacements (4)	\$ 10,000	
80002	8060	81001	ORF III Fan Replacement	\$ 40,000	
80002	8060	81021	RAS Pump Replacement	\$ 30,000	
80002	8060	81031	Aeration Basin DO Probe Replacements (1 basin)	\$ 31,000	
80002	8060	81041	WAS Pump Rebuild	\$ 10,000	
			<i>Total Secondary Area</i>		\$ 138,000

Org	Object	Project	Description	Amount	Totals
80002	8070	81051	Flame Arrestor Replace	\$ 10,000	
80002	8070	81061	Digester Mix Pump Minor Rebuild	\$ 8,000	
80002	8070	81081	Digester Transfer Pump Rebuild	\$ 8,500	
80002	8070	81091	Digester #2 Recirculation Rebuild	\$ 11,000	
80002	8070	81101	Digester Hot Water Pump Replacement	\$ 5,000	
80002	8070	81111	Digester Heat Recirculation Pump Rebuild	\$ 12,500	
			<i>Total Digester Area</i>		\$ 55,000
80002	8080	81121	Centrifuge Feed Pump Grinder Rebuild	\$ 11,000	
80002	8080	81131	Centrifuge Feed Pump and Motor Rebuild	\$ 25,000	
			<i>Total Centrifuge Feed Pit</i>		\$ 36,000
80002	8080	81141	Cake Pump Rebuild	\$ 25,000	
80002	8080	81151	Replace Recycle Bin elevator drive unit	\$ 5,000	
80002	8010	80761	RTO Media Replacement	\$ 60,000	
80002	8080	81161	RTO Popit Valve Replacement (4)	\$ 16,000	
80002	8080	81171	Rotary Valve Replacement	\$ 16,000	
80002	8080	81181	Venturi Fan Assembly Replacement	\$ 20,000	
80002	8080	81191	Wet Scrubber Chevron Set Replacement	\$ 5,000	
80002	8080	81201	HD Furnace Safety Inspection	\$ 7,000	
80002	8080	81211	HD MCC Cooling Fan and Filter Replacement	\$ 7,000	
80002	8080	81221	HD Pellet Transport Level Control Replacement	\$ 8,000	
			<i>Total Solids Processing Equipment</i>		\$ 169,000
80002	8090	81231	New CoGen Circuit Breaker Comms	\$ 8,000	
80002	8090	81241	UPS Repair and Warranty	\$ 10,000	
			<i>Total Cogeneration System</i>		\$ 18,000
<b>Total EWPCF – Planned Asset Rehabilitation &amp; Replacement</b>				<b>\$</b>	<b>989,500</b>

## EWPCF – CAPITAL ACQUISITIONS

Org	Object	Project	Description	Amount	Totals
23002	7710	70701	Ironport Spam Filter Replacement	\$ 9,000	
23002	7710	70711	MUNIS Contract Services	\$ 50,000	
23002	7710	70721	Computer Replacement	\$ 35,000	
23002	7710	70731	Penetration Testing	\$ 10,000	
			<i>Total Information Technology</i>		\$ 104,000
23002	7730	70741	Mechanics Master Tool Sets	\$ 18,000	
23002	7730	70751	Cart Rehab/Replacement	\$ 48,000	
23002	7730	70761	Remote Autosampler for Source Control	\$ 14,700	
			<i>Total New Equipment</i>		\$ 80,700
23002	7750	70771	HACH Refrigerated Sampler-Lab Equipment	\$ 9,000	
23002	7750	70781	Lab Exhaust Fans	\$ 48,000	
23002	7750	70791	Carpet Replacement - 1st Floor Admin Bldg.	\$ 50,000	
			<i>Total Operations &amp; Administration Building</i>		\$ 107,000
23002	7750	70801	Centrifuge Rehabilitation	\$ 55,000	
			<i>Total EWPCF Plant</i>		\$ 55,000
<b>Total EWPCF – Capital Acquisitions</b>					<b>\$ 346,700</b>

## REMOTE FACILITIES – ACQUISITIONS &amp; REHABILITATION

Org	Object	Project	Description	Amount	Totals
31002	7750	70830	AHPS - Grinder Rebuild	\$ 28,000	
31002	7750	70840	AHPS - Pump Rebuild	\$ 15,000	
31002	7750	70850	AHPS - Unplanned Minor Rehab	\$ 15,000	
31002	7750	70860	AHPS - VFD Repairs	\$ 10,000	
31002	7750	70870	AHPS - Integration Assistance & Router	\$ 15,000	
31002	7750	70231	AHPS - SWPPPS	\$ 20,000	
			<i>Total AHPS</i>		\$ 103,000
32002	7750	70811	BVPS - Minor EI&C Rehabilitation	\$ 75,000	
32002	7750	70821	BVPS - Minor Structural Rehabilitation	\$ 70,000	
32002	7750	70831	BVPS - Site Safety Improvements	\$ 40,000	
32002	7750	70910	BVPS - Grinder Rebuild	\$ 28,000	
32002	7750	70219	BVPS - Sewage Pump Rebuild	\$ 28,000	
32002	7750	70920	BVPS - Coatings and Paintings	\$ 6,000	
32002	7750	70930	BVPS - Unplanned Minor Rehabilitation	\$ 9,000	
32002	7750	70940	BVPS - Integration Assistance	\$ 15,000	
32002	7750	70960	BVPS - VFD Repairs	\$ 10,000	
			<i>Total BVPS</i>		\$ 281,000
37002	7750	70841	BCPS - Minor EI&C Rehabilitation	\$ 60,000	
37002	7750	70851	BCPS - Minor Mechancial Rehabilitation	\$ 50,000	
37002	7750	70861	BCPS - Site Safety Improvements	\$ 28,000	
37002	7750	70871	BCPS - Communication Improvement	\$ 72,000	
37002	7750	70990	BCPS - Grinder Rebuild	\$ 24,000	
37002	7750	71000	BCPS - Sewage Pump Rebuild	\$ 26,000	
37002	7750	71010	BCPS - Sewage Pump Motor Rebuild	\$ 6,000	
37002	7750	71030	BCPS - Coatings and Paintings	\$ 5,000	
37002	7750	71040	BCPS - Unplanned Minor Rehabilitation	\$ 8,000	
37002	7750	71060	BCPS - Integration Assistance	\$ 15,000	
37002	7750	71050	BCPS - VFD Repairs	\$ 15,000	
			<i>Total BCPS</i>		\$ 309,000
38002	7750	71061	CWRF - Reverse Osmosis Decommissioning	\$ 17,000	
38002	7750	71090	CWRF - Sodium Hypochlorite Improvements	\$ 50,000	
38002	7750	71081	CWRF - Minor Structural Rehabilitation	\$ 28,000	
38002	7750	71091	CWRF - Miscellaneous Service Requests	\$ 12,000	
38002	7750	71101	CWRF - SCADA Improvements	\$ 500,000	
38002	7750	71111	CWRF - Minor EI&C Rehabilitation	\$ 40,000	
38002	7750	70506	CWRF - Site Safety Improvements	\$ 44,000	
38002	7750	71131	CWRF - Equalization Basin Settlement	\$ 1,542,000	
38002	7750	71120	CWRF - Coatings and Paintings	\$ 10,000	
38002	7750	71110	CWRF - Unplanned Minor Rehabilitation	\$ 13,000	
38002	7750	71160	CWRF - Integration Assistance	\$ 50,000	
38002	7750	71130	CWRF - VFD Repairs	\$ 20,000	
			<i>Total CWRF</i>		\$ 2,326,000



Org	Object	Project	Description	Amount	Totals
39002	7750	71191	RBPS - Minor Structural Rehabilitation	\$ 30,000	
39002	7750	71201	RBPS - Site Safety Improvements	\$ 45,000	
39002	7750	71180	RBPS - Grinder Rebuild	\$ 26,000	
39002	7750	71211	RBPS - Sewage Pump Rebuild	\$ 18,000	
39002	7750	71190	RBPS - Sewage Pump Motor Rebuild	\$ 5,000	
39002	7750	71220	RBPS - Coatings and Paintings	\$ 5,000	
39002	7750	71200	RBPS - Unplanned Minor Rehabilitation	\$ 5,500	
39002	7750	71240	RBPS - Integration Assistance	\$ 15,000	
39002	7750	71210	RBPS - VFD Repairs	\$ 8,000	
<i>Total RBPS</i>					\$ 157,500
<b>Total Remote Facilities – Capital Acquisitions &amp; Rehabilitation</b>					<b>\$ 3,176,500</b>

## LONG-TERM CAPITAL FINANCIAL PLAN

### 5 YEAR *and* 20 YEAR CAPITAL BUDGET

Fiscal Year	EWPCF Capital Improvements	EWPCF Planned Asset Rehabilitation & Replacement	EWPCF Capital Acquisitions	Remote Facilities Acquisitions & Rehabilitation	Personnel Expense	Total
2021	\$ 16,921,000	\$ 989,500	\$ 346,700	\$ 3,176,500	\$ 2,815,323	\$ 24,249,023
2022	\$ 21,230,000	\$ 1,009,000	\$ 354,000	\$ 2,378,500	\$ 2,872,000	\$ 27,843,500
2023	\$ 21,349,000	\$ 1,029,000	\$ 361,000	\$ 1,004,500	\$ 2,929,000	\$ 26,672,500
2024	\$ 23,971,000	\$ 1,050,000	\$ 368,000	\$ 1,138,500	\$ 2,988,000	\$ 29,515,500
2025	\$ 27,200,000	\$ 1,071,000	\$ 375,000	\$ 686,500	\$ 3,048,000	\$ 32,380,500
<b>5 Year Total</b>	<b>\$ 110,671,000</b>	<b>\$ 5,148,500</b>	<b>\$ 1,804,700</b>	<b>\$ 8,384,500</b>	<b>\$ 14,652,323</b>	<b>\$ 140,661,023</b>
2026	\$ 28,000,000	\$ 1,092,000	\$ 383,000	\$ 770,500	\$ 3,109,000	\$ 33,354,500
2027	\$ 30,000,000	\$ 1,114,000	\$ 391,000	\$ 786,000	\$ 3,171,000	\$ 35,462,000
2028	\$ 30,000,000	\$ 1,136,000	\$ 399,000	\$ 802,000	\$ 3,234,000	\$ 35,571,000
2029	\$ 25,000,000	\$ 1,159,000	\$ 407,000	\$ 818,000	\$ 3,299,000	\$ 30,683,000
2030	\$ 24,000,000	\$ 1,182,000	\$ 415,000	\$ 834,000	\$ 3,365,000	\$ 29,796,000
2031 - 2035	\$ 123,000,000	\$ 6,277,000	\$ 2,201,000	\$ 4,428,000	\$ 17,861,000	\$ 153,767,000
2036 - 2040	\$ 131,000,000	\$ 6,933,000	\$ 2,431,000	\$ 4,888,000	\$ 19,718,000	\$ 164,970,000
<b>20 Year Total</b>	<b>\$ 501,671,000</b>	<b>\$ 24,041,500</b>	<b>\$ 8,431,700</b>	<b>\$ 21,711,000</b>	<b>\$ 68,409,323</b>	<b>\$ 624,264,523</b>