

Recommended Operating & Capital Budget

Fiscal Year 2022



ENCINA
WASTEWATER
AUTHORITY

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

RECOMMENDED FY2022 OPERATING & CAPITAL BUDGETS

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Date: April 28, 2021

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 FY2022 Recommended Pension Policy, Operating & Capital Budgets

This letter transmits the Encina Wastewater Authority's (EWA) Recommended Fiscal Year 2022 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 2022, and the proportionate amount to be paid by each Member Agency.

The Recommended FY2022 Pension Policy, Operating and Capital Budgets combined total \$46.2M and is summarized below:

Pension Policy, Operating Program & Capital Program	Actual FY2020	Budget FY2021	Recommended FY2022	FY 2021 vs FY 2022 % Change
Encina Water Pollution Control Facility	\$ 39,964,215	\$ 38,082,567	\$ 38,237,282	0.4%
Environmental Compliance – Source Control	\$ 1,167,758	\$ 1,213,334	\$ 1,162,369	-4.2%
Agua Hedionda Pump Station	\$ 875,941	\$ 999,442	\$ 1,054,874	5.5%
Buena Vista Pump Station	\$ 860,972	\$ 1,015,354	\$ 1,205,398	18.7%
Buena Creek Pump Station	\$ 559,005	\$ 805,080	\$ 932,089	15.8%
Carlsbad Water Recycling Facility	\$ 1,571,094	\$ 3,975,465	\$ 3,116,952	-21.6%
Raceway Basin Pump Station	\$ 335,245	\$ 465,240	\$ 504,847	8.5%
Total Operating Budget	\$ 45,334,230	\$ 46,556,482	\$ 46,213,811	-0.7%

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 FY2022 continues as Year 3 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	Actual FY2020	Budget FY2021	Recommended FY2022	FY 2021 vs FY 2022 % Change
Encina Water Pollution Control Facility – Operations	\$ 2,550,374	\$ 2,550,374	\$ 2,550,374	0%
Encina Water Pollution Control Facility – Capital	\$ 779,099	\$ 779,099	\$ 779,099	0%
Environmental Compliance – Source Control	\$ 246,827	\$ 246,827	\$ 246,827	0%
Agua Hedionda Pump Station	\$ 70,681	\$ 70,681	\$ 70,681	0%
Buena Vista Pump Station	\$ 74,547	\$ 74,547	\$ 74,547	0%
Buena Creek Pump Station	\$ 69,638	\$ 69,638	\$ 69,638	0%
Carlsbad Water Recycling Facility	\$ 256,601	\$ 256,601	\$ 256,601	0%
Raceway Basin Pump Station	\$ 48,333	\$ 48,333	\$ 48,333	0%
Total CalPERS Pension Funding Policy	\$ 4,096,100	\$ 4,096,100	\$ 4,096,100	0%

OPERATING BUDGET OVERVIEW

The Recommended FY2022 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 FY2022 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 FY2022 Operating Budget totals approximately \$18.8M for the seven (7) operational programs summarized below:

Operating Program	Actual FY2020	Budget FY2021	Recommended FY2022	FY 2021 vs FY 2022 % Change
Encina Water Pollution Control Facility	\$ 13,520,821	\$ 14,642,571	\$ 14,813,465	1.2%
Environmental Compliance – Source Control	\$ 920,931	\$ 966,507	\$ 915,542	-5.3%
Agua Hedionda Pump Station	\$ 656,183	\$ 825,761	\$ 859,193	4.0%
Buena Vista Pump Station	\$ 653,866	\$ 659,807	\$ 734,851	11.4%
Buena Creek Pump Station	\$ 390,416	\$ 426,442	\$ 524,451	23.0%
Carlsbad Water Recycling Facility	\$ 1,151,086	\$ 1,392,864	\$ 1,405,351	0.9%
Raceway Basin Pump Station	\$ 224,679	\$ 259,407	\$ 282,014	8.7%
Sub-Total: Expenses	\$ 17,517,982	\$ 19,173,359	\$ 19,534,867	1.9%
Estimated Other Operating Revenue	\$ -	\$ (962,000)	\$ (712,000)	-26.0%
Total Operating Budget	\$ 17,517,982	\$ 18,211,359	\$ 18,822,867	3.4%

The FY2022 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 FY2022 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 FY2022 Capital Budget totals approximately \$23.3M for the following EWA capital programs summarized below:

Capital Program	Actual FY2020	Budget FY2021	Recommended FY2022	FY 2021 vs FY 2022 % Change
EWPCF – Capital Improvements	\$ 18,956,289	\$ 16,921,000	\$ 16,454,000	-2.8%
EWPCF – Planned Asset Rehabilitation	\$ 1,029,772	\$ 989,500	\$ 1,101,000	11.3%
EWPCF – Capital Acquisitions	\$ 402,000	\$ 346,700	\$ 349,000	0.7%
Remotes Facilities – Acquisitions & Rehabilitation	\$ 606,227	\$ 3,176,500	\$ 2,488,500	-21.7%
Allocated Personnel Expenses	\$ 2,725,860	\$ 2,815,323	\$ 2,902,344	3.1%
Total Capital Budget	\$ 23,720,148	\$ 24,249,023	\$ 23,294,844	-3.9%

Improvement Projects are planned, scoped, and prioritized through the Comprehensive Asset Management Program (CAMP). The most recent CAMP was published in June 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 FY2022 Capital Budget includes approximately \$2.9 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 for FY2022 funding include: Primary Area Improvements (\$2.7M); Secondary Clarifiers and Strainers Improvements (\$2.1M); and Digester Rehabilitation and Improvements (\$1.7M).

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. PARR Projects total approximately \$1.1M. EWPCF – Capital Acquisitions total \$0.3M and reflect appropriate investment in minor infrastructure, equipment. Remote Facilities – Acquisitions and Rehabilitation total \$2.5M 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 Recommended FY2022 Budget with assistance from LeeAnn Warchol, Director of Administrative Services, 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 "Michael Steinlicht". The signature is written in a cursive, slightly stylized font.

Michael Steinlicht
General Manager

Policy Brief

Date: April 28, 2021

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 3

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 following 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 overpaying, or becoming super-funded, by reassessing the final year's payment lower if necessary.
- 5) Report back to the Policy & Finance Committee and Board of Directors on pension funding status on a regular basis.

EWA's latest actuarial report, dated June 30, 2019, reflects EWA's liability has grown to \$15.1M. This was primarily 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. More recently though, the liability grew as a result of CalPERS missing their new investment return benchmark of 7.0% by 0.3%.

EWA has been paying down the liability as planned throughout FY 2020 and FY 2021 but these payments will not be reflected in the actuarial reports for another year. Only then will staff be able to better assess the actual results and savings generated from the funding policy. In the meantime, staff recommends EWA 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 2022 Budget:

	FY 2020	FY 2021	FY 2022	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				
Unfunded Liability Contribution from EWA	\$ 870,900	\$ 870,900	\$ 870,900	\$ 2,612,700
Normal Costs				
Contributions from EWA	\$ 941,727	\$ 1,031,329	\$ 1,008,220	\$ 2,981,276
Contributions from Employees	\$ 611,946	\$ 651,556	\$ 662,893	\$ 1,926,395

Policy Brief

Date: April 28, 2021

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: Workforce Staffing Strategy – Operations Training and Quality Control Specialist

The Encina Wastewater Authority's (EWA) workforce staffing strategy is linked directly to its mission, vision, values and strategic business and tactical plans. It includes a cost-effective blend of human resources that includes permanent employees, consultants, contract and limited duration employees. Staffing decisions are based on established criteria designed to add value to the organization, reduce risk, and complement or leverage existing staff competencies.

The staffing needs of EWA are reviewed annually. With few exceptions, decisions to expand or contract EWA's total complement of Full Time Equivalent (FTE) staff are made as part of the budget development process. Department Directors requesting additional staff are required to submit a written report to the General Manager justifying the request.

EWA's staffing strategy centers on identifying the core workforce needed for ongoing work, which is essential to its mission on a permanent basis and should therefore be permanently staffed, as opposed to work that may be equally important to EWA but has a limited timeframe, or which has a temporary (even if several years) peak workload but is then expected to diminish. Any temporary programmatic increase in workload should consider the use of Limited Duration Employees (LDE) with an established, predictable separation date based upon the temporary nature of the work. In evaluating the need for additional staff, written justification for any new FTEs should address the following criteria:

Evaluation Criteria	Justification Must Address
Permanence	Is the work permanent in nature and not likely to diminish over time?
Reprioritization	Can work within the department be reprioritized to meet the new need, while reducing or eliminating other existing work, redeploying existing staff and negating the need to add an FTE?
Cost Effectiveness and Budget Impact	Is adding an FTE more cost effective over the expected life of the position's work than alternative resourcing options (e.g. temporary, LDE or contract resources)?
Full Time vs. Part Time	Does the work require a full-time position, or can the work be accomplished with a half-time position?
Appropriate Classification	Can the position be filled at a lower classification and accomplish the work, while minimizing the costs to EWA?
Institutional Knowledge	Does the position require institutional knowledge that could not likely be built and sustained through the use of temporary employees, LDE's, or contract resources?
Market Availability	What is the market availability and competitive landscape for the desired skill set of the proposed position?
Special Skills or Certifications Required	Are special skills or certification required to perform the work?
Risk Management and Transparency	Does the critical nature of the position, or the consequence of error or failure to effectively and safely perform the work make the use of outside resources impractical or too risky? Is there a concern for loss of transparency if outside resources are utilized?
Logistical Issues	Does the position's workplace locations, demands or duties create logistical challenges that make the use of temporary or contract resources impractical?

Workforce Staffing Justification – Operations Trainer

The Recommended Fiscal Year 2022 Budget includes a new Operations Training and Quality Control Specialist position dedicated to training operations staff. The retirement of two Operators and one recent Shift Supervisor vacancy has partially mitigated the cost impact of this staffing proposal. The following table of justification is provided for your consideration:

Evaluation Criteria	Justification
Permanence	The proposed addition of an Operations Trainer position follows both public and private industry best practice of designating a staff position for the professional development and training of operations staffing.
Reprioritization	EWA runs a lean staffing model and currently has the same FTE count as in 2018 despite the numerous retirements in the Operations Department that is equivalent to 140 years of Operational experience spread over 30 employees. The diminished Operational experience creates a lower level of service and creates greater risk when executing EWA's mission.
Cost Effectiveness and Budget Impact	The addition of one FTE Operations Trainer position is permanent and will remain so for as long as there is a need for training Operations staff at EWA. This is a more cost-effective option for EWA than cycling through temporary labor or extended use of overtime by existing personnel with limited facility experience.
Full Time vs. Part Time	The addition of one FTE Operations Trainer position is required for full time shift work to train Operations staff during a 24 hour / 365-day rotating shift schedule. The position is required to interact with staff on all shifts on a rotating basis.
Appropriate Classification	Operators are typically hired at the Operator-in-Training position and advance to an Operator I and Operator II level as they gain additional site-specific experience and higher levels of certification. An Operations Trainer minimum level of site-specific experience is 10 years with 3 years of Supervisory experience and must hold a State Water Resources Control Board (SWRCB) Grade III Operator certificate or higher. The level of experience and certification required for EWPCF and CWRF by The SWRCB requires a Grade III certificate to make process control changes.
Institutional Knowledge	It takes 3-5 years for a new Operator to learn all of EWA's facilities. 38% of Operators have less than 5 years of experience and 23% have less than 2 years of experience. 25% of staff in the Operations Department are eligible to retire including 50% of the current Supervisory staff; thus, the use of temporary staff is not a good long-term strategy. An Operations Trainer minimum level of site-specific experience is 10 years with 3 years of Supervisory experience.
Market Availability	Market competition is extremely tight, and the existing labor pool is very limited for certified operators. As a result, EWA has utilized in-house training of new Operators with limited experience to close the shortfall. The continued increase in the number of new Operations staff has increased the intensity required for training while resources for doing so have diminished through retirements. The need for site specific experience makes this position available to in-house recruitment only.
Special Skills or Certifications Required	To work at the EWPCF, Operators must be State-certified. A Grade III certificate is required to make any process control changes, which takes 3-6 years of relevant experience.
Risk Management and Transparency	Consequence of failure poses risk to staff, Member Agencies, continuity of facility operations, the environment, public health, and overall facility safety. The continued diminishing institutional knowledge in the Operations Department increases the risk of failures in facility operations, safety, and an increase in overtime.
Logistical Issues	The addition of an Operations Trainer position is required for full time shift work during a 24 hour / 365-day rotating shift schedule.

OPERATING BUDGET: REVENUE *and* EXPENSE SUMMARY

Revenue Summary

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
City of Carlsbad	\$	5,218,653	\$	5,538,836	\$	5,318,352	\$	5,835,150	\$	296,314	5.3%
City of Vista	\$	4,723,088	\$	5,095,483	\$	4,610,819	\$	4,948,343	\$	(147,140)	-2.9%
Buena Sanitation District	\$	1,730,363	\$	1,831,393	\$	1,844,348	\$	1,889,009	\$	57,616	3.1%
Vallecitos Water District	\$	3,177,916	\$	3,045,352	\$	3,077,166	\$	3,338,944	\$	293,592	9.6%
Leucadia Wastewater District	\$	2,017,173	\$	2,021,904	\$	1,988,715	\$	2,130,280	\$	108,376	5.4%
City of Encinitas	\$	650,789	\$	678,391	\$	648,913	\$	681,141	\$	2,750	0.4%
Sub Total	\$	17,517,982	\$	18,211,359	\$	17,488,313	\$	18,822,867	\$	611,508	3.4%
Estimated Other Revenue		*	\$	962,000	\$	945,700	\$	712,000	\$	(250,000)	-26.0%
Total	\$	17,517,982	\$	19,173,359	\$	18,434,013	\$	19,534,867	\$	361,508	1.9%

*2020 Actual total is net of other revenue

Operating Revenues from Member Agencies by Program

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Encina Water Pollution Control Facility	\$	13,520,821	\$	13,680,571	\$	13,161,891	\$	14,101,465	\$	420,894	3.1%
Source Control	\$	920,931	\$	966,507	\$	914,563	\$	915,542	\$	(50,965)	-5.3%
Agua Hedionda Pump Station	\$	656,183	\$	825,761	\$	622,186	\$	859,193	\$	33,432	4.0%
Buena Vista Pump Station	\$	653,866	\$	659,807	\$	721,444	\$	734,851	\$	75,044	11.4%
Buena Creek Pump Station	\$	390,416	\$	426,442	\$	509,498	\$	524,451	\$	98,009	23.0%
Carlsbad Water Recycling Facility	\$	1,151,086	\$	1,392,864	\$	1,288,419	\$	1,405,351	\$	12,487	0.9%
Raceway Basin Pump Station	\$	224,679	\$	259,407	\$	270,312	\$	282,014	\$	22,607	8.7%
Total	\$	17,517,982	\$	18,211,359	\$	17,488,313	\$	18,822,867	\$	611,508	3.4%

Operating Budget Expense Summary by Program

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Encina Water Pollution Control Facility	\$	13,520,821	\$	14,642,571	\$	14,107,591	\$	14,813,465	\$	170,894	1.2%
Source Control	\$	920,931	\$	966,507	\$	914,563	\$	915,542	\$	(50,965)	-5.3%
Agua Hedionda Pump Station	\$	656,183	\$	825,761	\$	622,186	\$	859,193	\$	33,432	4.0%
Buena Vista Pump Station	\$	653,866	\$	659,807	\$	721,444	\$	734,851	\$	75,044	11.4%
Buena Creek Pump Station	\$	390,416	\$	426,442	\$	509,498	\$	524,451	\$	98,009	23.0%
Carlsbad Water Recycling Facility	\$	1,151,086	\$	1,392,864	\$	1,288,419	\$	1,405,351	\$	12,487	0.9%
Raceway Basin Pump Station	\$	224,679	\$	259,407	\$	270,312	\$	282,014	\$	22,607	8.7%
Total	\$	17,517,982	\$	19,173,359	\$	18,434,013	\$	19,534,867	\$	361,508	1.9%

Combined Operating Budget Expense

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Personnel	\$	7,089,868	\$	7,284,268	\$	7,444,337	\$	7,598,928	\$	314,660	4.3%
Non-Personnel	\$	5,176,547	\$	6,298,350	\$	5,538,460	\$	6,045,710	\$	(252,640)	-4.0%
Internal Service Fund	\$	5,251,567	\$	5,590,741	\$	5,451,216	\$	5,890,229	\$	299,488	5.4%
Total	\$	17,517,982	\$	19,173,359	\$	18,434,013	\$	19,534,867	\$	361,508	1.9%

OPERATING BUDGET: EXPENSE SUMMARY

Encina Water Pollution Control Facility

	Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	Change	%
Personnel	\$ 4,942,740	\$ 4,875,074	\$ 5,070,078	\$ 5,090,138	\$ 215,064	4.4%
Non-Personnel	\$ 3,851,875	\$ 4,783,450	\$ 4,150,702	\$ 4,471,660	\$ (311,790)	-6.5%
Internal Service Fund	\$ 4,726,206	\$ 4,984,047	\$ 4,886,811	\$ 5,251,667	\$ 267,620	5.4%
Total	\$ 13,520,821	\$ 14,642,571	\$ 14,107,591	\$ 14,813,465	\$ 170,894	1.2%

Environmental Compliance – Source Control

	Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	Change	%
Personnel	\$ 728,842	\$ 738,299	\$ 727,401	\$ 703,703	\$ (34,596)	-4.7%
Non-Personnel	\$ 32,691	\$ 30,500	\$ 18,050	\$ 25,100	\$ (5,400)	-17.7%
Internal Service Fund	\$ 159,398	\$ 197,708	\$ 169,112	\$ 186,739	\$ (10,969)	-5.5%
Total	\$ 920,931	\$ 966,507	\$ 914,563	\$ 915,542	\$ (50,965)	-5.3%

Agua Hedionda Pump Station

	Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	Change	%
Personnel	\$ 367,890	\$ 513,125	\$ 342,505	\$ 533,201	\$ 20,076	3.9%
Non-Personnel	\$ 241,212	\$ 247,600	\$ 217,442	\$ 248,800	\$ 1,200	0.5%
Internal Service Fund	\$ 47,081	\$ 65,036	\$ 62,239	\$ 77,192	\$ 12,156	18.7%
Total	\$ 656,183	\$ 825,761	\$ 622,186	\$ 859,193	\$ 33,432	4.0%

Buena Vista Pump Station

	Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	Change	%
Personnel	\$ 203,043	\$ 214,790	\$ 270,535	\$ 248,544	\$ 33,754	15.7%
Non-Personnel	\$ 402,596	\$ 395,700	\$ 403,713	\$ 432,850	\$ 37,150	9.4%
Internal Service Fund	\$ 48,227	\$ 49,317	\$ 47,196	\$ 53,457	\$ 4,140	8.4%
Total	\$ 653,866	\$ 659,807	\$ 721,444	\$ 734,851	\$ 75,044	11.4%

Buena Creek Pump Station

	Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	Change	%
Personnel	\$ 178,152	\$ 197,408	\$ 279,173	\$ 274,524	\$ 77,116	39.1%
Non-Personnel	\$ 171,122	\$ 186,150	\$ 189,285	\$ 200,300	\$ 14,150	7.6%
Internal Service Fund	\$ 41,142	\$ 42,884	\$ 41,040	\$ 49,627	\$ 6,743	15.7%
Total	\$ 390,416	\$ 426,442	\$ 509,498	\$ 524,451	\$ 98,009	23.0%

Carlsbad Water Recycling Facility

	Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	Change	%
Personnel	\$ 525,433	\$ 584,485	\$ 565,160	\$ 569,538	\$ (14,947)	-2.6%
Non-Personnel	\$ 425,898	\$ 588,800	\$ 509,227	\$ 599,650	\$ 10,850	1.8%
Internal Service Fund	\$ 199,755	\$ 219,579	\$ 214,032	\$ 236,163	\$ 16,584	7.6%
Total	\$ 1,151,086	\$ 1,392,864	\$ 1,288,419	\$ 1,405,351	\$ 12,487	0.9%

Raceway Basin Pump Station

	Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	Change	%
Personnel	\$ 143,768	\$ 161,087	\$ 189,485	\$ 179,280	\$ 18,193	11.3%
Non-Personnel	\$ 51,153	\$ 66,150	\$ 50,041	\$ 67,350	\$ 1,200	1.8%
Internal Service Fund	\$ 29,758	\$ 32,170	\$ 30,786	\$ 35,384	\$ 3,214	10.0%
Total	\$ 224,679	\$ 259,407	\$ 270,312	\$ 282,014	\$ 22,607	8.7%

OPERATING BUDGET: REVENUE SUMMARY

City of Carlsbad

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Encina Water Pollution Control Facility	\$	3,562,012	\$	3,563,090	\$	3,528,155	\$	3,840,623	\$	277,533	7.8%
Source Control	\$	234,793	\$	259,101	\$	234,492	\$	247,261	\$	(11,840)	-4.6%
Agua Hedionda Pump Station	\$	202,760	\$	255,160	\$	192,255	\$	265,491	\$	10,331	4.0%
Buena Vista Pump Station	\$	68,002	\$	68,621	\$	75,031	\$	76,424	\$	7,803	11.4%
Carlsbad Water Recycling Facility	\$	1,151,086	\$	1,392,864	\$	1,288,419	\$	1,405,351	\$	12,487	0.9%
Total	\$	5,218,653	\$	5,538,836	\$	5,318,352	\$	5,835,150	\$	296,314	5.3%

City of Vista

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Encina Water Pollution Control Facility	\$	3,159,151	\$	3,321,469	\$	2,966,270	\$	3,128,279	\$	(193,190)	-5.8%
Source Control	\$	299,971	\$	352,820	\$	297,893	\$	285,921	\$	(66,899)	-19.0%
Agua Hedionda Pump Station	\$	453,423	\$	570,601	\$	429,931	\$	593,702	\$	23,101	4.0%
Buena Vista Pump Station	\$	585,864	\$	591,186	\$	646,413	\$	658,427	\$	67,241	11.4%
Raceway Basin Pump Station	\$	224,679	\$	259,407	\$	270,312	\$	282,014	\$	22,607	8.7%
Total	\$	4,723,088	\$	5,095,483	\$	4,610,819	\$	4,948,343	\$	(147,140)	-2.9%

Buena Sanitation District

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Encina Water Pollution Control Facility	\$	1,225,482	\$	1,280,376	\$	1,220,525	\$	1,248,074	\$	(32,302)	-2.5%
Source Control	\$	114,465	\$	124,575	\$	114,325	\$	116,484	\$	(8,091)	-6.5%
Buena Creek Pump Station	\$	390,416	\$	426,442	\$	509,498	\$	524,451	\$	98,009	23.0%
Total	\$	1,730,363	\$	1,831,393	\$	1,844,348	\$	1,889,009	\$	57,616	3.1%

Vallecitos Water District

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Encina Water Pollution Control Facility	\$	3,005,699	\$	2,898,319	\$	2,906,802	\$	3,167,982	\$	269,663	9.3%
Source Control	\$	172,217	\$	147,033	\$	170,364	\$	170,962	\$	23,929	16.3%
Total	\$	3,177,916	\$	3,045,352	\$	3,077,166	\$	3,338,944	\$	293,592	9.6%

Leucadia Wastewater District

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Encina Water Pollution Control Facility	\$	1,948,604	\$	1,959,477	\$	1,922,141	\$	2,060,945	\$	101,468	5.2%
Source Control	\$	68,569	\$	62,427	\$	66,574	\$	69,335	\$	6,908	11.1%
Total	\$	2,017,173	\$	2,021,904	\$	1,988,715	\$	2,130,280	\$	108,376	5.4%

City of Encinitas

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		Change	%
Encina Water Pollution Control Facility	\$	619,873	\$	657,840	\$	617,998	\$	655,562	\$	(2,278)	-0.3%
Source Control	\$	30,916	\$	20,551	\$	30,915	\$	25,579	\$	5,028	24.5%
Total	\$	650,789	\$	678,391	\$	648,913	\$	681,141	\$	2,750	0.4%

PERSONNEL EXPENSE SUMMARY *by* ACCOUNT

Salaries

	2021 Budget	% of Total	2022 Budget	% of Total	% Change
Regular	\$ 8,006,451		\$ 8,142,166		1.7%
Overtime	\$ 170,000		\$ 170,000		0.0%
Holiday	\$ 99,000		\$ 99,000		0.0%
Temporary & Part-Time Staff	\$ 188,000		\$ 188,000		0.0%
Intern Program	\$ 29,800		\$ 29,800		0.0%
Shift Differential	\$ 39,000		\$ 45,000		15.4%
Incentive Awards	\$ 14,500		\$ 14,500		0.0%
Standby	\$ 5,000		\$ 5,000		0.0%
Subtotal Salaries	\$ 8,551,751	68.3%	\$ 8,693,466	67.6%	1.7%

Benefits

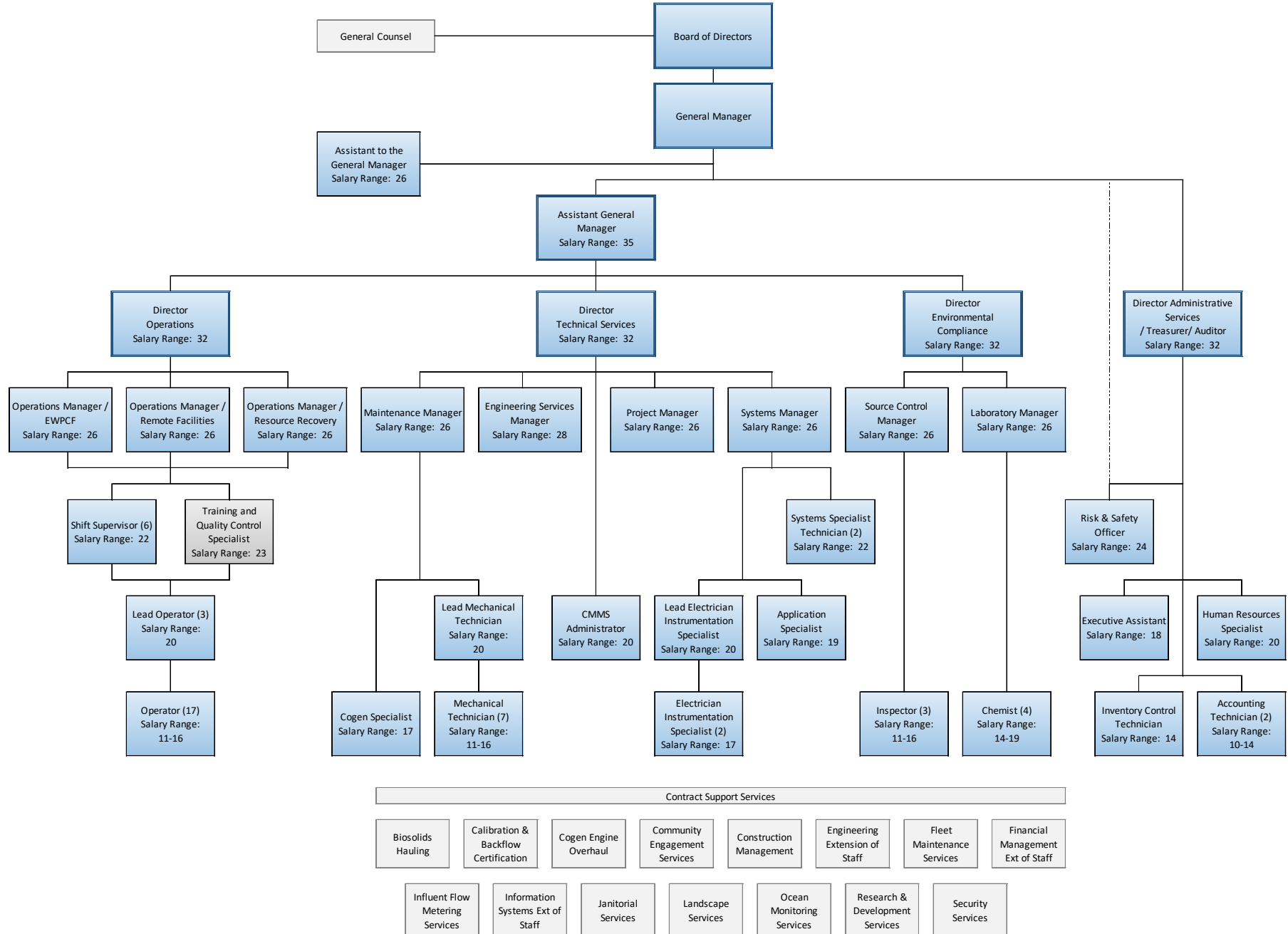
	2021 Budget	% of Total	2022 Budget	% of Total	% Change
CalPERS Retirement Program — Normal Cost	\$ 1,685,885		\$ 1,674,514		-0.7%
CalPERS Retirement Unfunded Liability	\$ 870,900		\$ 870,900		0.0%
CalPERS Employee Contribution	\$ (651,556)		\$ (662,893)		1.7%
Other Post-Employment Benefits	\$ 51,000		\$ 89,000		74.5%
Flexible Benefits 125 Plan	\$ 1,278,772		\$ 1,422,508		11.2%
Deferred Compensation	\$ 303,085		\$ 313,871		3.6%
Medicare	\$ 130,195		\$ 132,036		1.4%
Workers Compensation Insurance	\$ 251,000		\$ 263,500		5.0%
Other Ancillary Benefits	\$ 55,000		\$ 55,000		0.0%
Subtotal Benefits	\$ 3,974,281	31.7%	\$ 4,158,435	32.4%	4.6%
Total Personnel Expense	\$ 12,526,032	100.0%	\$ 12,851,901	100.0%	2.6%

PERSONNEL EXPENSE SUMMARY *by* PROGRAM

Programs

	2021 Budget	2021 Positions	2022 Budget	2022 Positions	% Change
Encina Water Pollution Control Facility	\$ 4,875,074	31.47	\$ 5,090,138	31.98	4.4%
Source Control	\$ 738,299	4.35	\$ 703,703	4.35	-4.7%
<i>Agua Hedionda Pump Station</i>	\$ 513,125	3.00	\$ 533,201	3.00	3.9%
<i>Buena Vista Pump Station</i>	\$ 214,790	1.24	\$ 248,544	1.40	15.7%
<i>Buena Creek Pump Station</i>	\$ 197,408	1.12	\$ 274,524	1.55	39.1%
<i>Carlsbad Water Reclamation Facilities</i>	\$ 584,485	3.38	\$ 569,538	3.20	-2.6%
<i>Raceway Basin Pump Station</i>	\$ 161,087	0.93	\$ 179,280	1.01	11.3%
Remote Facilities	\$ 1,670,895	9.67	\$ 1,805,087	10.16	8.0%
Subtotal	\$ 7,284,268	45.49	\$ 7,598,928	46.49	4.3%
Internal Service Funds	\$ 2,426,441	12.30	\$ 2,350,629	12.30	-3.1%
Subtotal Operating	\$ 9,710,709	57.79	\$ 9,949,557	58.79	2.5%
Capital Program	\$ 2,815,323	13.21	\$ 2,902,344	13.21	3.1%
Total Personnel Expense	\$ 12,526,032	71.00	\$ 12,851,901	72.00	2.6%

FISCAL YEAR 2022 ORGANIZATION (72 FTEs)



FY2022 SALARY SCHEDULE

Salary Range	Hourly		Annual		Salary Range	Hourly		Annual	
	Minimum	Maximum	Minimum	Maximum		Minimum	Maximum	Minimum	Maximum
1	\$ 16.754	\$ 22.618	\$ 34,848	\$ 47,045	21	\$ 44.453	\$ 60.012	\$ 92,463	\$ 124,825
2	\$ 17.592	\$ 23.749	\$ 36,591	\$ 49,398	22	\$ 46.676	\$ 63.013	\$ 97,086	\$ 131,066
3	\$ 18.471	\$ 24.936	\$ 38,420	\$ 51,867	23	\$ 49.010	\$ 66.163	\$ 101,940	\$ 137,620
4	\$ 19.395	\$ 26.183	\$ 40,341	\$ 54,461	24	\$ 51.460	\$ 69.471	\$ 107,037	\$ 144,501
5	\$ 20.365	\$ 27.492	\$ 42,358	\$ 57,184	25	\$ 54.033	\$ 72.945	\$ 112,389	\$ 151,726
6	\$ 21.383	\$ 28.867	\$ 44,476	\$ 60,043	26	\$ 56.735	\$ 76.592	\$ 118,009	\$ 159,312
7	\$ 22.452	\$ 30.310	\$ 46,700	\$ 63,045	27	\$ 59.572	\$ 80.422	\$ 123,909	\$ 167,278
8	\$ 23.575	\$ 31.826	\$ 49,035	\$ 66,197	28	\$ 62.550	\$ 84.443	\$ 130,105	\$ 175,641
9	\$ 24.753	\$ 33.417	\$ 51,487	\$ 69,507	29	\$ 65.678	\$ 88.665	\$ 136,610	\$ 184,423
10	\$ 25.991	\$ 35.088	\$ 54,061	\$ 72,983	30	\$ 68.962	\$ 93.098	\$ 143,440	\$ 193,645
11	\$ 27.291	\$ 36.842	\$ 56,764	\$ 76,632	31	\$ 72.410	\$ 97.753	\$ 150,612	\$ 203,327
12	\$ 28.655	\$ 38.684	\$ 59,602	\$ 80,463	32	\$ 76.030	\$ 102.641	\$ 158,143	\$ 213,493
13	\$ 30.088	\$ 40.619	\$ 62,583	\$ 84,487	33	\$ 79.832	\$ 107.773	\$ 166,050	\$ 224,168
14	\$ 31.592	\$ 42.649	\$ 65,712	\$ 88,711	34	\$ 83.823	\$ 113.162	\$ 174,353	\$ 235,376
15	\$ 33.172	\$ 44.782	\$ 68,997	\$ 93,146	35	\$ 88.015	\$ 118.820	\$ 183,070	\$ 247,145
16	\$ 34.830	\$ 47.021	\$ 72,447	\$ 97,804	36	\$ 92.415	\$ 124.761	\$ 192,224	\$ 259,502
17	\$ 36.572	\$ 49.372	\$ 76,070	\$ 102,694	37	\$ 97.036	\$ 130.999	\$ 201,835	\$ 272,477
18	\$ 38.400	\$ 51.841	\$ 79,873	\$ 107,829	38	\$ 101.888	\$ 137.549	\$ 211,927	\$ 286,101
19	\$ 40.321	\$ 54.433	\$ 83,867	\$ 113,220	39	\$ 106.982	\$ 144.426	\$ 222,523	\$ 300,406
20	\$ 42.337	\$ 57.154	\$ 88,060	\$ 118,881	40	\$ 112.331	\$ 151.647	\$ 233,649	\$ 315,427

Labor Relations Resolution # 2021-01

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 377,000 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 FY2022, the EWPCF will: (1) clean more than 8.85 billion gallons of water; (2) recycle over 3 billion gallons for on-site use and regional irrigation; and, (3) process 96 million gallons of digested sludge into over 6,000 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 FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
5100	Salaries	\$ 3,505,813	\$ 3,354,262	\$ 3,388,329	\$ 3,449,143	3%
5200	Benefits	\$ 1,436,927	\$ 1,520,812	\$ 1,681,749	\$ 1,640,995	8%
Total Personnel Expenses		\$ 4,942,740	\$ 4,875,074	\$ 5,070,078	\$ 5,090,138	4%

NON-PERSONNEL

		Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
21001	7330 Specialty Services	\$ 127,410	\$ 151,200	\$ 129,465	\$ 151,900	0%
22001	5400 CEPT Polymer	\$ 123,773	\$ 115,000	\$ 114,660	\$ 134,000	17%
22001	5401 Ferric Chloride	\$ 419,813	\$ 408,000	\$ 432,031	\$ 441,200	8%
22001	5405 Atmospheric Control (Nitrogen)	\$ 17,087	\$ 21,600	\$ 21,104	\$ 21,400	-1%
22001	5406 Pellet Dust Control	\$ 14,735	\$ 60,000	\$ 66,267	\$ 48,500	-19%
22001	5407 Sodium Hypochlorite	\$ 57,809	\$ 72,150	\$ 58,098	\$ 72,150	0%
22001	5409 Dewatering / Thickening Polymer	\$ 718,657	\$ 735,000	\$ 756,350	\$ 735,000	0%
22001	5420 Biosolids Recycling	\$ 542,735	\$ 579,400	\$ 496,716	\$ 455,400	-21%
22001	5422 Pure Green Marketing	\$ 9,415	\$ 10,000	\$ 7,967	\$ 10,000	0%
22001	5423 Grit Hauling	\$ 93,954	\$ 109,000	\$ 91,967	\$ 110,000	1%
22001	5431 Water	\$ 14,197	\$ 13,700	\$ 17,263	\$ 20,100	47%
22001	6450 Professional Services	\$ 22,741	\$ 33,500	\$ 33,500	\$ 33,500	0%
22001	6720 Specialty Equipment	\$ 5,730	\$ 8,100	\$ 8,307	\$ 8,100	0%
22001	6920 Permits	\$ 22,147	\$ 29,300	\$ 26,709	\$ 29,200	0%
22001	7310 Safety & Medical Services	\$ 15,723	\$ 24,600	\$ 25,223	\$ 24,600	0%
22001	7320 Safety Equipment	\$ 94,582	\$ 89,100	\$ 77,979	\$ 89,100	0%
22001	7330 Specialty Services	\$ 2,632	\$ 3,000	\$ 4,290	\$ 4,000	33%
22001	7611 Hazwoper Training	\$ 150	\$ 6,000	\$ 6,000	\$ 6,000	0%
22001	7616 First Aid Training	\$ 3,087	\$ 300	\$ 142	\$ 3,900	1200%
22001	7617 Safety Other	\$ 4,555	\$ 6,500	\$ 6,500	\$ 6,500	0%
22001	7620 Contingency	\$ -	\$ 250,000	\$ -	\$ 250,000	0%
23001	5410 Chemicals	\$ 4,649	\$ 8,000	\$ 8,792	\$ 9,000	13%
23001	5530 Misc. Corrosion Protection	\$ -	\$ 2,000	\$ 479	\$ -	-100%
23001	5910 Equipment Rental	\$ 19,238	\$ 13,000	\$ 17,000	\$ 14,000	8%
23001	6120 Fuel & Lube	\$ 29,005	\$ 23,300	\$ 27,000	\$ 30,000	29%
23001	6220 Earthquake & Flood Insurance	\$ -	\$ 143,400	\$ 143,406	\$ 186,000	30%
23001	6230 Janitorial	\$ 58,877	\$ 100,000	\$ 65,000	\$ 81,500	-19%

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NON-PERSONNEL EXPENSES (cont.)				Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
23001	6410	Laundry & Uniforms	\$	13,477	\$ 20,500	\$ 23,468	\$ 24,000	17%
23001	6424	Info Systems: Enterprise Applications	\$	386,477	\$ 413,600	\$ 419,957	\$ 194,860	-53%
23001	6450	Professional Services (South Parcel)	\$	91,399	\$ 60,000	\$ 40,000	\$ 30,000	-50%
23001	6710	Equipment New	\$	3,508	\$ 6,000	\$ 6,674	\$ 7,000	17%
23001	6930	Piping & Electrical Repair	\$	143,747	\$ 112,000	\$ 135,000	\$ 117,000	4%
23001	6940	Planned Maintenance	\$	210,850	\$ 202,000	\$ 160,582	\$ 200,000	-1%
23001	7010	Plant Contracts	\$	243,249	\$ 299,000	\$ 266,953	\$ 299,000	0%
23001	7510	Tools	\$	6,976	\$ 9,500	\$ 9,964	\$ 10,000	5%
24001	6810	Ocean Monitoring	\$	22,230	\$ 298,000	\$ 93,600	\$ 249,500	-16%
24001	6911	Effluent Testing	\$	21,557	\$ 27,000	\$ 21,032	\$ 27,000	0%
24001	6920	Permits	\$	230,876	\$ 254,000	\$ 251,419	\$ 271,550	7%
50001	7610	BOD Professional Development	\$	-	\$ 1,100	\$ -	\$ 1,100	0%
50001	BOD	Board of Directors Fees	\$	54,828	\$ 65,600	\$ 79,838	\$ 65,600	0%
Total Non-Personnel Expenses				\$ 3,851,875	\$ 4,783,450	\$ 4,150,702	\$ 4,471,660	-7%

INTERNAL SERVICE FUNDS			Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
11001	Administration	\$	1,615,525	\$ 1,697,407	\$ 1,624,413	\$ 1,776,955	5%
12001	Laboratory	\$	896,433	\$ 1,007,485	\$ 992,669	\$ 1,059,892	5%
13001	Energy Management	\$	2,214,248	\$ 2,279,155	\$ 2,269,729	\$ 2,414,820	6%
Total Internal Service Fund Expenses		\$	4,726,206	\$ 4,984,047	\$ 4,886,811	\$ 5,251,667	5%
Total Operating Expenses		\$	13,520,821	\$ 14,642,571	\$ 14,107,591	\$ 14,813,465	1%

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 FY2022 staff estimates fifty-three (53) industries will be fully permitted, while another 630 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 87% 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 2020 Alta Vista Gardens Earth Day

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OPERATING EXPENSE SUMMARY: SOURCE CONTROL

PERSONNEL

		Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
5100	Salaries	\$ 500,913	\$ 494,861	\$ 562,233	\$ 452,195	-9%
5200	Benefits	\$ 227,929	\$ 243,438	\$ 165,168	\$ 251,508	3%
Total Personnel Expenses		\$ 728,842	\$ 738,299	\$ 727,401	\$ 703,703	-5%

NON-PERSONNEL

		Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
40001	5520 Books	\$ -	\$ 300	\$ -	\$ -	-100%
40001	5930 Equipment Replacement	\$ 1,712	\$ 700	\$ 284	\$ 700	0%
40001	6120 Fuel & Lube	\$ 949	\$ 2,300	\$ 1,100	\$ 2,100	-9%
40001	6310 Lab Equipment Repair	\$ 4,782	\$ 6,200	\$ 9,976	\$ 6,300	2%
40001	6330 Lab Supplies	\$ 86	\$ 750	\$ 156	\$ 750	0%
40001	6410 Laundry & Uniforms	\$ 1,699	\$ 2,000	\$ 1,587	\$ 2,000	0%
40001	6422 Legal Notices	\$ 386	\$ 750	\$ -	\$ 750	0%
40001	6450 Professional Services	\$ 20,990	\$ 15,000	\$ 2,266	\$ 10,000	-33%
40001	7120 Printing & Reproduction	\$ -	\$ 500	\$ -	\$ 500	0%
40001	7130 Public Information	\$ 2,087	\$ 2,000	\$ 2,681	\$ 2,000	0%
Total Non-Personnel Expenses		\$ 32,691	\$ 30,500	\$ 18,050	\$ 25,100	-18%

INTERNAL SERVICE FUNDS

		Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
11001	Administration	\$ 106,435	\$ 115,617	\$ 110,645	\$ 124,322	8%
12001	Laboratory	\$ 50,747	\$ 79,810	\$ 56,195	\$ 60,000	-25%
13001	Energy Management	\$ 2,216	\$ 2,281	\$ 2,272	\$ 2,417	6%
Total Internal Service Fund Expenses		\$ 159,398	\$ 197,708	\$ 169,112	\$ 186,739	-6%
Total Operating Expenses		\$ 920,931	\$ 966,507	\$ 914,563	\$ 915,542	-5%

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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 pumping 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 and 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 and 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 Recycling Facility (CWRF) is owned by the City of Carlsbad via the Carlsbad Municipal Water District. The facility is located on nine (9) acres directly adjacent to the southwest border of the EWPCF.

Capacity – The CWRF treats EWPCF secondary effluent to meet title 22, California Code of Regulations standards for disinfected tertiary recycled water, 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 Carlsbad Municipal Water District. 100% of the costs for operating and maintaining the CWRF are paid by the Carlsbad Municipal Water District, via 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 and 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 FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
5100	Salaries	\$	265,294	\$	343,591	\$	273,933	\$	354,264	3%
5200	Benefits	\$	102,596	\$	169,534	\$	68,572	\$	178,937	6%
Total Personnel Expenses		\$	367,890	\$	513,125	\$	342,505	\$	533,201	4%

NON-PERSONNEL

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
31001	5431 Water	\$	42,122	\$	19,200	\$	22,245	\$	19,700	3%
31001	5435 Electricity	\$	157,379	\$	166,100	\$	159,629	\$	170,550	3%
31001	5910 Equipment Rental	\$	-	\$	1,000	\$	-	\$	1,000	0%
31001	6120 Fuel & Lube	\$	3,216	\$	7,800	\$	3,650	\$	6,500	-17%
31001	6410 Laundry & Uniforms	\$	507	\$	450	\$	525	\$	550	22%
31001	6920 Permits	\$	4,157	\$	4,250	\$	5,470	\$	4,200	-1%
31001	6930 Piping & Electrical Repair	\$	5,106	\$	3,500	\$	892	\$	3,500	0%
31001	6940 Planned Maintenance	\$	9,717	\$	11,000	\$	4,975	\$	11,000	0%
31001	7010 Plant Contracts	\$	17,557	\$	32,800	\$	19,878	\$	30,300	-8%
31001	7320 Safety Equipment	\$	1,451	\$	1,500	\$	178	\$	1,500	0%
Total Non-Personnel Expenses		\$	241,212	\$	247,600	\$	217,442	\$	248,800	0%

INTERNAL SERVICE FUNDS

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
11001	Administration	\$	47,081	\$	65,036	\$	62,239	\$	77,192	19%
Total Internal Service Fund Expenses		\$	47,081	\$	65,036	\$	62,239	\$	77,192	19%
Total Operating Expenses		\$	656,183	\$	825,761	\$	622,186	\$	859,193	4%

OPERATING EXPENSE SUMMARY: BUENA VISTA PUMP STATION

PERSONNEL

			Actual	Budget	Projected	Recommended	%				
			FY2020	FY2021	FY2021	FY2022	Change				
5100	Salaries	\$	140,383	\$	140,103	\$	183,027	\$	168,013	20%	
5200	Benefits	\$	62,660	\$	74,687	\$	87,509	\$	80,531	8%	
Total Personnel Expenses			\$	203,043	\$	214,790	\$	270,535	\$	248,544	16%

NON-PERSONNEL

NON-PERSONNEL

			Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022	% Change	
32001	5431	Water	\$	886	\$	1,300	\$	909	\$	1,300	0%
32001	5435	Electricity	\$	363,507	\$	345,000	\$	372,218	\$	381,100	10%
32001	5910	Equipment Rental	\$	-	\$	-	\$	2,000	\$	-	0%
32001	6120	Fuel & Lube	\$	6,250	\$	5,050	\$	4,200	\$	4,650	-8%
32001	6410	Laundry & Uniforms	\$	507	\$	450	\$	525	\$	550	22%
32001	6920	Permits	\$	2,769	\$	2,050	\$	3,151	\$	2,200	7%
32001	6930	Piping & Electrical Repair	\$	4,405	\$	6,300	\$	8,000	\$	7,500	19%
32001	6940	Planned Maintenance	\$	7,635	\$	13,500	\$	3,028	\$	13,500	0%
32001	7010	Plant Contracts	\$	15,660	\$	21,050	\$	9,290	\$	21,050	0%
32001	7320	Safety Equipment	\$	977	\$	1,000	\$	392	\$	1,000	0%
Total Non-Personnel Expenses			\$	402,596	\$	395,700	\$	403,713	\$	432,850	9%

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS			Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022	% Change
11001	Administration	\$	48,227	\$	49,317	\$	47,196	\$	53,457	8%
Total Internal Service Fund Expenses		\$	48,227	\$	49,317	\$	47,196	\$	53,457	8%
Total Operating Expenses		\$	653,866	\$	659,807	\$	721,444	\$	734,851	11%

OPERATING EXPENSE SUMMARY: BUENA CREEK PUMP STATION

PERSONNEL

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
5100	Salaries	\$	122,085	\$	128,458	\$	188,108	\$	182,184	42%
5200	Benefits	\$	56,067	\$	68,950	\$	91,064	\$	92,340	34%
Total Personnel Expenses		\$	178,152	\$	197,408	\$	279,173	\$	274,524	39%

NON-PERSONNEL

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
37001	5431 Water	\$	2,030	\$	2,050	\$	2,273	\$	2,000	-2%
37001	5435 Electricity	\$	145,195	\$	142,050	\$	153,522	\$	156,200	10%
37001	6120 Fuel & Lube	\$	3,647	\$	4,250	\$	3,800	\$	4,400	4%
37001	6410 Laundry & Uniforms	\$	508	\$	450	\$	525	\$	550	22%
37001	6920 Permits	\$	2,417	\$	2,950	\$	2,882	\$	2,250	-24%
37001	6930 Piping & Electrical Repair	\$	796	\$	5,000	\$	4,500	\$	5,000	0%
37001	6940 Planned Maintenance	\$	4,391	\$	6,000	\$	6,135	\$	6,500	8%
37001	7010 Plant Contracts	\$	11,445	\$	22,700	\$	15,589	\$	22,700	0%
37001	7320 Safety Equipment	\$	693	\$	700	\$	59	\$	700	0%
Total Non-Personnel Expenses		\$	171,122	\$	186,150	\$	189,285	\$	200,300	8%

INTERNAL SERVICE FUNDS

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
11001	Administration	\$	41,142	\$	42,884	\$	41,040	\$	49,627	16%
Total Internal Service Fund Expenses		\$	41,142	\$	42,884	\$	41,040	\$	49,627	16%
Total Operating Expenses		\$	390,416	\$	426,442	\$	509,498	\$	524,451	23%

OPERATING EXPENSE SUMMARY: CARLSBAD WATER RECYCLING FACILITY

PERSONNEL

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
5100	Salaries	\$	358,141	\$	380,727	\$	426,798	\$	374,537	-2%
5200	Benefits	\$	167,292	\$	203,758	\$	138,362	\$	195,001	-4%
Total Personnel Expenses		\$	525,433	\$	584,485	\$	565,160	\$	569,538	-3%

NON-PERSONNEL

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
38001	5394 Sodium Hydroxide	\$	6,966	\$	17,500	\$	10,891	\$	17,500	0%
38001	5395 Citric Acid	\$	13,095	\$	30,350	\$	18,103	\$	30,350	0%
38001	5407 Sodium Hypochlorite	\$	139,949	\$	176,400	\$	171,211	\$	185,100	5%
38001	5408 Coagulation Polymer	\$	-	\$	3,300	\$	-	\$	3,300	0%
38001	5411 Sodium Bisulfate	\$	5,943	\$	22,650	\$	10,706	\$	21,550	-5%
38001	5412 Alum	\$	-	\$	14,100	\$	-	\$	14,100	0%
38001	5435 Electricity	\$	173,145	\$	195,950	\$	192,100	\$	189,500	-3%
38001	5530 Misc. Corrosion Protection	\$	-	\$	2,000	\$	-	\$	2,000	0%
38001	5910 Equipment Rental	\$	-	\$	3,500	\$	-	\$	3,500	0%
38001	6120 Fuel & Lube	\$	69	\$	700	\$	120	\$	700	0%
38001	6230 Janitorial	\$	1,575	\$	2,100	\$	2,100	\$	2,100	0%
38001	6410 Laundry & Uniforms	\$	978	\$	1,250	\$	948	\$	1,250	0%
38001	6424 Information Systems	\$	3,958	\$	4,000	\$	4,591	\$	4,000	0%
38001	6450 Professional Services	\$	18,585	\$	25,000	\$	18,504	\$	25,000	0%
38001	6920 Permits	\$	21,156	\$	18,950	\$	23,000	\$	23,000	21%
38001	6930 Piping & Electrical Repair	\$	6,003	\$	8,000	\$	15,000	\$	10,000	25%
38001	6940 Planned Maintenance	\$	28,176	\$	31,300	\$	27,747	\$	35,000	12%
38001	7010 Plant Contracts	\$	4,977	\$	30,550	\$	12,000	\$	30,500	0%
38001	7320 Safety Equipment	\$	1,162	\$	1,200	\$	2,206	\$	1,200	0%
Total Non-Personnel Expenses		\$	425,898	\$	588,800	\$	509,227	\$	599,650	2%

INTERNAL SERVICE FUNDS

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
11001	Administration	\$	140,329	\$	154,886	\$	148,226	\$	165,901	7%
12001	Laboratory	\$	59,426	\$	64,693	\$	65,806	\$	70,262	9%
Total Internal Service Fund Expenses		\$	199,755	\$	219,579	\$	214,032	\$	236,163	8%
Total Operating Expenses		\$	1,151,086	\$	1,392,864	\$	1,288,419	\$	1,405,351	1%

OPERATING EXPENSE SUMMARY: RACEWAY BASIN PUMP STATION

PERSONNEL

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
5100	Salaries	\$	98,544	\$	104,750	\$	127,248	\$	117,426	12%
5200	Benefits	\$	45,224	\$	56,337	\$	62,237	\$	61,854	10%
Total Personnel Expenses		\$	143,768	\$	161,087	\$	189,485	\$	179,280	11%

NON-PERSONNEL

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
39001	5431 Water	\$	906	\$	900	\$	903	\$	1,000	11%
39001	5435 Electricity	\$	30,030	\$	30,150	\$	28,717	\$	31,500	4%
39001	6120 Fuel & Lube	\$	2,285	\$	4,550	\$	3,100	\$	4,400	-3%
39001	6410 Laundry & Uniforms	\$	508	\$	450	\$	525	\$	550	22%
39001	6920 Permits	\$	2,788	\$	2,300	\$	1,162	\$	2,100	-9%
39001	6930 Piping & Electrical Repair	\$	947	\$	2,000	\$	700	\$	2,000	0%
39001	6940 Planned Maintenance	\$	1,225	\$	5,000	\$	1,600	\$	5,000	0%
39001	7010 Plant Contracts	\$	11,847	\$	20,150	\$	13,300	\$	20,150	0%
39001	7320 Safety Equipment	\$	617	\$	650	\$	34	\$	650	0%
Total Non-Personnel Expenses		\$	51,153	\$	66,150	\$	50,041	\$	67,350	2%

INTERNAL SERVICE FUNDS

		Actual FY2020		Budget FY2021		Projected FY2021		Recommended FY2022		% Change
11001	Administration	\$	29,758	\$	32,170	\$	30,786	\$	35,384	10%
Total Internal Service Fund Expenses		\$	29,758	\$	32,170	\$	30,786	\$	35,384	10%
Total Operating Expenses		\$	224,679	\$	259,407	\$	270,312	\$	282,014	9%

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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 \$191,224 in revenue in FY2020, 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 84.0% 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.



Overhaul on a 1,000 horsepower engine

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

		Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
5100	Salaries	\$ 1,730,858	\$ 1,642,122	\$ 1,728,376	\$ 1,591,433	-3%
5200	Benefits	\$ 745,239	\$ 784,319	\$ 796,245	\$ 759,196	-3%
Total Personnel Expenses		\$ 2,476,097	\$ 2,426,441	\$ 2,524,620	\$ 2,350,629	-3%

NON-PERSONNEL EXPENSES

		Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
11001	5445 Telephone	\$ 88,112	\$ 86,800	\$ 83,520	\$ 86,400	0%
11001	5510 Advertising	\$ 2,382	\$ 3,000	\$ 2,327	\$ 3,000	0%
11001	5810 Employee Recognition	\$ 14,566	\$ 15,000	\$ 16,895	\$ 16,000	7%
11001	5920 Equipment Repair Maint	\$ 17,955	\$ 23,800	\$ 17,599	\$ 23,800	0%
11001	6210 Independent Auditor/Actuary	\$ 18,144	\$ 31,000	\$ 28,644	\$ 31,000	0%
11001	6220 Insurance	\$ 236,751	\$ 263,200	\$ 268,000	\$ 290,800	10%
11001	6420 Legal Services	\$ 92,893	\$ 95,000	\$ 95,000	\$ 95,000	0%
11001	6430 Memberships	\$ 85,589	\$ 80,000	\$ 83,332	\$ 86,900	9%
11001	6440 Mileage Reimbursement	\$ 2,454	\$ 4,800	\$ -	\$ 2,000	-58%
11001	6424 Info Systems: Infrastructure	\$ -	\$ -	\$ -	\$ 280,000	0%
11001	6450 Professional Services	\$ 109,542	\$ 157,400	\$ 117,965	\$ 147,700	-6%
11001	6830 Materials & Supplies	\$ 27,334	\$ 36,000	\$ 18,790	\$ 36,000	0%
11001	7110 Postage	\$ 4,029	\$ 5,550	\$ 5,044	\$ 5,550	0%
11001	7120 Printing & Reproduction	\$ 66	\$ 3,900	\$ 1,000	\$ 3,900	0%
11001	7410 Subscriptions	\$ 2,320	\$ 2,250	\$ 600	\$ 1,400	-38%
11001	7610 Professional Development	\$ 73,795	\$ 133,900	\$ 37,142	\$ 78,000	-42%
12001	5520 Books	\$ 80	\$ 500	\$ 500	\$ -	-100%
12001	6120 Fuel & Lube	\$ 398	\$ 500	\$ 400	\$ 500	0%
12001	6310 Lab Equipment Repair	\$ 23,671	\$ 30,850	\$ 27,301	\$ 30,850	0%
12001	6320 Lab Minor Equip Replace	\$ 2,359	\$ 2,050	\$ 2,000	\$ 2,050	0%
12001	6330 Lab Supplies	\$ 69,443	\$ 83,550	\$ 59,241	\$ 84,050	1%
12001	6410 Laundry & Uniforms	\$ 4,239	\$ 4,400	\$ 4,046	\$ 4,400	0%
12001	6450 Professional Services	\$ 6,123	\$ 16,500	\$ 9,990	\$ 16,500	0%
12001	6910 Outside Analysis	\$ 11,246	\$ 9,400	\$ 12,211	\$ 13,500	44%
12001	6911 Effluent Testing	\$ 1,160	\$ 2,000	\$ 972	\$ 2,000	0%
12001	6912 Biosolids Testing	\$ 6,857	\$ 12,500	\$ 8,528	\$ 12,500	0%
12001	6913 Industrial User Testing	\$ 6,533	\$ 33,000	\$ 27,005	\$ 33,000	0%
12001	6920 Permits	\$ 8,394	\$ 9,000	\$ 8,400	\$ 9,500	6%
12001	7120 Printing & Reproduction	\$ 318	\$ 500	\$ -	\$ 500	0%
12001	7330 Specialty Services	\$ 5,770	\$ 14,250	\$ 8,400	\$ 14,250	0%
13001	5410 Chemicals	\$ 10,608	\$ 10,550	\$ 7,561	\$ 10,550	0%
13001	5435 Electricity	\$ 1,191,174	\$ 1,233,300	\$ 1,221,500	\$ 1,301,100	5%

continued →

NON-PERSONNEL EXPENSES (cont.)			Actual FY2020	Budget FY2021	Projected FY2021	Recommended FY2022	% Change
13001	5440	Natural Gas	\$ 464,790	\$ 505,000	\$ 556,800	\$ 567,000	12%
13001	6120	Fuel & Lube	\$ 26,096	\$ 33,500	\$ 32,155	\$ 33,500	0%
13001	6230	Janitorial	\$ 2,407	\$ 4,200	\$ -	\$ 4,200	0%
13001	6410	Laundry & Uniforms	\$ 1,186	\$ 1,200	\$ 1,159	\$ 1,200	0%
13001	6730	Non-Specific Repair & Maintenance	\$ 24,819	\$ 25,000	\$ 13,416	\$ 25,000	0%
13001	6920	Permits	\$ 11,557	\$ 19,950	\$ 14,101	\$ 15,000	-25%
13001	6940	Planned Maintenance	\$ 92,897	\$ 108,000	\$ 87,052	\$ 108,000	0%
13001	7330	Specialty Services	\$ 22,922	\$ 61,000	\$ 46,000	\$ 61,000	0%
13001	7510	Tools	\$ 4,489	\$ 2,000	\$ 2,000	\$ 2,000	0%
Total Non-Personnel Expenses			\$ 2,775,468	\$ 3,164,300	\$ 2,926,596	\$ 3,539,600	12%
Total Operating Expenses			\$ 5,251,565	\$ 5,590,741	\$ 5,451,216	\$ 5,890,229	5%

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.



Digester Sunrise

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.

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.

CAPITAL PROGRAM (cont.)

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 FY2026, 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 FY2041, 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 FY2020		Budget FY2021		Recommended FY2022
EWPCF – Capital Improvements	\$	18,956,289	\$	16,921,000	\$ 16,454,000
EWPCF – Planned Asset Rehabilitation & Replacement	\$	1,029,772	\$	989,500	\$ 1,101,000
EWPCF – Capital Acquisitions	\$	402,000	\$	346,700	\$ 349,000
Remotes Facilities – Acquisitions & Rehabilitation	\$	606,227	\$	3,176,500	\$ 2,488,500
Subtotal	\$	20,994,288	\$	21,433,700	\$ 20,392,500
Salaries & Benefits	\$	2,725,860	\$	2,815,323	\$ 2,902,344
Total Capital Expense	\$	23,720,148	\$	24,249,023	\$ 23,294,844

ESTIMATED REVENUES

	Actual FY2020		Budget FY2021		Recommended FY2022
City of Carlsbad	\$	5,790,011	\$	7,725,404	\$ 6,727,897
City of Vista	\$	6,084,522	\$	5,712,138	\$ 5,809,117
Buena Sanitation District	\$	1,713,509	\$	1,780,933	\$ 1,799,167
Vallecitos Water District	\$	5,153,411	\$	4,660,409	\$ 4,620,502
Leucadia Wastewater District	\$	3,861,059	\$	3,487,794	\$ 3,462,285
City of Encinitas	\$	976,758	\$	882,345	\$ 875,876
Total Capital Revenue	\$	23,579,270	\$	24,249,023	\$ 23,294,844

CAPITAL IMPROVEMENT PROGRAM
MULTI-YEAR PROJECTS

	Actual FY2020		Budget FY2021		Recommended FY2022
<i>Liquid Process</i>	\$	8,872,959	\$	7,500,000	\$ 4,769,000
<i>Outfall</i>	\$	353,878	\$	226,000	\$ -
<i>Solids Process</i>	\$	2,949,803	\$	1,660,000	\$ 4,425,000
<i>Energy Management</i>	\$	1,730,151	\$	900,000	\$ 519,000
<i>General</i>	\$	1,321,139	\$	3,966,000	\$ 4,112,000
<i>Technology</i>	\$	1,136,395	\$	1,385,000	\$ 1,669,000
<i>Professional Services</i>	\$	2,591,964	\$	1,284,000	\$ 960,000
Total EWPCF – Capital Improvements	\$	18,956,289	\$	16,921,000	\$ 16,454,000
EWPCF – Planned Asset Rehabilitation & Replacement	\$	1,029,772	\$	989,500	\$ 1,101,000
EWPCF – Capital Acquisitions	\$	402,000	\$	346,700	\$ 349,000
Remote Facilities – Acquisitions & Rehabilitation	\$	606,227	\$	3,176,500	\$ 2,488,500
Personnel	\$	2,725,860	\$	2,815,323	\$ 2,902,344
Total Capital Expense	\$	23,720,148	\$	24,249,023	\$ 23,294,844

EWPCF – CAPITAL IMPROVEMENTS

Org	Object	Project	Description	Amount	Totals
92102	8300	11005	Primary Area Improvements	\$ 2,697,000	
92102	8300	13007	Secondary Clarifiers and Strainers Improvements	\$ 2,072,000	
			<i>Total Liquid Process</i>		\$ 4,769,000
92102	8300	31006	DAFT Repairs	\$ 1,256,000	
92102	8300	32013	Digester Rehabilitation and Improvements	\$ 1,706,000	
92102	8300	33025	Dryer Components Rehabilitation	\$ 152,000	
92102	8300	33026	Drying Safety Improvements	\$ 1,311,000	
			<i>Total Solids Process</i>		\$ 4,425,000
92102	8300	41005	Cogen Engine Top-End Overhaul	\$ 340,000	
92102	8300	41024	Automate Main Breakers in CoGen	\$ 129,000	
92102	8300	41025	Combined Generator Control Module Replacement	\$ 50,000	
			<i>Total Energy Management</i>		\$ 519,000
92102	8300	51002	ORF Carbon Media Replacement	\$ 150,000	
92102	8300	51014	ORF 1A Treatment System	\$ 556,000	
92102	8300	51016	ORF Short Term Improvements	\$ 356,000	
92102	8300	52012	Site Security Facilities - Tier 1	\$ 100,000	
92102	8300	52021	Climate Control at MCCs and Cogen Building	\$ 1,300,000	
92102	8300	52044	Flood Control Channel Restoration	\$ 100,000	
92102	8300	52032	Plant-Wide Asset Painting and Protective Coating	\$ 50,000	
92102	8300	53013	Headworks Building Roof	\$ 200,000	
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>		\$ 4,112,000
92102	8300	61206	Secondaries Electrical and Controls Improvements	\$ 406,000	
92102	8300	61208	CPS/SEEPS Controls Improvements	\$ 244,000	
92102	8300	61209	Blower Controls Improvements	\$ 125,000	
92102	8300	61211	Chlorine Building and EPS Electrical & Controls Improvements	\$ 434,000	
92102	8300	61514	As-Needed SCADA Integration Services	\$ 210,000	
92102	8300	62709	As-Needed IT & Cyber Security Services	\$ 250,000	
			<i>Total Technology</i>		\$ 1,669,000
92102	8300	81016	Asset Condition Assessments - EWPCF	\$ 100,000	
92102	8300	82015	Water Reuse Strategic Plan	\$ 75,000	
92102	8300	82024	Source Control Program Evaluation	\$ 85,000	
92102	8300	84008	Extension of Staff Engineering Services	\$ 650,000	
92102	8300	84002	Research and Development Projects Services	\$ 50,000	
			<i>Total Professional Services</i>		\$ 960,000
Total EWPCF – Capital Improvements					\$ 16,454,000

EWPCF – PLANNED ASSET REHABILITATION & 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	\$ 27,000	
80002	8010	80751	Replace Plant Lighting	\$ 40,000	
			<i>Total General Plant</i>		\$ 272,000
80002	8020	80771	TWAS Pump Rebuild	\$ 28,500	
80002	8020	80781	DAF Pressurization Pump rebuild	\$ 10,500	
80002	8020	80791	DAF Poly Pump Rebuild	\$ 5,000	
80002	8020	80801	Plug Valve Replacement	\$ 5,000	
			<i>Total TWAS & DAF System</i>		\$ 49,000
80002	8030	80811	Water Systems Pump Rebuild (2W, 3W, 3WL, 3WLC)	\$ 40,000	
80002	8030	80821	3WL Motor Replacement	\$ 8,000	
80002	8030	80971	Chlorine Pump Rebuild	\$ 5,000	
			<i>Total Water Systems</i>		\$ 53,000
80002	8050	80851	Primary Sludge Pump Replacement	\$ 25,000	
80002	8050	80860	Primary Sed Tank Parts	\$ 50,000	
80002	8050	80860	Primary Sed Tank Drive Unit Replacement	\$ 16,000	
80002	8050	80860	Primary Sed Tank Eff Gate Replacement	\$ 22,000	
80002	8050	80202	Sludge Pump Rebuild Kit	\$ 25,000	
80002	8050	80880	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	80921	Grit Pump Rebuilds (2)	\$ 30,000	
80002	8050	80931	Ferric / Polymer Pumps (2)	\$ 10,000	
80002	8050	80189	Replace Valves in Gallery (8"=5, 6"=5)	\$ 10,000	
			<i>Total Primary Area</i>		\$ 213,000
80002	8050	80961	FOG Metering Pump Replacement	\$ 23,000	
80002	8050	80212	Recirc Pump Rebuild	\$ 12,000	
80002	8050	80199	FOG Transporter (Lobe Pump) Rebuild	\$ 11,500	
			<i>Total FOG System</i>		\$ 46,500
80002	8060	80222	Flow Meter Replacement	\$ 10,000	
80002	8060	80232	Skimmer Assy Replacement	\$ 16,000	
80002	8060	80981	New Tank Drainage Pump	\$ 12,000	
80002	8060	81021	RAS Pump Replacement	\$ 40,000	
80002	8060	81031	Aeration Basin DO Probe Replacements (1 basin)	\$ 30,000	
80002	8060	81041	WAS Pump Rebuild	\$ 30,000	
			Effluent Motor Rehab	\$ 23,000	
			<i>Total Secondary Area</i>		\$ 161,000

Org	Object	Project	Description	Amount	Totals
80002	8070	81061	Digester Mix Pump Minor Rebuild	\$ 10,000	
80002	8070	80242	Digester Transfer Pump Rebuild	\$ 9,000	
80002	8070	81091	Digester #2 Recirculation Rebuild	\$ 12,500	
80002	8070	81101	Digester Hot Water Pump Replacement	\$ 5,000	
80002	8070	80096	Gas Equipment Maintenance	\$ 10,000	
80002	8070	81111	Digester Heat Recirculation Pump Rebuild	\$ 13,000	
			<i>Total Digester Area</i>		\$ 59,500
80002	8080	80309	Centrifuge Feed Pump Grinder Rebuild	\$ 12,000	
80002	8080	81131	Centrifuge Feed Pump and Motor Rebuild	\$ 12,000	
			<i>Total Centrifuge Feed Pit</i>		\$ 24,000
80002	8080	81141	Cake Pump Rebuild	\$ 25,000	
80002	8080	80761	RTO Media Replacement	\$ 60,000	
80002	8080	81161	RTO Popit Valve Replacement (4)	\$ 10,000	
80002	8080	81171	Rotary Valve Replacement	\$ 16,000	
80002	8080	81191	Wet Scrubber Chevron Set Replacement	\$ 5,000	
80002	8080	81201	HD Furnace Safety Inspection	\$ 7,000	
80002	8080	80252	OCF-1 VFD Replacement	\$ 24,000	
80002	8080	80262	Misc Motors	\$ 15,000	
80002	8080	80272	Tuck Scale Load Cell Replacement	\$ 12,000	
80002	8080	70801	Centrifuge VFD Line Filter	\$ 8,000	
			<i>Total Solids Processing Equipment</i>		\$ 182,000
80002	8090	80282	Heatloop Pump Repair	\$ 18,000	
80002	8090	80292	Engine Cooling Pump VFD	\$ 15,000	
80002	8090	81241	UPS Repair and Warranty	\$ 8,000	
			<i>Total Cogeneration System</i>		\$ 41,000
Total EWPCF – Planned Asset Rehabilitation & Replacement					\$ 1,101,000

EWPCF – CAPITAL ACQUISITIONS

Org	Object	Project	Description	Amount	Totals
23002	7710	70711	MUNIS Contract Services	\$ 50,000	
23002	7710	70721	Computer Replacement	\$ 25,000	
23002	7710	70202	SCADA Clients	\$ 10,000	
23002	7710	70212	Direct Access Replacement	\$ 25,000	
23002	7710	70222	Email Archiver Replacement	\$ 16,000	
23002	7710	70232	Tool Vibration Tester	\$ 12,500	
23002	7710	70242	Acoustic Imager	\$ 26,000	
23002	7710	70731	Penetration Testing	\$ 15,000	
			<i>Total Information Technology</i>		\$ 179,500
23002	7730	70252	Misc Motor Replacements	\$ 30,000	
23002	7730	70107	Vehicle Replacement (Ops Truck)	\$ 29,500	
23002	7730	70751	Cart Rehab/Replacement	\$ 42,000	
			<i>Total New Equipment</i>		\$ 101,500
23002	7750	70262	Muffle Furnace	\$ 13,000	
			<i>Total Operations & Administration Building</i>		\$ 13,000
23002	7750	70801	Centrifuge Rehabilitation	\$ 55,000	
			<i>Total EWPCF Plant</i>		\$ 55,000
Total EWPCF – Capital Acquisitions					\$ 349,000

REMOTE FACILITIES – ACQUISITIONS & REHABILITATION

Org	Object	Project	Description	Amount	Totals
31002	7750	70830	AHPS - Grinder Rebuild	\$ 28,000	
31002	7750	70840	AHPS - Pump Rebuild	\$ 30,000	
31002	7750	70850	AHPS - Unplanned Minor Rehab	\$ 15,000	
31002	7750	70860	AHPS - VFD Repairs	\$ 10,000	
31002	7750	70870	AHPS - Integration Assistance	\$ 25,000	
31002	7750	70880	AHPS - R-CAMP	\$ 17,000	
			<i>Total AHPS</i>		\$ 125,000
32002	7750	70811	BVPS - Minor EI&C Rehabilitation	\$ 75,000	
32002	7750	70821	BVPS - Minor Mechanical Rehabilitation	\$ 55,000	
32002	7750	70825	BVPS - Minor Structural Rehabilitation	\$ 120,000	
32002	7750	70910	BVPS - Grinder Rebuild	\$ 49,000	
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	
32002	7750	70902	BVPS - R-CAMP	\$ 29,000	
			<i>Total BVPS</i>		\$ 396,000
37002	7750	70851	BCPS - Minor Mechanical Rehabilitation	\$ 11,500	
37002	7750	70855	BCPS - Minor Structural Rehabilitation	\$ 44,000	
37002	7750	70990	BCPS - Grinder Rebuild	\$ 49,000	
37002	7750	70990	BCPS - New Grinder	\$ 30,000	
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	
37002	7750	71059	BCPS - Minor EI&C Rehabilitation	\$ 99,500	
37002	7750	70980	BCPS - R-CAMP	\$ 29,000	
			<i>Total BCPS</i>		\$ 338,000
38002	7750	71062	CWRF - MF System Decommissioning	\$ 7,000	
38002	7750	71090	CWRF - C-I-P Chem Optimization	\$ 25,000	
38002	7750	71081	CWRF - Minor Structural Rehabilitation	\$ 50,000	
38002	7750	71091	CWRF - Miscellaneous Service Requests	\$ 17,000	
38002	7750	71101	CWRF - SCADA Improvements	\$ 1,200,000	
38002	7750	71111	CWRF - Minor EI&C Rehabilitation	\$ 40,000	
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	
38002	7750	71170	CWRF - R-CAMP	\$ 23,000	
			<i>Total CWRF</i>		\$ 1,455,000

Org	Object	Project	Description	Amount	Totals
39002	7750	71191	RBPS - Minor EI&C Rehabilitation	\$ 60,000	
39002	7750	71191	RBPS - Minor Mechanical Rehabilitation	\$ 15,000	
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	
39002	7750	71260	RBPS - R-CAMP	\$ 17,000	
<i>Total RBPS</i>					\$ 174,500
Total Remote Facilities – Capital Acquisitions & Rehabilitation					\$ 2,488,500

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
2022	\$ 16,454,000	\$ 1,101,000	\$ 349,000	\$ 2,488,500	\$ 2,902,344	\$ 23,294,844
2023	\$ 23,910,000	\$ 1,156,000	\$ 356,000	\$ 1,004,500	\$ 2,995,000	\$ 29,421,500
2024	\$ 26,110,000	\$ 1,214,000	\$ 363,000	\$ 1,138,500	\$ 3,091,000	\$ 31,916,500
2025	\$ 29,480,000	\$ 1,275,000	\$ 381,000	\$ 686,500	\$ 3,190,000	\$ 35,012,500
2026	\$ 28,190,000	\$ 1,339,000	\$ 400,000	\$ 770,500	\$ 3,292,000	\$ 33,991,500
5 Year Total	\$ 124,144,000	\$ 6,085,000	\$ 1,849,000	\$ 6,088,500	\$ 15,470,344	\$ 153,636,844
2027	\$ 30,220,000	\$ 1,406,000	\$ 420,000	\$ 809,000	\$ 3,397,000	\$ 36,252,000
2028	\$ 30,000,000	\$ 1,476,000	\$ 441,000	\$ 849,000	\$ 3,506,000	\$ 36,272,000
2029	\$ 27,000,000	\$ 1,550,000	\$ 463,000	\$ 891,000	\$ 3,618,000	\$ 33,522,000
2030	\$ 27,000,000	\$ 1,628,000	\$ 486,000	\$ 936,000	\$ 3,734,000	\$ 33,784,000
2031	\$ 24,000,000	\$ 1,709,000	\$ 510,000	\$ 983,000	\$ 3,853,000	\$ 31,055,000
2032 - 2036	\$ 124,000,000	\$ 9,914,000	\$ 2,963,000	\$ 5,704,000	\$ 21,191,000	\$ 163,772,000
2037 - 2041	\$ 134,000,000	\$ 12,160,000	\$ 3,785,000	\$ 7,283,000	\$ 24,805,000	\$ 182,033,000
20 Year Total	\$ 520,364,000	\$ 35,928,000	\$ 10,917,000	\$ 23,543,500	\$ 79,574,344	\$ 670,326,844