



RECOMMENDED OPERATING & CAPITAL BUDGET

Fiscal Year 2023

Encina Wastewater Authority
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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 use of renewable resources."

Proudly Serving

Buena Sanitation District

City of Carlsbad

City of Encinitas

City of Vista

Leucadia Wastewater District

Vallecitos Water District

ENCINA WASTEWATER AUTHORITY

RECOMMENDED FY2023 OPERATING & CAPITAL BUDGETS

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Date: April 27, 2022

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

From: Scott McClelland, General Manager

Subject: Transmittal of FY2023 Recommended Operating & Capital Budgets

This letter transmits the Encina Wastewater Authority's (EWA) Recommended Fiscal Year 2023 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 2023, and the proportionate amount to be paid by each Member Agency.

OPERATING BUDGET OVERVIEW

The Recommended FY2023 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 FY2023 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 FY2023 Operating Budget totals \$19.5M for the seven (7) operational programs summarized below:

Operating Program	Actual FY2021	Budget FY2022	Recommended FY2023	FY 2022 vs FY 2023 % Change
Encina Water Pollution Control Facility	\$ 14,172,954	\$ 14,813,465	\$ 15,607,229	5.4%
Environmental Compliance – Source Control	\$ 1,036,871	\$ 915,542	\$ 904,348	-1.2%
Agua Hedionda Pump Station	\$ 599,217	\$ 859,193	\$ 743,735	-13.4%
Buena Vista Pump Station	\$ 705,363	\$ 734,851	\$ 764,909	4.1%
Buena Creek Pump Station	\$ 536,675	\$ 524,451	\$ 582,396	11.0%
Carlsbad Water Recycling Facility	\$ 1,225,786	\$ 1,405,351	\$ 1,461,581	4.0%
Raceway Basin Pump Station	\$ 250,738	\$ 282,014	\$ 282,576	0.2%
Sub-Total: Expenses	\$ 18,527,604	\$ 19,534,867	\$ 20,346,774	4.2%
Estimated Other Operating Revenue	\$ -	\$ (712,000)	\$ (818,000)	14.9%
Total Operating Budget	\$ 18,527,604	\$ 18,822,867	\$ 19,528,774	3.8%

The FY2023 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 FY2023 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 FY2023 Capital Budget totals \$27M for the following EWA capital programs summarized below:

Capital Program	Actual FY2021	Budget FY2022	Recommended FY2023	FY 2022 vs FY 2023 % Change
EWPCF – Capital Improvements	\$ 21,584,452	\$ 16,454,000	\$ 20,900,000	27.0%
EWPCF – Planned Asset Rehabilitation	\$ 914,788	\$ 1,101,000	\$ 1,156,000	5.0%
EWPCF – Capital Acquisitions	\$ 264,961	\$ 349,000	\$ 356,000	2.0%
Remotes Facilities – Acquisitions & Rehabilitation	\$ 1,473,545	\$ 2,488,500	\$ 1,681,800	-32.4%
Allocated Personnel Expenses	\$ 2,713,732	\$ 2,902,344	\$ 2,911,786	0.3%
Total Capital Budget	\$ 26,951,478	\$ 23,294,844	\$ 27,005,586	15.9%

Improvement Projects are planned, scoped, and prioritized through the Comprehensive Asset Management Program (CAMP). The most recent CAMP was published in June 2021 and will continue to be updated biannually. It considers anticipated changes in regulatory requirements, prospective operational efficiencies, funding availability and other factors.

The Recommended FY2023 Capital Budget includes approximately \$2.9 million in funding for 14.01 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 FY2023 funding includes the Digester Rehabilitation and Improvements (\$9.9M), the Dissolved Air Flotation Tank Repairs (\$1.8M), and Secondary Clarifiers and Strainers Improvements (\$1.6M).

EWPCF – Planned Asset Rehabilitation and Replacement (PARR) reflects minor plant rehabilitation efforts undertaken by EWA staff to maintain the \$530 million worth of Joint System assets. PARR Projects total \$1.2M. EWPCF – Capital Acquisitions total \$0.4M and reflect appropriate investment in minor infrastructure, equipment. Remote Facilities – Acquisitions and Rehabilitation total \$1.7M and reflect appropriate investment in remote facility improvements.

In closing, it would not be appropriate to transmit the Recommended FY2023 Budget without taking note of the tumultuous, unpredictable time in which much of the nation and world are experiencing while this document was being developed. After experiencing two years of a worldwide pandemic which may or may not be coming to an end, the world is now experiencing significant supply chain disruptions, price fluctuations, and inflation that has not been experienced in decades. In addition, world powers are currently in a state of unrest. Staff has made every effort to coordinate with the Member Agencies and use its best judgement in developing the budget but acknowledges the unpredictable nature in which the document was developed.

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 FY2023 Budget. The Executive Leadership Team coordinated the budget development processes within their respective departments. Director of Administrative Services, LeeAnn Warchol, made certain our constantly developing ideas were presented clearly, consistently and accurately.

Respectfully Submitted,



Scott McClelland
General Manager

Policy Brief

Date: April 27, 2022

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

From: Scott McClelland, General Manager

Subject: Workforce Staffing Strategy

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?

Contract Administrator

The Recommended Fiscal Year 2023 Budget includes a new Contract Administrator position to support the significant increase in the activity and complexity of EWA's contract administration, Department of Industrial Relations (DIR) compliance, legal compliance, and contract reporting. A reduction in the utilization of temporary and part-time staff partially mitigates the cost impact of this staffing recommendation. The Contract Administrator will serve as the primary technical expert for all of EWA to utilize and will be integral to EWA's quarterly and annual reporting, and forward-looking projections. The combination of these factors requires additional staffing resources in the Capital Improvements Program. The following table of justification is provided for consideration:

Evaluation Criteria	Justification
Permanence	The recommended addition of a Contract Administrator provides the needed staffing to manage increased complexity and volume of contracts being drafted, negotiated, and monitored. The reporting of these contracts, particularly to DIR, and project activity is integral to the organization's financial reporting and forward-looking projections. The Member Agency Managers have requested this additional reporting, asking for more details and transparency throughout EWA's quarterly billing, EWA's quarterly and annual projections, and EWA's reporting of each Agency's share of the contracted project costs. This position directly addresses a number of on-going concerns the Member Agency Managers have requested EWA to address.
Reprioritization	EWA runs a lean staffing model reliant on dedication and efficient effort from staff as well as support from outside consultants, extension of staff, and part-time labor. This position will be lieu of a part-time position which currently serves a similar role at an approximately 0.75 full time equivalent (FTE). Additional staff is being requested now that the volume has continued to grow beyond the capacity of the 0.75 FTE for the past several years.
Cost Effectiveness and Budget Impact	The additional FTE is permanent and will be partially offset by a reduction in part-time labor costs. In addition, the position will be integral to the reporting and administration of EWA's Federal Grant administration in which some of their labor costs are anticipated to be reimbursable.
Full Time vs. Part Time	EWA has utilized a part-time position for nearly five years to fulfill the organization's contract administration needs. Increasing activity and complexity requires this position to be transitioned into an FTE to properly support management of the on-going projects, administration, and contract reporting.
Appropriate Classification	EWA's staffing structure has relied heavily on outside consultants, contractors, and part-time staff but increased contract administration complexity and volume requires these tasks to be brought in-house to better ensure continuation of serve and management risk.
Institutional Knowledge	It takes a considerable amount of time for a contract administrator to understand all of the systems and projects currently underway and those planned in the future. However, the additional FTE will allow for a part-time position to be transitioned over and be supported by the accounting team.
Market Availability	Market competition is extremely tight and the labor pool is very limited for contract administrators. It is essential to select an individual with the right skill set and personality to complement the existing project management and operating team skill set.
Special Skills or Certifications Required	This position requires the ability to manage complex administration, reporting and legal aspects of contracts. The position will need to be able to work independently with use of their best judgement and limited oversight.
Risk Management and Transparency	If adequate internal controls for managing contracts is not provided, EWA must rely on the extension of staff and legal counsel to lead a significant portion of the effort. Without sufficient contract administration and reporting, the organization risks scheduling, budget and quality issues.

Logistical Issues	The new position will support the organization as a whole but will work directly under the finance team. This allows for the contract administrator to integrate contract reporting directly into routine processing, quarterly reporting, and projection reporting.
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Administrative Assistant

The Recommended Fiscal Year 2023 Budget includes an Administrative Assistant. EWA currently has only one FTE that is dedicated to administrative support for a current staff of 72 total FTEs, that individual also provides support for miscellaneous IT systems as well so their time is not 100% dedicated to administrative functions. The addition of an Administrative Assistant will benefit all departments in the organization and relieve staff from some administrative functions thus making better use of their time. The following table of justification is provided for your consideration:

Evaluation Criteria	Justification
Permanence	This important position is needed to provide consistent professional staffing at EWA's front desk, support the administrative and clerical needs of the organization and support EWA's capacity to engage in projects across the facility and in the communities we serve.
Reprioritization	EWA runs a lean staffing model and takes every opportunity to reprioritize existing positions before considering adding any staff. In the past several years, EWA has placed an over reliance on temporary staffing to maintain front office coverage and administrative support for the organization. This staffing model is inefficient and routinely distracts staff from their work due to the need to train new employees two or three times a year. This disrupts the workflow which is often associated with a time sensitive schedules that must be adhered to. The temporary staffing results in constant re-training and reprioritization when the temporary staff leave for positions at other organizations that are permanent.
Cost Effectiveness and Budget Impact	The additional FTE administrative position is permanent position. The permanent position is a more cost-effective option than cycling through temporary labor, which requires retraining and loss of valuable staff time. EWA staff is spending approximately 5 months training temporary staff which costs the agency about \$31K of lost staff time and experience on training, which would be considered inefficient use of labor resources for the agency. The level of service that is required is inhibited by the lack of a permanent staff member to cover the front counter duties as well as provide administrative assistance. Until such time as it is possible to acquire a permanent administrative assistant, EWA will continue to struggle with frequent turnover which creates a situation where staff is spending time performing tasks that could be handled by a permanent position.
Full Time vs. Part Time	EWA is currently undergoing increased capital improvement projects, which in turn creates increased administrative needs for the organization. Furthermore, this position requires training and knowledge that may take a few years to fully obtain. The addition of a permanent staff member helps EWA to be more responsive to the numerous requests received from all departments including assisting with completion of paperwork, analyzing, and organizing complex documents into the records retrieval system; prepare letters, memos, reports, charts, graphs, and presentations from both verbal and written instructions to meet legislative and administrative deadlines; data entry; assisting in preparation of Board and committee agenda packages. This position will provide valuable service to all departments within the organization.
Appropriate Classification	This administrative position is an entry level position with specialize skillset to meet the needs of the agency.
Institutional Knowledge	It takes approximately 1 to 2 years of training for someone with this skillset to be able to be trained and perform at its highest potential. Having the position set at an entry level position broadens the candidate pool and should allow EWA to find a candidate that would be a good fit for the organization on a long-term basis.
Market Availability	To work in EWA's administrative department, training is required to meet the expectations of the agencies and workload. staffing this position with temporary staff has been extremely difficult due to the unprecedented job market.

Special Skills or Certifications Required	Knowledge of modern office methods and practices, including filing systems, receptionist techniques, business correspondence, and office equipment operation. Prepare and maintain accurate and complete records and reports; learn and interpret the laws, rules, and policies governing the operation of a joint powers authority. The ability to organize, assemble, and disseminate complex data in usable forms; the ability to establish and maintain effective communication with all staff; the ability to prepare concise written and verbal reports. Ability to utilize a variety of advisory data and information such as safety regulations, training materials, legislation/regulations, purchase orders, budgets, investment guidelines, financial statements, planning documents, meeting agendas and minutes, state statutes, procedures, and non-routine correspondence.
Risk Management and Transparency	The current staffing model is unsustainable given the increased demand for administrative support from all departments. Having a reliable and consistent administrative assistant in the office will balance workload and maintain quality service at the front desk. Without a permanent position for front office coverage, staffing issues will continue to arise, which will require an adjustment in everyone's schedule to accommodate coverage needs and reduce efficiency at all levels of the organization.
Logistical Issues	The additional FTE administrative assistant position would reduce the administrative burden on staff administrative responsibilities that currently exist. This position would report directly to the Administrative Assistant IV.

Procurement Specialist

The Recommended Fiscal Year 2023 Budget includes a Procurement Specialist. This position returns EWA back to a purchasing model it used several years ago which allowed for a specialist to focus on the execution of purchases, thereby allowing the Operators, Maintenance, and Administrative staff to more heavily focus on their area of expertise. The following table of justification is provided for your consideration:

Evaluation Criteria	Justification
Permanence	Senate Bill 854 is an unfunded mandate that requires EWA to comply with additional prevailing wage reporting requirements for public works contracts over \$1,000. Currently, field staff are required to perform the administrative tasks related to purchasing and contracts, taking time away from their core field functions where they are most effective. The unfunded mandate significantly increases that burden, further reducing the hours available for Operations and Technical Services staff to perform their specialized roles. We recommend returning to the staffing model that existed prior to 2012, when EWA had a dedicated Purchasing Specialist who supported all departments. Returning to that model will ensure greater organizational efficiency and effectiveness, and a consistent approach to complying with EWA's purchasing policy and other related contract requirements/policies. In addition, our current Inventory Control Technician is nearing retirement and this position could work closely with the Inventory Control Technician and provide cross training resource to ensure there are no disruption to inventory services. All of EWA's Member Agencies also have an FTE of the same designation.
Reprioritization	EWA runs a lean staffing model and takes every opportunity to reprioritize existing positions before considering adding any staff. Since 1995, EWA's FTE count has only increased to accommodate positions which were needed to address increased plant complexity and safety concerns. Reassigning certified staff from other facility operations is not feasible as this position has a requirement for a unique skill set and would put the mission at risk.
Cost Effectiveness and Budget Impact	The addition of the FTE Procurement Specialist position is permanent and will remain so for as long as EWA maintains a purchasing program. From an EWA perspective, this is a more cost-effective option than cycling through temporary labor or continuing to take time away from field staff core field functions where they could be best utilized. EWA staff currently processes over 2,000 purchase orders per year. Purchase orders require a lot of administrative reporting and specialized training in compliance with EWA's Purchasing Policy and Procedures. In addition, staff currently processes over 200 standard agreements such as design build contracts,

	professional services, technical services, and general service agreements. These agreements are technical and includes specific procurement policy language that must be followed. Contract language is complex and is not cost effective to provide continuous training to all management levels. This administrative burden reduces the amount of time that the capital improvement, operations, and technical services staff spend accomplishing field work where their time is more effectively used.
Full Time vs. Part Time	The skill set required to perform the duties of this position efficiently and accurately will take approximately two years to acquire even with prior experience in a similar role elsewhere. EWA and the operations of the plant and remote facilities have many unique systems that are uncommon to the general procurement world.
Appropriate Classification	This procurement is mid-level position that requires education, experience, certifications, and knowledge builds.
Institutional Knowledge	It takes approximately two years for a new Procurement Specialist to learn the specialized needs of the organization and legal responsibilities. Furthermore, our existing inventory control specialist is currently eligible to retire, leaving temporary non-permanent staffing as a poor long-term strategy.
Market Availability	There is significant market competition for obtaining experienced staff in the procurement job market. EWA does not anticipate finding anyone that would persist in the position as a temporary employee. Therefore, a permanent employee would stay long enough to learn the specialized needs of the agency which fit these criteria long term. Having the position set at a mid-level procurement position broadens the candidate pool and should allow EWA to find a long-term solution that would benefit the agency.
Special Skills or Certifications Required	To work in EWA's procurement department requires education, specialized procurement training and contract management experience.
Risk Management and Transparency	Knowledge of existing prevailing wage laws and practices, including indemnity, certificate of insurance requirements, risk management recommendations, contract language interpretations, competitive pricing, maintaining vendor relationships, life cycle, value, price and cost analysis through volume discounts, economies of scale, standardized specifications, and cooperative purchasing agreements.
Logistical Issues	The additional one FTE procurement specialist position would reduce the administrative burden on approximately 25 staff members. This position would report directly to the Director of Administrative Services.

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OPERATING BUDGET: REVENUE *and* EXPENSE SUMMARY

Revenue Summary

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
City of Carlsbad	\$	5,587,638	\$	5,835,150	\$	5,437,366	\$	6,019,641	\$	184,491	3.2%
City of Vista	\$	4,814,181	\$	4,948,343	\$	4,797,594	\$	5,146,982	\$	198,639	4.0%
Buena Sanitation District	\$	1,955,094	\$	1,889,009	\$	1,839,411	\$	2,036,547	\$	147,538	7.8%
Vallecitos Water District	\$	3,226,688	\$	3,338,944	\$	3,035,204	\$	3,303,792	\$	(35,152)	-1.1%
Leucadia Wastewater District	\$	2,218,853	\$	2,130,280	\$	2,086,802	\$	2,274,588	\$	144,308	6.8%
City of Encinitas	\$	725,150	\$	681,141	\$	678,113	\$	747,224	\$	66,083	9.7%
Sub Total	\$	18,527,604	\$	18,822,867	\$	17,874,490	\$	19,528,774	\$	705,907	3.8%
Estimated Other Revenue		*	\$	712,000	\$	744,100	\$	818,000	\$	106,000	14.9%
Total	\$	18,527,604	\$	19,534,867	\$	18,618,590	\$	20,346,774	\$	811,907	4.2%

*2021 Actual total is net of other revenue

Operating Revenues from Member Agencies by Program

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Encina Water Pollution Control Facility	\$	14,172,954	\$	14,101,465	\$	13,492,245	\$	14,789,229	\$	687,764	4.9%
Source Control	\$	1,036,871	\$	915,542	\$	840,857	\$	904,348	\$	(11,194)	-1.2%
Agua Hedionda Pump Station	\$	599,217	\$	859,193	\$	636,135	\$	743,735	\$	(115,458)	-13.4%
Buena Vista Pump Station	\$	705,363	\$	734,851	\$	754,778	\$	764,909	\$	30,058	4.1%
Buena Creek Pump Station	\$	536,675	\$	524,451	\$	519,330	\$	582,396	\$	57,945	11.0%
Carlsbad Water Recycling Facility	\$	1,225,786	\$	1,405,351	\$	1,319,415	\$	1,461,581	\$	56,230	4.0%
Raceway Basin Pump Station	\$	250,738	\$	282,014	\$	311,730	\$	282,576	\$	562	0.2%
Total	\$	18,527,604	\$	18,822,867	\$	17,874,490	\$	19,528,774	\$	705,907	3.8%

Operating Budget Expense Summary by Program

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Encina Water Pollution Control Facility	\$	14,172,954	\$	14,813,465	\$	14,236,345	\$	15,607,229	\$	793,764	5.4%
Source Control	\$	1,036,871	\$	915,542	\$	840,857	\$	904,348	\$	(11,194)	-1.2%
Agua Hedionda Pump Station	\$	599,217	\$	859,193	\$	636,135	\$	743,735	\$	(115,458)	-13.4%
Buena Vista Pump Station	\$	705,363	\$	734,851	\$	754,778	\$	764,909	\$	30,058	4.1%
Buena Creek Pump Station	\$	536,675	\$	524,451	\$	519,330	\$	582,396	\$	57,945	11.0%
Carlsbad Water Recycling Facility	\$	1,225,786	\$	1,405,351	\$	1,319,415	\$	1,461,581	\$	56,230	4.0%
Raceway Basin Pump Station	\$	250,738	\$	282,014	\$	311,730	\$	282,576	\$	562	0.2%
Total	\$	18,527,604	\$	19,534,867	\$	18,618,590	\$	20,346,774	\$	811,907	4.2%

Combined Operating Budget Expense

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Personnel	\$	7,297,489	\$	7,598,928	\$	7,319,690	\$	7,372,976	\$	(225,952)	-3.0%
Non-Personnel	\$	5,703,275	\$	6,045,710	\$	5,804,594	\$	6,796,650	\$	750,940	12.4%
Internal Service Fund	\$	5,526,840	\$	5,890,229	\$	5,494,306	\$	6,177,148	\$	286,919	4.9%
Total	\$	18,527,604	\$	19,534,867	\$	18,618,590	\$	20,346,774	\$	811,907	4.2%

OPERATING BUDGET: EXPENSE SUMMARY

Encina Water Pollution Control Facility

	Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	Change	%
Personnel	\$ 4,943,812	\$ 5,090,138	\$ 5,170,502	\$ 5,162,584	\$ 72,446	1.4%
Non-Personnel	\$ 4,298,900	\$ 4,471,660	\$ 4,238,552	\$ 5,067,000	\$ 595,340	13.3%
Internal Service Fund	\$ 4,930,243	\$ 5,251,667	\$ 4,827,291	\$ 5,377,645	\$ 125,978	2.4%
Total	\$ 14,172,955	\$ 14,813,465	\$ 14,236,345	\$ 15,607,229	\$ 793,764	5.4%

Environmental Compliance – Source Control

	Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	Change	%
Personnel	\$ 773,193	\$ 703,703	\$ 582,100	\$ 632,677	\$ (71,026)	-10.1%
Non-Personnel	\$ 67,555	\$ 25,100	\$ 64,088	\$ 28,450	\$ 3,350	13.3%
Internal Service Fund	\$ 196,124	\$ 186,739	\$ 194,669	\$ 243,221	\$ 56,482	30.2%
Total	\$ 1,036,872	\$ 915,542	\$ 840,857	\$ 904,348	\$ (11,194)	-1.2%

Agua Hedionda Pump Station

	Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	Change	%
Personnel	\$ 318,460	\$ 533,201	\$ 316,036	\$ 381,126	\$ (152,075)	-28.5%
Non-Personnel	\$ 217,602	\$ 248,800	\$ 239,445	\$ 264,950	\$ 16,150	6.5%
Internal Service Fund	\$ 63,155	\$ 77,192	\$ 80,654	\$ 97,659	\$ 20,467	26.5%
Total	\$ 599,217	\$ 859,193	\$ 636,135	\$ 743,735	\$ (115,458)	-13.4%

Buena Vista Pump Station

	Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	Change	%
Personnel	\$ 270,133	\$ 248,544	\$ 282,771	\$ 241,349	\$ (7,195)	-2.9%
Non-Personnel	\$ 387,341	\$ 432,850	\$ 416,152	\$ 456,250	\$ 23,400	5.4%
Internal Service Fund	\$ 47,889	\$ 53,457	\$ 55,855	\$ 67,310	\$ 13,853	25.9%
Total	\$ 705,363	\$ 734,851	\$ 754,778	\$ 764,909	\$ 30,058	4.1%

Buena Creek Pump Station

	Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	Change	%
Personnel	\$ 297,865	\$ 274,524	\$ 263,642	\$ 279,005	\$ 4,481	1.6%
Non-Personnel	\$ 197,168	\$ 200,300	\$ 203,835	\$ 238,400	\$ 38,100	19.0%
Internal Service Fund	\$ 41,642	\$ 49,627	\$ 51,853	\$ 64,991	\$ 15,364	31.0%
Total	\$ 536,675	\$ 524,451	\$ 519,330	\$ 582,396	\$ 57,945	11.0%

Carlsbad Water Recycling Facility

	Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	Change	%
Personnel	\$ 521,018	\$ 569,538	\$ 472,576	\$ 511,292	\$ (58,246)	-10.2%
Non-Personnel	\$ 488,219	\$ 599,650	\$ 599,826	\$ 668,850	\$ 69,200	11.5%
Internal Service Fund	\$ 216,548	\$ 236,163	\$ 247,013	\$ 281,439	\$ 45,276	19.2%
Total	\$ 1,225,785	\$ 1,405,351	\$ 1,319,415	\$ 1,461,581	\$ 56,230	4.0%

Raceway Basin Pump Station

	Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	Change	%
Personnel	\$ 173,009	\$ 179,280	\$ 232,063	\$ 164,943	\$ (14,337)	-8.0%
Non-Personnel	\$ 46,490	\$ 67,350	\$ 42,696	\$ 72,750	\$ 5,400	8.0%
Internal Service Fund	\$ 31,239	\$ 35,384	\$ 36,971	\$ 44,883	\$ 9,499	26.8%
Total	\$ 250,738	\$ 282,014	\$ 311,730	\$ 282,576	\$ 562	0.2%

OPERATING BUDGET: REVENUE SUMMARY

City of Carlsbad

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Encina Water Pollution Control Facility	\$	3,813,977	\$	3,840,623	\$	3,597,236	\$	3,983,717	\$	143,094	3.7%
Source Control	\$	289,359	\$	247,261	\$	245,652	\$	264,978	\$	17,717	7.2%
Agua Hedionda Pump Station	\$	185,158	\$	265,491	\$	196,566	\$	229,815	\$	(35,676)	-13.4%
Buena Vista Pump Station	\$	73,358	\$	76,424	\$	78,497	\$	79,550	\$	3,126	4.1%
Carlsbad Water Recycling Facility	\$	1,225,786	\$	1,405,351	\$	1,319,415	\$	1,461,581	\$	56,230	4.0%
Total	\$	5,587,638	\$	5,835,150	\$	5,437,366	\$	6,019,641	\$	184,491	3.2%

City of Vista

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Encina Water Pollution Control Facility	\$	3,193,229	\$	3,128,279	\$	3,119,388	\$	3,394,406	\$	266,127	8.5%
Source Control	\$	324,150	\$	285,921	\$	250,626	\$	270,721	\$	(15,200)	-5.3%
Agua Hedionda Pump Station	\$	414,059	\$	593,702	\$	439,569	\$	513,920	\$	(79,782)	-13.4%
Buena Vista Pump Station	\$	632,005	\$	658,427	\$	676,281	\$	685,359	\$	26,932	4.1%
Raceway Basin Pump Station	\$	250,738	\$	282,014	\$	311,730	\$	282,576	\$	562	0.2%
Total	\$	4,814,181	\$	4,948,343	\$	4,797,594	\$	5,146,982	\$	198,639	4.0%

Buena Sanitation District

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Encina Water Pollution Control Facility	\$	1,296,296	\$	1,248,074	\$	1,230,063	\$	1,352,681	\$	104,607	8.4%
Source Control	\$	122,123	\$	116,484	\$	90,018	\$	101,470	\$	(15,014)	-12.9%
Buena Creek Pump Station	\$	536,675	\$	524,451	\$	519,330	\$	582,396	\$	57,945	11.0%
Total	\$	1,955,094	\$	1,889,009	\$	1,839,411	\$	2,036,547	\$	147,538	7.8%

Vallecitos Water District

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Encina Water Pollution Control Facility	\$	3,051,604	\$	3,167,982	\$	2,869,596	\$	3,135,151	\$	(32,831)	-1.0%
Source Control	\$	175,084	\$	170,962	\$	165,608	\$	168,641	\$	(2,321)	-1.4%
Total	\$	3,226,688	\$	3,338,944	\$	3,035,204	\$	3,303,792	\$	(35,152)	-1.1%

Leucadia Wastewater District

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Encina Water Pollution Control Facility	\$	2,133,102	\$	2,060,945	\$	2,020,324	\$	2,202,883	\$	141,938	6.9%
Source Control	\$	85,751	\$	69,335	\$	66,478	\$	71,705	\$	2,370	3.4%
Total	\$	2,218,853	\$	2,130,280	\$	2,086,802	\$	2,274,588	\$	144,308	6.8%

City of Encinitas

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		Change	%
Encina Water Pollution Control Facility	\$	684,746	\$	655,562	\$	655,638	\$	720,391	\$	64,829	9.9%
Source Control	\$	40,404	\$	25,579	\$	22,475	\$	26,833	\$	1,254	4.9%
Total	\$	725,150	\$	681,141	\$	678,113	\$	747,224	\$	66,083	9.7%

PERSONNEL EXPENSE SUMMARY *by* ACCOUNT

Salaries

	2022 Budget	% of Total	2023 Budget	% of Total	% Change
Regular	\$ 8,142,166		\$ 8,920,056		9.6%
Overtime	\$ 170,000		\$ 180,200		6.0%
Holiday	\$ 99,000		\$ 95,000		-4.0%
Temporary & Part-Time Staff	\$ 188,000		\$ 94,000		-50.0%
Intern Program	\$ 29,800		\$ 29,800		0.0%
Shift Differential	\$ 45,000		\$ 45,000		0.0%
Incentive Awards	\$ 14,500		\$ 14,500		0.0%
Standby	\$ 5,000		\$ 5,000		0.0%
Subtotal Salaries	\$ 8,693,466	67.6%	\$ 9,383,556	73.2%	7.9%

Benefits

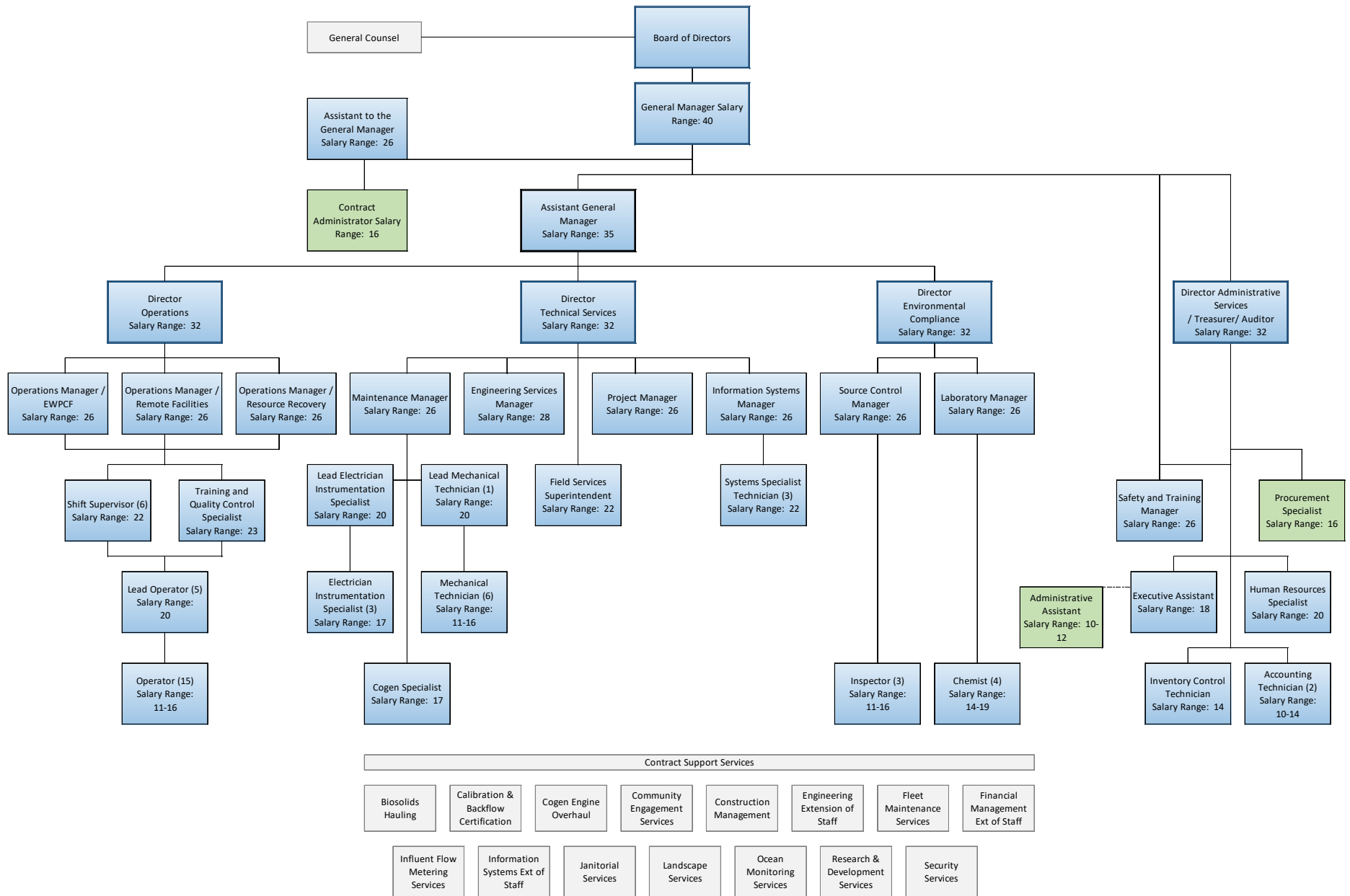
	2022 Budget	% of Total	2023 Budget	% of Total	% Change
CalPERS Retirement Program — Normal Cost	\$ 1,674,514		\$ 1,780,794		6.3%
CalPERS Retirement Unfunded Liability	\$ 870,900		\$ -		-100.0%
CalPERS Employee Contribution	\$ (662,893)		\$ (724,804)		9.3%
Other Post-Employment Benefits	\$ 89,000		\$ 71,000		-20.2%
Flexible Benefits 125 Plan	\$ 1,422,508		\$ 1,500,970		5.5%
Deferred Compensation	\$ 313,871		\$ 333,522		6.3%
Medicare	\$ 132,036		\$ 143,522		8.7%
Workers Compensation Insurance	\$ 263,500		\$ 274,000		4.0%
Other Ancillary Benefits	\$ 55,000		\$ 55,000		0.0%
Subtotal Benefits	\$ 4,158,435	32.4%	\$ 3,434,004	26.8%	-17.4%
Total Personnel Expense	\$ 12,851,901	100.0%	\$ 12,817,560	100.0%	-0.3%

PERSONNEL EXPENSE SUMMARY *by* PROGRAM

Programs

	2022 Budget	2022 Positions	2023 Budget	2023 Positions	% Change
Encina Water Pollution Control Facility	\$ 5,090,138	31.98	\$ 5,162,584	32.85	1.4%
Source Control	\$ 703,703	4.35	\$ 632,677	4.35	-10.1%
<i>Agua Hedionda Pump Station</i>	\$ 533,201	3.00	\$ 381,126	2.25	-28.5%
<i>Buena Vista Pump Station</i>	\$ 248,544	1.40	\$ 241,349	1.42	-2.9%
<i>Buena Creek Pump Station</i>	\$ 274,524	1.55	\$ 279,005	1.65	1.6%
<i>Carlsbad Water Reclamation Facilities</i>	\$ 569,538	3.20	\$ 511,292	3.00	-10.2%
<i>Raceway Basin Pump Station</i>	\$ 179,280	1.01	\$ 164,943	0.97	-8.0%
Remote Facilities	\$ 1,805,087	10.16	\$ 1,577,715	9.29	-12.6%
Subtotal	\$ 7,598,928	46.49	\$ 7,372,976	46.49	-3.0%
Internal Service Funds	\$ 2,350,629	12.30	\$ 2,532,798	14.50	7.7%
Subtotal Operating	\$ 9,949,557	58.79	\$ 9,905,774	60.99	-0.4%
Capital Program	\$ 2,902,344	13.21	\$ 2,911,786	14.01	0.3%
Total Personnel Expense	\$ 12,851,901	72.00	\$ 12,817,560	75.00	-0.3%

FISCAL YEAR 2023 ORGANIZATION (75 FTEs)



FY2023 SALARY SCHEDULE

Salary Range	Hourly		Annual		Salary Range	Hourly		Annual	
	Minimum	Maximum	Minimum	Maximum		Minimum	Maximum	Minimum	Maximum
1	\$ 17.3404	\$ 23.4095	\$ 36,068	\$ 48,692	21	\$ 46.0092	\$ 62.1125	\$ 95,699	\$ 129,194
2	\$ 18.2074	\$ 24.5800	\$ 37,871	\$ 51,126	22	\$ 48.3097	\$ 65.2181	\$ 100,484	\$ 135,654
3	\$ 19.1178	\$ 25.8090	\$ 39,765	\$ 53,683	23	\$ 50.7252	\$ 68.4790	\$ 105,508	\$ 142,436
4	\$ 20.0737	\$ 27.0995	\$ 41,753	\$ 56,367	24	\$ 53.2614	\$ 71.9029	\$ 110,784	\$ 149,558
5	\$ 21.0774	\$ 28.4544	\$ 43,841	\$ 59,185	25	\$ 55.9245	\$ 75.4981	\$ 116,323	\$ 157,036
6	\$ 22.1312	\$ 29.8772	\$ 46,033	\$ 62,144	26	\$ 58.7207	\$ 79.2730	\$ 122,139	\$ 164,888
7	\$ 23.2378	\$ 31.3710	\$ 48,335	\$ 65,252	27	\$ 61.6568	\$ 83.2366	\$ 128,246	\$ 173,132
8	\$ 24.3997	\$ 32.9396	\$ 50,751	\$ 68,514	28	\$ 64.7396	\$ 87.3985	\$ 134,658	\$ 181,789
9	\$ 25.6197	\$ 34.5865	\$ 53,289	\$ 71,940	29	\$ 67.9766	\$ 91.7684	\$ 141,391	\$ 190,878
10	\$ 26.9006	\$ 36.3159	\$ 55,953	\$ 75,537	30	\$ 71.3754	\$ 96.3568	\$ 148,461	\$ 200,422
11	\$ 28.2457	\$ 38.1317	\$ 58,751	\$ 79,314	31	\$ 74.9442	\$ 101.1747	\$ 155,884	\$ 210,443
12	\$ 29.6580	\$ 40.0383	\$ 61,689	\$ 83,280	32	\$ 78.6914	\$ 106.2334	\$ 163,678	\$ 220,965
13	\$ 31.1409	\$ 42.0402	\$ 64,773	\$ 87,444	33	\$ 82.6260	\$ 111.5451	\$ 171,862	\$ 232,014
14	\$ 32.6979	\$ 44.1422	\$ 68,012	\$ 91,816	34	\$ 86.7573	\$ 117.1223	\$ 180,455	\$ 243,614
15	\$ 34.3328	\$ 46.3493	\$ 71,412	\$ 96,407	35	\$ 91.0951	\$ 122.9784	\$ 189,478	\$ 255,795
16	\$ 36.0494	\$ 48.6667	\$ 74,983	\$ 101,227	36	\$ 95.6499	\$ 129.1274	\$ 198,952	\$ 268,585
17	\$ 37.8519	\$ 51.1001	\$ 78,732	\$ 106,288	37	\$ 100.4324	\$ 135.5837	\$ 208,899	\$ 282,014
18	\$ 39.7445	\$ 53.6551	\$ 82,669	\$ 111,603	38	\$ 105.4540	\$ 142.3629	\$ 219,344	\$ 296,115
19	\$ 41.7317	\$ 56.3378	\$ 86,802	\$ 117,183	39	\$ 110.7267	\$ 149.4811	\$ 230,312	\$ 310,921
20	\$ 43.8183	\$ 59.1547	\$ 91,142	\$ 123,042	40	\$ 135.2766	\$ 142.0404	\$ 281,375	\$ 295,444

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 84.2% of the electricity required to power the EWPCF (via a Combined Heat & Cogeneration Power System) which allows EWA to save approximately \$1.6M in operational costs. 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 FY2023, the EWPCF will: (1) clean more than 7.82 billion gallons of water; (2) recycle over 3.3 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

PERSONNEL			Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
5100	Salaries	\$	3,322,239	\$	3,449,144	\$	3,694,863	\$	3,762,003	9%
5200	Benefits	\$	1,621,573	\$	1,640,995	\$	1,475,639	\$	1,400,581	-15%
Total Personnel Expenses		\$	4,943,812	\$	5,090,139	\$	5,170,502	\$	5,162,584	1%

NON-PERSONNEL

NON-PERSONNEL				Actual		Budget		Projected		Recommended		%
				FY2021		FY2022		FY2022		FY2023		Change
21001	7330	Specialty Services	\$	132,722	\$	151,900	\$	148,288	\$	155,000	2%	
22001	5400	CEPT Polymer	\$	152,880	\$	134,000	\$	147,841	\$	216,000	61%	
22001	5401	Ferric Chloride	\$	435,697	\$	441,200	\$	441,035	\$	476,000	8%	
22001	5405	Atmospheric Control (Nitrogen)	\$	20,943	\$	21,400	\$	28,249	\$	31,000	45%	
22001	5406	Pellet Dust Control	\$	43,282	\$	48,500	\$	47,230	\$	48,500	0%	
22001	5407	Sodium Hypochlorite	\$	56,581	\$	72,150	\$	47,933	\$	100,000	39%	
22001	5409	Dewatering / Thickening Polymer	\$	745,642	\$	735,000	\$	807,145	\$	1,019,200	39%	
22001	5420	Biosolids Recycling	\$	454,176	\$	455,400	\$	504,500	\$	494,000	8%	
22001	5422	Pure Green Marketing	\$	8,952	\$	10,000	\$	15,881	\$	15,000	50%	
22001	5423	Grit Hauling	\$	88,023	\$	110,000	\$	81,423	\$	90,000	-18%	
22001	5431	Water	\$	18,501	\$	20,100	\$	14,887	\$	23,400	16%	
22001	6450	Professional Services	\$	30,350	\$	33,500	\$	30,461	\$	33,500	0%	
22001	6720	Specialty Equipment	\$	4,179	\$	8,100	\$	2,665	\$	6,000	-26%	
22001	6920	Permits	\$	44,795	\$	29,200	\$	32,638	\$	41,200	41%	
22001	7310	Safety & Medical Services	\$	100,457	\$	130,100	\$	151,403	\$	243,100	87%	
22001	7330	Specialty Services	\$	6,667	\$	4,000	\$	531	\$	4,000	0%	
22001	7620	Contingency	\$	-	\$	250,000	\$	-	\$	250,000	0%	
23001	5410	Chemicals	\$	4,046	\$	9,000	\$	4,500	\$	6,000	-33%	
23001	5910	Equipment Rental	\$	9,937	\$	14,000	\$	9,459	\$	12,000	-14%	
23001	6120	Fuel & Lube	\$	29,201	\$	30,000	\$	24,752	\$	30,000	0%	
23001	6220	Earthquake & Flood Insurance	\$	143,406	\$	186,000	\$	165,458	\$	190,000	2%	
23001	6230	Janitorial	\$	61,670	\$	81,500	\$	61,828	\$	81,500	0%	
23001	6410	Laundry & Uniforms	\$	16,744	\$	24,000	\$	10,174	\$	20,000	-17%	
23001	6424	Info Systems: Enterprise Applications	\$	466,688	\$	194,860	\$	186,013	\$	315,000	62%	
23001	6450	Professional Services (South Parcel)	\$	232,496	\$	30,000	\$	35,973	\$	30,000	0%	
23001	6710	Equipment New	\$	42,899	\$	7,000	\$	3,500	\$	7,000	0%	
23001	6930	Piping & Electrical Repair	\$	111,416	\$	117,000	\$	103,127	\$	117,000	0%	
23001	6940	Planned Maintenance	\$	188,650	\$	200,000	\$	236,287	\$	230,000	15%	
23001	7010	Plant Contracts	\$	245,946	\$	299,000	\$	259,282	\$	275,000	-8%	
23001	7510	Tools	\$	9,373	\$	10,000	\$	10,535	\$	10,000	0%	

continued →

NON-PERSONNEL EXPENSES (cont.)

NON-PERSONNEL EXPENSES (cont.)				Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	% Change				
24001	6810	Ocean Monitoring	\$	37,873	\$	249,500	\$	229,000	\$	87,000	-65%	
24001	6911	Effluent Testing	\$	23,947	\$	27,000	\$	20,192	\$	31,000	15%	
24001	6920	Permits	\$	251,419	\$	271,550	\$	271,550	\$	297,000	9%	
50001	7610	BOD Professional Development	\$	1,420	\$	1,100	\$	47,779	\$	1,100	0%	
50001	BOD	Board of Directors Fees	\$	77,922	\$	65,600	\$	57,033	\$	81,500	24%	
Total Non-Personnel Expenses				\$	4,298,900	\$	4,471,660	\$	4,238,552	\$	5,067,000	13%

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS

			Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
11001	Administration	\$	1,648,291	\$	1,776,955	\$	1,856,648	\$	2,300,234	29%
12001	Laboratory	\$	1,030,061	\$	1,059,892	\$	1,111,314	\$	1,083,113	2%
13001	Energy Management	\$	2,251,891	\$	2,414,820	\$	1,859,329	\$	1,994,298	-17%
Total Internal Service Fund Expenses		\$	4,930,243	\$	5,251,667	\$	4,827,291	\$	5,377,645	2%
Total Operating Expenses		\$	14,172,955	\$	14,813,466	\$	14,236,345	\$	15,607,229	5%

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 FY2023 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 85% of Source Control's budgeted expenses. Over 82% 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 2021 Alta Vista Gardens Earth Day

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OPERATING EXPENSE SUMMARY: SOURCE CONTROL

PERSONNEL

			Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
5100	Salaries	\$	577,703	\$	452,195	\$	464,250	\$	464,446	3%
5200	Benefits	\$	195,490	\$	251,508	\$	117,849	\$	168,231	-33%
Total Personnel Expenses		\$	773,193	\$	703,703	\$	582,100	\$	632,677	-10%

NON-PERSONNEL

NON-PERSONNEL

				Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
40001	5930	Equipment Replacement	\$	382	\$	700	\$	770	\$	1,000	43%
40001	6120	Fuel & Lube	\$	1,369	\$	2,100	\$	980	\$	2,100	0%
40001	6310	Lab Equipment Repair	\$	10,882	\$	6,300	\$	9,790	\$	11,000	75%
40001	6330	Lab Supplies	\$	65	\$	750	\$	1,274	\$	1,600	113%
40001	6410	Laundry & Uniforms	\$	1,731	\$	2,000	\$	1,518	\$	2,000	0%
40001	6422	Legal Notices	\$	386	\$	750	\$	513	\$	750	0%
40001	6450	Professional Services	\$	50,644	\$	10,000	\$	48,500	\$	8,000	-20%
40001	7120	Printing & Reproduction	\$	13	\$	500	\$	250	\$	-	-100%
40001	7130	Public Information	\$	2,083	\$	2,000	\$	493	\$	2,000	0%
Total Non-Personnel Expenses			\$	67,555	\$	25,100	\$	64,088	\$	28,450	13%

INTERNAL SERVICE FUNDS

			Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
11001	Administration	\$	112,272	\$	124,322	\$	129,897	\$	155,424	25%
12001	Laboratory	\$	81,598	\$	60,000	\$	62,911	\$	85,801	43%
13001	Energy Management	\$	2,254	\$	2,417	\$	1,861	\$	1,996	-17%
Total Internal Service Fund Expenses		\$	196,124	\$	186,739	\$	194,669	\$	243,221	30%
Total Operating Expenses		\$	1,036,872	\$	915,542	\$	840,857	\$	904,348	-1%

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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 final phase of construction to complete the new station and decommission and demolish the old station began in FY2022 with full acceptance anticipated to occur in FY2023.

Capacity – The new AHPS is equipped four (4) lift pumps and four (4) force main pumps, providing 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.



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 FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
5100	Salaries	\$ 256,216	\$	354,264	\$	259,299	\$	275,767	-22%
5200	Benefits	\$ 62,244	\$	178,937	\$	56,738	\$	105,359	-41%
Total Personnel Expenses		\$ 318,460	\$	533,201	\$	316,036	\$	381,126	-29%

NON-PERSONNEL

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
31001	5431 Water	\$ 20,594	\$	19,700	\$	14,573	\$	27,100	38%
31001	5435 Electricity	\$ 159,164	\$	170,550	\$	173,288	\$	179,100	5%
31001	5910 Equipment Rental	\$ -	\$	1,000	\$	250	\$	1,000	0%
31001	6120 Fuel & Lube	\$ 4,707	\$	6,500	\$	7,809	\$	6,500	0%
31001	6410 Laundry & Uniforms	\$ 515	\$	550	\$	548	\$	550	0%
31001	6920 Permits	\$ 3,969	\$	4,200	\$	7,483	\$	4,400	5%
31001	6930 Piping & Electrical Repair	\$ 995	\$	3,500	\$	5,195	\$	3,500	0%
31001	6940 Planned Maintenance	\$ 7,115	\$	11,000	\$	16,127	\$	11,000	0%
31001	7010 Plant Contracts	\$ 20,072	\$	30,300	\$	14,172	\$	30,300	0%
31001	7320 Safety Equipment	\$ 471	\$	1,500	\$	-	\$	1,500	0%
Total Non-Personnel Expenses		\$ 217,602	\$	248,800	\$	239,445	\$	264,950	6%

INTERNAL SERVICE FUNDS

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
11001	Administration	\$ 63,155	\$	77,192	\$	80,654	\$	97,659	27%
Total Internal Service Fund Expenses		\$ 63,155	\$	77,192	\$	80,654	\$	97,659	27%
Total Operating Expenses		\$ 599,217	\$	859,193	\$	636,135	\$	743,735	-13%

OPERATING EXPENSE SUMMARY: BUENA VISTA PUMP STATION

PERSONNEL

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
5100	Salaries	\$	151,915	\$	168,013	\$	175,451	\$	175,573	4%
5200	Benefits	\$	118,217	\$	80,531	\$	107,320	\$	65,776	-18%
Total Personnel Expenses		\$	270,133	\$	248,544	\$	282,771	\$	241,349	-3%

NON-PERSONNEL

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
32001	5431 Water	\$	1,045	\$	1,300	\$	1,012	\$	1,200	-8%
32001	5435 Electricity	\$	356,925	\$	381,100	\$	384,960	\$	404,500	6%
32001	5910 Equipment Rental	\$	833	\$	-	\$	-	\$	-	0%
32001	6120 Fuel & Lube	\$	3,906	\$	4,650	\$	3,899	\$	4,650	0%
32001	6410 Laundry & Uniforms	\$	515	\$	550	\$	548	\$	550	0%
32001	6920 Permits	\$	2,048	\$	2,200	\$	3,310	\$	2,300	5%
32001	6930 Piping & Electrical Repair	\$	4,328	\$	7,500	\$	1,790	\$	7,500	0%
32001	6940 Planned Maintenance	\$	2,503	\$	13,500	\$	9,967	\$	13,500	0%
32001	7010 Plant Contracts	\$	14,876	\$	21,050	\$	10,666	\$	21,050	0%
32001	7320 Safety Equipment	\$	362	\$	1,000	\$	-	\$	1,000	0%
Total Non-Personnel Expenses		\$	387,341	\$	432,850	\$	416,152	\$	456,250	5%

INTERNAL SERVICE FUNDS

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
11001	Administration	\$	47,889	\$	53,457	\$	55,855	\$	67,310	26%
Total Internal Service Fund Expenses		\$	47,889	\$	53,457	\$	55,855	\$	67,310	26%
Total Operating Expenses		\$	705,363	\$	734,851	\$	754,778	\$	764,909	4%

OPERATING EXPENSE SUMMARY: BUENA CREEK PUMP STATION

PERSONNEL

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
5100	Salaries	\$	201,462	\$	182,184	\$	192,446	\$	201,047	10%
5200	Benefits	\$	96,403	\$	92,340	\$	71,196	\$	77,958	-16%
Total Personnel Expenses		\$	297,865	\$	274,524	\$	263,642	\$	279,005	2%

NON-PERSONNEL

NON-PERSONNEL				Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
37001	5431	Water	\$	2,337	\$	2,000	\$	1,720	\$	2,000		0%
37001	5435	Electricity	\$	162,323	\$	156,200	\$	185,000	\$	194,200		24%
37001	6120	Fuel & Lube	\$	2,175	\$	4,400	\$	1,018	\$	4,400		0%
37001	6410	Laundry & Uniforms	\$	515	\$	550	\$	548	\$	550		0%
37001	6920	Permits	\$	1,561	\$	2,250	\$	2,939	\$	2,350		4%
37001	6930	Piping & Electrical Repair	\$	1,663	\$	5,000	\$	3,173	\$	5,000		0%
37001	6940	Planned Maintenance	\$	3,983	\$	6,500	\$	2,997	\$	6,500		0%
37001	7010	Plant Contracts	\$	22,059	\$	22,700	\$	6,440	\$	22,700		0%
37001	7320	Safety Equipment	\$	552	\$	700	\$	-	\$	700		0%
Total Non-Personnel Expenses			\$	197,168	\$	200,300	\$	203,835	\$	238,400		19%

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS			Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
11001	Administration	\$	41,642	\$	49,627	\$	51,853	\$	64,991		31%
Total Internal Service Fund Expenses		\$	41,642	\$	49,627	\$	51,853	\$	64,991		31%
Total Operating Expenses		\$	536,675	\$	524,451	\$	519,330	\$	582,396		11%

OPERATING EXPENSE SUMMARY: CARLSBAD WATER RECYCLING FACILITY

PERSONNEL

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
5100	Salaries	\$ 388,032	\$	374,537	\$	364,495	\$	367,715	-2%
5200	Benefits	\$ 132,986	\$	195,001	\$	108,081	\$	143,577	-26%
Total Personnel Expenses		\$ 521,018	\$	569,538	\$	472,576	\$	511,292	-10%

NON-PERSONNEL

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
38001	5394 Sodium Hydroxide	\$ 10,540	\$	17,500	\$	17,330	\$	18,000	3%
38001	5395 Citric Acid	\$ 15,422	\$	30,350	\$	25,894	\$	37,400	23%
38001	5407 Sodium Hypochlorite	\$ 182,125	\$	185,100	\$	221,275	\$	182,500	-1%
38001	5408 Coagulation Polymer	\$ 2,503	\$	3,300	\$	-	\$	3,300	0%
38001	5411 Sodium Bisulfate	\$ 11,900	\$	21,550	\$	21,203	\$	30,200	40%
38001	5412 Alum	\$ -	\$	14,100	\$	-	\$	14,100	0%
38001	5435 Electricity	\$ 187,184	\$	189,500	\$	229,500	\$	241,600	27%
38001	5530 Misc. Corrosion Protection	\$ -	\$	2,000	\$	-	\$	2,000	0%
38001	5910 Equipment Rental	\$ -	\$	3,500	\$	-	\$	3,500	0%
38001	6120 Fuel & Lube	\$ 68	\$	700	\$	38	\$	700	0%
38001	6230 Janitorial	\$ 1,925	\$	2,100	\$	2,230	\$	2,100	0%
38001	6410 Laundry & Uniforms	\$ 978	\$	1,250	\$	1,041	\$	1,250	0%
38001	6424 Information Systems	\$ 3,693	\$	4,000	\$	-	\$	4,000	0%
38001	6450 Professional Services	\$ 6,496	\$	25,000	\$	4,458	\$	25,000	0%
38001	6920 Permits	\$ 23,216	\$	23,000	\$	24,693	\$	26,500	15%
38001	6930 Piping & Electrical Repair	\$ 7,925	\$	10,000	\$	7,122	\$	10,000	0%
38001	6940 Planned Maintenance	\$ 30,582	\$	35,000	\$	37,648	\$	35,000	0%
38001	7010 Plant Contracts	\$ 2,743	\$	30,500	\$	7,281	\$	30,500	0%
38001	7320 Safety Equipment	\$ 919	\$	1,200	\$	113	\$	1,200	0%
Total Non-Personnel Expenses		\$ 488,219	\$	599,650	\$	599,826	\$	668,850	12%

INTERNAL SERVICE FUNDS

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
11001	Administration	\$ 150,405	\$	165,901	\$	173,342	\$	211,889	28%
12001	Laboratory	\$ 66,143	\$	70,262	\$	73,671	\$	69,550	-1%
Total Internal Service Fund Expenses		\$ 216,548	\$	236,163	\$	247,013	\$	281,439	19%
Total Operating Expenses		\$ 1,225,785	\$	1,405,351	\$	1,319,415	\$	1,461,581	4%

OPERATING EXPENSE SUMMARY: RACEWAY BASIN PUMP STATION

PERSONNEL

		Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
5100	Salaries	\$	71,694	\$	117,426	\$	126,121	\$	118,749	1%
5200	Benefits	\$	101,315	\$	61,854	\$	105,942	\$	46,194	-25%
Total Personnel Expenses		\$	173,009	\$	179,280	\$	232,063	\$	164,943	-8%

NON-PERSONNEL

NON-PERSONNEL				Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
39001	5431	Water	\$	906	\$	1,000	\$	617	\$	1,000		0%
39001	5435	Electricity	\$	33,655	\$	31,500	\$	34,000	\$	36,400		16%
39001	6120	Fuel & Lube	\$	2,093	\$	4,400	\$	989	\$	4,400		0%
39001	6410	Laundry & Uniforms	\$	515	\$	550	\$	548	\$	550		0%
39001	6920	Permits	\$	1,516	\$	2,100	\$	951	\$	2,600		24%
39001	6930	Piping & Electrical Repair	\$	288	\$	2,000	\$	1,477	\$	2,000		0%
39001	6940	Planned Maintenance	\$	1,363	\$	5,000	\$	162	\$	5,000		0%
39001	7010	Plant Contracts	\$	6,140	\$	20,150	\$	3,952	\$	20,150		0%
39001	7320	Safety Equipment	\$	14	\$	650	\$	-	\$	650		0%
Total Non-Personnel Expenses			\$	46,490	\$	67,350	\$	42,696	\$	72,750		8%

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS

			Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
11001	Administration	\$	31,239	\$	35,384	\$	36,971	\$	44,883		27%
Total Internal Service Fund Expenses		\$	31,239	\$	35,384	\$	36,971	\$	44,883		27%
Total Operating Expenses		\$	250,738	\$	282,014	\$	311,730	\$	282,576		0%

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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 \$190,328 in revenue in FY2021, 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 84.2% 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

PERSONNEL EXPENSES			Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023	% Change
5100	Salaries	\$	1,680,192	\$	1,591,433	\$	1,676,708	\$	1,854,304	17%
5200	Benefits	\$	784,946	\$	759,196	\$	636,771	\$	678,494	-11%
Total Personnel Expenses		\$	2,465,138	\$	2,350,629	\$	2,313,479	\$	2,532,798	8%

NON-PERSONNEL EXPENSES

NON-PERSONNEL EXPENSES				Actual FY2021	Budget FY2022	Projected FY2022	Recommended FY2023	% Change
11001	5445	Telephone	\$	91,868	\$ 86,400	\$ 103,283	\$ 94,000	9%
11001	5510	Advertising	\$	7,022	\$ 3,000	\$ 6,975	\$ 7,000	133%
11001	5810	Employee Recognition	\$	19,638	\$ 16,000	\$ 24,609	\$ 16,000	0%
11001	5920	Equipment Repair Maint	\$	16,909	\$ 23,800	\$ 14,812	\$ 23,800	0%
11001	6210	Independent Auditor/Actuary	\$	28,644	\$ 31,000	\$ 28,644	\$ 33,000	6%
11001	6220	Insurance	\$	302,237	\$ 290,800	\$ 426,378	\$ 531,200	83%
11001	6420	Legal Services	\$	98,868	\$ 95,000	\$ 71,634	\$ 90,000	-5%
11001	6424	Info Systems: Infrastructure	\$	-	\$ 280,000	\$ 277,652	\$ 404,000	44%
11001	6430	Memberships	\$	93,516	\$ 86,900	\$ 89,554	\$ 79,600	-8%
11001	6440	Mileage Reimbursement	\$	-	\$ 2,000	\$ 1,323	\$ 1,500	-25%
11001	6450	Professional Services	\$	128,848	\$ 147,700	\$ 182,134	\$ 171,900	16%
11001	6830	Materials & Supplies	\$	21,434	\$ 36,000	\$ 30,539	\$ 32,000	-11%
11001	7110	Postage	\$	3,344	\$ 5,550	\$ 2,256	\$ 5,550	0%
11001	7120	Printing & Reproduction	\$	990	\$ 3,900	\$ 794	\$ 3,900	0%
11001	7410	Subscriptions	\$	300	\$ 1,400	\$ -	\$ 1,400	0%
11001	7610	Professional Development	\$	39,942	\$ 78,000	\$ 85,685	\$ 120,000	54%
12001	6120	Fuel & Lube	\$	524	\$ 500	\$ 369	\$ 500	0%
12001	6310	Lab Equipment Repair	\$	27,248	\$ 30,850	\$ 32,290	\$ 35,800	16%
12001	6320	Lab Minor Equip Replace	\$	1,976	\$ 2,050	\$ 1,524	\$ 2,000	-2%
12001	6330	Lab Supplies	\$	72,336	\$ 84,050	\$ 89,032	\$ 95,100	13%
12001	6410	Laundry & Uniforms	\$	4,042	\$ 4,400	\$ 4,209	\$ 4,400	0%
12001	6450	Professional Services	\$	26,286	\$ 16,500	\$ 48,576	\$ 36,500	121%
12001	6910	Outside Analysis	\$	12,482	\$ 13,500	\$ 12,259	\$ 46,000	241%
12001	6911	Effluent Testing	\$	5,210	\$ 2,000	\$ 872	\$ 2,000	0%
12001	6912	Biosolids Testing	\$	12,009	\$ 12,500	\$ 7,923	\$ 7,700	-38%
12001	6913	Industrial User Testing	\$	50,835	\$ 33,000	\$ 36,972	\$ 49,600	50%
12001	6920	Permits	\$	8,394	\$ 9,500	\$ 8,780	\$ 11,500	21%
12001	7120	Printing & Reproduction	\$	-	\$ 500	\$ 877	\$ 500	0%
12001	7330	Specialty Services	\$	13,087	\$ 14,250	\$ 15,755	\$ 14,250	0%
13001	5410	Chemicals	\$	7,253	\$ 10,550	\$ 3,990	\$ 10,550	0%
13001	5435	Electricity	\$	1,245,727	\$ 1,301,100	\$ 620,000	\$ 676,200	-48%

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NON-PERSONNEL EXPENSES (cont.)				Actual FY2021		Budget FY2022		Projected FY2022		Recommended FY2023		% Change
13001	5440	Natural Gas	\$	516,826	\$	567,000	\$	806,000	\$	790,000		39%
13001	6120	Fuel & Lube	\$	27,320	\$	33,500	\$	35,326	\$	33,500		0%
13001	6230	Janitorial	\$	2,523	\$	4,200	\$	-	\$	4,200		0%
13001	6410	Laundry & Uniforms	\$	1,239	\$	1,200	\$	1,353	\$	1,200		0%
13001	6730	Non-Specific Repair & Maintenance	\$	24,475	\$	25,000	\$	6,013	\$	25,000		0%
13001	6920	Permits	\$	17,875	\$	15,000	\$	21,834	\$	12,000		-20%
13001	6940	Planned Maintenance	\$	100,126	\$	108,000	\$	63,183	\$	108,000		0%
13001	7330	Specialty Services	\$	28,370	\$	61,000	\$	11,957	\$	61,000		0%
13001	7510	Tools	\$	1,979	\$	2,000	\$	5,461	\$	2,000		0%
Total Non-Personnel Expenses			\$	3,061,702	\$	3,539,600	\$	3,180,827	\$	3,644,350		3%
Total Operating Expenses			\$	5,526,840	\$	5,890,229	\$	5,494,306	\$	6,177,148		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 FY2027, 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 FY2042.

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, cost inflation, changes in local population and development growth patterns, and new regulatory requirements.

SUMMARY of CAPITAL

	Actual FY2021 *		Budget FY2022		Recommended FY2023
EWPCF – Capital Improvements	\$	21,584,452	\$	16,454,000	\$ 20,900,000
EWPCF – Planned Asset Rehabilitation & Replacement	\$	914,788	\$	1,101,000	\$ 1,156,000
EWPCF – Capital Acquisitions	\$	264,961	\$	349,000	\$ 356,000
Remotes Facilities – Acquisitions & Rehabilitation	\$	1,473,545	\$	2,488,500	\$ 1,681,800
Subtotal	\$	24,237,746	\$	20,392,500	\$ 24,093,800
Salaries & Benefits	\$	2,713,732	\$	2,902,344	\$ 2,911,786
Total Capital Expense	\$	26,951,478	\$	23,294,844	\$ 27,005,586

ESTIMATED REVENUES

	Actual FY2021 *		Budget FY2022		Recommended FY2023
City of Carlsbad	\$	6,973,338	\$	6,727,897	\$ 6,563,783
City of Vista	\$	6,861,989	\$	5,809,117	\$ 7,112,488
Buena Sanitation District	\$	2,040,160	\$	1,799,167	\$ 2,011,091
Vallecitos Water District	\$	5,720,615	\$	4,620,502	\$ 5,602,850
Leucadia Wastewater District	\$	4,280,076	\$	3,462,285	\$ 4,162,284
City of Encinitas	\$	1,082,782	\$	875,876	\$ 1,053,090
Federal Grant	\$	-	\$	-	\$ 500,000
Total Capital Revenue	\$	26,958,959	\$	23,294,844	\$ 27,005,586

CAPITAL IMPROVEMENT PROGRAM
MULTI-YEAR PROJECTS

	Actual FY2021 *		Budget FY2022		Recommended FY2023
<i>Liquid Process</i>	\$	9,897,938	\$	4,769,000	\$ 1,850,000
<i>Outfall</i>	\$	211,492	\$	-	\$ 100,000
<i>Solids Process</i>	\$	1,851,723	\$	4,425,000	\$ 11,850,000
<i>Energy Management</i>	\$	3,378,042	\$	519,000	\$ 700,000
<i>General</i>	\$	2,810,416	\$	4,112,000	\$ 4,150,000
<i>Technology</i>	\$	2,409,317	\$	1,669,000	\$ 900,000
<i>Professional Services</i>	\$	1,025,524	\$	960,000	\$ 1,350,000
Total EWPCF – Capital Improvements	\$	21,584,452	\$	16,454,000	\$ 20,900,000
EWPCF – Planned Asset Rehabilitation & Replacement	\$	914,788	\$	1,101,000	\$ 1,156,000
EWPCF – Capital Acquisitions	\$	264,961	\$	349,000	\$ 356,000
Remote Facilities – Acquisitions & Rehabilitation	\$	1,473,545	\$	2,488,500	\$ 1,681,800
Personnel	\$	2,713,732	\$	2,902,344	\$ 2,911,786
Total Capital Expense	\$	26,951,478	\$	23,294,844	\$ 27,005,586

* Actual FY2021 includes the expenditure of authorized appropriations carried over from the previous year.

EWPCF – CAPITAL IMPROVEMENTS

Org	Object	Project	Description	Amount	Totals
92102	8300	13007	Secondary Clarifiers and Strainers Improvements	\$ 1,600,000	
92102	8300	13023	Aeration Basin Rehab	\$ 250,000	
			<i>Total Liquid Process</i>		\$ 1,850,000
92102	8300	21002	Ocean Outfall Maintenance and Inspection	\$ 100,000	
			<i>Total Outfall</i>		\$ 100,000
92102	8300	31006	DAFT Repairs	\$ 1,800,000	
92102	8300	32013	Digester Rehabilitation and Improvements	\$ 9,900,000	
92102	8300	33025	Existing Dryer Components Rehabilitation	\$ 150,000	
			<i>Total Solids Process</i>		\$ 11,850,000
92102	8300	41005	Cogen Engine Top-End Overhaul	\$ 350,000	
92102	8300	41015	Cogen Engine Catalyst System and Gas Conditioning Facilities	\$ 150,000	
92102	8300	41025	Combined Generator Control Module Replacement	\$ 200,000	
			<i>Total Energy Management</i>		\$ 700,000
92102	8300	51002	ORF Carbon Media Replacement	\$ 150,000	
92102	8300	51016	Odor Control Improvements	\$ 550,000	
92102	8300	52021	Climate Control at MCCs and Cogen Building	\$ 400,000	
92102	8300	52032	Plant-Wide Asset Painting and Protective Coating	\$ 150,000	
92102	8300	53004	Admin Building HVAC Rehab	\$ 1,250,000	
92102	8300	53013	Building Roof Replacements	\$ 350,000	
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>		\$ 4,150,000
92102	8300	61206	Secondaries & Effluent Electrical & Controls	\$ 400,000	
92102	8300	61514	SCADA Integration Services	\$ 200,000	
92102	8300	62708	Document Management System Upgrade	\$ 150,000	
92102	8300	62709	Cyber Security & Business System Management Services	\$ 150,000	
			<i>Total Technology</i>		\$ 900,000
92102	8300	81016	Asset Condition Assessments - EWPCF	\$ 100,000	
92102	8300	82015	Potable Reuse *	\$ 300,000	
92102	8300	82019	Outreach Plan	\$ 50,000	
92102	8300	83001	E-CAMP Update	\$ 150,000	
92102	8300	84001	Extension of Staff Engineering Services	\$ 650,000	
92102	8300	84002	Research and Development Services	\$ 100,000	
			<i>Total Professional Services</i>		\$ 1,350,000
Total EWPCF – Capital Improvements				\$	20,900,000

* Project is directly supported by Federal grant revenue

EWPCF – PLANNED ASSET REHABILITATION & REPLACEMENT

Org	Object	Project	Description	Totals
80002	8010	80711	General Plant Projects	\$ 275,000
80002	8020	80040	TWAS & DAF System Projects	\$ 55,000
80002	8030	80811	Water Systems Projects	\$ 55,000
80002	8050	80098	Primary Area Projects	\$ 220,000
80002	8050	80209	FOG System Projects	\$ 50,000
80002	8060	80185	Secondary Area Projects	\$ 171,000
80002	8070	80195	Digester Area Projects	\$ 60,000
80002	8080	80419	Centrifuge Feed Pit Projects	\$ 30,000
80002	8080	80264	Solids Processing Equipment Projects	\$ 190,000
80002	8090	80394	Cogeneration System Projects	\$ 50,000
Total EWPCF – Planned Asset Rehabilitation & Replacement				\$ 1,156,000

EWPCF – CAPITAL ACQUISITIONS

Org	Object	Project	Description	Totals
23002	7710	70010	Information Technology	\$ 153,000
23002	7730	70023	New Equipment	\$ 130,000
23002	7750	70033	Operations & Administration Building	\$ 18,000
23002	7750	70300	EWPCF Plant	\$ 55,000
Total EWPCF – Capital Acquisitions				\$ 356,000

REMOTE FACILITIES – ACQUISITIONS & REHABILITATION

Org	Object	Project	Description	Amount	Totals
31002	7750	70863	AHPS - Minor Mechanical Rehabilitation	\$ 27,500	
31002	7750	70873	AHPS - Minor Structural Rehabilitation	\$ 59,500	
31002	7750	70158	AHPS - SCADA Migration	\$ 60,000	
31002	7750	70863	AHPS - Site Safety Improvements	\$ 66,500	
31002	7750	70410	AHPS - Replace Spare Grinder	\$ 80,000	
31002	7750	70850	AHPS - Unplanned Minor Rehabilitation	\$ 15,000	
31002	7750	70870	AHPS - Integration Assistance	\$ 25,000	
31002	7750	70830	AHPS - Grinder Rebuild	\$ 80,000	
31002	7750	70840	AHPS - Pump and Motor Rebuild	\$ 60,000	
31002	7750	70860	AHPS - VFD Repairs	\$ 10,000	
31002	7750	70862	AHPS - Coatings and Paintings	\$ 6,500	
<i>Total AHPS</i>					\$ 490,000
32002	7750	70811	BVPS - Minor EI&C Rehabilitation	\$ 54,000	
32002	7750	70825	BVPS - Minor Structural Rehabilitation	\$ 62,000	
32002	7750	70873	BVPS - SCADA Migration	\$ 58,000	
32002	7750	70831	BVPS - Site Safety Improvements	\$ 90,000	
32002	7750	70825	BVPS - Structural Improvements	\$ 7,500	
32002	7750	70900	BVPS - Grinder Rebuild	\$ 49,000	
32002	7750	70219	BVPS - Sewage Pump Rebuild	\$ 24,500	
32002	7750	70219	BVPS - Sewage Pump Motor Rebuild	\$ 6,000	
32002	7750	70920	BVPS - Coatings and Paintings	\$ 6,500	
32002	7750	70930	BVPS - Unplanned Minor Rehabilitation	\$ 10,000	
32002	7750	70940	BVPS - Integration Assistance	\$ 16,000	
32002	7750	70960	BVPS - VFD Repairs	\$ 11,000	
<i>Total BVPS</i>					\$ 394,500
37002	7750	70841	BCPS - Minor EI&C Rehabilitation	\$ 30,000	
37002	7750	70851	BCPS - Minor Mechanical Rehabilitation	\$ 7,000	
37002	7750	70872	BCPS - SCADA Migration	\$ 58,000	
37002	7750	70861	BCPS - Site Safety Improvements	\$ 29,000	
37002	7750	70990	BCPS - Grinder Rebuild	\$ 49,000	
37002	7750	71000	BCPS - Sewage Pump Rebuild	\$ 28,000	
37002	7750	71010	BCPS - Sewage Pump Motor Rebuild	\$ 6,500	
37002	7750	71060	BCPS - Integration Assistance	\$ 16,000	
37002	7750	71040	BCPS - Unplanned Minor Rehabilitation	\$ 9,000	
37002	7750	71030	BCPS - Coatings and Paintings	\$ 6,000	
37002	7750	71050	BCPS - VFD Repairs	\$ 16,000	
<i>Total BCPS</i>					\$ 254,500

Org	Object	Project	Description	Amount	Totals
38002	7750	71081	CWRF - Minor Structural Rehabilitation	\$ 31,000	
38002	7750	71091	CWRF - Miscellaneous Service Requests	\$ 13,000	
38002	7750	71111	CWRF - Minor El&C Rehabilitation	\$ 87,300	
38002	7750	71113	CWRF - Site Safety Improvements	\$ 168,000	
38002	7750	71120	CWRF - Coatings and Paintings	\$ 11,000	
38002	7750	71110	CWRF - Unplanned Minor Rehabilitation	\$ 14,000	
38002	7750	71160	CWRF - Integration Assistance	\$ 20,000	
38002	7750	71130	CWRF - VFD Repairs	\$ 21,500	
<i>Total CWRF</i>					\$ 365,800
39002	7750	71191	RBPS - Minor Structural Rehabilitation	\$ 14,000	
39002	7750	70874	RBPS - SCADA Migration	\$ 58,000	
39002	7750	71201	RBPS - Site Safety Improvements	\$ 13,000	
39002	7750	71180	RBPS - Grinder Rebuild	\$ 30,000	
39002	7750	71211	RBPS - Sewage Pump Rebuild	\$ 19,000	
39002	7750	71211	RBPS - Sewage Pump Motor Rebuild	\$ 6,000	
39002	7750	71220	RBPS - Coatings and Paintings	\$ 6,000	
39002	7750	71200	RBPS - Unplanned Minor Rehabilitation	\$ 6,000	
39002	7750	71240	RBPS - Integration Assistance	\$ 16,000	
39002	7750	71210	RBPS - VFD Repairs	\$ 9,000	
<i>Total RBPS</i>					\$ 177,000
Total Remote Facilities – Capital Acquisitions & Rehabilitation					\$ 1,681,800

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
2023	\$ 20,900,000	\$ 1,156,000	\$ 356,000	\$ 1,681,800	\$ 2,911,786	\$ 27,005,586
2024	\$ 23,330,000	\$ 1,214,000	\$ 363,000	\$ 1,579,400	\$ 3,091,000	\$ 29,577,400
2025	\$ 29,210,000	\$ 1,275,000	\$ 381,000	\$ 1,352,900	\$ 3,190,000	\$ 35,408,900
2026	\$ 27,300,000	\$ 1,339,000	\$ 400,000	\$ 1,170,800	\$ 3,292,000	\$ 33,501,800
2027	\$ 26,090,000	\$ 1,406,000	\$ 420,000	\$ 1,179,500	\$ 3,397,000	\$ 32,492,500
5 Year Total	\$ 126,830,000	\$ 6,390,000	\$ 1,920,000	\$ 6,964,400	\$ 15,881,786	\$ 157,986,186
2028	\$ 27,000,000	\$ 1,476,000	\$ 441,000	\$ 1,238,000	\$ 3,516,000	\$ 33,671,000
2029	\$ 27,800,000	\$ 1,550,000	\$ 463,000	\$ 1,300,000	\$ 3,639,000	\$ 34,752,000
2030	\$ 28,600,000	\$ 1,628,000	\$ 486,000	\$ 1,365,000	\$ 3,766,000	\$ 35,845,000
2031	\$ 29,500,000	\$ 1,709,000	\$ 510,000	\$ 1,433,000	\$ 3,898,000	\$ 37,050,000
2032	\$ 30,400,000	\$ 1,794,000	\$ 536,000	\$ 1,505,000	\$ 4,034,000	\$ 38,269,000
2033 - 2037	\$ 137,000,000	\$ 10,410,000	\$ 3,112,000	\$ 8,730,000	\$ 22,388,000	\$ 181,640,000
2038 - 2042	\$ 137,000,000	\$ 12,768,000	\$ 3,975,000	\$ 11,141,000	\$ 26,595,000	\$ 191,479,000
20 Year Total	\$ 544,130,000	\$ 37,725,000	\$ 11,443,000	\$ 33,676,400	\$ 83,717,786	\$ 710,692,186

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