



**ENCINA**  
WASTEWATER  
AUTHORITY

**RECOMMENDED  
OPERATING & CAPITAL BUDGET  
FISCAL YEAR 2019**



**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

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## FY2019 RECOMMENDED OPERATING & CAPITAL BUDGETS

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Date: April 25, 2018

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 FY2019 Recommended Operating & Capital Budgets

This letter transmits the Encina Wastewater Authority's (EWA) Recommended Fiscal Year 2019 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 2019; and, the proportionate amount to be paid by each Member Agency.

### OPERATING BUDGET OVERVIEW

The Recommended FY2019 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 FY2019 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 FY2019 Operating Budget totals approximately \$16 million for the seven (7) operational programs summarized below:

Operating Program	Actual FY2017	Budget FY2018	Recommended FY2019	% Change
Encina Water Pollution Control Facility	\$ 11,272,007	\$ 12,576,318	\$ 12,957,023	3.0%
Environmental Compliance – Source Control	\$ 687,678	\$ 691,268	\$ 753,078	8.9%
Agua Hedionda Pump Station	\$ 297,059	\$ 343,669	\$ 354,017	3.0%
Buena Vista Pump Station	\$ 427,136	\$ 466,226	\$ 514,573	10.4%
Buena Creek Pump Station	\$ 329,876	\$ 356,895	\$ 373,863	4.8%
Carlsbad Water Recycling Facility	\$ 978,967	\$ 1,146,920	\$ 1,338,481	16.7%
Raceway Basin Pump Station	\$ 181,598	\$ 212,219	\$ 238,335	12.3%
<b>Sub-Total: Expenses</b>	<b>\$ 14,174,321</b>	<b>\$ 15,793,515</b>	<b>\$ 16,529,370</b>	<b>4.7%</b>
Estimated Other Operating Revenue	\$ -	\$ (510,000)	\$ (555,200)	8.9%
<b>Total Operating Budget</b>	<b>\$ 14,174,321</b>	<b>\$ 15,283,515</b>	<b>\$ 15,974,170</b>	<b>4.5%</b>

The FY2019 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 FY2019 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 FY2019 Capital Budget totals approximately \$22.1 million for the following EWA capital programs summarized below:

Capital Program		Actual FY2017		Budget FY2018		Recommended FY2019	% Change
EWPCF – Capital Improvements	\$	8,075,750	\$	10,973,500	\$	17,649,000	60.8%
EWPCF – Planned Asset Rehabilitation	\$	663,346	\$	736,600	\$	924,500	25.5%
EWPCF – Capital Acquisitions	\$	207,360	\$	303,500	\$	301,500	-0.7%
Remotes Facilities – Acquisitions & Rehabilitation	\$	367,422	\$	466,400	\$	726,300	55.7%
Allocated Personnel Expenses	\$	2,161,849	\$	2,402,012	\$	2,510,714	4.5%
<b>Total Capital Budget</b>	<b>\$</b>	<b>11,475,727</b>	<b>\$</b>	<b>14,882,012</b>	<b>\$</b>	<b>22,112,014</b>	<b>48.6%</b>

Improvement Projects are planned, scoped, and prioritized through the Comprehensive Asset Management Program (CAMP). The most recent CAMP was published in May 2015 and staff anticipates another update to be completed by May 2018. It considers anticipated changes in regulatory requirements, prospective operational efficiencies, funding availability and other factors.

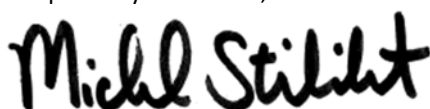
The Recommended FY2019 Capital Budget includes \$2,510,714 in funding for 13.21 full-time equivalent (FTE) positions. These positions include full and part-time efforts of EWA executives, professionals, managers, and technical staff who plan, direct, and support EWA's Capital Program.

Significant Capital Improvement Projects recommended for FY2019 funding include: Primary Effluent Pipeline Rehabilitation Phase II (\$3,631,000); Primary Area Improvements (\$3,500,000); Digester Improvements Project (\$3,000,000); Rotary Drum Thickener (\$1,150,000); and the Cogen Engine Overhaul (\$924,000).

EWPCF – Planned Asset Rehabilitation and Replacement (PARR) reflects minor plant rehabilitation efforts undertaken by EWA staff to maintain the \$260 million invested by the Member Agencies in Joint System assets. Recommended PARR Projects total \$924,500. Recommended EWPCF – Capital Acquisitions total \$301,500 and reflect appropriate investment in minor infrastructure, equipment. Recommended Remote Facilities – Acquisitions and Rehabilitation total \$726,300 and reflect appropriate investment in remote facility improvements.

Please join me in recognizing the staff whose efforts produced this document. Joseph Spence, Sr. Management Analyst, led staff efforts in the preparation and development of the FY2019 Recommended Budget with assistance from LeeAnn Warchol, Administrative Services Manager, and third-party quality control review by Financial Management Consultant, Neil Glass. 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,



Michael Steinlicht  
General Manager

## OPERATING BUDGET: REVENUE *and* EXPENSE SUMMARY

### Revenue Summary

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
City of Carlsbad	\$	4,376,266	\$	4,616,376	\$	4,606,969	\$	5,124,258	\$	507,882	11.0%
City of Vista	\$	3,497,640	\$	3,870,888	\$	3,825,061	\$	3,913,181	\$	42,293	1.1%
Buena Sanitation District	\$	1,445,321	\$	1,437,888	\$	1,415,919	\$	1,623,145	\$	185,257	12.9%
Vallecitos Water District	\$	2,525,408	\$	2,869,817	\$	2,758,522	\$	2,776,877	\$	(92,940)	-3.2%
Leucadia Wastewater District	\$	1,736,273	\$	1,861,785	\$	1,787,984	\$	1,887,269	\$	25,484	1.4%
City of Encinitas	\$	593,413	\$	626,761	\$	613,201	\$	649,440	\$	22,679	3.6%
<b>Sub Total</b>	<b>\$</b>	<b>14,174,321</b>	<b>\$</b>	<b>15,283,515</b>	<b>\$</b>	<b>15,007,656</b>	<b>\$</b>	<b>15,974,170</b>	<b>\$</b>	<b>690,655</b>	<b>4.5%</b>
Estimated Other Revenue		*	\$	510,000	\$	563,662	\$	555,200	\$	45,200	8.9%
<b>Total</b>	<b>\$</b>	<b>14,174,321</b>	<b>\$</b>	<b>15,793,515</b>	<b>\$</b>	<b>15,571,318</b>	<b>\$</b>	<b>16,529,370</b>	<b>\$</b>	<b>735,855</b>	<b>4.7%</b>

\*2017 Actual total is net of other revenue

### Operating Revenues from Member Agencies by Program

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Encina Water Pollution Control Facility	\$	11,272,007	\$	12,066,318	\$	11,546,599	\$	12,401,823	\$	335,505	2.8%
Source Control	\$	687,678	\$	691,268	\$	730,970	\$	753,078	\$	61,810	8.9%
Agua Hedionda Pump Station	\$	297,059	\$	343,669	\$	335,262	\$	354,017	\$	10,348	3.0%
Buena Vista Pump Station	\$	427,136	\$	466,226	\$	655,368	\$	514,573	\$	48,347	10.4%
Buena Creek Pump Station	\$	329,876	\$	356,895	\$	356,900	\$	373,863	\$	16,968	4.8%
Carlsbad Water Recycling Facility	\$	978,967	\$	1,146,920	\$	1,184,285	\$	1,338,481	\$	191,561	16.7%
Raceway Basin Pump Station	\$	181,598	\$	212,219	\$	198,272	\$	238,335	\$	26,116	12.3%
<b>Total</b>	<b>\$</b>	<b>14,174,321</b>	<b>\$</b>	<b>15,283,515</b>	<b>\$</b>	<b>15,007,656</b>	<b>\$</b>	<b>15,974,170</b>	<b>\$</b>	<b>690,655</b>	<b>4.5%</b>

### Operating Budget Expense Summary by Program

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Encina Water Pollution Control Facility	\$	11,272,007	\$	12,576,318	\$	12,110,261	\$	12,957,023	\$	380,705	3.0%
Source Control	\$	687,678	\$	691,268	\$	730,970	\$	753,078	\$	61,810	8.9%
Agua Hedionda Pump Station	\$	297,059	\$	343,669	\$	335,262	\$	354,017	\$	10,348	3.0%
Buena Vista Pump Station	\$	427,136	\$	466,226	\$	655,368	\$	514,573	\$	48,347	10.4%
Buena Creek Pump Station	\$	329,876	\$	356,895	\$	356,900	\$	373,863	\$	16,968	4.8%
Carlsbad Water Recycling Facility	\$	978,967	\$	1,146,920	\$	1,184,285	\$	1,338,481	\$	191,561	16.7%
Raceway Basin Pump Station	\$	181,598	\$	212,219	\$	198,272	\$	238,335	\$	26,116	12.3%
<b>Total</b>	<b>\$</b>	<b>14,174,321</b>	<b>\$</b>	<b>15,793,515</b>	<b>\$</b>	<b>15,571,318</b>	<b>\$</b>	<b>16,529,370</b>	<b>\$</b>	<b>735,855</b>	<b>4.7%</b>

### Combined Operating Budget Expense

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Personnel	\$	5,938,982	\$	6,306,265	\$	6,436,599	\$	6,597,082	\$	290,817	4.6%
Non-Personnel	\$	3,837,070	\$	4,548,665	\$	4,370,196	\$	4,986,400	\$	437,735	9.6%
Internal Service Fund	\$	4,398,269	\$	4,938,585	\$	4,764,523	\$	4,945,888	\$	7,303	0.1%
<b>Total</b>	<b>\$</b>	<b>14,174,321</b>	<b>\$</b>	<b>15,793,515</b>	<b>\$</b>	<b>15,571,318</b>	<b>\$</b>	<b>16,529,370</b>	<b>\$</b>	<b>735,855</b>	<b>4.7%</b>

## OPERATING BUDGET: EXPENSE SUMMARY

### Encina Water Pollution Control Facility

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Personnel	\$	4,355,036	\$	4,616,117	\$	4,679,879	\$	4,772,396	\$	156,279	3.4%
Non-Personnel	\$	2,955,755	\$	3,513,130	\$	3,156,730	\$	3,769,700	\$	256,570	7.3%
Internal Service Fund	\$	3,961,216	\$	4,447,071	\$	4,273,652	\$	4,414,927	\$	(32,144)	-0.7%
<b>Total</b>	<b>\$</b>	<b>11,272,007</b>	<b>\$</b>	<b>12,576,318</b>	<b>\$</b>	<b>12,110,261</b>	<b>\$</b>	<b>12,957,023</b>	<b>\$</b>	<b>380,705</b>	<b>3.0%</b>

### Environmental Compliance – Source Control

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Personnel	\$	534,338	\$	528,174	\$	559,487	\$	564,678	\$	36,504	6.9%
Non-Personnel	\$	11,237	\$	13,235	\$	12,485	\$	17,850	\$	4,615	34.9%
Internal Service Fund	\$	142,103	\$	149,859	\$	158,998	\$	170,550	\$	20,691	13.8%
<b>Total</b>	<b>\$</b>	<b>687,678</b>	<b>\$</b>	<b>691,268</b>	<b>\$</b>	<b>730,970</b>	<b>\$</b>	<b>753,078</b>	<b>\$</b>	<b>61,810</b>	<b>8.9%</b>

### Agua Hedionda Pump Station

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Personnel	\$	151,197	\$	167,222	\$	160,298	\$	181,796	\$	14,574	8.7%
Non-Personnel	\$	109,995	\$	134,900	\$	135,633	\$	130,600	\$	(4,300)	-3.2%
Internal Service Fund	\$	35,867	\$	41,547	\$	39,331	\$	41,621	\$	74	0.2%
<b>Total</b>	<b>\$</b>	<b>297,059</b>	<b>\$</b>	<b>343,669</b>	<b>\$</b>	<b>335,262</b>	<b>\$</b>	<b>354,017</b>	<b>\$</b>	<b>10,348</b>	<b>3.0%</b>

### Buena Vista Pump Station

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Personnel	\$	150,484	\$	172,555	\$	289,599	\$	196,550	\$	23,995	13.9%
Non-Personnel	\$	230,550	\$	244,800	\$	319,505	\$	269,300	\$	24,500	10.0%
Internal Service Fund	\$	46,102	\$	48,871	\$	46,264	\$	48,723	\$	(148)	-0.3%
<b>Total</b>	<b>\$</b>	<b>427,136</b>	<b>\$</b>	<b>466,226</b>	<b>\$</b>	<b>655,368</b>	<b>\$</b>	<b>514,573</b>	<b>\$</b>	<b>48,347</b>	<b>10.4%</b>

### Buena Creek Pump Station

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Personnel	\$	156,475	\$	159,272	\$	153,087	\$	181,006	\$	21,734	13.6%
Non-Personnel	\$	136,818	\$	156,450	\$	164,836	\$	151,400	\$	(5,050)	-3.2%
Internal Service Fund	\$	36,583	\$	41,173	\$	38,977	\$	41,457	\$	284	0.7%
<b>Total</b>	<b>\$</b>	<b>329,876</b>	<b>\$</b>	<b>356,895</b>	<b>\$</b>	<b>356,900</b>	<b>\$</b>	<b>373,863</b>	<b>\$</b>	<b>16,968</b>	<b>4.8%</b>

### Carlsbad Water Recycling Facility

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Personnel	\$	475,257	\$	533,058	\$	478,575	\$	553,227	\$	20,169	3.8%
Non-Personnel	\$	350,521	\$	432,300	\$	525,391	\$	586,300	\$	154,000	35.6%
Internal Service Fund	\$	153,189	\$	181,562	\$	180,319	\$	198,954	\$	17,392	9.6%
<b>Total</b>	<b>\$</b>	<b>978,967</b>	<b>\$</b>	<b>1,146,920</b>	<b>\$</b>	<b>1,184,285</b>	<b>\$</b>	<b>1,338,481</b>	<b>\$</b>	<b>191,561</b>	<b>16.7%</b>

### Raceway Basin Pump Station

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Personnel	\$	116,195	\$	129,867	\$	115,674	\$	147,429	\$	17,562	13.5%
Non-Personnel	\$	42,194	\$	53,850	\$	55,616	\$	61,250	\$	7,400	13.7%
Internal Service Fund	\$	23,209	\$	28,502	\$	26,982	\$	29,656	\$	1,154	4.0%
<b>Total</b>	<b>\$</b>	<b>181,598</b>	<b>\$</b>	<b>212,219</b>	<b>\$</b>	<b>198,272</b>	<b>\$</b>	<b>238,335</b>	<b>\$</b>	<b>26,116</b>	<b>12.3%</b>

## OPERATING BUDGET: REVENUE SUMMARY

### City of Carlsbad

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Encina Water Pollution Control Facility	\$	3,033,663	\$	3,103,886	\$	3,027,929	\$	3,372,198	\$	268,312	8.6%
Source Control	\$	227,423	\$	210,888	\$	223,000	\$	250,673	\$	39,785	18.9%
Agua Hedionda Pump Station	\$	91,791	\$	106,194	\$	103,596	\$	109,390	\$	3,196	3.0%
Buena Vista Pump Station	\$	44,422	\$	48,488	\$	68,159	\$	53,516	\$	5,028	10.4%
Carlsbad Water Recycling Facility	\$	978,967	\$	1,146,920	\$	1,184,285	\$	1,338,481	\$	191,561	16.7%
<b>Total</b>	<b>\$</b>	<b>4,376,266</b>	<b>\$</b>	<b>4,616,376</b>	<b>\$</b>	<b>4,606,969</b>	<b>\$</b>	<b>5,124,258</b>	<b>\$</b>	<b>507,882</b>	<b>11.0%</b>

### City of Vista

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Encina Water Pollution Control Facility	\$	2,551,773	\$	2,806,051	\$	2,610,136	\$	2,772,992	\$	(33,059)	-1.2%
Source Control	\$	176,287	\$	197,405	\$	197,778	\$	196,170	\$	(1,235)	-0.6%
Agua Hedionda Pump Station	\$	205,268	\$	237,475	\$	231,666	\$	244,627	\$	7,152	3.0%
Buena Vista Pump Station	\$	382,714	\$	417,738	\$	587,209	\$	461,057	\$	43,319	10.4%
Raceway Basin Pump Station	\$	181,598	\$	212,219	\$	198,272	\$	238,335	\$	26,116	12.3%
<b>Total</b>	<b>\$</b>	<b>3,497,640</b>	<b>\$</b>	<b>3,870,888</b>	<b>\$</b>	<b>3,825,061</b>	<b>\$</b>	<b>3,913,181</b>	<b>\$</b>	<b>42,293</b>	<b>1.1%</b>

### Buena Sanitation District

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Encina Water Pollution Control Facility	\$	1,056,083	\$	1,008,693	\$	982,567	\$	1,183,169	\$	174,476	17.3%
Source Control	\$	59,362	\$	72,300	\$	76,452	\$	66,113	\$	(6,187)	-8.6%
Buena Creek Pump Station	\$	329,876	\$	356,895	\$	356,900	\$	373,863	\$	16,968	4.8%
<b>Total</b>	<b>\$</b>	<b>1,445,321</b>	<b>\$</b>	<b>1,437,888</b>	<b>\$</b>	<b>1,415,919</b>	<b>\$</b>	<b>1,623,145</b>	<b>\$</b>	<b>185,257</b>	<b>12.9%</b>

### Vallecitos Water District

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Encina Water Pollution Control Facility	\$	2,409,195	\$	2,747,304	\$	2,628,973	\$	2,646,513	\$	(100,791)	-3.7%
Source Control	\$	116,213	\$	122,513	\$	129,549	\$	130,364	\$	7,851	6.4%
<b>Total</b>	<b>\$</b>	<b>2,525,408</b>	<b>\$</b>	<b>2,869,817</b>	<b>\$</b>	<b>2,758,522</b>	<b>\$</b>	<b>2,776,877</b>	<b>\$</b>	<b>(92,940)</b>	<b>-3.2%</b>

### Leucadia Wastewater District

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Encina Water Pollution Control Facility	\$	1,675,199	\$	1,798,211	\$	1,720,759	\$	1,817,369	\$	19,158	1.1%
Source Control	\$	61,074	\$	63,574	\$	67,225	\$	69,900	\$	6,326	10.0%
<b>Total</b>	<b>\$</b>	<b>1,736,273</b>	<b>\$</b>	<b>1,861,785</b>	<b>\$</b>	<b>1,787,984</b>	<b>\$</b>	<b>1,887,269</b>	<b>\$</b>	<b>25,484</b>	<b>1.4%</b>

### City of Encinitas

		Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		Change	%
Encina Water Pollution Control Facility	\$	546,094	\$	602,173	\$	576,236	\$	609,582	\$	7,409	1.2%
Source Control	\$	47,319	\$	24,588	\$	36,965	\$	39,858	\$	15,270	62.1%
<b>Total</b>	<b>\$</b>	<b>593,413</b>	<b>\$</b>	<b>626,761</b>	<b>\$</b>	<b>613,201</b>	<b>\$</b>	<b>649,440</b>	<b>\$</b>	<b>22,679</b>	<b>3.6%</b>

PERSONNEL EXPENSE SUMMARY *by* ACCOUNT

## Salaries

	2018 Budget	% of Total	2019 Budget	% of Total	% Change
Regular	\$ 6,964,344		\$ 7,365,599		5.8%
Overtime	\$ 130,000		\$ 130,000		0.0%
Holiday	\$ 101,000		\$ 95,000		-5.9%
Temporary & Part-Time Staff	\$ 120,000		\$ 250,000		108.3%
Intern Program	\$ 29,800		\$ 29,800		0.0%
Shift Differential	\$ 44,000		\$ 38,060		-13.5%
Incentive Awards	\$ 14,000		\$ 14,000		0.0%
Standby	\$ 12,500		\$ 9,000		-28.0%
<b>Subtotal Salaries</b>	<b>\$ 7,415,644</b>	<b>67.5%</b>	<b>\$ 7,931,459</b>	<b>69.2%</b>	<b>7.0%</b>

## Benefits

	2018 Budget	% of Total	2019 Budget	% of Total	% Change
CalPERS Retirement Program — Normal Cost	\$ 1,356,209		\$ 1,456,815		7.4%
CalPERS Retirement Unfunded Liability (30 Yr Amort)	\$ 1,007,366		\$ 740,618		-26.5%
CalPERS Employee Contribution	\$ (554,234)		\$ (582,060)		5.0%
Other Post-Employment Benefits	\$ 36,000		\$ 79,150		119.9%
Flexible Benefits 125 Plan	\$ 1,126,664		\$ 1,197,070		6.2%
Deferred Compensation	\$ 266,106		\$ 281,890		5.9%
Medicare	\$ 111,816		\$ 120,141		7.4%
Unemployment	\$ 25,000		\$ 20,000		-20.0%
Workers Compensation Insurance	\$ 157,751		\$ 181,000		14.7%
Professional Certification	\$ 11,870		\$ 10,000		-15.8%
Employee Assistance Program	\$ 1,900		\$ 1,900		0.0%
General Manager Benefits	\$ 7,200		\$ 7,200		0.0%
Education Assistance	\$ 16,000		\$ 16,000		0.0%
<b>Subtotal Benefits</b>	<b>\$ 3,569,647</b>	<b>32.5%</b>	<b>\$ 3,529,723</b>	<b>30.8%</b>	<b>-1.1%</b>

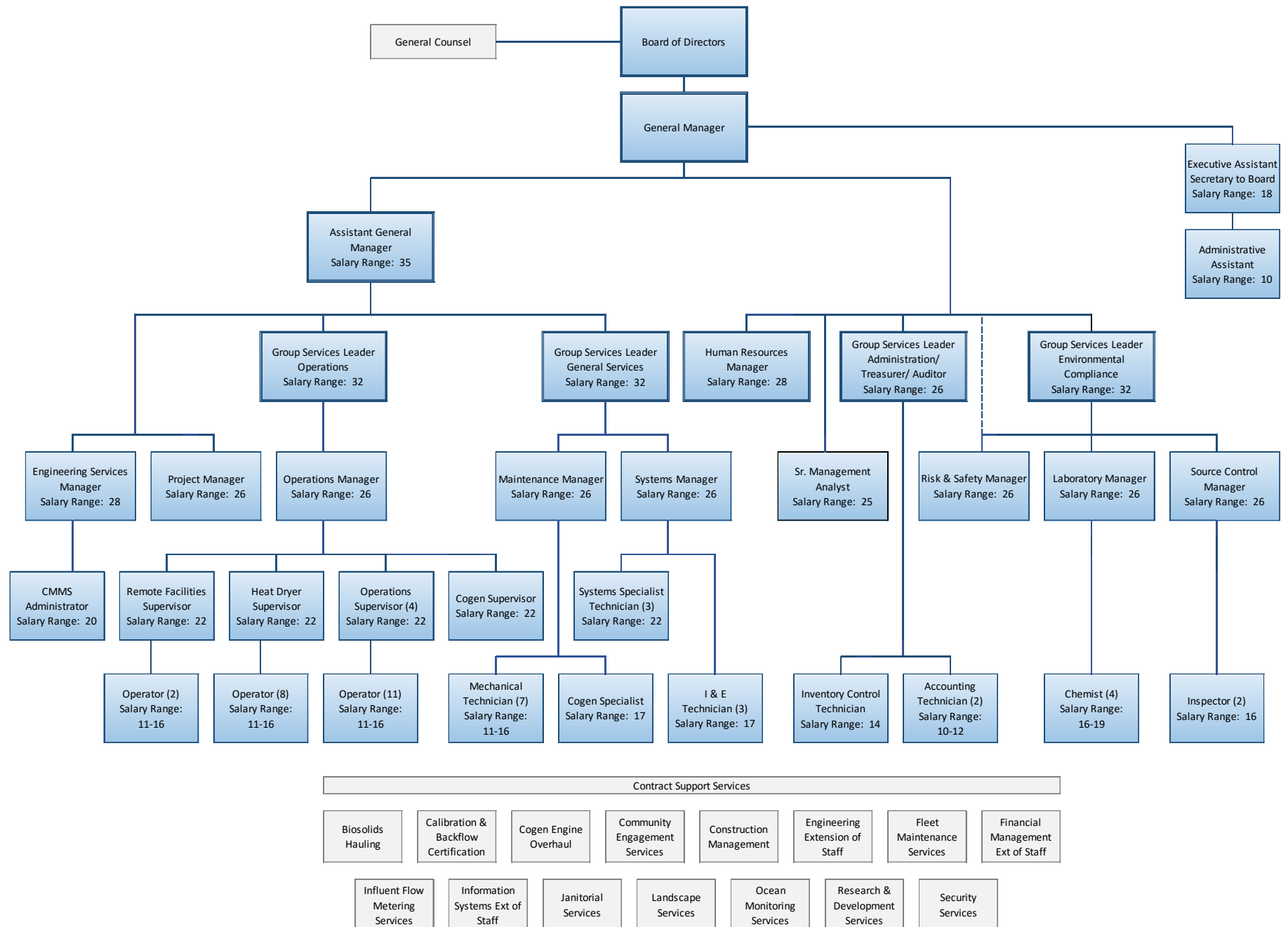
<b>Total Personnel Expense</b>	<b>\$ 10,985,291</b>	<b>100.0%</b>	<b>\$ 11,461,182</b>	<b>100.0%</b>	<b>4.3%</b>
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PERSONNEL EXPENSE SUMMARY *by* PROGRAM

## Programs

	2018 Budget	2018 Positions	2019 Budget	2019 Positions	% Change
Encina Water Pollution Control Facility	\$ 4,616,116	32.50	\$ 4,772,394	32.11	3.4%
Source Control	\$ 528,174	3.35	\$ 564,678	3.35	6.9%
<i>Agua Hedionda Pump Station</i>	\$ 167,222	1.07	\$ 181,796	1.16	8.7%
<i>Buena Vista Pump Station</i>	\$ 172,555	1.15	\$ 196,550	1.24	13.9%
<i>Buena Creek Pump Station</i>	\$ 159,272	1.00	\$ 181,006	1.12	13.6%
<i>Carlsbad Water Reclamation Facilities</i>	\$ 533,058	3.60	\$ 553,227	3.52	3.8%
<i>Raceway Basin Pump Station</i>	\$ 129,867	0.85	\$ 147,429	0.93	13.5%
Remote Facilities	\$ 1,161,974	7.66	\$ 1,260,008	7.97	8.4%
<b>Subtotal</b>	<b>\$ 6,306,264</b>	<b>43.51</b>	<b>\$ 6,597,080</b>	<b>43.43</b>	<b>4.6%</b>
Internal Service Funds	\$ 2,277,015	13.53	\$ 2,353,388	13.36	3.4%
<b>Subtotal Operating</b>	<b>\$ 8,583,279</b>	<b>57.04</b>	<b>\$ 8,950,468</b>	<b>56.79</b>	<b>4.3%</b>
Capital Program	\$ 2,402,012	12.96	\$ 2,510,714	13.21	4.5%
<b>Total Personnel Expense</b>	<b>\$ 10,985,291</b>	<b>70.00</b>	<b>\$ 11,461,182</b>	<b>70.00</b>	<b>4.3%</b>

## FISCAL YEAR 2019 ORGANIZATION CHART (70 FTEs)



## FY2019 SALARY SCHEDULE

Salary Range	Hourly		Annual	
	Minimum	Maximum	Minimum	Maximum
1	\$ 15.588	\$ 21.044	\$ 32,423	\$ 43,771
2	\$ 16.367	\$ 22.096	\$ 34,044	\$ 45,959
3	\$ 17.186	\$ 23.201	\$ 35,746	\$ 48,257
4	\$ 18.045	\$ 24.361	\$ 37,533	\$ 50,670
5	\$ 18.947	\$ 25.579	\$ 39,410	\$ 53,204
6	\$ 19.895	\$ 26.858	\$ 41,381	\$ 55,864
7	\$ 20.889	\$ 28.201	\$ 43,450	\$ 58,657
8	\$ 21.934	\$ 29.611	\$ 45,622	\$ 61,590
9	\$ 23.030	\$ 31.091	\$ 47,903	\$ 64,669
10	\$ 24.182	\$ 32.646	\$ 50,298	\$ 67,903
11	\$ 25.391	\$ 34.278	\$ 52,813	\$ 71,298
12	\$ 26.661	\$ 35.992	\$ 55,454	\$ 74,863
13	\$ 27.994	\$ 37.791	\$ 58,227	\$ 78,606
14	\$ 29.393	\$ 39.681	\$ 61,138	\$ 82,536
15	\$ 30.863	\$ 41.665	\$ 64,195	\$ 86,663
16	\$ 32.406	\$ 43.748	\$ 67,405	\$ 90,996
17	\$ 34.026	\$ 45.936	\$ 70,775	\$ 95,546
18	\$ 35.728	\$ 48.232	\$ 74,314	\$ 100,324
19	\$ 37.514	\$ 50.644	\$ 78,029	\$ 105,340
20	\$ 39.390	\$ 53.176	\$ 81,931	\$ 110,607

Salary Range	Hourly		Annual	
	Minimum	Maximum	Minimum	Maximum
21	\$ 41.359	\$ 55.835	\$ 86,027	\$ 116,137
22	\$ 43.427	\$ 58.627	\$ 90,329	\$ 121,944
23	\$ 45.599	\$ 61.558	\$ 94,845	\$ 128,041
24	\$ 47.879	\$ 64.636	\$ 99,587	\$ 134,443
25	\$ 50.273	\$ 67.868	\$ 104,567	\$ 141,165
26	\$ 52.786	\$ 71.261	\$ 109,795	\$ 148,224
27	\$ 55.425	\$ 74.824	\$ 115,285	\$ 155,635
28	\$ 58.197	\$ 78.566	\$ 121,049	\$ 163,416
29	\$ 61.107	\$ 82.494	\$ 127,102	\$ 171,587
30	\$ 64.162	\$ 86.619	\$ 133,457	\$ 180,167
31	\$ 67.370	\$ 90.949	\$ 140,130	\$ 189,175
32	\$ 70.738	\$ 95.497	\$ 147,136	\$ 198,634
33	\$ 74.275	\$ 100.272	\$ 154,493	\$ 208,565
34	\$ 77.989	\$ 105.285	\$ 162,218	\$ 218,994
35	\$ 81.889	\$ 110.550	\$ 170,328	\$ 229,943
36	\$ 85.983	\$ 116.077	\$ 178,845	\$ 241,440
37	\$ 90.282	\$ 121.881	\$ 187,787	\$ 253,513
38	\$ 94.796	\$ 127.975	\$ 197,176	\$ 266,188
39	\$ 99.536	\$ 134.374	\$ 207,035	\$ 279,498
40	\$ 104.513	\$ 141.093	\$ 217,387	\$ 293,472

**Labor Relations Resolution # 2018-02**

Standby Duty: \$1.50 / hour

Shift Differential: \$2.50 / hour

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

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

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

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

Safety Prescription Eyewear Allowance: \$400 / year

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## ENCINA WATER POLLUTION CONTROL FACILITY

The Encina Water Pollution Control Facility (EWPCF), located in Carlsbad, California, provides wastewater treatment services to approximately 372,000 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. 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 through an eight-hundred (800') foot section that includes 136 diffuser ports); a granular fertilizer marketed under the name PureGreen (via anaerobic digesters; solids dewatering centrifuges; and a triple-pass rotary drum heat dryer); and, about 83% of the electricity required to power the EWPCF (via a Combined Heat & 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 FY2019, the EWPCF will: (1) clean more than 7.9 billion gallons of water; (2) recycle nearly 2.8 billion gallons for on-site use and regional irrigation; and, (3) process nearly 18 million pounds of solids into 6,300 tons of PureGreen fertilizer.

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



Encina Water Pollution Control Facility

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# OPERATING EXPENSE SUMMARY: ENCINA WATER POLLUTION CONTROL FACILITY

**PERSONNEL**

		Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
5100	Salaries	\$ 3,051,078	\$ 3,122,009	\$ 3,262,817	\$ 3,317,560	6%
5200	Benefits	\$ 1,303,958	\$ 1,494,108	\$ 1,417,062	\$ 1,454,836	-3%
<b>Total Personnel Expenses</b>		<b>\$ 4,355,036</b>	<b>\$ 4,616,117</b>	<b>\$ 4,679,879</b>	<b>\$ 4,772,396</b>	<b>3%</b>

**NON-PERSONNEL**

		Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
21001	7330 Specialty Services	\$ 116,047	\$ 116,050	\$ 116,047	\$ 125,450	8%
22001	5400 CEPT Polymer	\$ 94,866	\$ 107,300	\$ 115,960	\$ 107,300	0%
22001	5401 Ferric Chloride	\$ 193,976	\$ 226,300	\$ 231,600	\$ 298,100	32%
22001	5402 Odor Control Rock Salt	\$ 492	\$ -	\$ -	\$ -	0%
22001	5405 Atmospheric Control (Nitrogen)	\$ 8,525	\$ 18,100	\$ 17,270	\$ 17,700	-2%
22001	5406 Pellet Dust Control	\$ 34,715	\$ 96,750	\$ 49,300	\$ 96,700	0%
22001	5407 Sodium Hypochlorite	\$ 40,503	\$ 53,700	\$ 52,720	\$ 56,450	5%
22001	5408 Coagulation Polymer	\$ 82,337	\$ 74,380	\$ 26,680	\$ -	-100%
22001	5409 Dewatering Polymer	\$ 494,956	\$ 482,950	\$ 542,400	\$ 563,450	17%
22001	5420 Biosolids Disposal	\$ 301,404	\$ 304,500	\$ 323,900	\$ 389,500	28%
22001	5422 Pure Green Marketing	\$ 24,850	\$ 15,000	\$ 15,000	\$ 16,500	10%
22001	5423 Grit Hauling	\$ 103,410	\$ 103,400	\$ 123,360	\$ 133,900	29%
22001	5431 Water	\$ 19,560	\$ 26,200	\$ 18,880	\$ 15,600	-40%
22001	6450 Professional Services	\$ 20,575	\$ 99,000	\$ 43,790	\$ 39,000	-61%
22001	6720 Specialty Equipment	\$ 2,673	\$ 1,600	\$ 1,600	\$ 1,600	0%
22001	6920 Permits	\$ 24,033	\$ 28,050	\$ 28,050	\$ 26,650	-5%
22001	7130 Public Information	\$ 567	\$ 7,000	\$ 2,000	\$ 2,000	-71%
22001	7310 Safety & Medical Services	\$ 24,465	\$ 25,600	\$ 23,000	\$ 25,100	-2%
22001	7320 Safety Equipment	\$ 79,870	\$ 90,400	\$ 86,100	\$ 91,600	1%
22001	7330 Specialty Services	\$ 1,088	\$ 1,000	\$ 1,000	\$ 1,000	0%
22001	7611 Hazwoper Training	\$ 3,080	\$ 7,200	\$ 7,200	\$ 7,200	0%
22001	7616 First Aid Training	\$ 124	\$ 3,600	\$ 3,600	\$ 750	-79%
22001	7617 Safety Other	\$ 6,428	\$ 6,500	\$ 13,000	\$ 54,000	731%
22001	7620 Contingency	\$ -	\$ 250,000	\$ -	\$ 250,000	0%
23001	5410 Chemicals	\$ 4,332	\$ 7,500	\$ 7,500	\$ 7,500	0%
23001	5530 Misc. Corrosion Protection	\$ 7,442	\$ 5,000	\$ 5,000	\$ 2,000	-60%
23001	5910 Equipment Rental	\$ 9,968	\$ 9,000	\$ 9,000	\$ 8,000	-11%
23001	6120 Fuel & Lube	\$ 15,343	\$ 21,950	\$ 20,813	\$ 22,800	4%
23001	6230 Janitorial	\$ 53,582	\$ 68,500	\$ 79,000	\$ 99,500	45%

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**NON-PERSONNEL EXPENSES (cont.)**

				Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
23001	6410	Laundry & Uniforms	\$	16,047	\$ 17,450	\$ 17,450	\$ 18,750	7%
23001	6424	Information Systems	\$	239,594	\$ 354,000	\$ 327,000	\$ 331,500	-6%
23001	6510	Mobile Equipment Repair	\$	10,926	\$ 19,000	\$ 18,500	\$ 19,000	0%
23001	6710	Equipment New	\$	5,298	\$ 8,000	\$ 2,001	\$ 6,000	-25%
23001	6730	Non-Specific Repair & Maintenance	\$	127,141	\$ 90,000	\$ 93,000	\$ 90,000	0%
23001	6930	Piping & Electrical Repair	\$	136,050	\$ 104,000	\$ 101,500	\$ 110,000	6%
23001	6940	Planned Maintenance	\$	146,869	\$ 102,000	\$ 99,500	\$ 102,000	0%
23001	7010	Plant Contracts	\$	153,157	\$ 146,400	\$ 135,400	\$ 154,900	6%
23001	7330	Specialty Services	\$	85,174	\$ 132,700	\$ 131,000	\$ 132,700	0%
23001	7510	Tools	\$	6,283	\$ 7,000	\$ 6,300	\$ 7,000	0%
24001	6730	Non-Specific Repair & Maintenance	\$	-	\$ 1,500	\$ 1,500	\$ 1,500	0%
24001	6810	Ocean Monitoring	\$	3,588	\$ 6,000	\$ 500	\$ 55,000	817%
24001	6911	Effluent Testing	\$	15,861	\$ 19,000	\$ 11,000	\$ 26,500	39%
24001	6920	Permits	\$	193,341	\$ 192,000	\$ 187,500	\$ 188,600	-2%
24001	6940	Planned Maintenance	\$	-	\$ 2,000	\$ 2,000	\$ 2,000	0%
50001	BOD	Professional Development	\$	-	\$ 1,100	\$ -	\$ 1,100	0%
50001	BOD	Board of Directors Fees	\$	47,219	\$ 54,450	\$ 58,809	\$ 63,800	17%
<b>Total Non-Personnel Expenses</b>			<b>\$</b>	<b>2,955,755</b>	<b>\$ 3,513,130</b>	<b>\$ 3,156,730</b>	<b>\$ 3,769,700</b>	<b>7%</b>

**INTERNAL SERVICE FUNDS**

				Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
11001		Administration	\$	1,483,674	\$ 1,666,274	\$ 1,577,389	\$ 1,637,966	-2%
12001		Laboratory	\$	785,579	\$ 903,962	\$ 830,250	\$ 899,754	0%
13001		Energy Management	\$	1,691,963	\$ 1,876,835	\$ 1,866,013	\$ 1,877,207	0%
<b>Total Internal Service Fund Expenses</b>			<b>\$</b>	<b>3,961,216</b>	<b>\$ 4,447,071</b>	<b>\$ 4,273,652</b>	<b>\$ 4,414,927</b>	<b>-1%</b>
<b>Total Operating Expenses</b>			<b>\$</b>	<b>11,272,007</b>	<b>\$ 12,576,318</b>	<b>\$ 12,110,261</b>	<b>\$ 12,957,023</b>	<b>3%</b>

## ENVIRONMENTAL COMPLIANCE & REGIONAL SOURCE CONTROL

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

**Capacity** – During FY2019 staff estimates sixty (60) industries will be fully permitted, while another 540 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 83% 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 Leucadia Wastewater District Open House

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# OPERATING EXPENSE SUMMARY: SOURCE CONTROL

## PERSONNEL

		Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
5100	Salaries	\$ 383,060	\$ 378,322	\$ 392,711	\$ 415,115	10%
5200	Benefits	\$ 151,277	\$ 149,852	\$ 166,776	\$ 149,563	0%
<b>Total Personnel Expenses</b>		<b>\$ 534,338</b>	<b>\$ 528,174</b>	<b>\$ 559,487</b>	<b>\$ 564,678</b>	<b>7%</b>

## NON-PERSONNEL

		Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
40001	5520 Books	\$ 128	\$ 250	\$ 250	\$ 250	0%
40001	5930 Equipment Replacement	\$ 643	\$ 600	\$ 600	\$ 3,300	450%
40001	6120 Fuel & Lube	\$ 1,217	\$ 1,500	\$ 1,500	\$ 1,750	17%
40001	6310 Lab Equipment Repair	\$ 4,648	\$ 5,075	\$ 4,325	\$ 5,200	2%
40001	6330 Lab Supplies	\$ -	\$ -	\$ -	\$ 750	100%
40001	6410 Laundry & Uniforms	\$ 1,535	\$ 1,560	\$ 1,560	\$ 1,600	3%
40001	6422 Legal Notices	\$ 780	\$ 750	\$ 750	\$ 1,500	100%
40001	7120 Printing & Reproduction	\$ 30	\$ 500	\$ 500	\$ 500	0%
40001	7130 Public Information	\$ 2,257	\$ 3,000	\$ 3,000	\$ 3,000	0%
<b>Total Non-Personnel Expenses</b>		<b>\$ 11,237</b>	<b>\$ 13,235</b>	<b>\$ 12,485</b>	<b>\$ 17,850</b>	<b>35%</b>

## INTERNAL SERVICE FUNDS

		Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
11001	Administration	\$ 78,178	\$ 96,509	\$ 91,361	\$ 97,396	1%
12001	Laboratory	\$ 62,231	\$ 51,471	\$ 65,769	\$ 71,275	38%
13001	Energy Management	\$ 1,694	\$ 1,879	\$ 1,868	\$ 1,879	0%
<b>Total Internal Service Fund Expenses</b>		<b>\$ 142,103</b>	<b>\$ 149,859</b>	<b>\$ 158,998</b>	<b>\$ 170,550</b>	<b>14%</b>
<b>Total Operating Expenses</b>		<b>\$ 687,678</b>	<b>\$ 691,268</b>	<b>\$ 730,970</b>	<b>\$ 753,078</b>	<b>9%</b>

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## REMOTE FACILITIES

### AGUA HEDIONDA PUMP STATION

The Agua Hedionda Pump Station (AHPS) is part of the Encina Joint Sewerage System and is jointly owned by the City of Vista and the City of Carlsbad. This pump station is located on the southeast shore of the Agua Hedionda Lagoon and is currently in the process of being replaced with a new station on the existing site. The current station will remain operational until the new station is constructed and fully operational, which is anticipated to occur in fiscal year 2019.

**Capacity** – The existing AHPS is equipped with four (4) pumps rated at 8,000 gallons per minute. This equipment will be replaced by the new pump station's four (4) lift pumps and four (4) force main pumps, providing ample redundancy and a broad operating range. This facility is operated 365 days a year on a 24 hour-a-day basis.

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



Construction of the new 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 11,000 gallons per minute, is operated 365 days a year on a 24 hour-a-day basis.

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



Buena Vista Pump Station

## REMOTE FACILITIES (cont.)

### BUENA CREEK PUMP STATION

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

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

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



Buena Creek Pump Station

## REMOTE FACILITIES (cont.)

### CARLSBAD WATER RECYCLING FACILITY

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

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

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



Carlsbad Water Recycling Facility

## REMOTE FACILITIES (cont.)

### RACEWAY BASIN PUMP STATION

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

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

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



Raceway Basin Pump Station

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# OPERATING EXPENSE SUMMARY: AGUA HEDIONDA PUMP STATION

## PERSONNEL

PERSONNEL			Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change
5100	Salaries	\$	104,761	\$	110,374	\$	112,997	\$	120,715	9%
5200	Benefits	\$	46,436	\$	56,848	\$	47,301	\$	61,081	7%
Total Personnel Expenses		\$	151,197	\$	167,222	\$	160,298	\$	181,796	9%

## NON-PERSONNEL

NON-PERSONNEL				Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
31001	5431	Water	\$	3,426	\$ 8,700	\$ 4,970	\$ 8,800	1%
31001	5435	Electricity	\$	81,830	\$ 90,000	\$ 94,765	\$ 80,000	-11%
31001	5910	Equipment Rental	\$	-	\$ 1,000	\$ 1,000	\$ 1,000	0%
31001	6120	Fuel & Lube	\$	2,697	\$ 2,450	\$ 2,498	\$ 2,850	16%
31001	6410	Laundry & Uniforms	\$	312	\$ 300	\$ 300	\$ 400	33%
31001	6730	Non-Specific Repair & Maintenance	\$	2,455	\$ 2,500	\$ 2,500	\$ 2,500	0%
31001	6920	Permits	\$	2,470	\$ 2,700	\$ 2,800	\$ 2,800	4%
31001	6930	Piping & Electrical Repair	\$	207	\$ 3,500	\$ 3,200	\$ 3,500	0%
31001	6940	Planned Maintenance	\$	6,102	\$ 8,500	\$ 8,500	\$ 8,500	0%
31001	7010	Plant Contracts	\$	2,900	\$ 2,700	\$ 2,700	\$ 2,700	0%
31001	7320	Safety Equipment	\$	797	\$ 800	\$ 800	\$ 800	0%
31001	7330	Specialty Services	\$	6,799	\$ 11,750	\$ 11,600	\$ 16,750	43%
Total Non-Personnel Expenses			\$	109,995	\$ 134,900	\$ 135,633	\$ 130,600	-3%

## INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS

			Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change
11001	Administration	\$	35,867	\$	41,547	\$	39,331	\$	41,621	0%
	Total Internal Service Fund Expenses	\$	35,867	\$	41,547	\$	39,331	\$	41,621	0%
	Total Operating Expenses	\$	297,059	\$	343,669	\$	335,262	\$	354,017	3%

# OPERATING EXPENSE SUMMARY: BUENA VISTA PUMP STATION

## PERSONNEL

			Actual		Budget		Projected		Recommended	%
			FY2017		FY2018		FY2018		FY2019	Change
5100	Salaries	\$	104,503	\$	114,893	\$	210,083	\$	131,066	14%
5200	Benefits	\$	45,981	\$	57,662	\$	79,516	\$	65,484	14%
Total Personnel Expenses		\$	150,484	\$	172,555	\$	289,599	\$	196,550	14%

## NON-PERSONNEL

NON-PERSONNEL

				Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change
32001	5431	Water	\$	855	\$	2,300	\$	1,925	\$	1,850	-20%
32001	5435	Electricity	\$	207,921	\$	200,700	\$	276,115	\$	220,000	10%
32001	5910	Equipment Rental	\$	-	\$	300	\$	300	\$	500	67%
32001	6120	Fuel & Lube	\$	3,297	\$	3,200	\$	3,370	\$	3,750	17%
32001	6410	Laundry & Uniforms	\$	312	\$	300	\$	300	\$	400	33%
32001	6730	Non-Specific Repair & Maintenance	\$	1,128	\$	3,000	\$	3,000	\$	3,000	0%
32001	6920	Permits	\$	1,721	\$	2,550	\$	2,545	\$	2,550	0%
32001	6930	Piping & Electrical Repair	\$	2,334	\$	5,000	\$	5,000	\$	5,000	0%
32001	6940	Planned Maintenance	\$	148	\$	7,000	\$	7,000	\$	7,000	0%
32001	7010	Plant Contracts	\$	3,975	\$	3,200	\$	3,200	\$	3,200	0%
32001	7320	Safety Equipment	\$	793	\$	1,000	\$	1,000	\$	1,000	0%
32001	7330	Specialty Services	\$	8,068	\$	15,750	\$	15,750	\$	20,550	30%
32001	7510	Tools	\$	-	\$	500	\$	-	\$	500	0%
Total Non-Personnel Expenses			\$	230,550	\$	244,800	\$	319,505	\$	269,300	10%

## INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS

			Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change
11001	Administration	\$	46,102	\$	48,871	\$	46,264	\$	48,723	0%
	Total Internal Service Fund Expenses	\$	46,102	\$	48,871	\$	46,264	\$	48,723	0%
	Total Operating Expenses	\$	427,136	\$	466,226	\$	655,368	\$	514,573	10%

# OPERATING EXPENSE SUMMARY: BUENA CREEK PUMP STATION

## PERSONNEL

PERSONNEL			Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
5100	Salaries	\$	108,447	\$ 105,090	\$ 107,662	\$ 120,657	15%
5200	Benefits	\$	48,028	\$ 54,182	\$ 45,425	\$ 60,349	11%
Total Personnel Expenses		\$	156,475	\$ 159,272	\$ 153,087	\$ 181,006	14%

## NON-PERSONNEL

NON-PERSONNEL

			Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change	
37001	5431	Water	\$	2,006	\$	2,400	\$	2,030	\$	2,500	4%
37001	5435	Electricity	\$	116,466	\$	115,800	\$	124,300	\$	105,000	-9%
37001	6120	Fuel & Lube	\$	1,756	\$	2,750	\$	3,001	\$	3,200	16%
37001	6410	Laundry & Uniforms	\$	312	\$	300	\$	300	\$	500	67%
37001	6710	Equipment New	\$	-	\$	500	\$	500	\$	500	0%
37001	6730	Non-Specific Repair & Maintenance	\$	795	\$	2,000	\$	2,000	\$	2,000	0%
37001	6920	Permits	\$	1,612	\$	2,850	\$	2,855	\$	2,850	0%
37001	6930	Piping & Electrical Repair	\$	712	\$	5,000	\$	5,000	\$	5,000	0%
37001	6940	Planned Maintenance	\$	2,185	\$	4,000	\$	4,000	\$	4,000	0%
37001	7010	Plant Contracts	\$	1,625	\$	1,500	\$	1,500	\$	1,500	0%
37001	7320	Safety Equipment	\$	679	\$	700	\$	700	\$	700	0%
37001	7330	Specialty Services	\$	8,670	\$	18,650	\$	18,650	\$	23,650	27%
Total Non-Personnel Expenses			\$	136,818	\$	156,450	\$	164,836	\$	151,400	-3%

## INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS			Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change
11001	Administration	\$	36,583	\$	41,173	\$	38,977	\$	41,457	1%
	Total Internal Service Fund Expenses	\$	36,583	\$	41,173	\$	38,977	\$	41,457	1%
	Total Operating Expenses	\$	329,876	\$	356,895	\$	356,900	\$	373,863	5%

# OPERATING EXPENSE SUMMARY: CARLSBAD WATER RECYCLING FACILITY

## PERSONNEL

PERSONNEL			Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change
5100	Salaries	\$	332,560	\$	349,731	\$	329,559	\$	368,713	5%
5200	Benefits	\$	142,697	\$	183,327	\$	149,016	\$	184,514	1%
Total Personnel Expenses		\$	475,257	\$	533,058	\$	478,575	\$	553,227	4%

## NON-PERSONNEL

NON-PERSONNEL					Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		% Change
38001	5394	Caustic	Membrane Filtration	\$	11,265	\$	4,500	\$	32,900	\$	26,700	493%	
38001	5395	Citric Acid		\$	12,846	\$	7,100	\$	46,700	\$	27,000	280%	
38001	5407	Sodium Hypochlorite		\$	70,090	\$	120,600	\$	111,500	\$	120,600	0%	
38001	5408	Coagulation Polymer		\$	-	\$	3,300	\$	1,380	\$	3,300	0%	
38001	5411	Sodium Bisulfate		\$	18,842	\$	16,700	\$	28,020	\$	28,600	71%	
38001	5412	Alum		\$	-	\$	14,100	\$	5,115	\$	14,100	0%	
38001	5435	Electricity		\$	165,966	\$	169,350	\$	207,280	\$	200,500	18%	
38001	5530	Misc. Corrosion Protection		\$	-	\$	2,000	\$	1,000	\$	2,000	0%	
38001	5910	Equipment Rental		\$	2,771	\$	3,500	\$	1,500	\$	3,500	0%	
38001	6120	Fuel & Lube		\$	4,351	\$	1,950	\$	1,901	\$	2,600	33%	
38001	6230	Janitorial		\$	-	\$	2,100	\$	2,100	\$	2,100	0%	
38001	6410	Laundry & Uniforms		\$	936	\$	1,250	\$	1,250	\$	1,250	0%	
38001	6424	Information Systems		\$	3,659	\$	4,000	\$	4,000	\$	4,000	0%	
38001	6450	Professional Services		\$	-	\$	-	\$	-	\$	58,000	100%	
38001	6730	Non-Specific Repair & Maintenance		\$	6,489	\$	10,000	\$	8,000	\$	10,000	0%	
38001	6920	Permits		\$	17,220	\$	17,250	\$	17,445	\$	17,450	1%	
38001	6930	Piping & Electrical Repair		\$	5,470	\$	6,000	\$	4,000	\$	6,000	0%	
38001	6940	Planned Maintenance		\$	15,909	\$	21,300	\$	24,000	\$	21,300	0%	
38001	7010	Plant Contracts		\$	1,175	\$	4,550	\$	4,550	\$	4,550	0%	
38001	7320	Safety Equipment		\$	1,164	\$	1,200	\$	1,200	\$	1,200	0%	
38001	7330	Specialty Services		\$	11,883	\$	21,050	\$	21,050	\$	31,050	48%	
38001	7510	Tools		\$	486	\$	500	\$	500	\$	500	0%	
Total Non-Personnel Expenses				\$	350,521	\$	432,300	\$	525,391	\$	586,300	36%	

## INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS			Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change			
11001	Administration	\$	102,745	\$	134,163	\$	127,006	\$	141,178	5%
12001	Laboratory	\$	50,444	\$	47,399	\$	53,313	\$	57,776	22%
Total Internal Service Fund Expenses		\$	153,189	\$	181,562	\$	180,319	\$	198,954	10%
Total Operating Expenses		\$	978,967	\$	1,146,920	\$	1,184,285	\$	1,338,481	17%

# OPERATING EXPENSE SUMMARY: RACEWAY BASIN PUMP STATION

## PERSONNEL

PERSONNEL			Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
5100	Salaries	\$	80,367	\$ 85,164	\$ 79,403	\$ 97,697	15%
5200	Benefits	\$	35,828	\$ 44,703	\$ 36,271	\$ 49,732	11%
Total Personnel Expenses		\$	116,195	\$ 129,867	\$ 115,674	\$ 147,429	14%

## NON-PERSONNEL

NON-PERSONNEL

				Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change
39001	5431	Water	\$	687	\$	700	\$	660	\$	750	7%
39001	5435	Electricity	\$	23,647	\$	24,550	\$	26,450	\$	23,000	-6%
39001	5910	Equipment Rental	\$	-	\$	300	\$	300	\$	300	0%
39001	6120	Fuel & Lube	\$	2,444	\$	3,600	\$	3,501	\$	3,650	1%
39001	6410	Laundry & Uniforms	\$	312	\$	300	\$	300	\$	400	33%
39001	6710	Equipment New	\$	-	\$	250	\$	250	\$	500	100%
39001	6730	Non-Specific Repair & Maintenance	\$	767	\$	2,000	\$	2,000	\$	2,000	0%
39001	6920	Permits	\$	1,318	\$	2,100	\$	2,105	\$	2,100	0%
39001	6930	Piping & Electrical Repair	\$	1,695	\$	2,000	\$	2,000	\$	2,000	0%
39001	6940	Planned Maintenance	\$	2,398	\$	3,000	\$	3,000	\$	3,000	0%
39001	7010	Plant Contracts	\$	1,625	\$	2,250	\$	2,250	\$	2,250	0%
39001	7320	Safety Equipment	\$	642	\$	650	\$	650	\$	650	0%
39001	7330	Specialty Services	\$	6,659	\$	12,150	\$	12,150	\$	20,650	70%
Total Non-Personnel Expenses			\$	42,194	\$	53,850	\$	55,616	\$	61,250	14%

## INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS			Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019	% Change
11001	Administration	\$	23,209	\$	28,502	\$	26,982	\$	29,656	4%
Total Internal Service Fund Expenses		\$	23,209	\$	28,502	\$	26,982	\$	29,656	4%
Total Operating Expenses		\$	181,598	\$	212,219	\$	198,272	\$	238,335	12%

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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 \$207,970 in revenue in FY2017, offsetting operating expenses.



Testing effluent chlorine levels

**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 more than 83% 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.

**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 FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
5100	Salaries	\$ 1,494,878	\$ 1,527,225	\$ 1,559,038	\$ 1,609,219	5%
5200	Benefits	\$ 640,049	\$ 749,790	\$ 670,827	\$ 744,169	-1%
<b>Total Personnel Expenses</b>		<b>\$ 2,134,927</b>	<b>\$ 2,277,015</b>	<b>\$ 2,229,865</b>	<b>\$ 2,353,388</b>	<b>3%</b>

## NON-PERSONNEL EXPENSES

		Actual FY2017	Budget FY2018	Projected FY2018	Recommended FY2019	% Change
11001	5445 Telephone	\$ 46,673	\$ 48,650	\$ 50,899	\$ 55,100	13%
11001	5510 Advertising	\$ 1,060	\$ 4,350	\$ 4,728	\$ 7,000	61%
11001	5810 Employee Recognition	\$ 8,993	\$ 8,500	\$ 11,500	\$ 12,000	41%
11001	5920 Equipment Repair Maint	\$ 24,172	\$ 26,300	\$ 25,868	\$ 26,800	2%
11001	6210 Independent Auditor/Actuary	\$ 37,730	\$ 30,000	\$ 27,810	\$ 29,000	-3%
11001	6220 Insurance	\$ 180,721	\$ 191,800	\$ 162,839	\$ 189,250	-1%
11001	6420 Legal Services	\$ 46,603	\$ 84,000	\$ 100,000	\$ 95,000	13%
11001	6430 Memberships	\$ 73,827	\$ 84,350	\$ 78,456	\$ 81,500	-3%
11001	6440 Mileage Reimbursement	\$ 5,862	\$ 4,800	\$ 4,500	\$ 4,800	0%
11001	6450 Professional Services	\$ 112,583	\$ 195,100	\$ 136,600	\$ 143,600	-26%
11001	6830 Materials & Supplies	\$ 23,177	\$ 27,300	\$ 24,000	\$ 27,300	0%
11001	7110 Postage	\$ 4,826	\$ 6,920	\$ 4,744	\$ 4,750	-31%
11001	7120 Printing & Reproduction	\$ 3,341	\$ 3,900	\$ 3,700	\$ 3,900	0%
11001	7410 Subscriptions	\$ 686	\$ 4,150	\$ 1,954	\$ 2,200	-47%
11001	7610 Professional Development	\$ 112,962	\$ 125,300	\$ 121,400	\$ 129,000	3%
12001	5520 Books	\$ 202	\$ 500	\$ 425	\$ 500	0%
12001	6120 Fuel & Lube	\$ 451	\$ 450	\$ 400	\$ 450	0%
12001	6310 Lab Equipment Repair	\$ 28,126	\$ 22,500	\$ 28,309	\$ 23,400	4%
12001	6320 Lab Minor Equip Replace	\$ 1,923	\$ 3,850	\$ 600	\$ 5,650	47%
12001	6330 Lab Supplies	\$ 70,929	\$ 76,950	\$ 76,006	\$ 77,550	1%
12001	6410 Laundry & Uniforms	\$ 3,952	\$ 3,950	\$ 3,950	\$ 4,150	5%
12001	6450 Professional Services	\$ 6,000	\$ 26,000	\$ 16,728	\$ 6,000	-77%
12001	6910 Outside Analysis	\$ 6,452	\$ 8,000	\$ 8,000	\$ 9,400	18%
12001	6911 Effluent Testing	\$ 1,580	\$ 2,000	\$ 1,950	\$ 2,000	0%
12001	6912 Biosolids Testing	\$ 7,006	\$ 12,050	\$ 11,004	\$ 11,250	-7%
12001	6913 Industrial User Testing	\$ 24,113	\$ 33,000	\$ 31,500	\$ 33,000	0%
12001	6920 Permits	\$ 3,999	\$ 5,300	\$ 6,145	\$ 6,500	23%
12001	7120 Printing & Reproduction	\$ 554	\$ 500	\$ 500	\$ 500	0%
12001	7330 Specialty Services	\$ 4,400	\$ 28,750	\$ 13,500	\$ 12,750	-56%
13001	5410 Chemicals	\$ 10,073	\$ 10,100	\$ 10,540	\$ 10,550	4%
13001	5435 Electricity	\$ 882,564	\$ 950,000	\$ 975,365	\$ 981,200	3%

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NON-PERSONNEL EXPENSES (cont.)				Actual FY2017		Budget FY2018		Projected FY2018		Recommended FY2019		% Change
13001	5440	Natural Gas	\$	329,643	\$	368,000	\$	333,498	\$	337,550		-8%
13001	6120	Fuel & Lube	\$	37,526	\$	40,500	\$	40,500	\$	40,500		0%
13001	6230	Janitorial	\$	1,444	\$	7,500	\$	1,500	\$	2,500		-67%
13001	6410	Laundry & Uniforms	\$	1,196	\$	1,600	\$	1,565	\$	1,200		-25%
13001	6730	Non-Specific Repair & Maintenance	\$	19,894	\$	20,000	\$	20,000	\$	20,000		0%
13001	6920	Permits	\$	17,357	\$	21,550	\$	20,576	\$	21,600		0%
13001	6940	Planned Maintenance	\$	76,321	\$	87,100	\$	87,100	\$	87,100		0%
13001	7330	Specialty Services	\$	42,924	\$	84,500	\$	84,500	\$	84,500		0%
13001	7510	Tools	\$	1,500	\$	1,500	\$	1,500	\$	1,500		0%
<b>Total Non-Personnel Expenses</b>			<b>\$</b>	<b>2,263,342</b>	<b>\$</b>	<b>2,661,570</b>	<b>\$</b>	<b>2,534,658</b>	<b>\$</b>	<b>2,592,500</b>		<b>-3%</b>
<b>Total Operating Expenses</b>			<b>\$</b>	<b>4,398,269</b>	<b>\$</b>	<b>4,938,585</b>	<b>\$</b>	<b>4,764,523</b>	<b>\$</b>	<b>4,945,888</b>		<b>0%</b>

## CAPITAL PROGRAM

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



Primary Treatment Area

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

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

## CAPITAL PROGRAM (cont.)

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

### LONG TERM CAPITAL IMPROVEMENTS

**Five-Year Capital Improvement Plan** – The Five-Year Capital Improvement Plan includes expenditure projections for current and planned projects expected to require additional appropriations through FY2023, 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.

**Ten-Year Capital Improvement Plan** – The Ten-Year Capital Improvement Plan includes expenditure projections for current and planned projects expected to require additional appropriations through FY2028, as identified by EWA’s CAMP documents.

Engineering estimates for both the Five-Year and Ten-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 FY2017		Budget FY2018		Recommended FY2019
EWPCF – Capital Improvements	\$	8,075,750	\$	10,973,500	\$ 17,649,000
EWPCF – Planned Asset Rehabilitation & Replacement	\$	663,346	\$	736,600	\$ 924,500
EWPCF – Capital Acquisitions	\$	207,360	\$	303,500	\$ 301,500
Remotes Facilities – Acquisitions & Rehabilitation	\$	367,422	\$	466,400	\$ 726,300
<b>Subtotal</b>	<b>\$</b>	<b>9,313,878</b>	<b>\$</b>	<b>12,480,000</b>	<b>\$ 19,601,300</b>
Salaries & Benefits	\$	2,161,849	\$	2,402,012	\$ 2,510,714
<b>Total Capital Expense</b>	<b>\$</b>	<b>11,475,727</b>	<b>\$</b>	<b>14,882,012</b>	<b>\$ 22,112,014</b>

## ESTIMATED REVENUES

	Actual FY2017		Budget FY2018		Recommended FY2019
City of Carlsbad	\$	2,850,507	\$	3,620,741	\$ 5,506,254
City of Vista	\$	2,934,005	\$	3,898,398	\$ 5,680,343
Buena Sanitation District	\$	853,274	\$	1,093,732	\$ 1,629,047
Vallecitos Water District	\$	2,485,622	\$	3,235,638	\$ 4,794,677
Leucadia Wastewater District	\$	1,861,855	\$	2,421,028	\$ 3,592,800
City of Encinitas	\$	471,008	\$	612,475	\$ 908,893
<b>Total Capital Revenue</b>	<b>\$</b>	<b>11,456,271</b>	<b>\$</b>	<b>14,882,012</b>	<b>\$ 22,112,014</b>

CAPITAL IMPROVEMENT PROGRAM  
MULTI-YEAR PROJECTS

	Actual FY2017		Budget FY2018		Recommended FY2019
<i>Liquid Process Improvements</i>	\$	3,771,821	\$	3,111,000	\$ 7,631,000
<i>Outfall</i>	\$	49	\$	165,000	\$ -
<i>Solids Process Improvements</i>	\$	1,258,759	\$	1,080,000	\$ 4,650,000
<i>Energy Management</i>	\$	350,175	\$	1,222,000	\$ 1,174,000
<i>General Improvements</i>	\$	410,776	\$	1,155,500	\$ 2,244,000
<i>Technology Master Plan</i>	\$	-	\$	3,290,000	\$ -
<i>Professional Services</i>	\$	2,284,170	\$	950,000	\$ 1,950,000
Total EWPCF – Capital Improvements	\$	8,075,750	\$	10,973,500	\$ 17,649,000
EWPCF – Planned Asset Rehabilitation & Replacement	\$	663,346	\$	736,600	\$ 924,500
EWPCF – Capital Acquisitions	\$	207,360	\$	303,500	\$ 301,500
Remote Facilities – Acquisitions & Rehabilitation	\$	367,422	\$	466,400	\$ 726,300
Personnel	\$	2,161,849	\$	2,402,012	\$ 2,510,714
<b>Total Capital Expense</b>	<b>\$</b>	<b>11,475,727</b>	<b>\$</b>	<b>14,882,012</b>	<b>\$ 22,112,014</b>

## EWPCF – CAPITAL IMPROVEMENTS

Org	Project	Description	Amount
91902	11005	Primary Area Improvements Project	\$ 3,500,000
91902	12006	PE Pipeline Rehab Phase II and Sludge Pumping Upgrades	\$ 3,631,000
91902	98119	Chlorine Containment, SC 5, 6 & 7, Strainers	\$ 500,000
91902	32013	Digester Nos. 4, 5, 6 Improvements Project (clean, roof rehab, mixers)	\$ 3,000,000
91902	33013	RTO Process Upgrades	\$ 500,000
91902	31002	Rotary Drum Thickener	\$ 1,150,000
91902	41007	Cogen Engine Full Overhaul	\$ 924,000
91902	32011	Second Waste Gas Flare and Pipeline	\$ 250,000
91902	51001	ORF Carbon Media Replacement (annually)	\$ 70,000
91902	52032	Plant Wide Asset Painting and Protective Coating	\$ 150,000
91902	58114	Flow EQ Settlement	\$ 300,000
91902	98121	Parking Safety Improvements	\$ 400,000
91902	52035	Storm Drain PS Improvements	\$ 75,000
91902	98122	SEEPS PS Improvements	\$ 75,000
91902	52012	Site Security	\$ 249,000
91902	53001	Administration Building Improvements	\$ 75,000
91902	98123	Implement Condition Assessment Recommendations	\$ 50,000
91902	52021	Climate Control (including Cogen Roof)	\$ 800,000
91902	61407	SCADA System Improvements	\$ 600,000
91902	98124	Odor Mitigation Study	\$ 200,000
91902	81011	FY 2019 Asset Condition Assessments - EWPCF	\$ 100,000
91902	84001	Engineering Assistance	\$ 650,000
91902	98125	As Needed Construction Support	\$ 150,000
91902	84002	Research and Development Services	\$ 100,000
91902	84008	Electronic Operations Manual and Document Mgmt - Updates	\$ 50,000
91902	82015	Water Reuse	\$ 50,000
91902	82034	Potable Water System Improvements	\$ 25,000
91902	98118	Air Permit Engineering Support	\$ 25,000
<b>Total EWPCF – Capital Improvements</b>			<b>\$ 17,649,000</b>

## EWPCF – PLANNED ASSET REHABILITATION &amp; REPLACEMENT

Org	Object	Project	Description	Amount
80002	8010	80019	General Plant Repairs and Unplanned Repair	\$ 125,000
80002	8010	80029	Plant Security Services	\$ 47,500
80002	8010	80039	Door Hinge and Lock Repair	\$ 20,000
80002	8010	80049	Replace Carpet for Admin Bldg: Lobby, Board Room, CSR	\$ 20,000
80002	8010	80059	HazMat Shed Replacement	\$ 15,000
80002	8010	80069	Replace Plant Lighting	\$ 30,000
80002	8020	80079	TWAS Pump Rebuild	\$ 30,000
80002	8020	80089	DAF Pressurization Pump Rebuild	\$ 20,000
80002	8020	80099	Replacing DAF Poly Pumps	\$ 10,000
80002	8030	80109	Water Systems Pump Rebuild (3W, 3WL, 3WLC)	\$ 20,000
80002	8030	80119	3WL Motor Replacement	\$ 8,000
80002	8050	80129	Replacement Primary Sludge Pump	\$ 40,000
80002	8050	80139	Plant Drainage Pump Rebuild	\$ 7,500
80002	8050	80149	Replacement for Primary Grinder	\$ 11,000
80002	8050	80159	CEPT Chemical Pump Rebuild	\$ 5,500
80002	8050	80169	Rebuild Grit Pump	\$ 20,000
80002	8050	80179	Rebuild Ferric / Polymer Pumps	\$ 5,000
80002	8050	80189	Replace Valves in Gallery (8"=5, 6"=5)	\$ 12,000
80002	8050	80199	FOG Transporter (Lobe Pump) Rebuild	\$ 9,000
80002	8050	80209	Rebuild FOG Metering Pumps	\$ 14,000
80002	8050	80219	FOG Cutter Kit for Grinder	\$ 5,000
80002	8060	80229	RAS Pump Replacement	\$ 31,000
80002	8060	80239	Replace DO Probes for Aeration Basins	\$ 25,000
80002	8060	80249	3 WHP Pump Rebuild	\$ 6,500
80002	8060	80259	W.A.S. Pump Rebuild	\$ 5,000
80002	8060	80269	Replace SCUM Pump	\$ 8,000
80002	8060	80279	Effluent Pumps Rehab	\$ 15,000
80002	8070	80289	Rebuild Digester #4 Blower	\$ 20,000
80002	8070	80299	Dig #6 Heat Recirc Pump	\$ 14,000
80002	8080	80309	Centrifuge Feed Pump Grinder Rebuild	\$ 21,000
80002	8080	80319	Rebuild Centrifuge Polymer Mix Pump	\$ 12,000
80002	8080	80329	Centrifuge Feed Pump and Motor Rebuild	\$ 26,000
80002	8080	80339	Replacement Mist Eliminators	\$ 16,000
80002	8080	80349	Replacement Lube Pumps	\$ 10,000
80002	8080	80359	Replace Blast Fans on Roof of Heat Dryer	\$ 30,000
80002	8080	80369	Rebuild Bearing Housing for Cake Pump	\$ 26,000
80002	8080	80379	Replace Cake Pump Valves	\$ 20,000
80002	8080	80389	Heat Dryer Mixer Plows Replacement	\$ 24,000
80002	8080	80399	Repair ID Fan Actuator	\$ 6,000
80002	8080	80409	Replace Vacuum Pumps for Air Sampling	\$ 12,000
80002	8080	80419	Centrifuge Rehabilitation	\$ 50,000
80002	8090	80429	UPS Service and Warranty	\$ 9,500
80002	8090	80439	Heat Exchanger Replacement & Service	\$ 63,000
<b>Total EWPCF – Planned Asset Rehabilitation &amp; Replacement</b>				<b>\$ 924,500</b>

## EWPCF – CAPITAL ACQUISITIONS

Org	Object	Project	Description	Amount
23002	7710	70019	Upgrade Server Access Switches	\$ 20,000
23002	7710	70029	Computer Replacement	\$ 25,000
23002	7710	70039	Server Memory for VMware hosts	\$ 10,000
23002	7710	70049	Replace SERVER Room UPS	\$ 30,000
23002	7710	70059	IT Infrastructure Security Audit	\$ 10,000
23002	7710	70069	Electrical Gear Predictive Maintenance	\$ 45,000
23002	7710	70079	Hydraulic Shear Replacement (safety)	\$ 21,000
23002	7730	70089	Plasma Cutter Replacement	\$ 6,000
23002	7730	70099	New Victaulic Grooving Tool	\$ 18,000
23002	7730	70109	Cart Rehabilitation	\$ 15,000
23002	7730	70119	Two (2) Vehicle Replacements	\$ 65,000
23002	7750	70129	Replace Water Heater	\$ 20,000
23002	7750	70139	Boiler Rehabilitation	\$ 10,000
23002	7750	70149	Tank Drainage Pump Replacement	\$ 6,500
<b>Total EWPCF – Capital Acquisitions</b>				<b>\$ 301,500</b>

## REMOTE FACILITIES – ACQUISITIONS &amp; REHABILITATION

Org	Object	Project	Description	Amount
31002	7750	70159	AHPS - Grinder Rebuild	\$ 28,000
31002	7750	70169	AHPS - Pump Rebuild	\$ 15,000
31002	7750	70179	AHPS - PLC / SCADA Support Post Startup	\$ 11,000
31002	7750	70189	AHPS - VFD Emergency Repairs	\$ 10,000
31002	7750	70199	AHPS - Unplanned Minor Rehab	\$ 5,500
32002	7750	70209	BVPS - Grinder Rebuild	\$ 28,000
32002	7750	70219	BVPS - Sewage Pump and Motor Rebuild	\$ 28,000
32002	7750	70229	BVPS - VFD Emergency Repairs	\$ 23,690
32002	7750	70239	BVPS - Install Metro Ethernet Upgrade Switches	\$ 20,000
32002	7750	70249	BVPS - Unplanned Minor Rehab	\$ 8,000
32002	7750	70259	BVPS - Vibration Analysis	\$ 6,000
32002	7750	70269	BVPS - Corrosion Protection	\$ 6,000
32002	7750	70279	BVPS - Electrical Gear Predictive Maintenance	\$ 6,000
37002	7750	70289	BCPS - Sewage Pump Rebuild	\$ 26,000
37002	7750	70299	BCPS - Grinder Rebuild	\$ 24,000
37002	7750	70309	BCPS - Install Metro Ethernet Upgrade Switches	\$ 20,000
37002	7750	70319	BCPS - VFD Emergency Repairs	\$ 10,300
37002	7750	70329	BCPS - Unplanned Minor Rehab	\$ 8,000
37002	7750	70339	BCPS - Sewage Pump Motor Analysis	\$ 7,500
37002	7750	70349	BCPS - Electrical Gear Predictive Maintenance	\$ 7,000
37002	7750	70359	BCPS - Vibration Analysis	\$ 5,000
37002	7750	70369	BCPS - Corrosion Protection	\$ 5,000
38002	7750	70379	CWRF - Asset Management Plan	\$ 50,000
38002	7750	70389	CWRF - Spare Parts for UF Upgrade Critical	\$ 48,000
38002	7750	70399	CWRF - Air Conditioner UF Systems VFD's	\$ 45,000
38002	7750	70409	CWRF - Reprogramming MF Feed Pumps	\$ 40,000
38002	7750	70419	CWRF - Install UF Client Computer	\$ 20,000
38002	7750	70429	CWRF - Unplanned Minor Rehab	\$ 13,000
38002	7750	70439	CWRF - Building Maint & Door repair	\$ 12,000
38002	7750	70449	CWRF - VFD Emergency Repairs	\$ 10,300
38002	7750	70459	CWRF - Corrosion Protection	\$ 10,000
38002	7750	70469	CWRF - Electrical Gear Predictive Maintenance	\$ 10,000
38002	7750	70479	CWRF - Replace Cascade Rings	\$ 9,785
38002	7750	70489	CWRF - Dryer on GMF Compressor	\$ 7,725
38002	7750	70499	CWRF - RO Vessel & Protective Shed Repair	\$ 7,000
38002	7750	70509	CWRF - UF Compressor Shed	\$ 5,000
39002	7750	70519	RBPS - Grinder Rebuild	\$ 26,000
39002	7750	70529	RBPS - Sewage Sump and Motor Rebuild	\$ 23,000
39002	7750	70539	RBPS - Influent Gate Repair	\$ 22,000
39002	7750	70549	RBPS - Install Metro Ethernet Upgrade Switches	\$ 20,000
39002	7750	70559	RBPS - Containment Pit Sealing	\$ 15,000
39002	7750	70569	RBPS - VFD Emergency Repairs	\$ 8,000
39002	7750	70579	RBPS - Electrical Gear Predictive Maintenance	\$ 6,000
39002	7750	70589	RBPS - Unplanned Minor Rehab	\$ 5,500
39002	7750	70599	RBPS - Corrosion Protection	\$ 5,000
<b>Total Remote Facilities – Capital Acquisitions &amp; Rehabilitation</b>				<b>\$ 726,300</b>

## LONG-TERM CAPITAL FINANCIAL PLAN

### 5 YEAR *and* 10 YEAR CAPITAL BUDGET

Fiscal Year	EWPCF Capital Improvements	EWPCF Planned Asset Rehabilitation & Replacement	EWPCF Capital Acquisitions	Remote Facilities Acquisitions & Rehabilitation	Personnel Expense	Total
2019	\$ 17,649,000	\$ 924,500	\$ 301,500	\$ 726,300	\$ 2,510,714	\$ 22,112,014
2020	\$ 20,524,000	\$ 943,000	\$ 308,000	\$ 741,000	\$ 2,561,000	\$ 25,077,000
2021	\$ 16,375,000	\$ 962,000	\$ 314,000	\$ 756,000	\$ 2,612,000	\$ 21,019,000
2022	\$ 12,425,000	\$ 981,000	\$ 320,000	\$ 771,000	\$ 2,664,000	\$ 17,161,000
2023	\$ 18,524,000	\$ 1,001,000	\$ 326,000	\$ 786,000	\$ 2,717,000	\$ 23,354,000
<b>5 Year Total</b>	<b>\$ 85,497,000</b>	<b>\$ 4,811,500</b>	<b>\$ 1,569,500</b>	<b>\$ 3,780,300</b>	<b>\$ 13,064,714</b>	<b>\$ 108,723,014</b>
2024	\$ 21,740,000	\$ 1,021,000	\$ 333,000	\$ 802,000	\$ 2,771,000	\$ 26,667,000
2025	\$ 19,575,000	\$ 1,041,000	\$ 340,000	\$ 818,000	\$ 2,826,000	\$ 24,600,000
2026	\$ 19,967,000	\$ 1,062,000	\$ 347,000	\$ 834,000	\$ 2,883,000	\$ 25,093,000
2027	\$ 20,366,000	\$ 1,083,000	\$ 354,000	\$ 851,000	\$ 2,941,000	\$ 25,595,000
2028	\$ 20,773,000	\$ 1,105,000	\$ 361,000	\$ 868,000	\$ 3,000,000	\$ 26,107,000
<b>10 Year Total</b>	<b>\$ 187,918,000</b>	<b>\$ 10,123,500</b>	<b>\$ 3,304,500</b>	<b>\$ 7,953,300</b>	<b>\$ 27,485,714</b>	<b>\$ 236,785,014</b>