



# Annual Operating & Capital Improvement Budget

Fiscal Year Ending June 30, 2020  
Fallbrook, CA



# **ANNUAL OPERATING CAPITAL & IMPROVEMENT BUDGET**

FOR FISCAL YEAR ENDING JUNE 30, 2020



## **Rainbow Municipal Water District**

3707 Old Highway 395

Fallbrook, CA 92028

(760) 728-1178

[WWW.RAINBOWMWD.COM](http://WWW.RAINBOWMWD.COM)

COMMITTED TO EXCELLENCE

THIS PAGE INTENTIONALLY LEFT BLANK

# RAINBOW MUNICIPAL WATER DISTRICT ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET

FISCAL YEAR ENDING JUNE 30, 2020

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>FISCAL YEAR 2020 BUDGET MESSAGE .....</b>	<b>2</b>
<b>RESOLUTION TO ADOPT .....</b>	<b>8</b>
<b>OFFICIALS .....</b>	<b>10</b>
<b>ORGANIZATIONAL CHART .....</b>	<b>11</b>
<b>MISSION STATEMENT &amp; CORE VALUES .....</b>	<b>12</b>
<b>CERTIFICATE OF AWARD .....</b>	<b>14</b>
<b>PROFILE OF THE DISTRICT .....</b>	<b>15</b>
<b>EMPLOYEE COMPENSATION AND BENEFITS .....</b>	<b>29</b>
<b>FY19 STRATEGIC PLAN &amp; PERFORMANCE MEASUREMENTS UPDATES .....</b>	<b>36</b>
<b>FINANCIAL POLICIES .....</b>	<b>42</b>
<b>RESERVE SUMMARY .....</b>	<b>43</b>
<b>BASIS OF BUDGET AND ACCOUNTING .....</b>	<b>46</b>
<b>BUDGET CALENDAR .....</b>	<b>50</b>
<b>DESCRIPTION OF MAJOR FUNDS .....</b>	<b>51</b>
<b>REVENUE AND EXPENSE ASSUMPTIONS .....</b>	<b>52</b>
<b>FUNDS STRUCTURE .....</b>	<b>57</b>
<b>OPERATING BUDGET .....</b>	<b>59</b>
<b>WATER FUND BUDGET SUMMARY .....</b>	<b>60</b>
<b>WATER FUND BUDGETED REVENUES .....</b>	<b>62</b>
<b>WATER FUND BUDGETED EXPENSES .....</b>	<b>63</b>
<b>WATER FUND DEBT SERVICE .....</b>	<b>69</b>
<b>WASTEWATER FUND BUDGET SUMMARY .....</b>	<b>70</b>
<b>WASTEWATER FUND BUDGETED REVENUES .....</b>	<b>71</b>
<b>WASTEWATER FUND BUDGETED EXPENSES .....</b>	<b>72</b>
<b>GENERAL FUND BUDGET SUMMARY .....</b>	<b>73</b>
<b>GENERAL FUND BUDGETED EXPENSES .....</b>	<b>74</b>
<b>OPERATING FUNDS SUMMARY .....</b>	<b>82</b>
<b>LABOR TREND .....</b>	<b>83</b>

REVENUE TREND.....	84
OPERATING FUND BALANCE .....	85
<b>CAPITAL BUDGET .....</b>	<b>86</b>
WATER CAPITAL FUND BUDGETED REVENUES & EXPENSES .....	87
WASTEWATER CAPITAL FUND BUDGETED REVENUES & EXPENSES .....	88
CAPITAL FUNDS SUMMARY .....	89
CAPITAL FUND BALANCE .....	90
CAPITAL ACQUISITION.....	93
<b>CAPITAL PROJECTS .....</b>	<b>94</b>
CAPITAL PROJECTS OVERVIEW .....	95
FIVE-YEAR WATER CIP PLAN .....	97
FIVE-YEAR WASTEWATER CIP PLAN .....	99
FIVE-YEAR METER REPLACEMENT & SERVICE UPGRADE PLAN .....	100
CAPITAL IMPROVEMENT PROJECTS.....	101
<b>PERSONNEL SUMMARIES .....</b>	<b>162</b>
STAFFING ANALYSIS .....	163
ADMINISTRATION DEPARTMENT .....	175
HUMAN RESOURCES & SAFETY DEPARTMENT .....	179
FINANCE DEPARTMENT.....	183
ENGINEERING DEPARTMENT .....	187
TECHNICAL SERVICES DEPARTMENT.....	190
METERS DEPARTMENT.....	193
WATER SYSTEM OPERATIONS AND VALVE MAINTENANCE DEPARTMENT .....	195
CONSTRUCTION DEPARTMENT.....	197
WASTEWATER DEPARTMENT .....	199
<b>APPENDIX A.....</b>	<b>201</b>
GLOSSARY .....	202

# EXECUTIVE SUMMARY

---

# FISCAL YEAR 2020 BUDGET MESSAGE

## RAINBOW MUNICIPAL WATER DISTRICT

To our Ratepayers, Members of the Budget & Finance Committee, and the Board of Directors of Rainbow Municipal Water District:

On behalf of the Rainbow Municipal Water District (RMWD), I am pleased to present for your consideration our 2019-20 Fiscal Year Operating and Capital Improvement Budget. The budget provides a forecast of the sources and uses of funds and serves as a managerial tool for guiding the District towards achieving its goals outlined in the Strategic Plan. Our Strategic Plan is used to set priorities, focus energy and resources, strengthen operations, ensure that employees are working towards common goals, and assess and adjust the District's direction in response to the changing environment. This plan defines the priorities and influences the development of the budgetary commitments needed in the upcoming fiscal year. The budget message will highlight some of the significant goals and priorities accomplished in the current budget year, as well as highlight priorities for the coming year.

### ***Accomplishments in Current FY 2019***

- The District conferred with the financial services consulting firm Raftelis to assist on financial analysis of increasing water and wastewater rates accordingly to the revenue requirement needed. The key objective in developing the District's comprehensive water and wastewater rate study was to develop a financial plan. This financial plan set rates that generate sufficient revenue to adequately fund the operating and capital needs of the District's utility, inclusive of the decrease in demand and annual pipeline replacement. The analysis was developed utilizing information about the District's annual budget, detailed account consumption data over a 3-year period that included meter size, customer class, EDU's, and elevation zone. Raftelis relied on this information to develop analyses that formed their findings, conclusions and recommendations. Critical considerations were assessed in evaluating the overall rate design, including the amount of revenue collected from fixed charges versus volumetric rates. During the course of the study, many rate alternatives were examined; however, it was determined the District would retain the cost of service (COS) basis from the last rate study.
- The District amended our wastewater services contract with the City of Oceanside that updated the terms of the agreement. These changes better reflect how costs are shared and provides the District options for exiting the agreement should opportunities arise in the future to construct our own potable reuse facility. Along with several other changes, this amended contract provides enhanced opportunities for future local water supplies.
- The District secured Capital Lease financing and Installment Purchase Contract financing for \$5.52M and \$5.25M at 3.09% and 3.18% respectfully. The capital lease financing will be used



to replace all of the district meters with new, more accurate meters. This project is projected to have a net positive financial impact by either reducing our cost of unsold water due to water loss or increasing revenue from meters. The forecast is for an increase in revenue of over \$1Million per year at a cost of approximately \$650,000 per year. The Installment Purchase Contract financing will be used for the second part of the overall project. This part of the project was added to perform upgrades to our existing water services at the time of meter replacement.

- Payroll was converted from Springbrook software to ADP online module January 1, 2019. The online module gives the employees access to paystubs and W2's through a secure web portal and also enabled the District to go paperless with time off requests.
- The District developed the Annual Budget in compliance with GFOA standards (3rd consecutive year). The Finance staff worked diligently on FY 18-19 budget to adhere to the criteria requirements of GFOA budget standards. The report was submitted to GFOA for possible consideration, and we are proud to have met and received "Recognition of Distinguished Budget Presentation Award" for the Fiscal Year 2018-19 budget.
- Finance began implementation of Infor Public Sector utility billing software, a modern cloud based utility billing and customer information management system. The District previously transitioned from its legacy software DataStream to Springbrook in late 2015 for finance applications and in November 2016 fully migrated the Utility Billing. Regrettably, the Springbrook software and software support has fallen short of many of the promises made. It has numerous functional flaws that challenge staff daily, and the level of support is inadequate. Infor software is of much higher quality than Springbrook and is used by Fortune 100 organizations and other local water agencies nationally. It is a sophisticated software with tremendous capabilities in terms of interfacing with the district's other information systems.
- The Board approved a consulting contract with Kinsey for implementation of Infor CloudSuite Financials software. The District's finance and purchasing data was also on Springbrook software that had numerous deficiencies. Accounts Payable, Purchasing, and General Ledger are all being moved to Infor. Installation began in February 2019 with a July 1, 2019 planned go live date.

***Priorities for Fiscal Year 2019 include:***

- Work with the auditing firm to bring the annual financial statements in compliance with the Government Finance Officers Association (GFOA) Achievement for Excellence in Financial Reporting Program (CAFR Program).
- Continue Implementing District Wide Pressure Management Program – as part of the District's Capital Improvement Plan; the District plans to increase system reliability by active pressure management. This initiative will install pressure regulation stations (PRS) in

areas of high pressure to decrease pressure to manageable levels. High-pressure areas are prone to an increased frequency of pipe breaks and lower pipeline lifetime expectancy.

- Fully migrate into the new Infor Utility Billing and Financial software. The Utility Billing conversion will be handled internally by our IT Administrator with guidance given by Infor's implementation staff. However, Financial applications will be implemented with the help of a third-party consulting firm, Kinsey. Infor's in-house implementation team generally only works on larger projects. Staff identified Kinsey, a third-party consulting firm, as having the capability and experience with Infor products to manage the Financial Suite conversion.
- Prepare a District wide Programmatic Environmental Impact Report (PEIR) for ongoing pipeline rehabilitation and replacement projects. According to the condition assessment completed by the engineering consulting firm HDR, the District must begin to replace aging infrastructure at a rate of 0.8% per year to continue to remain within acceptable levels of service and must commence this work in the near future. The Programmatic Environmental Impact Report is the first step necessary to ramp up the pipe rehab and replacement program because environmental research and mitigation efforts, when done on an individual project basis, have a tendency to delay projects and increase costs. Completing the PEIR upfront will allow the District to complete small rehabilitation and replacement projects efficiently.
- Update the District's Emergency Response Plan and conduct District-wide training and drills to keep workforce well prepared for disaster events like the Lilac fire. Also develop a new safety incentive program to reward safe practices, reporting of near misses or hazardous conditions, and implementation of preventive measures.

### ***Revenue Assumptions***

Each year, the Board of Directors approves the Budget as the District's foundational financial plan. It is a cash-based projection of revenues and expenditures needed for operations, maintenance, administration, debt service and capital improvements associated with delivering high-quality service to customers throughout the year. Specifically, the Budget incorporates conservative revenue estimates, prudent spending plans, and a thorough review of necessary capital improvements to ensure the long-term sustainability of the District. In developing the budget, staff considered both internal and external factors including the economy, weather, regulatory requirements, and the condition and age of the District's infrastructure.

This year water sales have decreased from the prior two years due to a particularly wet winter. It is predicted to surpass 15,500-acre feet in sales. As a result of development, new service connections have slightly mitigated the decreased sales. We estimate an additional 475 new accounts for FY 2019-20.

An approach the District took with the new cost of service study is to be less susceptible to volatile revenues by adjusting the distribution of fixed charges. The last few years were the lowest water sales since the early years of the District, barely recovering operating costs. At these reduced volumetric sales levels, the District will not be able to appropriately contribute to capital reserve levels for much-needed capital projects. While this may be acceptable for a short period, over time there are significant consequences to our ability to replace our aging infrastructure. As such, the direction the Board took was to reduce reliance on variable revenue steadily over the next few years.

Fixed revenues were adjusted to include the rate increase that was effective April 1, 2019, in addition to the additional growth. Revenues are expected to return to the FY 17/18 level for FY 19/20. This has created a 9% increase projected in fixed revenues over the prior year. Our financial model anticipated that sales will be just over 17,000-acre-feet this Fiscal Year 19/20. The prior two years sales were close to 16,000 acre feet and are projected to be just over 15,000-acre feet in the current wet year. Based on the forecast used in setting the current rates, 17,035-acre feet has been projected for the upcoming budget year. The District maintains a robust rate stabilization fund that will serve to fill small funding gaps that may arise should water sales not meet forecasted levels due to wet weather.

### ***Expense Assumptions***

The largest expense of the District is purchased water from San Diego County Water Authority (SDCWA). Depending on the projections of volumetric sales, in this forecast of the cost we will be using the 17,035-acre-feet of sales plus the estimated 6% of water loss to arrive at an estimated cost of \$26.8M of purchased water including fixed fees assessed by SDCWA. The SDCWA increased their fixed fees by 11% this year.

Operating expenses have remained consistent from previous years, with labor cost constituting the second largest operating expense for the District. Under the current organizational structure, the span of control of the leadership team ranges from one direct report to 11 direct reports. This creates challenges related to the amount of focused time each Superintendent or Manager can spend managing teams and providing performance feedback for the larger workgroups. Key recommendations include a shift in reporting structures and departmental organization to balance the span of control more evenly and give high-potential employees more opportunities to develop leadership skills as part of an overall succession planning and retention strategy. As a mechanism for filling in functional gaps, balancing span of control, building bench-strength of future leaders for succession planning, and employee retention, there are a few key job descriptions that will be realigned to meet these needs. None of these realignments will increase overall headcount.

Apart from routine expenses such as supplies, parts, and basic tools, there are two other cost components that are substantial in this budget. These include the ongoing GASB 34

compliant steel tank maintenance program estimated at \$600k for the year and the cost of electrical power to run our pump stations (which varies with consumption) estimated at over \$500K.

Capital equipment purchases for all funds are slightly over \$478,000. Of this, \$210K relates to equipment such as a KW T-880 Dump Truck.

Additionally, there is approximately \$13.1 million of capital improvement projects included in this year’s budget. This amount represents the projects anticipated for the coming year that were scheduled on the District’s five-year Capital Improvement Plan (CIP) and as such have the appropriate dedicated funding sources. Following is a list of the major projects that are expected to be initiated or continued in the coming year. A detailed list of planned CIP projects is included in the Capital section of this document.

<u>Major Projects for FY 2019-20</u>	<u>Current Year Allocation*</u>	<u>Funding Source</u>
Service Meter Replacement	\$2,000,000	Water Capital Fund
Water Service Upgrade	\$2,000,000	Water Capital Fund
Rainbow Heights PS(#1) Upgrades/Recon.	\$1,000,000	Water Capital Fund
Pipe Relocation	\$1,000,000	Water Capital Fund
School House Lift Station (#1) Replacement, San Luis Rey Interceptor from Mission to Thoroughbred LSEQ, and San Luis Rey Interceptor/Main from School House LS to Old River LS	\$3,000,000	Sewer Capital Fund

\*The above reflects only the major projects that are to be initiated and/or continued in the coming year. The amounts listed reflect only the amount budgeted for FY 2019-20 and as such do not represent the total cost of each project.

***Future Outlook/Conclusion***

As a ratepayer centered agency, RMWD focuses on continuously providing reliable, high-quality water while maintaining the organizational capacity needed to service all current and future ratepayers within the District’s service area. Another fundamental focal point of interest to the District is supplying the needs of these customers at the lowest cost. Part of this effort is finding different avenues of diversifying our water source. Presently, the District is 100% reliant on one single source of imported water. The staff has been actively exploring other options of obtaining a second source of water supply as well as an alternate less expensive supply. The first key focus area of our Strategic Plan calls for diversification of water supply sources.

In order to examine other potential water sources, it is imperative that the District has a stable revenue source to fund the development of these supplies as well as to make needed replacements to aging pipelines in our system. Accordingly, beginning in August 2017, the District initiated a Cost of Service Study and 5-Year Financial Plan. After completing the study and sharing its results with the public, at its February 2018 board meeting the Board of Directors approved an increase to water and wastewater rates for the year and committed to reviewing them annually. The last increase in rates took effect April 1, 2019, and was used to project FY 2019-20 Budgeted revenues.

To improve cost efficiency in the upcoming budget year, the District will pursue replacement of a considerable amount of the meters in the system. A primary indicator that meter replacement could be financially beneficial was determined by conducting a sample of random meter testing of 323 water meters. Those results showed significant inaccuracies in the water meters at multiple flow ranges. Inaccuracies in water meter readings mean a loss of revenue for the District. The analysis of the random test results has shown that water measurement and revenue recovery through greater meter accuracy indicate that the meter replacement program to be worthwhile. Additional projects include converting the utility billing and financial software; this will offer better reporting and analytical tools that can diagnose and support cost-effective decision making.

In closing, these key initiatives, in addition to District daily operations, will enable continued high quality and reliable water and wastewater service to our customers. In the coming year, the District will re-establish appropriate levels of infrastructure expenditures while remaining committed to the strategic management of water resources and finances to meet customer needs. We look forward to the challenge of meeting the Strategic Plan goals and objectives outlined in detail later in this document.

Respectfully submitted,



Tom Kennedy, General Manager

# RESOLUTION TO ADOPT

## RESOLUTION NO. 19-08

### RESOLUTION OF THE BOARD OF DIRECTORS OF RAINBOW MUNICIPAL WATER DISTRICT ADOPTING THE ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2020

**WHEREAS**, the Rainbow Municipal Water District (“District”) is organized and operates pursuant to the Municipal Water District Law of 1911 commencing with Section 71000 of the California Water Code; and

**WHEREAS**, there has been presented to the Board of Directors a proposed Annual Operating and Capital Improvement Budget for The Fiscal Year Ending June 30, 2020 (“2020 Budget”); and

**WHEREAS**, on June 25, 2019, the Board of Directors received and considered all comments regarding the proposed 2020 Budget; and

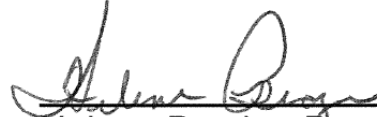
**WHEREAS**, the proposed 2020 Budget has been reviewed and considered by the Board of Directors and it has been determined to be in the best interests of the District to adopt said budget for the sound financial operation of the District.

**BE IT HEREBY RESOLVED** by the Board of Directors of Rainbow Municipal Water District as follows:

1. The 2020 Budget, as detailed in the budget document entitled “Annual Operating and Capital Improvement Budget for the Fiscal Year Ending June 30, 2020,” is hereby adopted. A copy of the 2019 Budget is attached hereto and incorporated herein by reference.
2. The expenditure amounts designated for the Fiscal Year 2019-2020, pursuant to the 2020 Budget, are hereby appropriated and may be expended by the departments or funds for which they are designated.
3. The proposed amount of the San Diego County Water Authority Rate pass-through, as allowed shall be increased effective 01/01/2020.
4. The Recitals set forth above are incorporated herein and made an operative part of this Resolution.
5. If any section, subsection, sentence, clause or phrase in this Resolution or the application thereof to any person or circumstances is for any reason held invalid, the validity of the remainder of this Resolution or the application of such provisions to other persons or circumstances shall not be affected thereby. The Board of Directors hereby declares that it would have passed this Resolution and each section, subsection, sentence, clause or phrase thereof, irrespective of the fact that one or more sections, subsections, sentences, clauses, or phrases or the application thereof to any person or circumstance be held invalid.
6. This Resolution will be effective immediately upon adoption.

**PASSED, APPROVED, AND ADOPTED** in Open Session at a meeting of the Board of Directors of the Rainbow Municipal Water District held on the 25<sup>th</sup> day of June 2019 by the following vote, to wit:

**AYES:** Directors Brazier, Hamilton, Gasca, Rindfleisch and Mack  
**NOES:** None  
**ABSENT:** None  
**ABSTAIN:** None

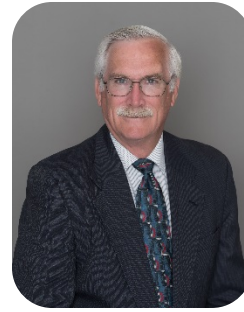
  
\_\_\_\_\_  
Helene Brazier, Board President

**ATTEST:**  
  
\_\_\_\_\_  
Dawn Washburn, Board Secretary

# RAINBOW MUNICIPAL WATER DISTRICT OFFICIALS



**Helene Brazier - President**



**Hayden Hamilton – Vice President**



**Carl Rindfleisch - Director**



**Michael Mack - Director**



**Miguel Gasca - Director**



**Tom Kennedy  
General Manager**



**Steven Strapac  
District Engineer**



**Tracy Largent  
Finance Manager**



**Karleen Harp  
HR Manager**

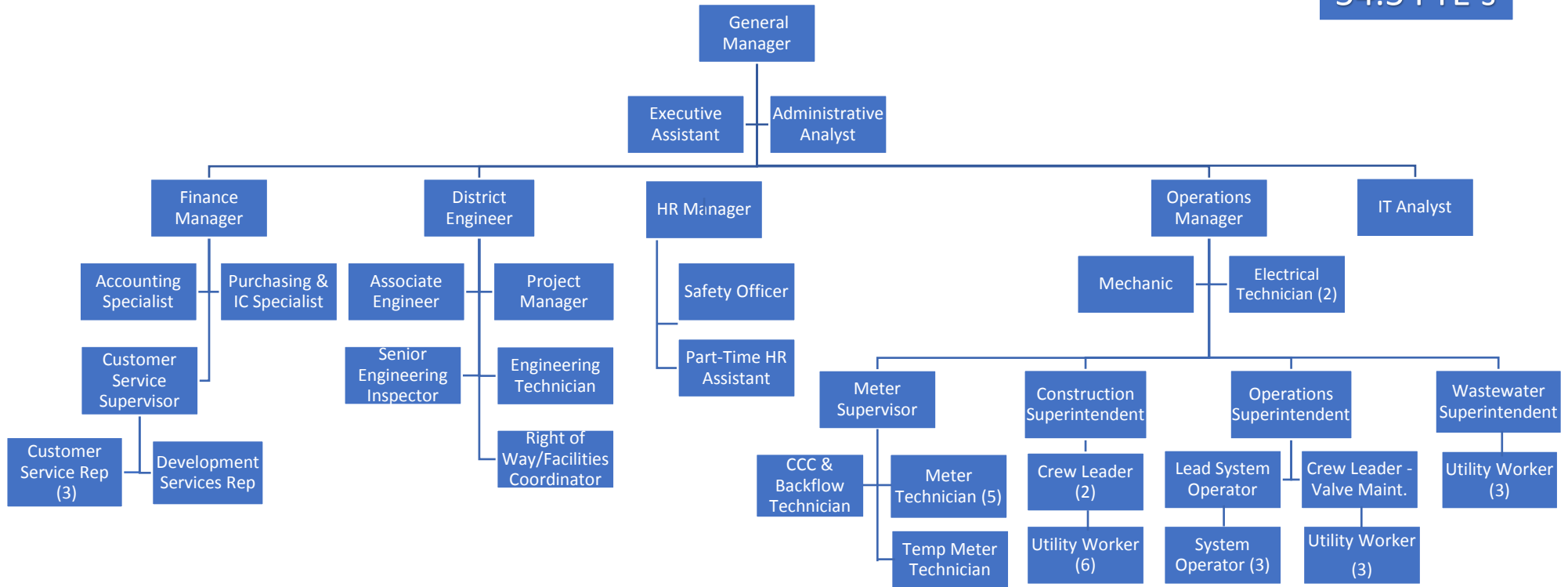


**Robert Gutierrez  
Operations Manager**



# RAINBOW MUNICIPAL WATER DISTRICT ORGANIZATIONAL CHART

54.5 FTE's



\*Development Services position to replace Administrative Assistant position.

# RAINBOW MUNICIPAL WATER DISTRICT MISSION STATEMENT & CORE VALUES



*“To provide our customers reliable, high quality water and water reclamation service in a fiscally sustainable manner.”*

## Background

RMWD’s adopted Strategic Plan’s strategic focus area of Workforce Development calls for the implementation of cost-effective employee recognition programs to acknowledge performance, encourage development and improve morale.

The Operations Manager, Human Resources Manager, and Administrative Analyst partnered to design a program that would not only increase pride in serving the District, but also use the design of the coins to reinforce the District’s newly articulated values and strategic focus areas. The program will give employees the ability to recognize one another for performance and behaviors in alignment with these goals.

## Overview of the Excellence Coin Program

The program includes a series of six Excellence Coins, each designed to symbolize a particular District focus area. The first coin in the series “Commitment to Excellence” will be issued to all new employees, Board Members, and Citizen Committee members upon joining the District as a tangible welcome gift and reminder of our purpose. Each of the remaining coins will only be issued after nomination and selection by management or peer employee groups.



**Innovation:**

We realize that good ideas can come from many sources, and we continually encourage new and better ways of doing our work. Our goal is not innovation for innovation's sake, but for finding ways to improve service and lower costs.



**Integrity:**

We believe in openness, trust, ethics and transparency. We practice direct and honest communication in all of our day-to-day interactions.



**Professionalism:**

We have open and respectful communication and interactions, both internally and with our customers. Our employees will always exhibit professionalism in all of their day-to-day interactions.



**Responsibility:**

Individual and organizational responsibility and accountability for accomplishing the District's mission is a core value. We focus on doing our work in an efficient, reliable, and cost effective manner.



**Teamwork:**

Our focus is on supporting one another to collectively be our best. We encourage communication and collaboration. We focus on quality and have pride in the work we do in service to our customers.

# RAINBOW MUNICIPAL WATER DISTRICT

## CERTIFICATE OF AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented the award of Distinguished Budget Presentation Award to Rainbow Municipal Water District for the annual budget for the fiscal year beginning July 1, 2018. In order to receive this award a governmental unit must publish a budget document of the very highest quality that adheres to the program standards set by the GFOA. The award is valid for a period of one year only. We believe the FY 2020 budget continues to meet the program requirements and will be submitted to the GFOA to determine its eligibility for another award.



# PROFILE OF THE DISTRICT

## THE DISTRICT

The Rainbow Municipal Water District was organized on December 20, 1953, under the Municipal Water District Act of 1911 (commencing with section 71000 of the California Water Code). The Board of Directors is composed of five members who are elected by divisions of the District for four-year alternating terms, with the president being elected by the Board from among its members. Advisory Committees composed of residents from all divisions of the District assist the Board in water issues and financial planning. Operation, maintenance, and administration of the system is carried out by a staff of 54 full time employees under the direction of the General Manager, Thomas Kennedy.

The Rainbow Municipal Water District, comprising a total area of 82 square miles, is located in northwestern San Diego County, approximately two hours driving time from Los Angeles and one hour from San Diego. It is approximately 40 miles northeast of downtown San Diego, California and 90 miles southeast of the City of Los Angeles. The District share common boundaries with Riverside County, Camp Pendleton Marine Corps Base, the unincorporated community of Fallbrook and the City of Oceanside. The District boundaries encompass the unincorporated communities of Rainbow and Bonsall, as well as portions of Pala, Fallbrook and Vista.

The principal activity of the District is the development and operation of a water transmission and distribution system capable of delivering potable water throughout the District. The District's area of service is predominantly agricultural and includes approximately 5,300 homes and a total metered service of 8,200. In addition to water service, the District provides sewerage collection and disposal service to approximately 2,500 accounts. On February 13, 2002, Rainbow Municipal Water District entered into a contract with the City of Oceanside, California to provide for the construction, operation, maintenance, and replacement of a wastewater system to service the needs of both The City and the District. The City owns the wastewater conveyance, treatment, and disposal facilities and the District has the contractual right to discharge wastewater in to the City's system.

## DISTRICT POWERS

The District has broad general powers to perform all necessary or proper acts, including but limited to the authority to acquire, plan, construct, maintain, improve, operate and repair necessary works for the transmission and distribution of water for irrigation and other purposes and for reclamation of such water; the right of eminent domain; authority to levy taxes or, in lieu thereof, to fix and collect charges for water, including standby charges made to holders of title to land to which water may be made available, whether or not the water is actually used;

authority to establish rules and regulations for the sale and distribution of water including rules for providing that water shall not be furnished to persons against whom there are delinquent water charges; authority to contract with the United States, the State and the agencies of either; and the power to join with one or more public agencies, private corporations or other persons for the purpose of carrying out any of the powers of the District.

## **WATER SUPPLY OPERATIONS**

Since Rainbow Municipal Water District began water service in 1954, the District's source of supply has been water purchased from the San Diego County Water Authority ("SDCWA"). About 70% of the water is used for agricultural purposes; all water is of domestic quality.

SDCWA is a County Authority organized on June 9, 1944 under the County Authority Act, California Statutes 1943, Chapter 545, as amended. SDCWA's primary purpose is to supply water to areas in the County for distribution to the SDCWA's member agencies in order to meet their respective needs. SDCWA's service area encompasses 1,418.2 square miles, which represents about one-half of the land acreage of the County. There are currently 24 member agencies served by the SDCWA consisting of 6 cities, 17 special districts and the US Marine Corps base at Camp Pendleton. The SDCWA receives its water from the Metropolitan Water District of Southern California, of which the Authority is a member agency. Delivery of this water is made by San Diego County Water Authority through aqueducts, all of which traverse the District.

Historically, SDCWA depended almost exclusively on water supplies imported from the Colorado River and Northern California by the Metropolitan Water District of Southern California. That changed in 2003 with the start of the largest farm-to-urban water conservation and transfer agreement in the nation with the Imperial Irrigation District, which now accounts for about one-third of San Diego County's water supply. In late 2015, the Water Authority added a historic new water source to its portfolio with the completion of the nation's largest seawater desalination plant in Carlsbad. Today, the Water Authority and its member agencies have identified potable reuse of recycled water as the next major source of local water supply, while continuing to aggressively promote water conservation as a civic responsibility.

The Water Authority is governed by a 36-member Board of Directors representing the 24-member agencies. A member of the San Diego County Board of Supervisors also serves as a non-voting member to the Water Authority Board.

The Metropolitan Water District is a regional wholesaler that delivers water to 26-member public agencies – 14 cities, 11 municipal water districts, one county water authority – which in turn provides water to more than 19 million people in Los Angeles, Orange, Riverside, San Bernardino, San Diego and Ventura counties. The Metropolitan Water District, to supplement its water supply from the Colorado River, has entered into a contract with the State of California for the delivery of water via the State Water Project. Metropolitan is governed by a 38-member

board of directors who represent their respective member agencies ensuring each member agency is part of the governance of Metropolitan.

To supply the more than 300 cities and unincorporated areas in Southern California with reliable and safe water, Metropolitan owns and operates an extensive water system including: The Colorado River Aqueduct, 16 hydroelectric facilities, nine reservoirs, 819 miles of large-scale pipes and five water treatment plants. Four of these treatment plants are among the 10 largest plants in the world. In fact, Metropolitan is the largest distributor of treated drinking water in the United States. The District imports water from the Feather River in Northern California and the Colorado River to supplement local supplies. It also helps its member agencies develop water recycling, storage and other local resource programs to provide additional supplies and conservation programs to reduce regional demands.

Metropolitan currently delivers an average of 1.7 billion gallons of water per day to a 5,200-square-mile service area.

## **SYSTEM PRESSURES**

The range of water pressures experienced at any location is a function of the hydraulic grade and the service elevation. Within a specific pressure zone, the hydraulic grade is affected by the reservoir or tank water level and/or pressure reducing valve settings, friction losses in the distribution system, and the flow delivered through aqueduct connections, if applicable. The maximum static pressure within a pressure zone is based on the high-water level of the reservoir or highest-pressure reducing valve setting and the elevation at any specific point in the zone. The system pressure ranges within the district between 20-475 pounds per square inch (psi). It is much more difficult to control the pressure in transmission pipelines as they must maintain the grade line of the zone and are typically less flexible in terms of installation locations. Despite the District's terrain, the vast majority of the District transmission system is within the desired maximum pressure range.

**LEGEND**

XX  
XX RESVR  
00.0 MG  
HIGH WATER ELEVATION  
RESERVOIR NAME  
RESERVOIR CAPACITY

XX'  
XX TANK  
HIGH WATER ELEVATION  
TANK NAME  
TANK CAPACITY

PX  
BOOSTER PUMP STATION AND REFERENCE NO.

X  
SDCWA AQUEDUCT CONNECTION NO.  
(MAXIMUM/MINIMUM HGL)

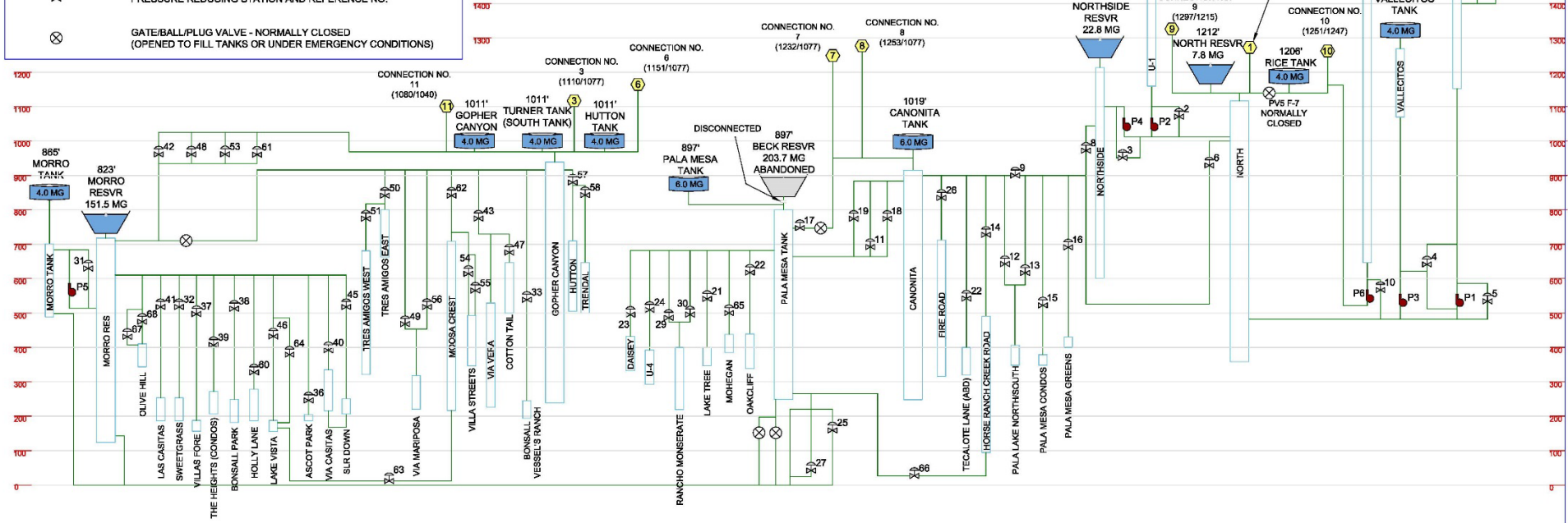
XX  
ZONE DESIGNATION  
(LENGTH OF SYMBOL REPRESENTS SERVICE ELEVATION RANGE)

X  
PRESSURE REDUCING STATION AND REFERENCE NO.

X  
GATE/BALL/PLUG VALVE - NORMALLY CLOSED  
(OPENED TO FILL TANKS OR UNDER EMERGENCY CONDITIONS)

**PRESSURE REDUCING STATION REFERENCE (HI/LOW) PSI**

1	MAGEE PUMP STATION BYPASS (337/220) PSI	33	BONSALL VESSELS RANCH (350/120) PSI
2	U1 U2 PUMP STATION BYPASS (170/30) PSI	34	MOOSA CANYON LINE
3	BOOSTER STATION #4 BYPASS(100/50) PSI	35	WEST LILAC PR PRESSURE RELIEF (225/0) PSI
4	VALLECITOS BYPASS (PUMP STATION N) (240/45) PSI	36	ASCOT PARK (260/70) PSI
5	PUMP STATION 1 BYPASS SOUTH (355/60) PSI	37	VILLAS FORE (260/125) PSI
6	STEWART CANYON (220/150) PSI	38	BONSALL PARK
7	MOON RIDGE (200/107)PSI	39	THE HEIGHTS (CONDOS)
8	LOS ALIBOS (210/120) PSI	40	VIA CASITAS (260/110) PSI
9	PALA LAKE NORTH (260/100) PSI	41	LAS CASITAS (225/95) PSI
10	GARRET RANCH (270/137) PSI	42	WEST LILAC (300/220) PSI
11	HUNTLEY PUMP STATION BYPASS (240/143) PSI	43	VIA VERA (200/95) PSI
12	ATKINS (124/100) PSI	44	SLR DOWNS TRACK (285/125) PSI
13	PALA LAKE SOUTH (260/120) PSI	45	LAKE VISTA (260/100) PSI
14	HORSE RANCH CREEK (253/120)PSI	46	COTTON TAIL (230/110) PSI
15	PALA MESA CONDOS (300/75) PSI	47	CAMINO DEL REY (332/225) PSI
16	PALA MESA GREENS (285/120) PSI	48	VIA MARIPOSA WEST (295/95) PSI
17	WILT & CITRUS	49	VIA MARIPOSA WEST (295/95) PSI
18	CANONITA (135/85) PSI	50	TRES AMIGOS EAST (110/85) PSI
19	LAKETREE EAST (230/110) PSI	51	TRES AMIGOS WEST (110/70) PSI
20	BECK	52	VIA PUERTA DEL SOL PRESSURE RELIEF (240/0) PSI
21	LAKE TREE WEST (230/100) PSI	53	DENTRO DE LOMAS (365/260) PSI
22	LAKE TREE WEST (230/100) PSI	54	VILLA MEDICI (140/60)PSI
23	OMCLIFF (200/100) PSI	55	VILLA TOSCANA (110/73)PSI
24	DAISEY LANE (245/75) PSI	56	VIA MARIPOSA EAST (295/95) PSI
25	U-4 (210/70) PSI	57	HUTTON 4* (100/80) PSI
26	ESTERILINA (116/70) PSI	58	TRENDAL 4* (150/85) PSI
27	FIRE ROAD (110/55) PSI	59	OLD RIVER ROAD PRESSURE RELIEF (270/0) PSI
28	76 & GIRD (277/225)PSI	60	HOLLY LANE (250/70) PSI
29	VIA MONSERATE PRESSURE RELIEF (280/0) PSI	61	SAGEWOOD (320/273) PSI
30	RANCHO MONSERATE "W" (290/110) PSI	62	MOOSA CREST (H/AL/EAH) (125/110) PSI
31	RANCHO MONSERATE "N" (290/110) PSI	63	LAKE VISTA TERRACE
32	MORRO BOOSTER STATION BYPASS (140/120) PSI	64	LAS ESTRELLAS
		65	MOHEGAN
		66	PANKEY
		67	OLIVE HILL ESTATES NORTH
		68	OLIVE HILL ESTATES SOUTH



**EXISTING SYSTEM HYDRAULIC SCHEMATIC**





## **SYSTEM DESCRIPTION**

RMWD's existing water distribution system is comprised of 12 major pressure zones with storage facilities. Four of the major zones are supplied directly from SDCWA aqueduct connections and the remaining major zones are supplied through pressure reducing stations or booster pump stations. In addition to the major zones, there are 30 reduced pressure areas that are supplied from the major zones through pressure reducing stations. The RMWD hydraulic profile schematic shows the aqueduct connections, pressure zones, storage facilities, booster pump stations, pressure reducing stations and emergency supply interconnects.

The twelve major pressure zones within the RMWD system are identified by a name and number that corresponds to the hydraulic grade elevation set by the high-water level of the tank or reservoir. The District is characterized by steep and varying terrain, and the pressure zone grades range from 825 feet to 2,160 feet above mean sea level. The hydraulic grade line and water supply sources for each major pressure zone are summarized in the table below. The District was formed from the merging of several water purveyors' decades ago, and as a result, the gradient spacing between zones is irregular. Zone boundaries have been modified over time to increase pressures in some local critical areas or reduce pressures in older pipelines. Field operators adjust some of the pressure boundaries seasonally to improve water circulation. The Morro, South, Pala Mesa and Canonita zones each include multiple smaller reduced pressure areas that are supplied from pressure reducing stations.

<b>Zone</b>	<b>HGL (feet)</b>	<b>Main</b>	<b>Secondary</b>
Magee	2,160	Rainbow Heights via Booster PS 7	None
Rainbow Heights	1,967	North Zone via Booster PS 1	Magee
Gomez	1,710	North Zone via Booster PS 6	Rainbow Heights
U-1	1,579	North Zone via Booster PS 2	None
Vallecitos	1,338	North Zone via Booster PS 3	Rainbow Heights
Northside	1,282	North Zone thru Booster PS 4	None
North	1,212	Connections 1,9, and 10	Northside & Rainbow Heights
Canonita	1,019	Connections 7 and 8	Northside & North
South	1,011	Connections 3,6, and 11	Morro via emergency pumps
Pala Mesa	897	Connection 7	Canonita
Morro Tank	865	Morro Zone thru Booster PS 5	Pala Mesa via Morro Zone
Morro	825	South	Pala Mesa
HGL = Hydraulic grade line			

The existing distribution system has over 320 miles of pipelines ranging in size from 4-inches to 42-inches in diameter. Most of the smaller diameter pipelines are constructed of asbestos

cement pipe (ACP) or steel, although ductile iron pipe (DIP) is used in high pressure areas. Larger transmission mains are constructed of CMLC steel or DIP. Table below summarizes pipeline lengths by diameter.

**SYSTEM**

<b>Pipeline Summary</b>	
Pipeline Diameter (inches)	Total Pipeline Length (miles)
4	4.5
6	65.1
8	114.7
10	17.7
12	42.2
14	20.3
16	27.0
18	11.7
20	10.9
22	1.0
24	5.8
27	0.3
30	0.6
36	0.4
42	0.6
<b>Total Length of Pipe</b>	<b>322.8</b>

**OPERATIONS**

Operation of the RMWD water distribution system is very complex due to the large number of pressure zones, supply locations, and large capacity storage facilities which require frequent cycling or turnover to maintain water quality. Furthermore, the water distribution system is flexible in that supply from the eight aqueduct connections can be routed to different parts of the distribution system by making changes to several key valve settings. Reservoir water levels are connected to the RMWD Supervisory Control and Data Acquisition (SCADA) system, such that the water operators are able to monitor the system throughout the day at the water operations center. However, system operation relies upon a number of manual changes that are made from operator judgment rather than automation such as adjusting the flow orders from FCF connections based on tank levels.

The large storage capacity of Morro reservoir requires special operation of the distribution system to maintain water quality. The distribution system is operated in either a Morro fill or Morro drain mode, with the duration of each mode varying seasonally, but typically lasting two weeks or more. Changing between modes requires the manual closing and opening of several pressure stations, in addition to a number of operational changes. Tank water levels in several pumped zones are also operated in a fill/drain mode with water levels set low to improve

the turnover rate. In addition to normal supply operations, system operators have several documented procedures for alternative supplies to zones. In the event that pump stations fail or when aqueducts are shut down for service, tanks need to be removed from service. During planned shutdowns of the SDCWA Second Aqueduct (Connections 3, 6, 7, 8, 9, and 11), water from the North and Northside Reservoirs is supplied down to the Canonita Zone through bypass valves and pressure reducing stations. The remaining zones normally supplied from the Second Aqueduct are supplied from excess storage capacity in the Morro Reservoir via temporary diesel-powered pumps. Four portable pumps are utilized to pump water from the Morro Zone to the South Zone. Supply to the South Zone can also be supplemented from the City of Oceanside's Weese Water Filtration Plant from a portable pump. The Northside Zone, North Zone, and all zones that are pumped from the North Zone are normally supplied from Connections 1 and 10 on the First Aqueduct and Connection 9 on the Second Aqueduct. During a shutdown of both aqueducts, these zones rely on water from in-zone tank storage, the North and Northside Reservoirs, and additional supply from FPUD's Red Mountain Reservoir, which is pumped into the North Reservoir. An emergency pump station at the Beck Reservoir site can also be utilized during a shutdown of both aqueducts to supply the Canonita Zone from the Pala Mesa Zone.

## **WASTEWATER FACILITIES**

The collection and disposal of wastewater was first undertaken by the District in March 3, 1963; in conjunction with two subdivisions and the Fallbrook Country Club. In 1964 the second system was constructed to accommodate Pala Mesa Village and the Pala Mesa Country Club facilities and Motel. Later a 200-space mobile home park was connected to the system. Both systems were financed through the sale of improvement district bonds.

The third wastewater collection and disposal system was constructed by the developer of San Luis Rey Country Club and dedicated by the developer. In 1969, the subject improvement district was formed to expand wastewater collection facilities to accommodate the San Luis Rey Downs development and the community of Bonsall commercial businesses.

Six wastewater lift stations are operated within the District's service area. The lift station type and location are described for each station below:

■ **Lift Station 1.** This station is located just south of the intersection of Golf Club Drive and Old River Road on the south side of the San Luis Rey River. It consists of a Smith and Loveless packaged lift station with three, 5-hp wet well/drywell pumps and a 3,000-gallon working volume wet well. The existing pumps were rated at 625 gpm each and there is a backup generator in case of a power failure. The District replaced the pumps at this station in kind in 1994. Lift Station 1 is currently under design for replacement, which will expand the station's capacity to serve peak wet weather and future projected sewer flow. The replacement design has considered relocating the station to the north side of the San Luis Rey River in order to abandon the siphon crossing beneath the river and replacing it with a force main. In addition, the new design will move the station further away from nearby residences.

■ **Old River Lift Station.** This station is located at the intersection of Little Gopher Canyon Road and Old River Road, in the southwest corner of the District. The station is a Flygt/Xylem packaged lift station consisting of three, 70-hp, wet well/drywell pumps and a 14,000-gallon working volume wet well. The existing pumps are rated at 1,500 gpm each. There is also a backup generator in case of a power outage. This station was replaced in 2010 due to a history of problems with overflows. Capacity was increased from 1,000 gpm per pump to the current 1,500 gpm per pump to allow significant capacity to serve the ultimate projected sewer flow.

■ **Plant B Lift Station.** This station is located south of the District offices on Old Highway 395. This station is a Smith & Loveless prefabricated station consisting of two, 5-hp, wet well/dry well pumps and an 800-gallon working volume wet well. The pumps are each rated at 320 gpm. The station has a standby generator to run the lift station in the case of a power failure. This is the District's oldest lift station and is located in a sub-basin subject to high infiltration.

Abandonment of this station is planned to coincide with the construction of the Pankey Sewer Lift Station.

■ **Rancho Monserate Lift Station.** Wastewater generated at the Rancho Monserate Mobile Home Park is tributary to this station, located north of the park off Dulin Road. Collected wastewater is conveyed north via forcemain for approximately 1,740 feet where it intercepts the Rancho Viejo Forcemain. The Rancho Viejo Forcemain transports the wastewater an additional 2,350 feet before it discharges into Manhole No. 20L-M020 at the intersection of Old Highway 395 and Pala Road. The Rancho Monserate lift station is a Flygt/Xylem lift station consisting of two, 5-hp, wet well/dry well pumps with a 300-gallon working volume wet well. The pumps are each rated at 320 gpm. The station also has a backup power generator in the case of a power failure.

■ **Rancho Viejo Lift Station.** This station is located on Dulin Road east of I-15. This station was built in 1990 to transport wastewater generated in the Lake Rancho Viejo subdivision. The lift station is a Gorman-Rupp prefabricated station consisting of two, 40-hp, wet well/dry well pumps and a 600-gallon working volume wet well. The pumps are each rated at 805 gpm. This station also has a backup power generator.

■ **Fallbrook Oaks Lift Station.** This station is located south of the intersection of Sarah Ann Drive and Kate Lendre Drive in the Fallbrook Oaks subdivision off Gird Road. This is the only station that contains two submersible Meyer’s pumps inside of a 500-gallon working volume wet well. It consists of two, 250 gpm, 5-hp, submersible Meyer’s pumps. The station has a standby generator to provide power to the lift station in the case of a power failure.

#### **Waste Water Vector Truck**



## HISTORICAL WATER DEMAND AND RECENT TRENDS

Calendar Year	Deliveries (AF)
1981	33,815
1982	24,843
1983	23,746
1984	33,806
1985	28,886
1986	29,298
1987	27,382
1988	32,028
1989	34,828
1990	34,920
1991	24,567
1992	26,460
1993	22,997
1994	22,832
1995	20,872
1996	23,223
1997	24,906
1998	19,924
1999	28,721
2000	29,203
2001	26,803
2002	32,125
2003	30,472
2004	30,336
2005	28,911
2006	29,929
2007	31,865
2008	24,128
2009	26,894
2010	18,322
2011	19,276
2012	21,918
2013	21,526
2014	22,625
2015	17,868
2016	18,151
2017	18,123
2018	17,910

For 25 years following its founding in 1954, total SDCWA water deliveries to the District service area steadily increased, as agricultural acreage and population increased. By 1984, demands had climbed to almost 34,000-acre feet per year (AFY). Demands then dropped sharply during the drought restrictions of 1991-93, as mandatory cutbacks led to the stumping of avocado groves and other water use reductions, but by 2002 had rebounded to almost pre- 1991 conditions.

Beginning in 2008, demands again declined sharply, this time in response to economic recession, water price increases, a new round of drought restrictions, and increased adoption of water conservation measures. These factors have combined to produce a fundamental downward shift in per capita water use, with per account use declining by **35 percent** from 2006 to 2013. Per capita use reached a minimum during the period from 2010 to 2012, but this was in response to economic recession, cooler than normal summer weather, and other impermanent conditions.

Considering factors of economic equilibrium, average weather conditions, and normal water supply conditions (without water use restrictions in place), the Master Plan has judged calendar year 2013 to be representative of normal water use conditions in the current era and has defined calendar year 2013 water use as an appropriate baseline condition for use in demand forecasting.

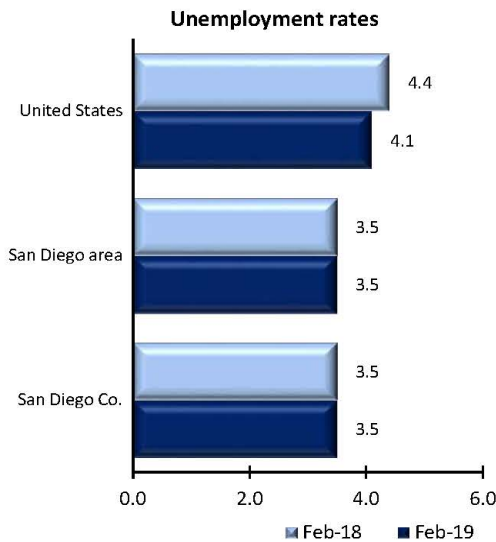


# San Diego Area Economic Summary

Updated April 03, 2019

This summary presents a sampling of economic information for the area; supplemental data are provided for regions and the nation. Subjects include **unemployment, employment, wages, prices, spending, and benefits**. All data are not seasonally adjusted and some may be subject to revision. Area definitions may differ by subject. For more area summaries and geographic definitions, see [www.bls.gov/regions/economic-summaries.htm](http://www.bls.gov/regions/economic-summaries.htm).

Unemployment rates for the San Diego area, selected area counties, and the nation



Source: U.S. BLS, Local Area Unemployment Statistics.

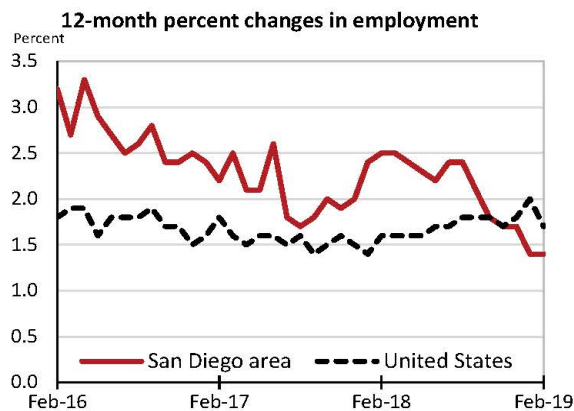
Average weekly wages for all industries by county

**San Diego area, 3rd quarter 2018**  
(U.S. = \$1,055; Area = \$1,149)



Source: U.S. BLS, Quarterly Census of Employment and Wages.

Over-the-year changes in employment on nonfarm payrolls and employment by major industry sector



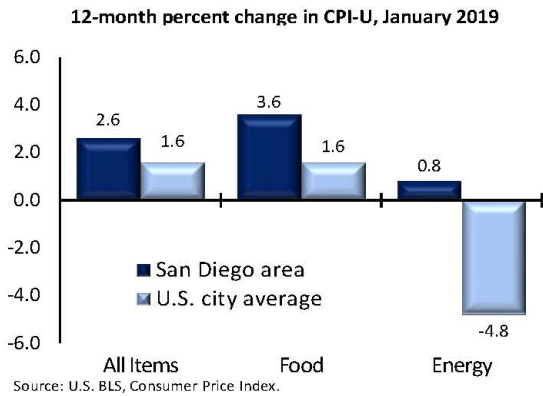
Source: U.S. BLS, Current Employment Statistics.

San Diego area employment (numbers in thousands)	Feb. 2019	Change from Feb. 2018 to Feb. 2019	
		Number	Percent
Total nonfarm	1,489.8	19.9	1.4
Mining and logging	0.3	0.0	0.0
Construction	83.6	0.0	0.0
Manufacturing	113.7	2.7	2.4
Trade, transportation, and utilities	221.0	-2.6	-1.2
Information	23.7	-0.3	-1.3
Financial activities	75.0	-0.7	-0.9
Professional and business services	252.4	5.4	2.2
Education and health services	214.6	6.9	3.3
Leisure and hospitality	197.0	3.8	2.0
Other services	55.9	1.3	2.4
Government	252.6	3.4	1.4

Source: U.S. BLS, Current Employment Statistics.

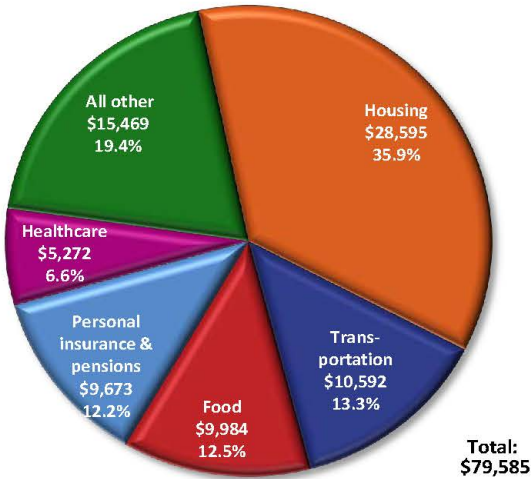


Over-the-year change in the prices paid by urban consumers for selected categories

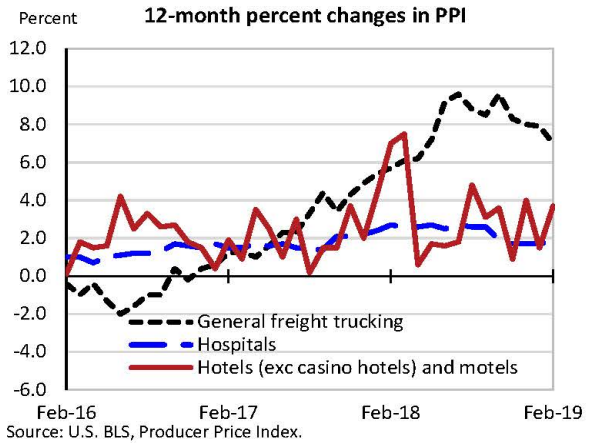


Average annual spending and percent distribution for selected categories

San Diego area average annual expenditures 2016-17



Over-the-year changes in the selling prices received by producers for selected industries nationwide



Average hourly wages for selected occupations

Occupation	San Diego area	United States
Total, all occupations	\$27.93	\$24.98
Financial managers	68.58	70.59
Registered nurses	47.33	36.30
Accountants and auditors	41.86	37.89
Chemists	41.66	40.31
Electro-mechanical technicians	29.63	28.96
Construction laborers	22.12	19.40
Sailors and marine oilers	21.11	22.20
Medical secretaries	21.10	17.83
Security guards	15.02	15.41
Retail salespersons	14.84	13.61
Maids and housekeeping cleaners	13.60	12.30
Cooks, fast food	12.53	10.89

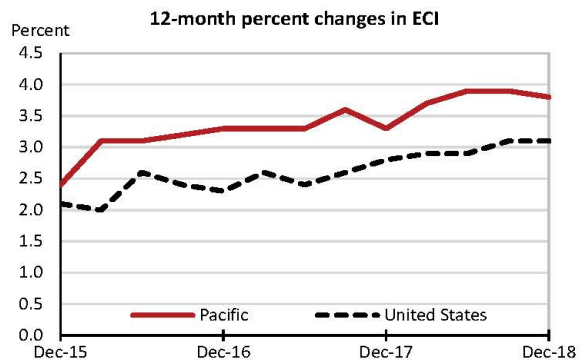
Source: U.S. BLS, Occupational Employment Statistics, May 2018.

Employer costs per hour worked for wages and selected employee benefits by geographic division

Private industry, December 2018	Pacific (1)	United States
Total compensation	\$40.69	\$34.05
Wages and salaries	28.52	23.85
Total benefits	12.17	10.20
Paid leave	2.96	2.44
Vacation	1.51	1.26
Supplemental pay	1.08	1.09
Insurance	3.24	2.71
Retirement and savings	1.61	1.32
Legally required benefits	3.27	2.64

(1) Pacific includes AK, CA, HI, OR, and WA.  
Source: U.S. BLS, Employer Costs for Employee Compensation.

Over-the-year changes in wages and salaries





## **CLIMATE AND TOPOGRAPHY**

The Fallbrook, Bonsall and Rainbow region has an average year-round temperature of 61 degrees. Due to the prevailing ocean breezes, the humidity is relatively low and constant. The average daytime high in Fallbrook is 76 degrees, although in the summer, temperatures sometimes exceed 100 degrees. Most of the area is frost-free; during the coldest periods the average nighttime temperature is about 42 degrees. Due to its proximity to the ocean, days often start with early morning fog; afternoons can be breezy.

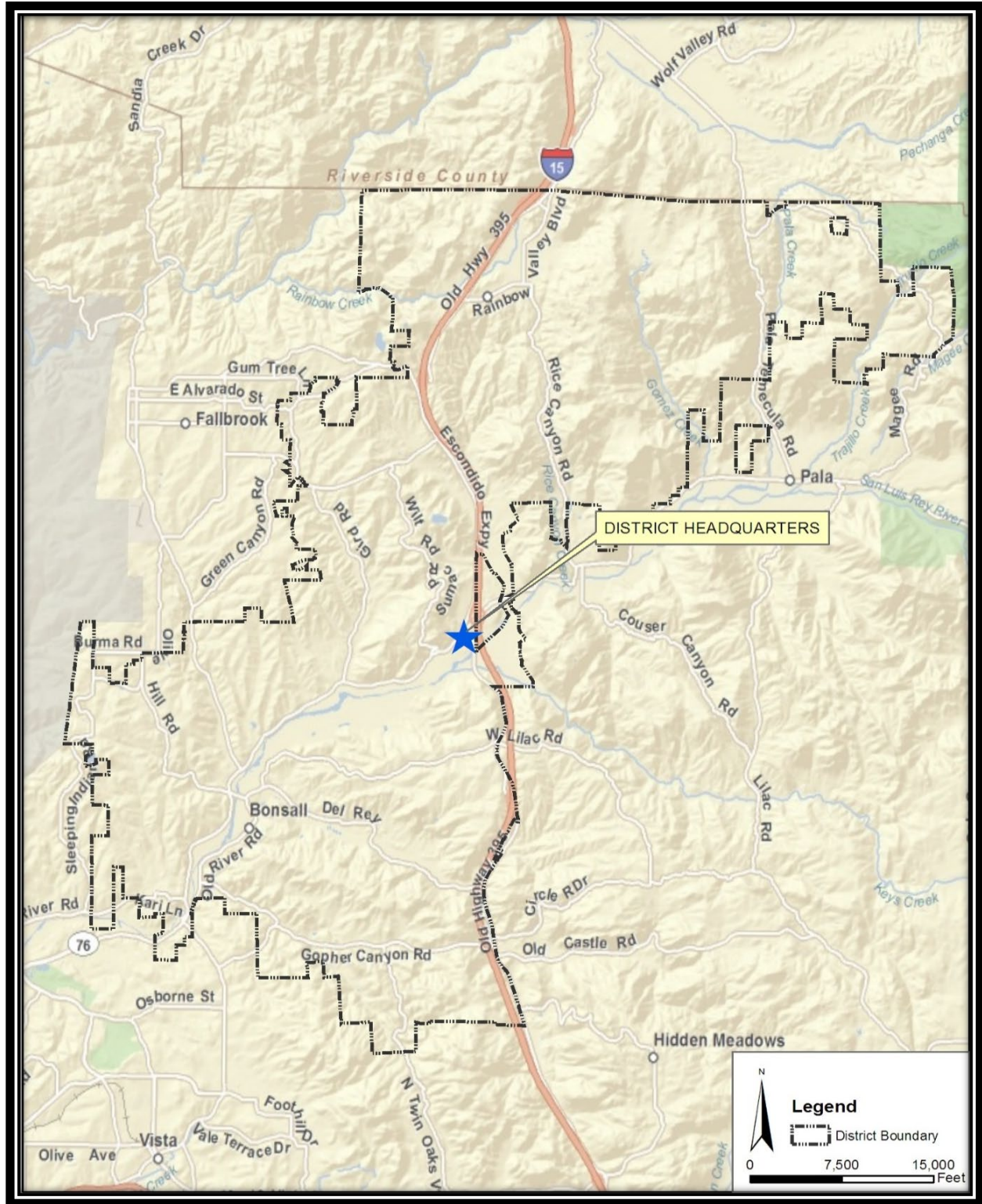
Annual rainfall is roughly 10 inches (25 cm) and comes mostly between November and April. Rainfall is higher in the surrounding hills, up to 20 inches (51 cm). The area is ideal for avocados, strawberries, tomatoes and many other sub-tropical fruits, vegetables, and flowers.

The topography of the District ranges from relatively level valley lands to steeply sloping ridges with long, narrow canyons. Elevations vary from 120 feet in the San Luis Rey River basin to mountains over 2,200 feet high. This configuration of land enables dense, cool air to slide off the valley sides, creating a continuous mild turbulence on the valley floor, which results in a low incidence of frost essential to the growth of avocados and citrus, the major crops grown in the District.

## **THE DISTRICT OFFICE**



# MAP OF DISTRICT SERVICE AREA



# EMPLOYEE COMPENSATION AND BENEFITS

## DEFERRED COMPENSATION PROGRAMS

### **401(a) PLAN:**

The District agrees to establish a 401 (a)-retirement savings account as a means to assist employees in saving for retirement medical or other retirement expenses. The District will fund the 401(a) accounts as follows:

The District will match employee contributions to the 401(a) account per the following terms:

0 – 5 years of service: \$50 per pay period

5-10 years of service: \$75 per pay period

10-20 years of service: \$100 per pay period

Over 20 years of service: \$125 per pay period

Employee contributions to the 401(a) account will be on a post-tax basis, and the employee may contribute additional funds subject to IRS annual limits. The District's matching funds will be tax deferred.

The District's initial deposit and matching funds will be tax deferred, and will become vested per the following vesting schedule:

1 year of service = 20% vested

2 years of service = 40% vested

3 years of service = 60% vested

4 years of service = 80% vested

5 years of service = 100% vested

If an employee leaves the District's employment before the District's contributions to the 401(a) account have become 100% vested, then the unvested funds will be forfeited and returned to the District.

Employee contributions to the 401(a) account will be on a post-tax basis, and the employee may contribute additional funds subject to IRS annual limits.

### **457(b) PLAN:**

The District will provide a dollar-for-dollar match of up to \$100.00 per pay period per employee into a 457(b)-retirement savings account. The employee may contribute additional unmatched funds through payroll deductions, subject to IRS rules.

## **LUMP SUM MERIT AWARDS**

When an employee's pay rate is at the top of their position's Non-Exempt Pay Grade, the employee will not be eligible for a base pay merit increase. However, the employee may be eligible for a lump sum merit award based on their ratings on the Annual Performance Review.

Lump sum merit awards will be calculated by averaging the merit award percentages that correspond with the score in each Performance Factor of the Annual Performance Review, per the following matrix:

Exceptional	7.0%
Above Satisfactory	4.0%
Satisfactory	1.5%
Needs Improvement	0%
Unsatisfactory	Disqualified

Employees who receive an unsatisfactory rating in any Performance Factor, or who are on a Performance Improvement Plan, will not be eligible for a lump sum merit award.

## **COMPENSATORY TIME**

When any non-exempt employee works overtime, the employee may elect to accrue Compensatory Time Off in lieu of cash payment for the overtime worked. The amount of Compensatory Time Off will be based on the applicable overtime rate (one and one half or double the regular rate of pay as specified in the Overtime Section).

No employee shall be allowed to accumulate over 50 hours of compensatory time. Any time over 50 hours shall not be eligible for accumulation and shall be included as hours paid in the employee's paycheck for the pay period earned.

Compensatory time shall be granted at such times and in such time blocks as are mutually agreed upon between the employee and his/her Superintendent or Manager; permission to utilize compensatory time off shall not be unreasonably denied if operating requirements will not be adversely affected.

All unused compensatory time will be paid out on the last pay date in December of each year. Employees will have the option to cash out Compensatory Time Off on the last pay date in June of each year.

Upon separation from the District employees shall be paid 100% of their accumulated compensatory time balance at their present rate of pay.

## **PAID TIME OFF**

### **Accrual Rate:**

<b>Length of Service</b>	<b>Accrual Rate Per Pay Period</b>	<b>Annual Accrual Equivalent</b>	<b>Maximum Accrual</b>
<b>Up to 4 years</b>	7.69 hours	200 hours	400 hours
<b>4 – up to 9 years</b>	9.23 hours	240 hours	480 hours
<b>9 years and above</b>	10.77 hours	280 hours	560 hours

Employees may accumulate Paid Time Off up to a maximum of two times the employee’s annual entitlement. Upon reaching the maximum accrual, PTO hours will no longer accrue until the employee uses PTO hours to bring their balance under the maximum.

If a PTO request has been previously approved by the District, and through no fault of the employee the leave request is cancelled by the District and an employee reaches the maximum accrual, then the District will compensate the employee for additional hours accumulated beyond the maximum accrual until the requested leave can be granted.

All new employees will accrue PTO beginning the first day of employment; however, these hours will not be eligible for use until after the completion of 90 days of full-time employment. General Manager shall have discretion to grant earlier use of accrued PTO for medical emergency, bereavement, or other emergency situation on a case-by-case basis.

## **PAID TIME OFF BUY BACK**

Employees may cash out accrued paid time off (PTO) of a minimum of 40 hours once per year with the following stipulations:

- An IRREVOCABLE request must be completed and submitted during the month of December for cashing out PTO on the last pay period of the following January of the following calendar year.
- The irrevocable request may not exceed 280 hours.
- Employee must have taken at least 80 hours cumulative Paid Time Off (PTO) between December 1st of the previous year and November 30th of the current year.
- Employee must maintain a minimum balance of 80 hours of accrued PTO.
- A request to cash out accrued PTO due to reasons of hardship may be made at any time. The hardship request must be approved by the General Manager and is subject to the unforeseeable emergency definitions of the Internal Revenue code. (Title 26, section 1.409a-3).

In the event the IRS changes their regulations pertaining to this policy, the District will meet and confer with the bargaining unit to determine how to manage the impact of the regulatory changes.

## **HOLIDAYS**

Compensation for paid holidays will be for the entire length of the regular scheduled shift.

Whenever a designated holiday falls on a Sunday, the holiday will be observed on the following Monday. Whenever a designated holiday falls on a Saturday, the holiday will be observed on the preceding Friday.

If a holiday falls on an employee's regularly scheduled Friday off, then 8 hours of Holiday Bank will be credited to the employee for that day at the beginning of the fiscal year (July 1) to be available for use before the end of the fiscal year (June 30). Any Holiday Bank hours not used by the end of the fiscal year will be forfeited. Holiday Bank hours will not be cashed out at termination of employment.

If an employee works overtime on a holiday, double time will be paid on the actual date of the holiday, and one- and one-half times the regular rate of pay will be paid on the date the holiday is observed. Overtime worked on Easter Sunday will be paid at double time.

## **MEDICAL, DENTAL AND VISION INSURANCE**

### **Medical Insurance:**

The District shall offer affordable group medical, dental, and vision insurance plans to all full-time employees. The amount the District contributes towards the cost of the insurance premiums will vary based on which health plan and which coverage tier the employee selects.

Due to the possible volatility of the health insurance market, the District and Association agree that certain circumstances may warrant renegotiating the terms of this Section of this Article before this contract expires. The following circumstances may trigger a renegotiation of this Article:

- If the health plans the District offers become unavailable due to factors outside the District's control.
- If premium costs for an offered plan increase by more than 20% in a single year.
- If the District and Association both desire to seek comparable plans with lower premium costs from other insurance carriers.

If any of these conditions occur, the District will notify Association in writing of the District's intent to renegotiate this Section of this Article no later than August 15 for changes to be effective in the following plan year.

### **Employee Only Coverage**

Beginning with the 2018 plan year that begins January 1, 2018, the District will pay 100% of the premium costs for employee-only coverage, up to the amount of the Anthem HMO employee-

only rate. If the employee selects a higher cost plan, then the employee will contribute the difference through payroll deductions.

For example, if the HMO premium for employee-only coverage is \$700 per month, and the employee enrolls in plan with premiums of \$800 per month, then the employee would contribute \$100 per month through two payroll deductions of \$50 each.

#### Dependent Care Coverage

##### ***Anthem Plans:***

Beginning with the 2018 plan year that begins January 1, 2018, the District will pay 82% of the total premium costs for the Employee + 1 or Family coverage tiers, up to a maximum of 82% of the HMO premium rates for those tiers. If the employee selects a higher cost plan, then the employee will contribute the difference through payroll deductions.

The employee will contribute 18% of the total premium costs for the Employee + 1 or Family coverage tiers for the HMO or lower cost plans.

##### ***Kaiser Permanente Plans:***

Beginning with the 2018 plan year that begins January 1, 2018, the District will cover 100% of the premium costs for employees and dependents enrolled in the Kaiser Consumer Driven Health Plan (CDHP).

For employees who enroll dependents in the traditional Kaiser HMO plan, the District will contribute up to \$3,000 per year above the annual premium rate for the Kaiser CDHP plan.

##### **Dental and Vision Insurance:**

The District will cover 100% of the premium for employees and dependents.

#### **RETIREMENT HEALTH CARE CONTRIBUTION**

Employees hired before July 1, 2012 will be eligible for Retirement Medical Contributions if they elect not to participate in the District's 401(a) retirement savings plan. Upon retirement at age 50 or older and with a minimum of ten (10) years of continuous service with the District, the District agrees to reimburse eligible retired employees and their retired spouses for part of the cost of health and dental insurance plans. The District's contribution will be \$363.00 per month for the retired employee or \$726.00 per month for the retired employee and retired spouse until each reach their respective ages for full Medicare coverage. If the retired employee or retired spouse reaches the eligible age, the contribution for the retired employee or retired spouse will be \$363.00 per month until reaching the eligible age. The assistance period for either will be for a maximum of ten (10) years.

Employees hired after July 1, 2012 will not be eligible for Retirement Health Care Contributions.

## **LIFE AND DISABILITY**

The District shall pay for employees' life, short and long term disability insurance.

## **PUBLIC EMPLOYEES' RETIREMENT SYSTEM**

The District participates in the California Public Retirement System (CalPERS). All employees hired at the District before January 1, 2013 are under the CalPERS miscellaneous formula of 2.5% @ 55. The final compensation is the highest average pay rate and special compensation during any consecutive one-year period. The employees contribute the 8% of their annual salary.

A full time new employee hired on or after January 1, 2013 will be subject to the Public Employees' Pension Reform Act (PEPRA). A new employee who is also a "New Member" to CalPERS will participate under the mandatory miscellaneous formula of 2% @ 62. The final compensation is the highest average pay rate and special compensation during any consecutive three-year period. The employee contributes 50% of the normal cost established by CalPERS as outlined in the Public Employees' Pension Reform Act of 2013 (PEPRA).

Pursuant to the PEPRA, a "New Member" is defined as:

1. An individual who is hired on or after January 1, 2013 and has no prior membership in any California public retirement system.
2. An individual who is rehired by a different CalPERS employer on or after January 1, 2013 after a break in service greater than six (6) months.
3. An individual who is brought into CalPERS membership for the first time on or after January 1, 2013 and who is not eligible for reciprocity with another California public retirement system.

If a former CalPERS eligible employee of the District has a break in service of more than six (6) months but returns to service with the same District, the former employee will not be considered a new member pursuant to PEPRA.

## **TUITION REIMBURSEMENT**

The District will refund tuition fees and educational material costs incurred by regular employees for approved courses of study and completion with a "C" grade or higher. A "pass" will be accepted for classes where a pass/fail grading system is used. The amount of reimbursement will be as follows:

- For employees who have worked 0-3 years, the District will reimburse up to \$2,500.00 per calendar year for attendance at an accredited college or institution, provide the employee is pursuing a course of study leading to attainment of a degree or accreditation, or providing the course of study is pertinent to the employee's employment with the District.



- For employees who have worked three years or more the District will reimburse employees up to \$5,250.00 per calendar year for attendance at an accredited college or institution, providing the employee is pursuing a course of study leading to attainment of a degree or accreditation, or providing the course of study is pertinent to the employee's employment with the District.

For the purpose of determining eligibility, the end date of the class will be the date used to calculate the employee's length of service and in which calendar year the reimbursement will be applied.

Employees are required to submit applications to their immediate Superintendent or Manager and get approval from their Superintendent or Manager before starting courses for which educational assistance is requested.

Requests for reimbursement must be submitted within 30 days after completion of the course. If an employee leaves District employment before completion of the approved course, the District will not reimburse the employee for the course.

No assistance will be made until after the completion of the course and no assistance will be made if the employee utilizes other sources (i.e. GI Bill) to pay for the course or portions of the course.

# FY19 STRATEGIC PLAN & PERFORMANCE MEASUREMENTS UPDATES

Rainbow Municipal Water District						
Strategic Plan Goals and Objectives for June 2018 to July 2019						
1	Water Resources	Assigned To	Estimated Completion	% Completed	Comments	Measurement of Success
1A	Promote and participate in the development of sensible direct or indirect potable reuse regulations					See sub-objectives
1A.1	Participate in WaterReuse legislative/regulatory efforts	Tom	Ongoing			As Described
1A.2	Monitor regulatory process	Tom	Ongoing			As Described
1.B	Identify and obtain water rights in the San Luis Rey Valley and develop feasible water production strategies					See sub-objectives
1B.1	Identify water rights holders and make contact regarding potential transfer of rights	Tom		75%		As Described
1B.2	Identify legal issues surrounding water rights transfer and develop appropriate legal framework for acquisition of rights	Tom		75%		As Described
1B.3	Develop a method to determine safe yield for groundwater extraction	Tom/Steve	On Hold		Feasibility Issues	As Described
1B.4	Identify potential location of groundwater treatment facility including brine disposal	Tom/Steve	On Hold		Feasibility Issues	As Described
1.C	Participate fully and actively in the San Luis Rey Groundwater Sustainability Agency (SLRGSA)					See sub-objectives
1C.1	Negotiate and enter into an MOU with SLRGSA agencies for initial groundwater studies	Tom		100%		MOU entered into with SLRGSA agencies
1C.2	Participate in all SLRGSA meetings and workshops	Tom		100%		Meeting and workshops participated in

Rainbow Municipal Water District						
Strategic Plan Goals and Objectives for June 2018 to July 2019						
2	Asset Management	Assigned To	Estimated Completion	% Completed	Comments	Measurement of Success
2A	Implement proactive system-wide pressure management	Steve				See sub-objectives
2A.1	Identify and prioritize high pressure areas to receive additional pressure mitigation strategies		Nov-19	25%		Contract amendment signed with HDR to develop a prioritization
2A.2	Develop standard plans for pressure regulation stations as well as cost effective contracting/construction methods		On-going	10%		New standard plans developed, and more in-house designs completed
2A.3	Commence installation of high priority pressure regulation stations		Feb-20	25%		PR Stations installed
2B	Perform Continuous Condition Assessment	Steve/Robert				See sub-objectives
2B.1	Recalibrate condition assessment model annually using "fresh" condition data			25%	While repairing water line breaks a camera is used for visual inspection of pipeline.	The report is updated and a new map created with the new data
2B.2	Integrate condition assessment data collection seamlessly into EAM workflows for field crews		May-20	75%		Data is easily accessible through EAM by managers.
2B.3	Continue development of in-pipe data gathering using video inspection					Additional video are taken
2B.4	Identify potential methods for pipeline rehabilitation using point repairs or in-situ methods			25%	Development is on-going	A suite of available methods for pipe repair is available to engineering.
2C	Develop a System-wide Corrosion Protection System	Steve/Robert	Dec-19		Contract signed with HDR	See sub-objectives
2C.1	Commence corrosion protection study to evaluate current status and prescribe remedies			50%		Contract signed with consultant
2C.2	Begin implementation of mitigation strategies when they are identified			0%		This will be done once the study is complete. Anodes will be placed in-ground.
2D	Develop a Programmatic EIR for Pipeline Replacement Work	Steve				See sub-objectives
2D.1	Issue an RFP for consultant to develop Programmatic EIR			100%	RFP issued. Interviewing Final 3 candidates 3/28/19	
2D.2	Award contract for Programmatic EIR			0%	Scheduled for June 2019 Board Meeting	Board approves PSA with recommended firm
2D.3	Identify possible real property for acquisition to meet mitigation requirements			0%		District has a list of available parcels for mitigation land
2E	Execute Proactive Right-of-Way Management	Steve				See sub-objectives
2E.1	Develop cost effective mechanisms to survey and stake right-of-way boundaries			100%		Cost-effective mechanism in place
2E.2	Enhance Right-of-Way policies in Administrative Code		Done	100%	Items already passed the board	The Board an Ordinance on October 23, 2018
2E.3	Develop mechanisms for efficient identification of encroachments and a method to issue encroachment permits		On-going	50%	Improvements made	Increasing number of encroachment permits being issued
2F	Commence meter/service replacement and upgrade program	Tom/Tracy/Justin				See sub-objective

Rainbow Municipal Water District

Strategic Plan Goals and Objectives for June 2018 to July 2019

3	Workforce Development	Assigned To	Estimated Completion	% Completed	Comments	Measurement of Success
3A	<b>Maintain education and training opportunities to ensure continuous improvement and learning for all staff</b>	Karleen				See sub-objectives
3A.1	Continue ACWA/JPIA Professional Development Training for Managers, Superintendents, Supervisors, Crew Leaders and Operations personnel. Staff to attend semi-annual education days to receive credit towards PDP program until complete			Ongoing		At least 5 employees to attend each training day event
3A.2	Conduct on-site computer skills training			75%		Offer onsite basic computer skills, Word, Outlook, and Excel classes.
3B	<b>Implement performance management module of NEOGOV system</b>	Karleen				See sub-objectives
3B.1	Configure NEOGOV with new appraisals, train managers and employees and go-live				Adjusting goal to implement ADP performance evaluations instead.	
3B.2	Implement NEOGOV performance and training of all staff					As Described
3C	<b>Conduct annual staff analysis to identify succession planning use of labor and projected labor demands</b>	Karleen		Annual updates		See sub-objectives
3C.1	Develop annual assessment of high-priority positions for succession planning through five-year staffing analysis					Positions identified in staffing analysis
3C.2	Develop and implement survey of culture employee engagement			100%		As Described
3D	<b>Continue cost-effective employee recognition program to acknowledge performance, encourage development and improve morale</b>	Karleen				See sub-objectives
3D.1	Solicit continuous nominations for the Excellence Coin program and award coins to employees monthly			Ongoing		At least one nomination per month.
3D.2	Hold annual employee recognition event to recognize employees for cumulative nominations and honorable mentions.			100%		Track monthly nominations and recognize as described
3E	<b>Create a safety culture for the District workforce and promote safe work practices</b>	Karleen				See sub-objectives
3E.1	Include safety in employee culture survey			100%		As Described
3E.2	Develop and implement a new safety incentive program			25%		
3E.3	Update Emergency Response Plan and conduct staff training			50%		As Described
3F	<b>Revisions of job descriptions as needed</b>	Karleen		As Needed		As Described
3G	<b>Establish Employment Branding for Recruitment</b>	Karleen				See sub-objectives
3G.1	Continue to promote Rainbow career opportunities on social media			Ongoing		As Described
3G.2	Maintain at least 1500 subscriptions to interest list on NEOGOV			Ongoing		1500 job interest card subscriptions

Rainbow Municipal Water District						
Strategic Plan Goals and Objectives for June 2018 to July 2019						
4	Fiscal Responsibility	Assigned To	Estimated Completion	% Completed	Comments	Measurement of Success
4A	Receive GFOA award for budgeting	Tracy	Jan-19	100%		See sub-objective
4A.1	Create a GFOA compliant budget document		FY20 Budget	90%		By the end of this process a budget format will be developed and the budget document completed in a GFOA compliant manner.
4B	CAFR - Submit for consideration for award	Tracy	N/A FY18			See sub-objective
4B.1	If no award given this year, take feedback to prepare for next year		CAFR submission for FY19 12/2019			A CAFR will need to be developed prior to being submitted.
4C	Develop Cost-Effective contracting methods for pipeline replacement	Steve	In Progress	30%		See sub-objectives
4C.1	Develop contractor prequalification system			75%		As Described
4C.2	Develop streamlined contracting package that will encourage better pricing by the District assuming certain risks			30%		See sub-objectives
4C.3	Recruit and retain high quality inspectors, both in house and contract			50%		As Described
4D	Complete conversion of UB software	Ahmed/Tracy		90%		As Described
4E	Convert payroll system to 3rd party vendor	Tracy	Completed 1/1/19	100%		As Described
4F	Commence implementation of financial software conversion	Tracy	Go Live 7/1/2019	80%		As Described
4G	Obtain District of Distinction Accreditation	All				Meet all requirements and training and demonstrate having sound policies in the areas of governance, board conduct, district finances, transparency and reserves and submit application and supporting documentation in a timely manner.
4H	Identify and obtain grant funding for various projects	All				See sub-objectives
4H.1	Identify requirements for successful grant applications					As Described
4H.2	Adapt current and proposed projects to grant requirements to ensure likelihood of approval					As Described
4H.3	Identify requirements for reporting to grant agency on progress of projects and develop systems to facilitate this reporting					As Described
4I	Establish a Rate Structure That is Less Reliant on Volumetric Sales	Tom/Tracy			In Progress	See sub-objectives
4I.1	Conduct a study that shows what the optimum level of fixed revenues would be	Tom/Tracy		50%	New Rate Model under development	Completion of study
4I.2	Develop a financial plan and water rate forecast to reach the optimal level of fixed revenues over time					As Described
4J	Identify Opportunities for Stable Revenue Streams Apart from Volumetric Sales	All				See sub-objectives
4J.1	Develop a range of options for Board consideration related to possible expansion of property tax assessments					As Described

Rainbow Municipal Water District						
Strategic Plan Goals and Objectives for June 2018 to July 2019						
5	Customer Service	Assigned To	Estimated Completion	% Completed	Comments	Measurement of Success
5A	Complete integration of UB software to iPad application/GeoViewer	Tracy/Robert	6/1/2019		In Progress	As Described
5B	Create a Customer Service Based Culture	Tracy		90%	In Progress	See sub-objectives
5B.1	Identify traits of great customer service organizations and bring those traits into the RMWD organization					Organizations would be specifically identified
5B.2	Enhance training for staff on customer service excellence			60%		Training requested to HR will be scheduled and completed
5B.3	Create an annual recognition program for customer service excellence					Develop a plan
5C	Develop a System for Documenting All Customer Contacts	Tracy		40%		See sub-objectives
5C.1	Identify range of customer contact types					Develop a plan
5C.2	Identify appropriate method to document each of these contacts					Determine feasibility with current staffing level
5D	Develop Opportunities for Improved Customer Water Use Information	Tom/Tracy		40%		See sub-objectives
5D.1	Ensure that water meter data logging systems are capable of providing data during customer interactions					As Described
5D.2	Complete Flume pilot project and evaluate performance of the Flume System			90%		As Described
5D.3	Bring options to Board to consider once Flume pilot is completed					As Described

Rainbow Municipal Water District						
Strategic Plan Goals and Objectives for June 2018 to July 2019						
6	Public Communications / Outreach	Assigned To	Estimated Completion	% Completed	Comments	Measurement of Success
<b>6A</b>	<b>Develop Consistent Messaging Throughout the Organization</b>	All				<b>See sub-objectives</b>
6A.1	Create a regular employee communications newsletter to provide background information on topics that may come up in customer contacts			On-Going		As Described
6A.2	Install digital employee information panels in key areas to reinforce messaging			0%		Digital messaging devices installed and operational
<b>6B</b>	<b>Upgrade Printed Collateral to Enhance Readability and Impact</b>	Tom				<b>See sub-objectives</b>
6B.1	Identify cost effective ways to obtain graphic arts services			On-Going	In progress	As Described
6B.2	Work with Communications and Customer Service Committee to develop ways to improve look/feel/impact of regular communications			On-Going	In progress	As Described
<b>6C</b>	<b>Enhance Community Outreach Methods</b>	Tom				<b>See sub-objectives</b>
6C.1	Participate in as many local community events as possible			On-Going		As Described
6C.2	Develop branded outreach systems with logos for major projects (water service upgrades, PR station installations, Pipeline replacements, etc.)			25%	In progress	As Described
<b>6D</b>	<b>Develop Improved Methods for Delivering Information About Field Operations on Website</b>	Tom/Robert	12/1/2019	25%	In progress	<b>See sub-objectives</b>
6D.1	Identify technical and financial requirements to include information from EAM on public website		12/1/2019	0%		Requirements Identified
6E.2	Provide options for consideration to Communications and Customer Service Committee and Board			0%		As Described
6E.3	Implement selected option on website			0%		Options Implemented

# FINANCIAL POLICIES

---



# RESERVE SUMMARY

## RATE STABILIZATION RESERVE

As part of the District's Potable Water Cost of Service Study, an evaluation was made as to whether it would be beneficial to ratepayers to establish a Rate Stabilization Fund. The Board of Directors established the Rate Stabilization Fund January 1, 2016, and directed staff to bring the balance to the policy requirement equal to 10% of the annual water revenues within a five-year period. Funds for this reserve will be set aside to prevent rate hikes that are caused by unexpected changes in water demand.

This policy is typical to mitigate the disruption of a rapid decline in revenues. Utilities with higher risk of revenue vulnerability due to the potential loss of customers or the rapid reduction in service purchases establish reserves (also sometimes called contingency reserves) to cover sudden, un-forecasted revenue shortfalls. The term "rainy day fund" has been given new meaning for water districts that have grown accustomed to revenue from residential irrigation and are at risk of experiencing significant declines in revenue during a particularly wet and rainy weather season. These reserves may also be labeled "rate stabilization reserves" in the sense that they protect against rates being raised to adapt to sudden unexpected usage reductions.

Some "rate stabilization reserves", however, are much more about planned revenue smoothing than contingency planning. Water districts with robust finance plans and rate models sometimes look towards the future and identify when rate increases are needed to meet costs. In some cases, the future can look quite bumpy with large projects going on line at the same time as a low sales year. In an effort to prepare for the future, many water districts are turning towards "rate stabilization reserves" to mitigate the size of a rate increase in a given year.

FY 2015-16 and FY 2018-19 were two of the sharpest declines in water demand for the District since inception. The culprits to the reduction of demand are two fold, one being the conservation restriction in 2015-16, and the second being the excessive amount of rain in 2018-19. The district planned to start funding the rate stabilization fund in FY 2015-16, however there wasn't a sufficient amount of funds to transfer to this reserve. The fund was later funded at the end of FY 2017-18. The future success of funding the rate stabilization reserve will rely on a boost in demand with moderate rate increases or implementing alternative water supply options. As part of the FY 2019-20 Budget, we may need to draw on these reserves.

## OPERATING RESERVE

Operating reserves are specifically set aside by board policy and are required to be unrestricted surpluses that are liquid (as opposed to invested in fixed assets) and thus available for use at the discretion of our Board of Directors. It is used to stabilize finances by providing

reserves for unexpected cash flow shortages, expense or losses. These might be caused by delayed payments, unexpected infrastructure repairs, or economic conditions.

Reserves should not be used to make up for income shortfalls, unless the District has a plan to replace the income or reduce expenses in the near-term future. In short, reserves should be used to solve timing problems, not deficit problems. Since operating reserves are most valuable if they are reliable, an important factor in using reserves is also having a realistic plan to replenish them. Operating reserves should not be used to cover a long-term or permanent income shortfall. Reserves can allow the District to weather serious bumps in the road by buying time to implement new strategies. To be prudent, reserves should be used to solve temporary problems, not structural financial problems. Usually, though, reserves are built up over time by generating an unrestricted surplus and intentionally designating a portion of the excess cash as a reserve fund.

Most standards are based on a formula to have enough unrestricted cash to cover operating expenses for a number of months. At the high end, reserves should not exceed the amount of two years' budget. At the low end, reserves should be enough to cover at least one full payroll including taxes. The District's operating reserve balance is limited to two months of budgeted operating expenses as determined by the monthly average of budgeted operating expenses (does not include the cost of water or depreciation). Keep in mind that generic target amounts for reserves don't take some important variables into account, such as the stability of the District's cash receipts. The district must factor in these considerations when setting an operating reserve target. The goal for operating reserves will change, too, when income or expenses become less reliable or predictable because of internal or external changes. Based on the proposed budget, the operating reserve should be set at minimum of approximately \$2M according to the Reserve policy.

## **Capital Reserve**

The District maintains five Capital Reserve Funds: New Water Sources Reserve (Fund 26), Water Capital Projects (Fund 60), Wastewater Replacement (Fund 52), and Wastewater Expansion (Fund 53). The Board took action on 9/7/2005 to discontinue the funding of the Water Replacement and Water Expansion funds and combine those funds into the Water Capital Projects Fund. Capital Reserves will be used to fund infrastructure projects and will be an integral part of the District's capital plan documented in its Capital Budget as well as the Water and Wastewater Master Plans. Capital Reserves are funded by cash collected from water and sewer capacity charges (new connections). The Capital Reserves receive additional funding from surpluses generated by water and wastewater operations (excess of revenues over expenses before depreciation). Anticipated Capital reserve deficiencies will be funded by transfers of budgeted surplus which may result from increased rates. Amounts accumulated in excess of both the Operating Reserve limits and Capital Reserve needs may be used, subject to Board approval and public hearing, to lower rates to curtail increasing trends in the reserve funds.

## **Liability Self Insurance Reserve**

The Liability Self Insurance Reserve was established to pay the self-insurance (deductibles) portion of large or excessive liability claims. Board action has set this fund at \$100,000.00. Use of these funds requires approval by the RMWD Board. Reserve deficiencies are determined and replenished annually during the budget process.

## **Debt Service Reserve**

Debt Service Reserves are established by the Trust Agreement for long-term borrowings. The reserve generally represents one year of principal and interest payments of the debt. The Debt Service Reserve is held and controlled by the Trustee as named in the bond Trust Agreement.

## **New Water Sources Reserve**

The New Water Sources Reserve, established by the RMWD Board, sets aside funds to study and acquire alternate water sources for the purpose of reducing the District's reliance on imported water. The reserve is funded by the Water Services portion of the Standby Charge collected by the San Diego County Tax Collector from all parcels within the District.

# BASIS OF BUDGET AND ACCOUNTING

A major element of financial data activity rests in the act of budgeting. Budgeting is the process of allocating finite resources to the prioritized needs of the District. The budget represents the legal authority to spend money. Adoption of the District's budget implies that a set of decisions has been made by the Board of Directors and administrators that culminates in matching District's resources with the needs. As such, the budget is a product of the planning process.

The budget also provides an important tool for the control and evaluation of sources and the uses of resources. Using the accounting system to enact the will of the board, administrators are able to execute and control activities that have been authorized by the budget and to evaluate financial performance on the basis of comparisons between budgeted and actual operations. Thus, the budget is implicitly linked to financial accountability and relates directly to the financial reporting objectives established by the GASB.

The planning and control functions inherent to any organization, underscore the importance of sound budgeting practices for the following reasons:

- The services provided by Rainbow Municipal Water District are not subject to competitive market forces. Thus, enacting and adhering to the budget establishes restrictions in the absence of a competitive market.
- These services provided by RMWD are considered critical to the public health and welfare.
- The scope and diversity of operations for water and wastewater make comprehensive financial planning essential for good decision making.

The financial planning process is critical to the expression of citizen preferences and is the avenue for reaching consensus among stakeholders, directors of the board, and staff on the future direction of the District's operations.

The link between financial planning and budget preparation gives the budget document a unique role in the organization. Budgets in the public arena are often considered the definitive policy document because an adopted budget represents the financial plan used by the District to achieve its goals and objectives. The budget reflects:

- The prioritization of activities in which the District will be involved,
- The relative influence of various participants and advisory committees in the budget development process, and
- The District's plan for acquiring and using its resources.

Budgeting is an invaluable tool for both planning and evaluation. Budgeting provides a vehicle for translating goals and projects into financial resource plans-that is, developing a plan to meet performance goals should be directly linked to determining budgetary allocations. The link between goals and financial planning is critical to effective budgeting and enhances the evaluation of budgetary and accountability.

Performance evaluation allows stakeholders to hold directors and administrators in the District's organization accountable for their actions. Because accountability to citizens often is stated explicitly in state laws and state constitutions, it is a cornerstone of budgeting and financial reporting.

- Financial reporting should provide information to determine whether current-year revenues were sufficient to pay for current-year services.
- Financial reporting should demonstrate whether resources were obtained and used in accordance with the District's legally adopted budget. It should also demonstrate compliance with other finance-related legal or contractual requirements.

Financial reporting should provide information to assist users in assessing the service efforts, costs, and accomplishments of the District.

Although some form of a balanced budget requirement is generally necessary to ensure long-term fiscal health in any organization, variations such as the use of fund balance reserves to pay for current services may be appropriate over a short period. Generally, however, all departures from this fundamental objective must be in accordance with applicable state and local laws and policies.

Finally, the budget is evaluated for its effectiveness in attaining the District's stated goals and objectives. Evaluation typically involves an examination of how funds were expended, the outcomes that resulted from the expenditure of funds, and the degree to which these outcomes achieved the stated objectives. This phase is fundamental in developing the subsequent year's budgetary allocations. In effect, budget preparation not only is an annual exercise to determine the allocation of funds, but also is part of a continuous cycle of planning and evaluation to achieve the stated goals and objectives of the District.

## **ACCOUNTING POLICIES**

Rainbow Municipal Water District accounts for its financial transaction in accordance with the policies and procedures of the Irrigation District Law, now Division 11 of the California State Water Code. The accounting policies of the District conform to accounting principles generally accepted in the United State of America (GAAP) as prescribed by the Governmental Accounting Standards Board (GASB) and the American Institute of Certified Public Accountants (AICPA).

The District reports its activities as an enterprise fund, which is used to account for operations that financed and operated in a manner similar to a private business enterprise, where the intent of the District is that the costs of providing water and wastewater to its customers on a continuing basis be financed or recovered primarily through user charges (water and wastewater sales and services) or similar funding. Revenues and expenses are recognized on the full accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period incurred, regardless of when the related cash flow took place.

Operating revenues and expenses are generated and incurred through the water and wastewater sales activities to the District's customers. Administration and depreciation expenses are also considered operating expenses. Other revenues and expenses not included in the above categories are reported as non-operating revenues and expenses.

## **DEPOSITS AND INVESTMENTS**

For purposes of the statement of cash flows, cash and cash equivalents consist of short-term highly liquid investments with maturities of ninety days or less from the date of purchase. These include cash on hand, cash held in the restricted assets accounts, and the Local Agency Investment Fund.

The District's investment policy and state statutes authorize the District to invest in obligations of the U.S. Treasury, its agencies and instrumentalities, certificates of deposit with national and state-licensed or chartered banks or federal or state savings and loan associations, money market and mutual funds whose portfolios consist of one or more of the foregoing investments, and the Local Agency Investment Fund.

State statutes require all deposits be insured or collateralized. Depositories holding public funds on deposit are required to maintain collateral in the form of a pool of securities with the agent of the depository having a market value of at least 10 to 50 percent in excess of the total amount of all public funds on deposit.

## **INVENTORY AND CAPITAL ASSETS**

Inventories are recorded using the purchase method in that the cost is recorded as an expenditure at the time individual inventory items are purchased. Inventories are valued at average cost and consist of expendable supplies held for consumption. Reported inventories are equally offset by a fund balance reserve, which indicates that these amounts are "available for appropriation and expenditure" even though they are a component of net current assets.

The District has the option of reporting an expenditure in governmental funds for prepaid items either when purchased or during the benefiting period. The District has chosen to report the expenditure during the benefiting period.

Purchased or constructed capital assets are reported at cost or estimated historical cost. Donated fixed assets are recorded at their estimated fair value at the date of the donation. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets' lives are not capitalized. A capitalization threshold of \$5,000 is used.

Capital assets are being depreciated using the straight-line method over the following estimated useful lives:

<u>Asset Class</u>	<u>Estimated Useful Lives</u>
Buildings	10-50
Water Systems	10-50
Improvement of sites	7-25
Equipment	5-10

# BUDGET CALENDAR

2019/2020

<u>Date</u>	<u>Task</u>
02/20/19	Discuss the budget process with Senior Managers and distribute the budget calendar at the Manager's Meeting.
March	Calculate projections of Wage & Benefits for all personnel, including COLA's and merit increases. Preliminary staffing analysis.
03/04/19	Schedule budget meetings with the Department heads for mid-March. Distribute YTD departmental expense report.
03/12/19	Review the budget calendar with the Budget and Finance Committee.
03/15/19	Implement fiscal impacts associated with annual updates to the Strategic Plan into the Operating and Capital Budgets.
03/20/19	Implement fiscal impacts associated with annual updates to the Staffing Analysis into the Operating and Capital Budgets.
03/18/19	Budget meetings with Department heads begin. Department heads propose budgeted expenditures for next fiscal year and provide any necessary documentation for justification for proposed expenditures.
04/08/19	Follow-up budget meetings with Senior Managers begin. Rough draft of Operating and Capital Budgets reviewed by the Senior Managers.
04/09/19	Review preliminary budget status/assumptions with the Budget and Finance Committee.
04/15/19	Departmental Summaries and any other budget related documents due from Senior Managers.
05/14/19	First Draft of the Budget is reviewed by the Budget and Finance Committee. After budget is reviewed and updated, per input received from discussion, a copy of the draft is provided to the Board of Directors.
05/28/19	Joint meeting held with Finance and Budget Committee with the Board of Directors for review of recommended amendments.
06/11/19	Second draft presented to Senior Managers and Budget/Finance Committee.
06/26/19	Final budget recommendation is presented to Board of Directors for adoption.
07/15/19	Publish Adopted Budget Book



# DESCRIPTION OF MAJOR FUNDS

<u>Fund Name</u>	<u>Fund</u>	<u>Description</u>
<b>Water Operating Fund -</b>	<b>01</b>	The purpose of this fund is to track receipt of water revenues and expenditures for day to day water-related operations, including customer billing, water purchases and to provide funding in case of water-related operating emergencies and unforeseen circumstances. It includes cost centers: Pumping, Water Operations, Valve Maintenance, Water Distribution, & Meters.
<b>Sewer Operating Fund -</b>	<b>02</b>	The purpose of this fund is to track receipt of waste water revenues and expenditures for day to day waste water related operations, including customer billing, contractual payments to the City of Oceanside for treatment of sewage and to provide funding in case of waste water related operating emergencies and unforeseen circumstances. This fund only includes the Wastewater cost center.
<b>General Operating Fund -</b>	<b>03</b>	The purpose of this fund is used to account for general operations and activities not requiring the use of other funds. This includes the cost centers that provide day to day administrative duties for the District which are: Executive Administration, Human Resources, Safety, Finance, Customer Service, and Engineering.
<b>Rate Stabilization Fund -</b>	<b>05</b>	The purpose of this fund is to mitigate rate impacts from changes in water demand. The reserve should equal to 10% of annual water revenues. The fund was established on January 1, 2016. Funds for this reserve will come from water rates and charges.
<b>Waste Water Capital Fund -</b>	<b>53</b>	The purpose of this fund is used to provide funding for the District's long-term waste water related capital improvement projects. It is funded by the cash collected for sewer capacity charges and surpluses generated by sewer operations (excess of revenue over expense before depreciation). Reserves will be used for fund for infrastructure repair, rehabilitations, and replacement projects.
<b>Water Capital Fund -</b>	<b>60</b>	The purpose of this fund is to provide funding for the District's long-term water related capital improvement projects. It is funded by the cash collected for water capacity charges and by surpluses generated by water operations (excess of revenue over expenses before depreciation). Reserves will be used to fund infrastructure expansion, repairs, rehabilitations, and replacement projects.

# REVENUE AND EXPENSE ASSUMPTIONS

## Water Revenue Assumptions

Water Operating Fund Commodity water sales are the largest source of District revenues, with the majority of sales approximately 65% for agricultural use and 29% for residential customers and the other customer classes make up the remaining 6%.

The current water rate structure of the District consists of two main components: a monthly meter charge and variable water charges. The rates for the monthly meter charge vary by meter size, whereas the variable charges vary by customer class and water usage. The following tables summarize the current rate structure. Table 1-1 identifies the current monthly meter charges, by meter size. Table 1-2 identifies the current variable charges by customer class. As shown in Table 1-2, the District's current commodity rate structure is comprised of inclining tiers for: single-family residential customers and agricultural customers with a residence, and a flat rate for commercial, institutional, and multi-family customers.

**TABLE 1-1**

Water Fixed Charges														
Single Family, Multi-Family, Commercial, & Institutional					Agricultural					TSAWR				
Capacity Class	Meter Size	RMWD O & M	SDCWA Fixed Through	Total Fixed Pass Charges	Capacity Class	Meter Size	RMWD O & M	SDCWA Fixed Through	Total Fixed Pass Charges	Capacity Class	Meter Size	RMWD O & M	SDCWA Fixed Through	Total Fixed Pass Charges
A	5/8"	\$35.14	\$30.42	\$65.56	A	5/8"	\$63.83	\$30.42	\$94.25	A	5/8"	\$63.83	\$13.53	\$77.36
B	3/4"	\$35.14	\$30.42	\$65.56	B	3/4"	\$63.83	\$30.42	\$94.25	B	3/4"	\$63.83	\$13.53	\$77.36
C	1"	\$54.89	\$50.70	\$105.59	C	1"	\$102.66	\$50.70	\$153.36	C	1"	\$102.66	\$22.55	\$125.21
D	1 1/2"	\$104.22	\$101.40	\$205.62	D	1 1/2"	\$199.80	\$101.40	\$301.20	D	1 1/2"	\$199.80	\$45.09	\$244.89
E	2"	\$163.43	\$162.24	\$325.67	E	2"	\$316.37	\$162.24	\$478.61	E	2"	\$316.37	\$72.15	\$388.52
F	3"	\$350.91	\$354.90	\$705.81	F	3"	\$685.47	\$354.90	\$1,040.37	F	3"	\$685.47	\$157.83	\$843.30
G	4"	\$627.22	\$638.82	\$1,266.04	G	4"	\$1,229.43	\$638.82	\$1,868.25	G	4"	\$1,229.43	\$284.10	\$1,513.53
H	6"	\$1,288.35	\$1,318.20	\$2,606.55	H	6"	\$2,530.98	\$1,318.20	\$3,849.18	H	6"	\$2,530.98	\$586.23	\$3,117.21

**TABLE 1-2**

Water Variable Charges				Water Pumping Charges**	
Customer Class	Rate/Unit*	Customer Class	Rate/Unit*	Fixed Pumping Charges	
<b>Single Family Residential</b>		<b>Agriculture w/Residence</b>		All Zones	\$ 9.24
Tier 1 = ≥ 10	\$ 3.73	Tier 1 = ≥ 10	\$ 3.73	<b>Variable Pumping Charges</b>	
Tier 2 = 11 to 26	\$ 3.99	Tier 2 = 11 to 26	\$ 3.99	<b>Pumping Zones</b>	<b>Rate/Unit*</b>
Tier 3 = 27 +	\$ 4.48	Tier 3 = 27 +	\$ 3.63	1 Rainbow Heights	\$ 1.03
<b>Multi Family</b>	\$ 3.87	<b>Agriculture w/o Residence</b>	\$ 3.63	2 ID U-1	\$ 0.64
<b>Commercial</b>	\$ 4.03			3 Vallecitos	\$ 0.36
<b>Institutional</b>	\$ 4.14	<b>TSAWR Domestic</b>	<b>Rate/Unit*</b>	4 Northside	\$ 0.13
<b>Construction</b>	\$ 5.20	Tier 1 = ≥ 10	\$ 3.94	5 Morro Tank	\$ 0.19
		Tier 2 = 11 to 26	\$ 4.21	6 Huntley	\$ 0.75
		Tier 3 = 27 +	\$ 3.15	7 Magee Tank	\$ 3.37
		<b>TSAWR Commercial</b>	\$ 3.15		

Each year, the Board of Directors approves the Budget as the District's foundational financial plan. It is a cash-based projection of revenues and expenditures needed for operations, maintenance, administration, debt service and capital improvements associated with delivering high-quality service to customers throughout the year. Specifically, the Budget incorporates conservative revenue estimates, prudent spending plans, and a thorough review of necessary capital improvements to ensure the long-term sustainability of the District. In developing the budget, staff considered both internal and external factors including the economy, weather, regulatory requirements, and the condition and age of the District's infrastructure.

This year water sales have decreased from the prior two years due to a particularly wet winter. It is predicted to surpass 15,500-acre feet in sales. As a result of development, new service connections have slightly mitigated the decreased sales. We estimate an additional 475 new accounts for FY 2019-20.

An approach the District took with the new cost of service study is to be less susceptible to volatile revenues by increasing the distribution of fixed revenues. The last few years were the lowest water sales since the inception of the District, barely recovering cost. If variable sales persist at this reduced level, the District would not be able to sustain repeated years of cost recovery that fails to appropriately contribute to capital reserve levels for much needed capital projects. As such, the direction the Board took was to reduce the reliance on variable revenue steadily over the next few years.

Fixed revenue estimated actuals for FY 2018-19 include the increase that was effective April 1, 2019 as well as additional growth; they do not include any potential water rate increases for January 2020, which would impact the budget year for half year. This has resulted in a nominal change in projected fixed revenues over the prior year. It is anticipated that sales will be just over 15,500-acre feet this Fiscal Year 18-19. The prior two years sales were close to 16,000-acre feet, and as a conservative approach, 17,000-acre feet has been projected for the upcoming budget year.

The volumetric variable estimated sales by customer class will be based on the projected demand for the upcoming Fiscal Year. For the agricultural customers that are not on the TSAWR program, it is estimated for them to consume 727,233 units in Fiscal Year 2019-20. For the agricultural customers that are on the TSAWR program, we are estimating their usage to be at 3,546,846 units. For both Single Family and Multi-Family combined, projections are at 2,167,201 units. Lastly, for the Commercial, Construction, and Institutional users, estimates are at 343,343.

The Rainbow O&M Fixed Charge is a service fixed charge per meter to recover some of the fixed costs such as meter related costs, customer related costs, and a portion of the capacity related cost, to provide a stable source of revenue independent of water consumption. The monthly fixed charge varies by customer class and by meter size.

The SDCWA O&M Monthly Fixed Charge is a pass-through fixed charge from SDCWA and MWD as a separated fixed charge. The District relies entirely on purchased water from SDCWA and these charges represent part of the costs of purchasing water which the District has no control. Annually, SDCWA increases their rates effective January, in which the District will be passing through all increases to the customer. For Calendar Year 2020, ***SDCWA has increased Fixed Costs by 11%***.

Other Water Services Revenues; including backflow fees, turn-on and reconnection fees, hydrant fees, plan check fees, NSF charges, and penalty fees, are projected based upon current fiscal year activity.

Rental and Lease Revenues are projected based upon contract agreements with various entities for use of the District's vacant land, as well as a lease agreement with Sprint Communication for use of space on facility grounds for their communication equipment.

Interest Income for the water and wastewater operating funds is projected based on an average yield for LAIF investments and 1.00% for the balance of our investment portfolio.

Purchased Water includes the cost at the point of delivery of water purchased for resale. SDCWA fixed charges are the following categories: Readiness-to-Serve charge, Infrastructure Access Charge, Customer Service Charge, Capacity Reservation Charge, Emergency Storage, and Supply Reliability Charge. The total amount of fixed charges for the Fiscal Year 2019-20 is estimated to be at \$5.0M. Additionally to the fixed charges there is the commodity rate for the water purchase and transportation cost, it is proposed to be an increase in the variable rate for water and that will be passed through to the customer. SDCWA is proposing a melded increase to their rates that will take effect January 2020. During the District's noticing under the Proposition 218 compliance, language was included to allow the District to pass through to its customers any increase imposed on the District by SDCWA to avoid operational deficits, depletion of reserves, an inability to address infrastructure and water quality improvements, and to continue to provide a safe, reliable water supply.

Board of Directors: The District Board receives compensation for attendance at regular and board approved special meetings. The budget estimates that each director will be compensated for the eleven regular meetings and two special meetings. It is also budgeted for training and travel for educational purposes.

Pumping: The Pumping costs are maintained in a separate cost center in order to identify the specific costs of operating and maintaining the pumping equipment that pushes water to higher elevations within the district. The district identifies seven pumping zones to account for the cost and developed a discrete charge for customers in each zone. Labor expenses are charged to this cost center by various staff members when they are assigned to perform work in maintaining the pumping equipment. For budget purposes a 0.5 FTE staffing equivalent is calculated into the

labor cost. The single largest expense item is the cost of the electricity and gas used by the 17 pumps.

**Water Operations:** Responsible for maintenance and testing of water quality with the six reservoirs and twelve water tanks. The water tanks are maintained by a long term contract with Utility Services. The tank maintenance program insures the tanks will remain in good operating condition for decades to come. Annually, Metropolitan and SDCWA schedule shutdowns for the major repair or upgrade of their pipelines. Shutdowns are scheduled but will not require Rainbow to shut down any of our systems. This avoids significant cost and inconvenience for the district.

**Valve Maintenance:** Responsible for the maintenance, repair and replacement of nearly 5,000 valves within the district.

**Water Distribution:** Responsible for the administration, construction and maintenance of 323 miles of water mainlines.

**Meter Services:** Performs all monthly meter reads as well as customer onsite response, backflow services and the Itron radio read meter installation program.

**Garage Services:** Performs the maintenance and repair of all district fleet vehicles. The district vehicles are typically kept in service based on age, mileage and or condition of the vehicle.

**General Administration:** Includes the General Manager, administrative support to the General Manager, insurance, legal, and miscellaneous supplies as needed.

**Human Resources:** Human Resources handles recruiting, workforce development, and employee benefits management.

**Safety:** Safety handles the design, deployment and administration of programs that promote employee safety.

**Finance:** Responsible for the overall financial stability of the District, majority of expense is labor related in this department.

**Customer Service:** Performs all billing services and responds to customers' questions and concerns.

**Engineering:** Performs capital project engineering and inspection services for the district.

Capital equipment purchases for all funds are slightly over \$478,000. Of this, \$210K relates to equipment such as a KW T-880 Dump Truck. The remaining \$268K is for Meters, Valves and a trailer.

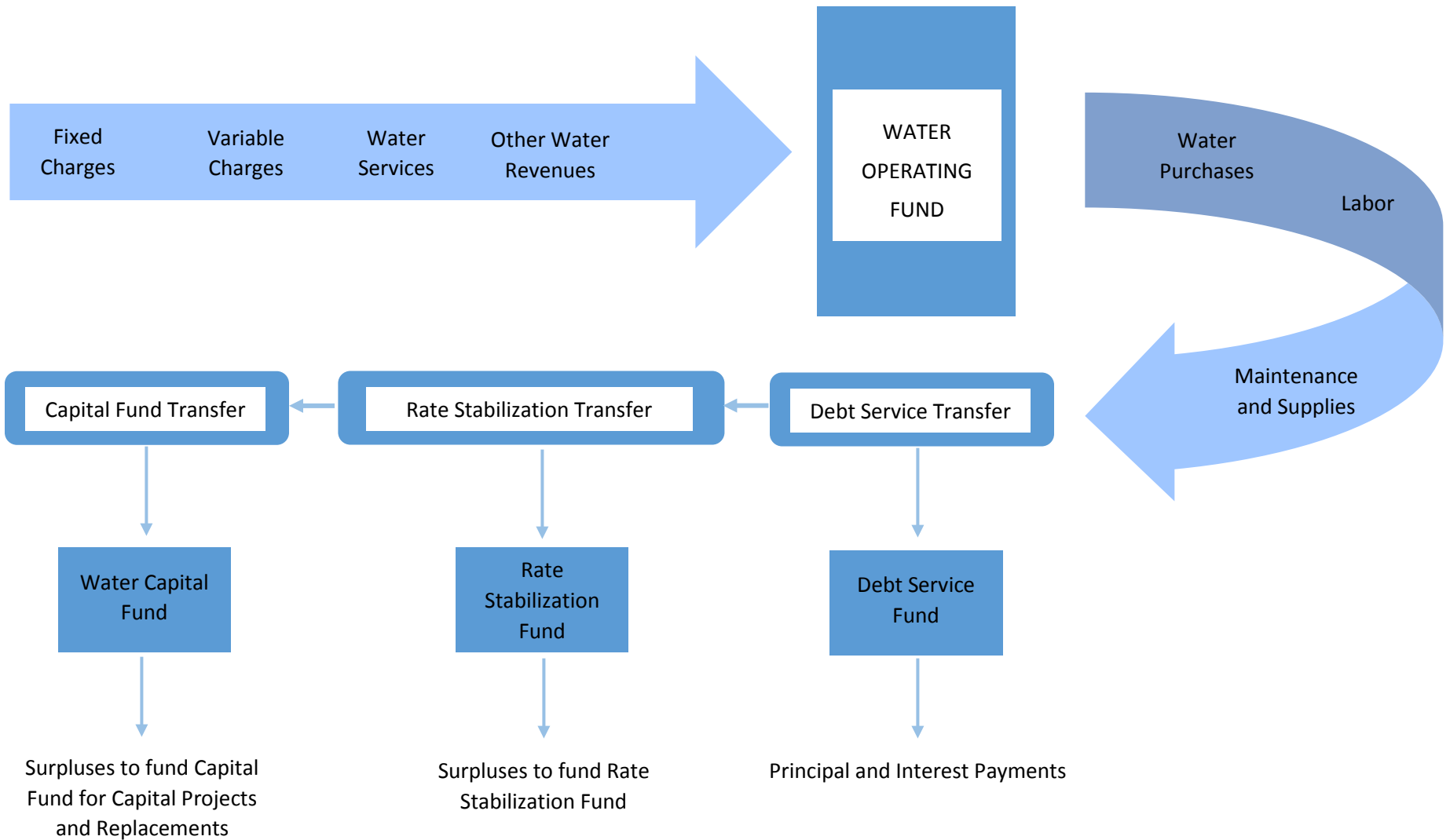
## **Waste Water Revenue Assumptions**

Wastewater revenues are based on wastewater collection and treatment services provided to our customers. Wastewater Service Revenues are projected based upon a total of 5,596.6 Equivalent Dwelling Units (EDUs), a total of 2,640 wastewater accounts compared to approximately 8,200 water accounts. For wastewater rates, we changed the way the rates are calculated. In the past, we used the lowest winter water consumption to set wastewater rates. When we reviewed this data, we found that there was not a strong correlation between our costs to provide service and the lowest winter water consumption. It turns out that low winter consumption is based more on weather than the cost to provide wastewater service. In the revised structure, for residential use there is a flat fee per home, or equivalent dwelling unit (EDU). On average, our residential customers will see a reduction in their bill, but there will be some customers whose bills will increase. Commercial customers will see an increase in their bills as our review indicated that the cost to serve commercial customers, especially restaurants, is higher than our previous rates were collecting.

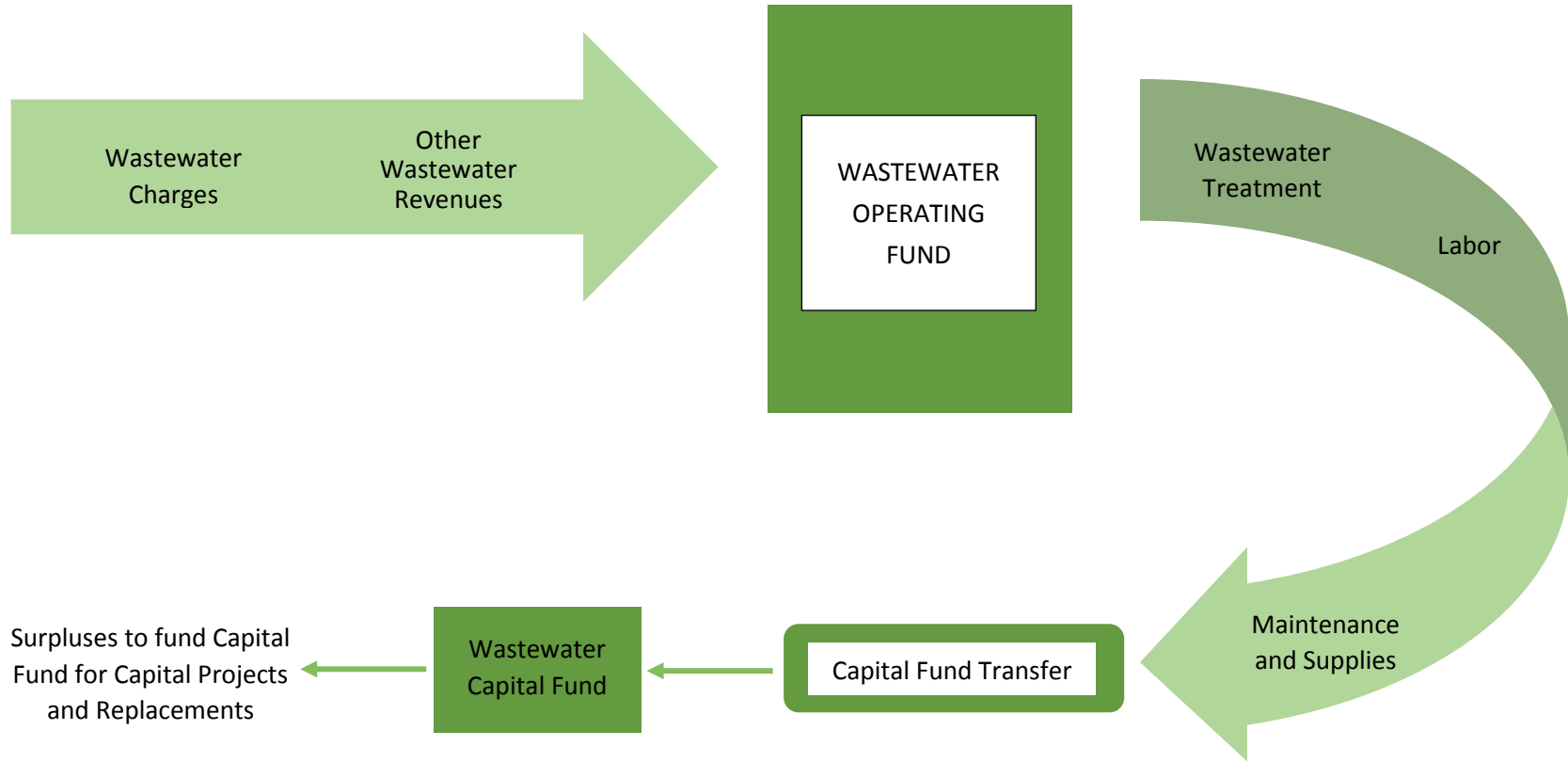
Wastewater: Responsible for maintenance and repair of all 60 miles of wastewater lines and pumping systems. The contract with the City of Oceanside for the treatment and discharge of the wastewater is the primary cost factor for this department.

# FUNDS STRUCTURE

## WATER OPERATING FUND



# WASTEWATER OPERATING FUND





# OPERATING BUDGET

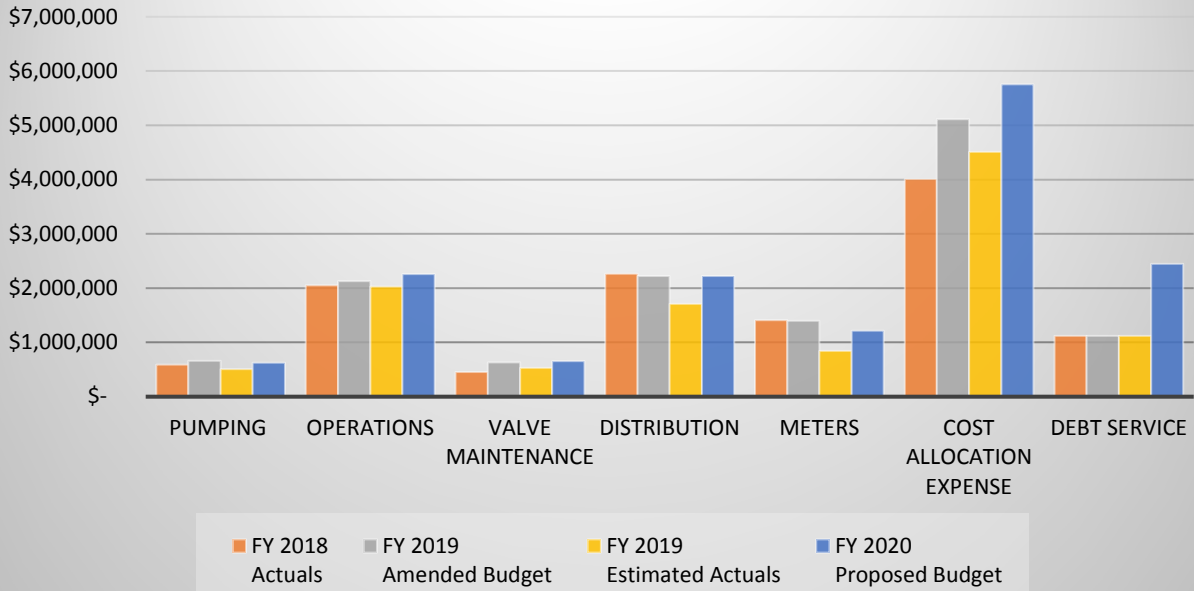
---

# WATER FUND BUDGET SUMMARY

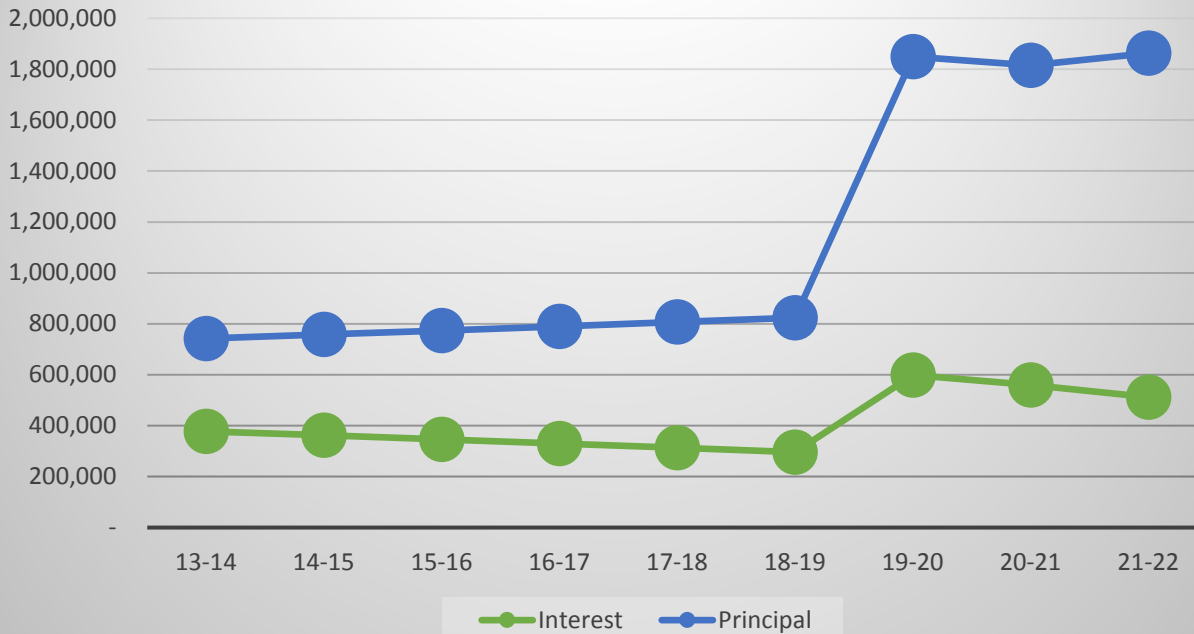
## Water Net

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% Change
<b><i>Operating Revenues</i></b>						
Water Sales	\$3,262,749	\$38,190,001	\$36,350,254	\$36,826,779	\$40,714,313	12%
Other Water Services	311,215	664,982	485,000	415,000	415,000	-14%
<b>Total Operating Revenues</b>	<b>33,573,964</b>	<b>38,854,983</b>	<b>36,835,254</b>	<b>37,241,779</b>	<b>41,129,313</b>	<b>12%</b>
<b><i>Operating Expenses</i></b>						
Purchased Water	23,282,393	27,040,873	23,858,892	23,505,711	26,890,661	13%
Pumping	580,556	591,529	661,485	505,788	627,423	-5%
Operations	2,041,078	2,054,200	2,127,230	2,029,627	2,260,355	6%
Valve Maintenance	536,736	455,960	633,515	532,959	655,467	3%
Construction	1,956,519	2,261,956	2,222,950	1,712,807	2,223,562	0%
Meters	1,210,213	1,411,280	1,397,166	846,147	1,214,684	-13%
General Fund Transfer	3,505,952	4,007,803	5,111,289	4,512,898	5,731,578	12%
<b>Total Operating Expenses</b>	<b>33,113,448</b>	<b>37,823,602</b>	<b>36,012,527</b>	<b>33,645,937</b>	<b>39,603,730</b>	<b>10%</b>
<b><i>Non-Operating Revenues</i></b>						
Investment Income	567	8,944	-	-	-	0%
Property Tax Revenue	363,306	380,944	400,000	405,663	400,000	0%
Other Non-Operating Revenue	119,771	48,888	86,000	3,807	12,000	-86%
<b>Total Non-Operating Revenues</b>	<b>483,644</b>	<b>438,776</b>	<b>486,000</b>	<b>409,470</b>	<b>412,000</b>	<b>-15%</b>
<b><i>Non-Operating Expenses</i></b>						
Debt Service	1,120,143	1,120,142	1,120,142	1,120,142	2,447,793	119%
<b>Total Non-Operating Expenses</b>	<b>1,120,143</b>	<b>1,120,142</b>	<b>1,120,142</b>	<b>1,120,142</b>	<b>2,447,793</b>	<b>119%</b>
<b>Net Income after Transfers</b>	<b>\$(175,982)</b>	<b>\$350,015</b>	<b>\$188,585</b>	<b>\$2,885,169</b>	<b>\$(510,210)</b>	

## Water Fund Expenses



## Debt Service



# WATER FUND BUDGETED REVENUES

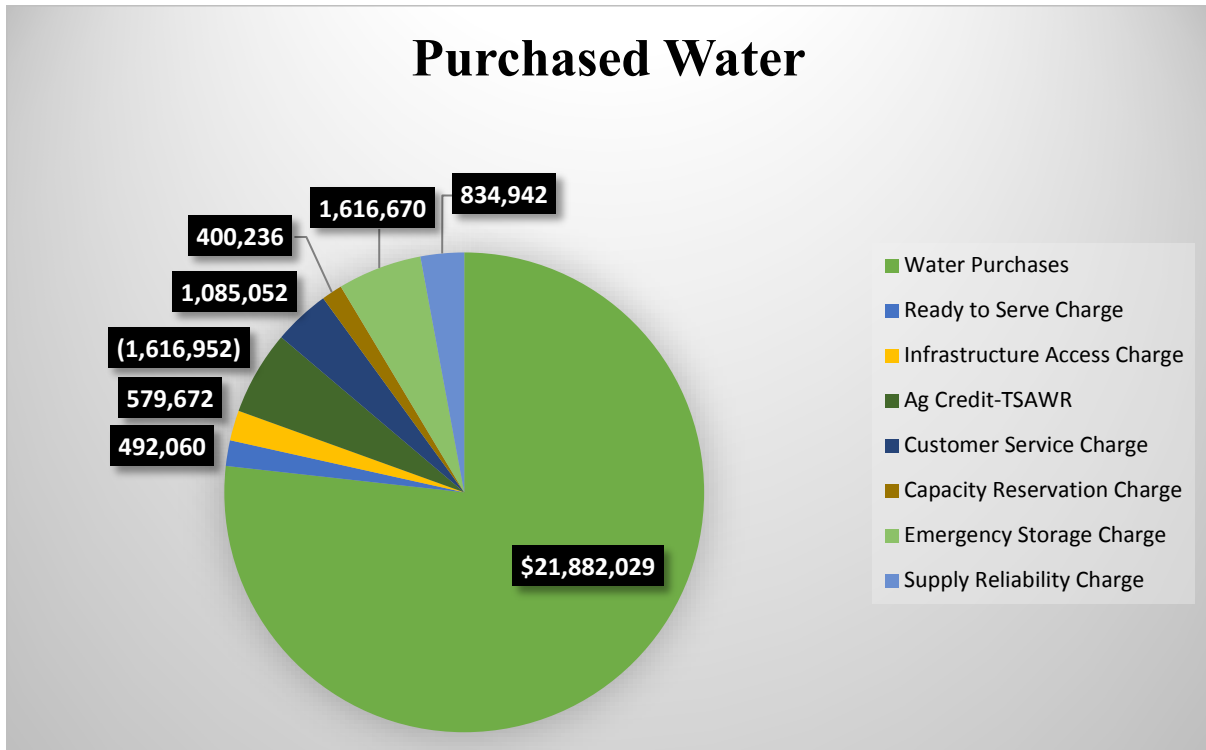
## WATER REVENUE

GL Account	Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% Change
01-00-41110	Water Sales-SF, MF, CM, IS	\$6,220,269	\$8,176,604	\$7,237,420	\$9,656,985	\$8,995,853	24%
01-00-41120	Water Sales-Agriculture Dom	1,017,317	1,186,715	1,089,262	1,330,208	1,157,990	6%
01-00-41160	Water Sales- Agriculture	4,374,123	4,341,900	3,862,226	1,300,838	4,244,195	10%
01-00-41170	Water Sales-Construction	190,638	401,721	383,732	435,440	359,434	-6%
01-00-41180	Water Sales - TSAWR Com	3,925,671	4,505,276	4,349,101	3,914,923	4,791,121	10%
01-00-41190	Water Sales- TSAWR Dom	5,786,585	7,180,904	6,045,388	7,239,722	7,055,098	17%
01-00-42120	Monthly O&M Charges-RMWD	5,461,496	5,943,515	7,433,253	7,023,328	8,231,385	11%
01-00-42121	Monthly O&M Charges - CWA	5,455,881	5,468,692	4,989,305	4,993,053	4,946,955	-1%
01-00-42130	Readiness-To-Serve Rev Id#1	293,604	294,320	300,000	250,000	250,000	-17%
01-00-42140	Pumping Charges	537,165	690,354	660,567	682,283	682,283	3%
01-00-43101	Operating Inc Turn On Fees	3,175	13,000	13,000	11,000	11,000	-15%
01-00-43104	Operating Income R.P. Charges	249,406	277,633	275,000	275,000	275,000	0%
01-00-43106	Operating Inc Wtr Letter Fee	-	-	-	-	-	0%
01-00-43109	Operating Inc Inspections	44,225	246,126	100,000	20,000	20,000	-80%
01-00-43110	Operating Inc Plans & Specs	300	-	-	-	-	0%
01-00-43111	Op. Inc Hyd Install Fees	3,795	4,830	4,000	2,000	2,000	-50%
01-00-43114	Operating Inc - Miscellaneous	(15,201)	7,078	8,000	7,000	7,000	-13%
01-00-43116	New Meter Sales/Install Parts	11,955	70,795	45,000	40,000	40,000	-11%
01-00-43117	Notice Delivery Revenue	13,560	45,520	40,000	60,000	60,000	50%
<b>Total Operating Revenues</b>		<b>33,573,964</b>	<b>38,854,983</b>	<b>36,835,254</b>	<b>37,241,779</b>	<b>41,129,313</b>	<b>12%</b>
01-00-49102	Non-Op. Income - NSF CK Fees	1,440	1,440	1,000	2,880	3,000	200%
01-00-49107	Recycling Revenue	-	-	-	8,243	8,000	
01-00-49109	Miscellaneous Revenue	118,331	47,448	85,000	927	1,000	-99%
01-00-49200	Interest Revenues-Water Fund	567	8,944	-	-	-	0%
01-00-49301	Property Tax Rev. Ad Valorem	363,306	380,944	400,000	405,663	400,000	0%
<b>Total Non-Operating Revenues</b>		<b>483,644</b>	<b>438,776</b>	<b>486,000</b>	<b>417,712</b>	<b>412,000</b>	<b>-15%</b>
<b>TOTAL WATER REVENUES</b>		<b>\$34,057,608</b>	<b>\$39,293,759</b>	<b>\$37,321,254</b>	<b>\$37,659,491</b>	<b>\$41,541,313</b>	<b>11%</b>

# WATER FUND BUDGETED EXPENSES

## PURCHASED WATER

GL Account	Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	FY19 % Change
01-00-50001	Water Purchases	\$19,908,870	\$23,613,008	\$20,850,800	\$19,599,752	\$21,882,029	5%
01-00-50003	Water in Storage	(320,542)	101,213	-	47,719	-	0%
01-00-50005	Ready to Serve Charge	508,954	495,710	480,360	480,360	492,060	2%
01-00-50006	Infrastructure Access Charge	468,102	504,564	515,256	515,256	579,672	13%
01-00-50008	Ag Credit-TSAWR	(1,377,994)	(1,579,700)	(1,750,148)	(900,000)	(1,616,952)	8%
01-00-50010	Customer Service Charge	1,177,947	1,136,494	1,060,980	1,060,980	1,085,052	2%
01-00-50011	Capacity Reservation Charge	563,043	490,275	404,568	404,568	400,236	-1%
01-00-50012	Emergency Storage Charge	1,652,039	1,577,715	1,557,228	1,557,228	1,616,670	4%
01-00-50013	Supply Reliability Charge	701,976	701,594	739,848	739,848	834,942	13%
<b>Total Purchased Water</b>		<b>\$23,282,393</b>	<b>\$27,040,873</b>	<b>\$23,858,892</b>	<b>\$23,505,711</b>	<b>\$25,273,709</b>	<b>6%</b>



**PUMPING EXPENSE**

<b>GL Account</b>	<b>Description</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Amended</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Proposed</b>	<b>FY19 % Change</b>
01-31-56101	Regular Salaries	\$44,734	\$40,745	\$50,649	\$27,151	\$54,756	8%
01-31-56103	Overtime Paid, Comp Time Earned	66	1,046	250	-	250	0%
01-31-56501	Employer's Share FICA SSI	2,558	2,393	3,140	1,552	3,395	8%
01-31-56502	Employer's Share FICA Medicare	643	601	734	390	794	8%
01-31-56503	Medical Insurance	7,910	7,697	8,590	4,483	8,590	0%
01-31-56504	Dental Insurance	-	728	969	437	928	-4%
01-31-56505	Vision Insurance	-	92	118	53	113	-4%
01-31-56506	Life, S/T, L/T Disability Insurance	-	-	282	-	409	45%
01-31-56507	Retirement-CalPERS	-	4,120	4,558	2,875	6,260	37%
01-31-56512	Training/Tuition Reimbursement	-	-	-	-	-	0%
01-31-56515	Worker's Compensation Insurance	2,290	-	1,143	-	2,077	82%
01-31-56516	State Unemployment Ins, E.T.T.	36	35	252	-	252	0%
01-31-56520	Deferred Compensation (Employer)	-	1,054	1,300	679	1,300	0%
	<b>Total Payroll Expenses</b>	<b>58,237</b>	<b>58,511</b>	<b>71,985</b>	<b>37,620</b>	<b>79,123</b>	<b>10%</b>
01-31-63100	Equipment Maintenance/Repair	44,755	2,697	58,500	7,762	56,500	-3%
01-31-63401	Building Maintenance	-	-	1,500	-	20,000	1233%
01-31-72000	Supplies & Services	5,421	905	9,000	9,236	21,500	139%
01-31-72150	Regulatory Permits	-	3,826	-	-	-	0%
01-31-73000	Small Tools & Equipment	-	226	500	-	300	-40%
01-31-78000	Utilities - Electricity	472,143	525,364	520,000	451,171	450,000	-13%
	<b>Total Maintenance &amp; Supply</b>	<b>522,319</b>	<b>533,018</b>	<b>589,500</b>	<b>468,168</b>	<b>548,300</b>	<b>-7%</b>
	<b>TOTAL PUMPING EXPENSES</b>	<b>\$580,556</b>	<b>\$591,529</b>	<b>\$661,485</b>	<b>\$505,788</b>	<b>\$627,423</b>	<b>-5%</b>

**OPERATIONS EXPENSE**

<b>GL Account</b>	<b>Description</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Amended</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Proposed</b>	<b>FY19 % Change</b>
01-32-56101	Regular Salaries	\$784,158	\$741,769	\$742,167	\$747,103	\$726,843	-2%
01-32-56103	Overtime Paid, Comp Time Earned	51,051	64,184	65,000	57,828	60,000	-8%
01-32-56501	Employer's Share FICA SSI	48,341	47,465	45,004	47,981	43,656	-3%
01-32-56502	Employer's Share FICA Medicare	12,222	11,904	10,761	11,875	10,539	-2%
01-32-56503	Medical Insurance	144,513	133,714	129,000	94,295	117,684	-9%
01-32-56504	Dental Insurance	13,810	13,065	13,564	9,154	12,061	-11%
01-32-56505	Vision Insurance	1,757	1,654	1,653	1,143	1,469	-11%
01-32-56506	Life, S/T, L/T Disability Insurance	8,027	8,654	8,453	-	8,267	-2%
01-32-56507	Retirement-CalPERS	71,891	68,261	66,795	56,376	83,093	24%
01-32-56512	Training/Tuition Reimbursement	15,533	4,683	6,500	7,412	6,500	0%
01-32-56515	Worker's Compensation Insurance	16,178	-	16,754	44,902	16,408	-2%
01-32-56516	State Unemployment Ins, E.T.T.	1,906	1,717	1,638	247	1,512	-8%
01-32-56518	Duty Pay	13,750	15,550	14,200	13,350	14,200	0%
01-32-56520	Deferred Compensation (Employer)	17,940	20,523	17,940	15,238	16,640	-7%
	<b>Total Payroll Expenses</b>	<b>1,201,075</b>	<b>1,133,143</b>	<b>1,139,430</b>	<b>1,106,904</b>	<b>1,118,873</b>	<b>-2%</b>
01-32-60000	Electronics	42,652	3,089	10,000	395	15,000	50%
01-32-63100	Equipment Maintenance/Repairs	1,097	3,035	9,800	7,845	9,000	-8%
01-32-63102	Equipment Maintenance Contract	4,532	38,151	53,000	4,450	32,500	-39%
01-32-63401	Building Maintenance	-	23	500	-	20,000	3900%
01-32-72000	Supplies & Services	154,233	236,066	127,000	142,841	203,000	60%
01-32-72010	Tank Maintenance	562,914	562,803	682,000	690,275	769,182	13%
01-32-72150	Regulatory Permits	49,200	53,196	55,500	47,665	53,600	-3%
01-32-72700	Printing & Reproductions	7,095	-	15,000	10,074	7,500	-50%
01-32-73000	Small Tools & Equipment	796	8,801	5,000	147	4,000	-20%
01-32-75300	Travel/Conferences/Training	1,960	5,257	5,000	6,547	6,500	30%
01-32-78000	Utilities	9,729	10,636	10,000	12,484	12,500	25%
	<b>Total Maintenance &amp; Supply</b>	<b>834,208</b>	<b>921,057</b>	<b>972,800</b>	<b>922,723</b>	<b>1,132,782</b>	<b>16%</b>
01-32-82000	Shop & Field Equipment	5,795	-	15,000	-	8,700	-42%
	<b>Total Capital Expenses</b>	<b>5,795</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>8,700</b>	<b>-42%</b>
	<b>TOTAL OPERATIONS EXPENSES</b>	<b>\$2,041,078</b>	<b>\$2,054,200</b>	<b>\$2,127,230</b>	<b>\$2,029,627</b>	<b>\$2,260,355</b>	<b>6%</b>

**VALVE MAINTENANCE EXPENSES**

<b>GL Account</b>	<b>Description</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Amended</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Proposed</b>	<b>FY19 % Change</b>
01-33-56101	Regular Salaries	\$266,523	\$250,748	\$342,534	\$271,479	\$356,694	4%
01-33-56103	Overtime Paid, Comp Time Earned	12,656	7,194	7,000	7,688	7,500	7%
01-33-56501	Employer's Share FICA SSI	15,748	14,872	21,237	16,475	22,115	4%
01-33-56502	Employer's Share FICA Medicare	3,995	3,736	4,967	4,030	5,172	4%
01-33-56503	Medical Insurance	64,917	56,414	74,569	39,240	72,711	-2%
01-33-56504	Dental Insurance	6,905	5,463	7,751	3,932	7,422	-4%
01-33-56505	Vision Insurance	727	685	944	481	904	-4%
01-33-56506	Life, S/T, L/T Disability Insurance	3,006	3,341	3,895	-	4,060	4%
01-33-56507	Retirement-CalPERS	29,601	23,779	30,828	20,160	40,777	32%
01-33-56512	Training/Tuition Reimbursement	690	480	1,000	120	1,000	0%
01-33-56515	Worker's Compensation Insurance	7,921	-	7,732	17,880	8,052	4%
01-33-56516	State Unemployment Ins, E.T.T.	646	856	1,008	2	1,008	0%
01-33-56520	Deferred Compensation (Employer)	8,450	7,536	11,050	5,860	11,050	0%
	<b>Total Payroll Expenses</b>	<b>421,785</b>	<b>375,104</b>	<b>514,515</b>	<b>387,347</b>	<b>538,467</b>	<b>5%</b>
01-33-72000	Supplies & Services	74,050	69,016	65,000	104,630	60,000	-8%
01-33-73000	Small Tools & Equipment	-	316	3,000	3,305	4,000	33%
01-33-75300	Travel/Conferences/Training	-	1,095	1,000	2,873	3,000	200%
	<b>Total Maintenance &amp; Supply</b>	<b>74,050</b>	<b>70,427</b>	<b>69,000</b>	<b>110,807</b>	<b>67,000</b>	<b>-3%</b>
01-33-82000	Shop & Field Equipment	40,901	10,429	50,000	34,805	50,000	0%
	<b>Total Capital Expenses</b>	<b>40,901</b>	<b>10,429</b>	<b>50,000</b>	<b>34,805</b>	<b>50,000</b>	<b>0%</b>
	<b>TOTAL VALVE MAINT. EXPENSES</b>	<b>\$536,736</b>	<b>\$455,960</b>	<b>\$633,515</b>	<b>\$532,959</b>	<b>\$655,467</b>	<b>3%</b>



## CONSTRUCTION EXPENSES

<u>GL Account</u>	<u>Description</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Amended</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Proposed</u>	<u>FY19 % Change</u>
01-34-56101	Regular Salaries	\$726,000	\$824,191	\$986,187	\$646,557	\$932,792	-5%
01-34-56103	Overtime Paid, Comp Time Earned	138,497	125,752	125,000	84,913	100,000	-20%
01-34-56501	Employer's Share FICA SSI	49,935	55,916	58,851	42,908	53,735	-9%
01-34-56502	Employer's Share FICA Medicare	12,540	13,999	14,300	10,899	13,525	-5%
01-34-56503	Medical Insurance	166,198	167,216	203,478	103,768	184,496	-9%
01-34-56504	Dental Insurance	16,109	15,413	19,053	9,988	18,244	-4%
01-34-56505	Vision Insurance	2,227	2,067	2,479	1,324	2,374	-4%
01-34-56506	Life, S/T, L/T Disability Insurance	9,500	10,241	10,659	-	9,854	-8%
01-34-56507	Retirement-CalPERS	71,507	61,506	86,208	43,362	94,184	9%
01-34-56512	Training/Tuition Reimbursement	4,713	3,736	5,000	2,923	5,000	0%
01-34-56515	Worker's Compensation Insurance	23,150	-	22,771	52,026	21,643	-5%
01-34-56516	State Unemployment Ins, E.T.T.	2,298	2,282	2,646	187	2,646	0%
01-34-56518	Duty Pay	13,286	15,600	15,400	13,875	15,400	0%
01-34-56520	Deferred Compensation (Employer)	23,260	32,229	30,420	27,370	32,370	6%
	<b>Total Payroll Expenses</b>	<b>1,259,218</b>	<b>1,330,148</b>	<b>1,582,450</b>	<b>1,040,100</b>	<b>1,486,262</b>	<b>-6%</b>
01-34-72000	Supplies & Services	591,245	927,061	550,000	591,557	650,000	18%
01-34-72200	Books & Resources	-	-	500	-	300	100%
01-34-73000	Small Tools & Equipment	1,591	3,474	12,000	10,523	15,000	25%
01-34-75300	Conferences/Training	1,627	1,273	3,000	-	2,000	-33%
	<b>Total Maintenance &amp; Supply</b>	<b>594,463</b>	<b>931,808</b>	<b>565,500</b>	<b>602,080</b>	<b>667,300</b>	<b>18%</b>
01-34-82000	Shop & Field Equipment	102,837	-	75,000	70,627	70,000	-7%
	<b>Total Capital Expenses</b>	<b>102,837</b>	<b>-</b>	<b>75,000</b>	<b>70,627</b>	<b>70,000</b>	<b>-7%</b>
	<b>TOTAL CONSTRUCTION EXPENSES</b>	<b>\$1,956,519</b>	<b>\$2,261,956</b>	<b>\$2,222,950</b>	<b>\$1,712,807</b>	<b>\$2,223,562</b>	<b>0%</b>

**METERS EXPENSES**

<b>GL Account</b>	<b>Description</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Amended</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Proposed</b>	<b>FY19 % Change</b>
01-35-56101	Regular Salaries	\$410,471	\$387,871	\$476,351	\$354,243	\$573,635	20%
01-35-56103	Overtime Paid, Comp Time Earned	39,319	46,347	43,000	32,584	40,000	-7%
01-35-56501	Employer's Share FICA SSI	26,004	24,930	29,534	22,821	35,565	20%
01-35-56502	Employer's Share FICA Medicare	6,539	6,257	6,907	5,603	8,318	20%
01-35-56503	Medical Insurance	78,624	71,615	94,384	45,466	131,674	40%
01-35-56504	Dental Insurance	8,631	8,085	10,658	5,314	12,989	22%
01-35-56505	Vision Insurance	1,114	1,013	1,298	649	1,582	22%
01-35-56506	Life, S/T, L/T Disability Insurance	4,773	4,872	5,405	-	6,515	21%
01-35-56507	Retirement-CalPERS	36,293	37,216	42,872	26,188	59,641	39%
01-35-56512	Training/Tuition Reimbursement	1,028	809	1,000	195	1,000	0%
01-35-56515	Worker's Compensation Insurance	12,672	-	12,371	8,184	14,401	16%
01-35-56516	State Unemployment Ins, E.T.T.	1,428	1,122	1,386	-	1,764	27%
01-35-56520	Deferred Compensation (Employer)	11,700	11,002	13,000	7,890	19,500	50%
	<b>Total Payroll Expenses</b>	<b>638,596</b>	<b>601,139</b>	<b>738,166</b>	<b>509,137</b>	<b>906,584</b>	<b>23%</b>
01-35-63404	Backflow Expenses	376,889	307,901	330,000	79,782	150,000	-55%
01-35-72000	Supplies & Services	68,518	94,548	125,000	58,997	80,000	-36%
01-35-73000	Small Tools & Equipment	1,551	311	3,000	3,068	25,200	740%
01-35-75300	Training, Conferences/Travel	-	-	1,000	-	2,900	190%
	<b>Total Maintenance &amp; Supply</b>	<b>446,958</b>	<b>402,760</b>	<b>459,000</b>	<b>141,847</b>	<b>258,100</b>	<b>-44%</b>
01-35-82000	Shop & Field Equipment	124,660	407,381	200,000	195,163	50,000	-75%
	<b>Total Capital Expenses</b>	<b>124,660</b>	<b>407,381</b>	<b>200,000</b>	<b>195,163</b>	<b>50,000</b>	<b>-75%</b>
	<b>TOTAL METER EXPENSES</b>	<b>\$1,210,213</b>	<b>\$1,411,280</b>	<b>\$1,397,166</b>	<b>\$846,147</b>	<b>\$1,214,684</b>	<b>-13%</b>

# WATER FUND DEBT SERVICE

## Beck

	Interest Due	Principal Due	Total Annual Debt Service
2013-14	\$164,194	\$322,757	\$486,951
2014-15	\$157,403	\$329,549	\$486,952
2015-16	\$150,468	\$336,483	\$486,951
2016-17	\$143,388	\$343,564	\$486,952
2017-18	\$136,158	\$350,793	\$486,951
2018-19	\$128,777	\$358,175	\$486,952
2019-20	\$121,240	\$365,712	\$486,952
2020-21	\$113,544	\$373,407	\$486,951
2021-22	\$105,687	\$381,265	\$486,952
2023-32	\$594,093	\$4,762,371	\$5,356,464
Total	\$1,814,952	\$7,924,076	\$9,739,028

## Morro

	Interest Due	Principal Due	Total Annual Debt Service
2013-14	\$213,505	\$419,686	\$633,191
2014-15	\$204,673	\$428,517	\$633,190
2015-16	\$195,656	\$437,525	\$633,191
2016-17	\$186,449	\$446,742	\$633,191
2017-18	\$177,049	\$456,142	\$633,191
2018-19	\$167,450	\$465,740	\$633,190
2019-20	\$157,650	\$475,541	\$633,191
2020-21	\$147,643	\$485,547	\$633,190
2021-22	\$137,426	\$495,764	\$633,190
2023-32	\$772,509	\$6,192,590	\$6,965,099
Total	\$2,360,010	\$10,303,794	\$12,663,814

## Meter Replacement Project

	Interest Due	Principal Due	Total Annual Debt Service
2019-20	\$132,743	\$506,260	\$639,003
2020-21	\$155,026	\$492,037	\$647,063
2021-22	\$139,822	\$507,241	\$647,063
2022-23	\$124,148	\$522,914	\$647,062
2023-24	\$107,990	\$539,073	\$647,063
2024-25	\$91,333	\$555,730	\$647,063
2025-26	\$74,161	\$572,902	\$647,063
2026-27	\$56,458	\$590,605	\$647,063
2027-28	\$38,209	\$608,854	\$647,063
2028-29	\$19,395	\$627,668	\$647,063
Total	\$939,285	\$5,523,284	\$6,462,569

## Water Service Upgrade Project

	Interest Due	Principal Due	Total Annual Debt Service
2019-20	\$187,263	\$501,384	\$688,647
2020-21	\$143,625	\$463,998	\$607,623
2021-22	\$128,636	\$478,753	\$607,389
2022-23	\$113,169	\$493,977	\$607,147
2023-24	\$97,211	\$509,686	\$606,897
2024-25	\$80,745	\$525,894	\$606,639
2025-26	\$63,756	\$542,617	\$606,373
2026-27	\$46,226	\$559,873	\$606,099
2027-28	\$28,139	\$577,676	\$605,816
2028-29	\$9,477	\$596,047	\$605,524
Total	\$898,249	\$5,249,905	\$6,148,154

# WASTEWATER FUND BUDGET SUMMARY

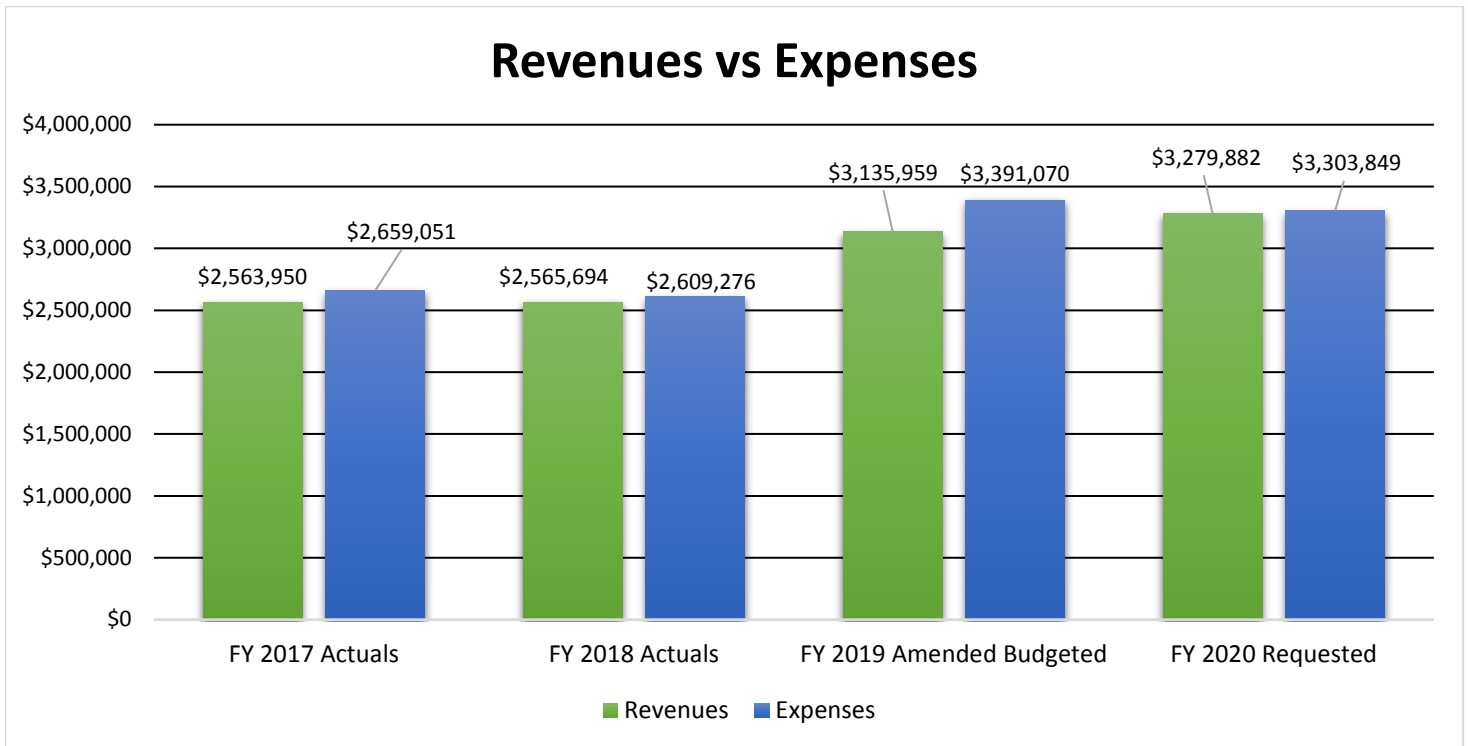
## WASTEWATER NET

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	FY19 % Change
<b>Operating Revenues</b>						
Wastewater Revenues	\$2,463,581	\$2,452,406	\$3,016,459	\$2,743,722	\$3,168,882	5%
Other Revenues	100,369	113,288	119,500	138,230	111,000	0%
<b>Total Wastewater Revenues</b>	<b>2,563,950</b>	<b>2,565,694</b>	<b>3,135,959</b>	<b>2,881,952</b>	<b>3,279,882</b>	<b>5%</b>
<b>Operating Expenses</b>						
Total Payroll Expenses	751,444	595,479	592,326	559,725	625,104	6%
Total Maintenance & Supply	1,074,698	1,051,115	1,414,800	1,004,400	1,178,600	-17%
Total Capital Expenses	10,526	22,580	185,000	36,095	150,000	-19%
Total Transfers	822,384	940,102	1,198,944	1,058,581	1,344,444	12%
<b>Total Wastewater Expenses</b>	<b>2,659,051</b>	<b>2,609,276</b>	<b>3,391,070</b>	<b>2,658,800</b>	<b>3,298,149</b>	<b>-3%</b>
<b>Net Income</b>	<b>(\$95,101)</b>	<b>(\$43,582)</b>	<b>(\$255,111)</b>	<b>\$223,151</b>	<b>(\$18,267)</b>	<b>93%</b>

# WASTEWATER FUND BUDGETED REVENUES

## WASTEWATER REVENUES

GL Account	Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	FY19 % Change
02-00-41112	Sewer Charges-Established Acct	\$2,463,581	\$2,452,406	\$3,016,459	\$2,743,722	\$3,168,882	5%
02-00-43100	Sewer-Oak Crest Service Charges	9,787	23,400	24,000	23,537	24,000	0%
02-00-43106	Operating Inc-Sewer Letter Fee	700	400	500	4,020	2,000	300%
02-00-43108	Op. Income - Plan Ck/Inspection Fee	26,134	35,562	50,000	44,664	25,000	-50%
02-00-49109	Miscellaneous Revenue	12,520	-	-	7,680	5,000	100%
02-00-49301	Property Tax Rev - Ad Valorem	51,228	53,926	45,000	58,329	55,000	22%
<b>Total Wastewater Revenues</b>		<b>\$2,563,950</b>	<b>\$2,565,694</b>	<b>\$3,135,959</b>	<b>\$2,881,952</b>	<b>\$3,279,882</b>	<b>5%</b>



# WASTEWATER FUND BUDGETED EXPENSES

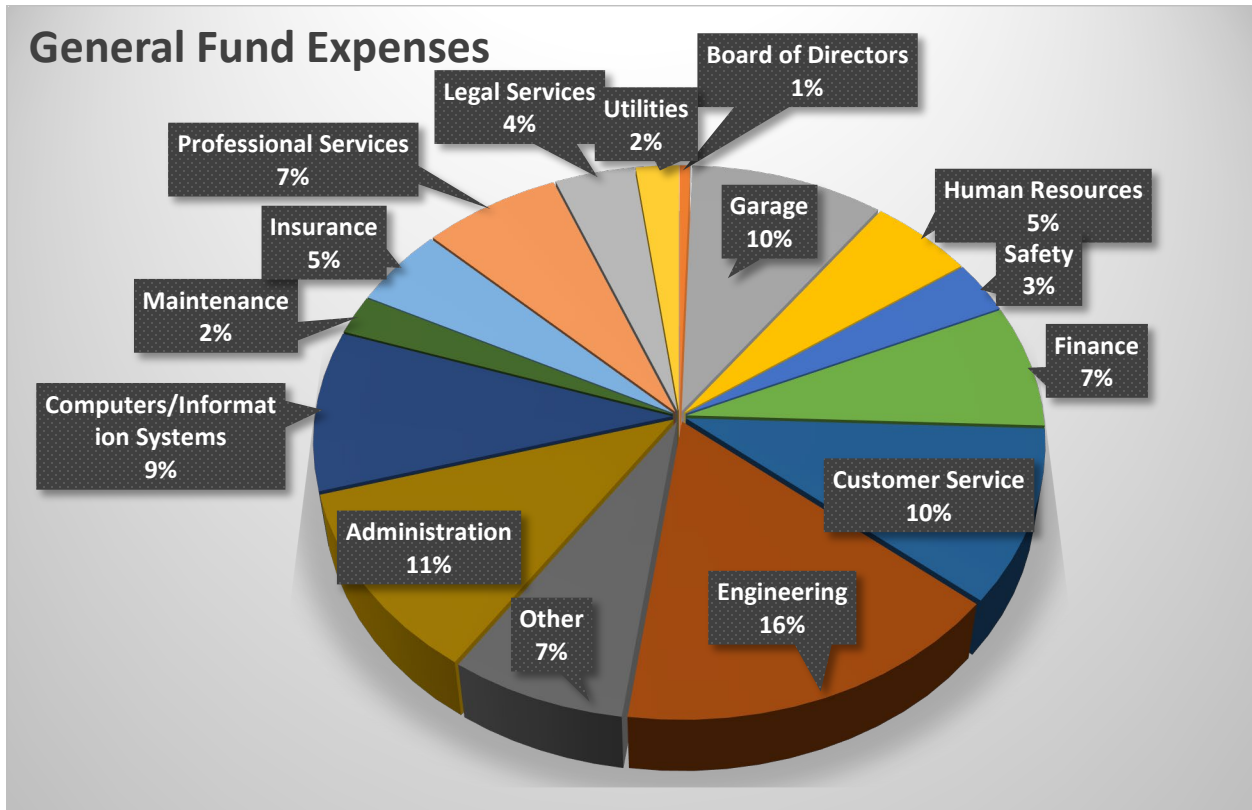
## WASTEWATER EXPENSES

GL Account	Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	FY19 % Change
02-61-56101	Regular Salaries	\$384,364	\$367,242	\$361,507	\$358,971	\$383,095	6%
02-61-56103	Overtime Paid, Comp Time Earned	33,789	34,469	35,000	33,085	35,000	0%
02-61-56501	Employer's Share FICA SSI	24,104	23,380	22,413	23,572	23,752	6%
02-61-56502	Employer's Share FICA Medicare	6,102	5,865	5,242	5,763	5,555	6%
02-61-56503	Medical Insurance	92,713	90,530	86,275	58,116	84,121	-2%
02-61-56504	Dental Insurance	8,631	9,023	7,751	5,072	7,422	-4%
02-61-56505	Vision Insurance	1,114	922	944	637	904	-4%
02-61-56506	Life, S/T, L/T Disability Insurance	4,504	4,136	3,976	-	4,180	5%
02-61-56507	Retirement-CalPERS	38,941	33,836	32,536	26,470	43,795	35%
02-61-56512	Training/Tuition Reimbursement	2,944	2,652	3,000	2,178	3,000	0%
02-61-56515	Worker's Compensation Insurance	129,904	-	10,024	25,616	10,623	6%
02-61-56516	State Unemployment Ins, E.T.T.	1,285	881	1,008	20	1,008	0%
02-61-56518	Duty Pay	12,000	13,150	14,200	13,575	14,200	0%
02-61-56520	Deferred Compensation (Employer)	11,050	9,393	8,450	6,650	8,450	0%
	<b>Total Payroll Expenses</b>	<b>751,444</b>	<b>595,479</b>	<b>592,326</b>	<b>559,725</b>	<b>625,104</b>	<b>6%</b>
02-61-60000	Electronics	16,057	4,500	11,000	-	34,000	209%
02-61-63100	Equipment Maintenance/Repairs	17,840	24,011	40,000	31,810	35,000	-13%
02-61-63401	Building Maintenance	659	3,972	8,000	-	-	-100%
02-61-70000	Professional Services	16,087	26,309	20,000	20,647	24,000	20%
02-61-72000	Supplies & Services	69,739	89,629	150,000	77,223	90,000	-40%
02-61-72150	Regulatory Permits	4,163	4,776	16,000	5,657	16,000	0%
02-61-72200	Books & Resources	-	147	500	627	500	0%
02-61-72400	Dues & Subscriptions	538	538	800	-	600	-25%
02-61-72600	Sewer Line Cleaning/Maintenance	18,864	16,144	38,000	1,944	58,000	53%
02-61-73000	Small Tools & Equipment	742	3,825	2,500	2,370	2,500	0%
02-61-75300	Travel/Conferences/Training	1,813	1,336	3,000	570	3,000	0%
02-61-77000	Sewage Treat. - Oceanside Plant	865,376	800,388	830,000	795,486	830,000	0%
02-61-77100	Replacement Reserve-Oceanside	-	-	210,000	-	-	-100%
02-61-78000	Utilities	53,450	58,875	65,000	57,765	65,000	0%
02-61-78300	Hazardous Waste Material Disposal	8,170	11,280	12,000	10,301	12,000	0%
02-61-78700	Utilities-Propane	1,200	5,385	8,000	-	8,000	0%
	<b>Total Maintenance &amp; Supply</b>	<b>1,074,698</b>	<b>1,051,115</b>	<b>1,414,800</b>	<b>1,004,400</b>	<b>1,178,600</b>	<b>-17%</b>
02-61-82000	Shop & Field Equipment	10,526	22,580	185,000	36,095	150,000	-19%
	<b>Total Capital Expenses</b>	<b>10,526</b>	<b>22,580</b>	<b>185,000</b>	<b>36,095</b>	<b>150,000</b>	<b>-19%</b>
02-00-52176	Overhead Transfer to Gen Fund	822,384	940,102	1,198,944	1,058,581	1,344,444	12%
	<b>Total Transfers</b>	<b>822,384</b>	<b>940,102</b>	<b>1,198,944</b>	<b>1,058,581</b>	<b>1,344,444</b>	<b>12%</b>
	<b>TOTAL WASTEWATER EXPENSES</b>	<b>\$2,659,051</b>	<b>\$2,609,276</b>	<b>\$3,391,070</b>	<b>\$2,658,800</b>	<b>\$3,298,149</b>	<b>-3%</b>

# GENERAL FUND BUDGET SUMMARY

## General Net

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	FY19 % Change
<b>Operating Revenues</b>						
Overhead Transfers from Water & Wastewater	\$4,328,336	\$4,947,904	\$6,310,233	\$5,571,478	\$7,076,023	12%
Other General Fund Revenue	451,874	635,185	635,000	712,355	525,000	-17%
<b>Total Operating Revenues</b>	<b>4,780,210</b>	<b>5,583,089</b>	<b>6,945,233</b>	<b>6,283,833</b>	<b>7,601,023</b>	<b>10%</b>
<b>Operating Expenses</b>						
Board of Directors	22,816	28,751	39,462	28,288	40,336	2%
Garage	598,604	645,027	713,455	599,630	726,898	2%
Administration	2,283,901	2,404,038	2,816,758	2,289,516	3,212,315	14%
Human Resources	-	299,761	373,699	269,217	392,990	5%
Safety	175,806	172,652	237,427	200,118	234,553	-1%
Finance	545,976	601,026	654,388	549,406	550,816	-16%
Customer Service	430,850	549,822	546,339	639,126	785,388	44%
Engineering	1,175,188	1,060,318	1,132,583	1,286,419	1,237,816	9%
Other Expenses	-	1,087,438	419,911	422,113	419,911	0%
<b>Total Operating Expenses</b>	<b>5,233,140</b>	<b>6,848,833</b>	<b>6,934,021</b>	<b>6,283,833</b>	<b>7,601,023</b>	<b>10%</b>
<b>Net Income</b>	<b>(\$452,930)</b>	<b>(\$1,265,744)</b>	<b>\$11,212</b>	<b>\$ -</b>	<b>\$ -</b>	<b>100%</b>



# GENERAL FUND BUDGETED EXPENSES

## BOARD OF DIRECTOR EXPENSES

<u>GL Account</u>	<u>Description</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Amended</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Proposed</u>	<u>FY19 % Change</u>
03-20-56202	Board Member Expenses	9,600	14,350	18,200	11,250	14,000	-23%
03-20-56501	Employer's Share FICA SSI	586	890	1,128	698	868	-23%
03-20-56502	Employer's Share FICA Medicare	149	208	264	163	203	-23%
03-20-56515	Worker's Compensation Ins.	-	-	80	-	-	-100%
	<b>Total Payroll Expenses</b>	<b>10,335</b>	<b>15,448</b>	<b>19,672</b>	<b>12,111</b>	<b>15,071</b>	<b>-23%</b>
03-20-72000	Supplies & Services	117	37	100	46	100	0%
03-20-75300	Travel/Conferences/Training	12,364	13,266	19,690	16,132	25,165	28%
	<b>Total Supplies Expenses</b>	<b>12,481</b>	<b>13,303</b>	<b>19,790</b>	<b>16,177</b>	<b>25,265</b>	<b>28%</b>
	<b>TOTAL BOARD EXPENSES</b>	<b>22,816</b>	<b>28,751</b>	<b>39,462</b>	<b>28,288</b>	<b>40,336</b>	<b>2%</b>



## GARAGE EXPENSES

<u>GL Account</u>	<u>Description</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Amended</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Proposed</u>	<u>FY19 % Change</u>
03-36-56101	Regular Salaries	\$81,984	\$89,014	\$91,672	\$81,719	\$95,213	4%
03-36-56103	Overtime Paid, Comp Time Earned	2,000	2,536	3,500	2,857	3,000	-14%
03-36-56501	Employer's Share FICA SSI	4,784	5,219	5,684	4,977	5,903	4%
03-36-56502	Employer's Share FICA Medicare	1,207	1,320	1,329	1,223	1,381	4%
03-36-56503	Medical Insurance	16,840	18,104	18,646	12,136	18,158	-3%
03-36-56504	Dental Insurance	1,726	1,899	1,938	1,269	1,856	-4%
03-36-56505	Vision Insurance	223	238	236	155	226	-4%
03-36-56506	Life, S/T, L/T Disability Insurance	956	1,005	1,044	-	1,086	4%
03-36-56507	Retirement-CalPERS	8,135	8,985	8,251	6,570	10,885	32%
03-36-56515	Worker's Compensation Insurance	2,432	-	2,253	4,945	2,340	4%
03-36-56516	State Unemployment Ins, E.T.T.	217	275	252	-	252	0%
03-36-56520	Deferred Compensation (Employer)	650	1,481	650	1,821	2,600	300%
	<b>Total Payroll Expenses</b>	<b>121,154</b>	<b>130,076</b>	<b>135,455</b>	<b>117,672</b>	<b>142,898</b>	<b>5%</b>
03-36-60000	Equipment	2,010	5,221	8,500	20,850	25,000	194%
03-36-63100	Equipment Maintenance	33,522	31,963	35,000	11,084	35,000	0%
03-36-63421	Fuel & Oil	88,982	104,032	120,000	109,853	120,000	0%
03-36-63422	Repair, Supplies, Auto	71,564	48,404	72,000	47,375	73,000	1%
03-36-72000	Supplies & Services	6,667	11,226	32,000	27,429	50,000	56%
03-36-72150	Regulatory Permits	3,629	2,756	4,000	2,363	4,000	0%
03-36-73000	Small Tools & Equipment	5,343	1,329	4,000	3,559	5,000	25%
03-36-75300	Travel/Conferences/Training	-	1,389	2,000	269	2,000	0%
	<b>Total Maintenance &amp; Supply</b>	<b>211,716</b>	<b>206,320</b>	<b>277,500</b>	<b>222,781</b>	<b>314,000</b>	<b>13%</b>
03-36-82000	Shop & Field Equipment	-	14,837	53,500	27,787	10,000	-81%
03-36-83000	Vehicles	265,734	293,794	247,000	231,390	260,000	5%
	<b>Total Capital Expenses</b>	<b>265,734</b>	<b>308,631</b>	<b>300,500</b>	<b>259,177</b>	<b>270,000</b>	<b>-10%</b>
	<b>TOTAL GARAGE EXPENSES</b>	<b>\$598,604</b>	<b>\$645,027</b>	<b>\$713,455</b>	<b>\$599,630</b>	<b>\$726,898</b>	<b>2%</b>

**ADMINISTRATION EXPENSES**

GL Account	Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	FY19 % Change
03-41-56101	Regular Salaries	\$621,690	\$515,489	\$576,623	\$528,043	\$606,314	5%
03-41-56103	Overtime Paid, Comp Time Earned	20,062	24,463	25,000	17,654	20,000	-20%
03-41-56501	Employer's Share FICA SSI	32,289	25,407	27,835	23,299	28,428	2%
03-41-56502	Employer's Share FICA Medicare	9,343	8,034	8,361	8,021	8,792	5%
03-41-56503	Medical Insurance	39,038	46,983	64,453	35,676	62,897	-2%
03-41-56504	Dental Insurance	5,896	5,189	6,457	3,329	6,183	-4%
03-41-56505	Vision Insurance	984	808	944	524	904	-4%
03-41-56506	Life, S/T, L/T Disability Insurance	4,957	3,904	4,159	-	4,323	4%
03-41-56507	Retirement-CalPERS	39,326	68,264	51,132	41,108	61,523	20%
03-41-56511	Employee Uniform Allowance	14,381	11,899	16,000	21,291	20,000	25%
03-41-56512	Training/Tuition Reimbursement	2,716	-	4,000	-	1,000	-75%
03-41-56515	Worker's Compensation Insurance	140,865	138,454	13,804	29,716	14,513	5%
03-41-56516	State Unemployment Ins, E.T.T.	1,052	828	756	7	1,008	33%
03-41-56520	Deferred Compensation (Employer)	7,800	16,244	8,710	15,977	10,010	15%
	<b>Total Payroll Expenses</b>	<b>940,399</b>	<b>865,966</b>	<b>808,236</b>	<b>724,646</b>	<b>845,895</b>	<b>5%</b>
03-41-60100	Computers/Information Systems	234,198	376,838	669,192	456,346	719,678	8%
03-41-63102	Equipment Maintenance Contract	-	4,993	3,000	135	3,000	0%
03-41-63200	Equipment Rental	37,365	47,443	41,300	44,564	72,468	75%
03-41-63400	Kitchen Supplies	4,104	4,829	16,000	15,255	16,000	0%
03-41-63401	Building Maintenance	116,786	81,460	154,100	82,283	99,400	-35%
03-41-65000	Property/Liability Insurance	193,093	216,905	235,000	237,199	282,474	20%
03-41-65100	District Paid Insurance Claims	133,894	92,959	125,000	46,938	75,000	-40%
03-41-70000	Professional Services	109,253	183,832	220,000	148,630	518,750	136%
03-41-70300	Legal Services	219,028	183,986	220,000	259,302	300,000	36%
03-41-72000	Supplies & Services	45,704	21,455	27,050	29,700	18,050	-33%
03-41-72200	Books & Resources	-	19	250	54	250	0%
03-41-72400	Dues & Subscriptions	65,729	61,142	65,480	95,714	62,810	-4%
03-41-72702	Public Notices/Advertising	663	200	8,000	762	8,000	0%
03-41-72900	Stationary & Office Supplies	14,594	10,033	10,000	10,283	10,000	0%
03-41-74000	Communications & Phone Bills	13,466	13,329	13,500	8,196	8,500	100%
03-41-74100	Phone Bill	52,507	60,585	72,000	63,213	84,640	18%
03-41-75300	Travel/Conferences/Training	41,475	12,637	18,650	6,888	19,150	3%
03-41-78000	Utilities-Electricity	46,543	49,009	55,000	46,317	50,000	-9%
03-41-78700	Utilities -Propane	7,464	12,401	12,000	5,560	7,500	-38%
03-41-78900	Trash Pick-Up	7,635	6,415	8,000	7,533	10,750	34%
	<b>Total Maintenance &amp; Supply</b>	<b>1,343,502</b>	<b>1,440,470</b>	<b>1,973,522</b>	<b>1,564,870</b>	<b>2,366,420</b>	<b>20%</b>
03-41-82000	Capital Expenditures	-	97,602	35,000	-	-	-100%
	<b>Total Capital Expenses</b>	<b>-</b>	<b>97,602</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-100%</b>
	<b>TOTAL ADMIN. EXPENSES</b>	<b>\$2,283,901</b>	<b>\$2,404,038</b>	<b>\$2,816,758</b>	<b>\$2,289,516</b>	<b>\$3,212,315</b>	<b>14%</b>

## Human Resources Expenses

<u>GL Account</u>	<u>Description</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Amended</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Proposed</u>	<u>FY19 % Change</u>
03-41-56101	Regular Salaries	\$ -	\$128,257	\$173,962	\$137,110	\$182,609	5%
03-41-56103	Overtime Paid, Comp Time Earned	-	502	1,500	1,389	1,500	0%
03-41-56501	Employer's Share FICA SSI	-	7,647	9,550	7,719	9,333	-2%
03-41-56502	Employer's Share FICA Medicare	-	1,934	2,522	2,099	2,648	5%
03-41-56503	Medical Insurance	-	9,883	13,952	10,083	13,716	100%
03-41-56504	Dental Insurance	-	1,534	1,938	1,014	1,856	-4%
03-41-56505	Vision Insurance	-	219	236	145	236	0%
03-41-56506	Life, S/T, L/T Disability Insurance	-	1,556	1,349	-	1,349	0%
03-41-56507	Retirement - CalPERS	-	9,159	10,925	6,622	8,479	-22%
03-41-56512	Training/Tuition Reimbursement	-	-	1,000	-	1,000	0%
03-41-56515	Worker's Compensation Insurance	-	-	4,901	755	4,901	0%
03-41-56516	State Unemployment Ins, E.T.T.	-	513	504	463	504	0%
03-41-56520	Deferred Compensation (Employer)	-	5,368	3,510	4,759	3,510	0%
	<b>Total Payroll Expenses</b>	<b>-</b>	<b>166,572</b>	<b>225,849</b>	<b>172,158</b>	<b>231,640</b>	<b>3%</b>
03-42-56513	Employee Relations	-	28,180	16,220	25,945	15,900	-2%
03-42-60100	Computers/Information Systems	-	10,827	11,500	16,940	-	-100%
03-42-70000	Professional Services	-	57,813	20,000	4,183	54,700	174%
03-42-70300	Legal Services	-	-	-	-	-	0%
03-42-72000	Supplies & Services	-	2,299	3,000	1,374	1,800	-40%
03-42-72200	Books & Resources	-	-	100	-	100	0%
03-42-72400	Dues & Subscriptions	-	2,473	1,530	1,683	1,450	-5%
03-42-75300	Travel, Conferences and Training	-	2,253	2,500	3,868	2,500	0%
03-42-75400	Workforce Development	-	14,250	73,000	25,658	62,000	-15%
03-42-75500	Recruitment	-	15,094	20,000	17,408	22,900	15%
	<b>Total Maintenance &amp; Supply</b>	<b>-</b>	<b>133,189</b>	<b>147,850</b>	<b>97,059</b>	<b>161,350</b>	<b>9%</b>
	<b>TOTAL HR EXPENSES</b>	<b>\$ -</b>	<b>\$299,761</b>	<b>\$373,699</b>	<b>\$269,217</b>	<b>\$392,990</b>	<b>5%</b>

**SAFETY EXPENSES**

<b>GL Account</b>	<b>Description</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Amended</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Proposed</b>	<b>FY19 % Change</b>
03-43-56101	Regular Salaries	\$75,634	\$81,943	\$101,330	\$104,737	\$109,442	8%
03-43-56103	Overtime Paid, Comp Time Earn.	382	1,661	1,000	450	1,000	0%
03-43-56501	Employer's Share FICA SSI	4,455	4,813	6,282	6,190	6,785	8%
03-43-56502	Employer's Share FICA Medicare	1,135	1,203	1,469	1,530	1,587	8%
03-43-56503	Medical Insurance	10,555	10,044	22,195	1,995	13,761	-38%
03-43-56504	Dental Insurance	1,726	1,447	1,938	195	1,856	-4%
03-43-56505	Vision Insurance	223	185	236	35	226	-4%
03-43-56506	Life, S/T, L/T Disability Insurance	698	652	1,157	-	1,252	8%
03-43-56507	Retirement - CalPERS	6,677	6,514	9,120	5,729	7,645	-16%
03-43-56512	Training/Tuition Reimbursement	120	150	1,000	285	1,000	0%
03-43-56515	Worker's Compensation Insurance	1,850	-	2,452	332	2,648	8%
03-43-56516	State Unemployment Ins, E.T.T.	228	373	252	2	252	0%
03-43-56520	Deferred Compensation (Employer)	2,600	2,780	3,510	848	0	-100%
	<b>Total Payroll Expenses</b>	<b>106,283</b>	<b>111,765</b>	<b>151,942</b>	<b>122,328</b>	<b>147,453</b>	<b>-3%</b>
03-43-63100	Equipment Maintenance	3,935	1,982	5,000	3,806	6,600	32%
03-43-63102	Equipment Maintenance Contract	16,534	11,594	19,300	12,158	19,300	0%
03-43-72000	Supplies & Services	18,094	9,965	24,285	26,590	21,500	-11%
03-43-72200	Books & Resources	-	-	500	408	950	90%
03-43-72400	Dues & Subscriptions	2,146	2,429	2,550	1,626	2,750	8%
03-43-72500	Safety Supplies	27,866	31,081	32,000	29,230	31,500	-2%
03-43-75300	Travel/Conferences/Training	947	3,836	1,850	3,973	4,500	143%
	<b>Total Maintenance &amp; Supply</b>	<b>69,523</b>	<b>60,887</b>	<b>85,485</b>	<b>77,790</b>	<b>87,100</b>	<b>2%</b>
	<b>TOTAL SAFETY EXPENSES</b>	<b>\$175,806</b>	<b>\$172,652</b>	<b>\$237,427</b>	<b>\$200,118</b>	<b>\$234,553</b>	<b>-1%</b>

## FINANCE EXPENSES

<u>GL Account</u>	<u>Description</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Adopted</u>	<u>FY 2019 Estimated</u>	<u>FY 2020 Requested</u>	<u>FY19 % Change</u>
03-51-56101	Regular Salaries	\$314,136	\$330,475	\$358,146	\$306,087	\$296,281	-17%
03-51-56103	Overtime Paid, Comp Time Earn.	7,121	5,583	8,000	6,839	8,000	0%
03-51-56501	Employer's Share FICA SSI	18,903	19,785	20,337	17,863	16,368	-20%
03-51-56502	Employer's Share FICA Medicare	4,781	5,106	5,193	4,797	4,296	-17%
03-51-56503	Medical Insurance	37,388	51,090	49,137	38,541	38,610	-21%
03-51-56504	Dental Insurance	3,304	4,375	5,163	3,450	4,328	-16%
03-51-56505	Vision Insurance	872	901	944	601	678	-28%
03-51-56506	Life, S/T, L/T Disability Insurance	3,471	3,912	3,860	-	3,154	-18%
03-51-56507	Retirement - CalPERS	27,537	27,428	32,233	20,143	20,695	-36%
03-51-56512	Training/Tuition Reimbursement	-	5,000	10,500	7,215	2,500	-76%
03-51-56515	Worker's Compensation Insurance	9,059	-	8,156	858	11,340	39%
03-51-56516	State Unemployment Ins, E.T.T.	1,179	1,107	1,008	244	756	-25%
03-51-56520	Deferred Compensation (Employer)	9,900	18,172	15,210	17,553	11,310	-26%
	<b>Total Payroll Expenses</b>	<b>437,651</b>	<b>472,934</b>	<b>517,888</b>	<b>424,191</b>	<b>418,316</b>	<b>-19%</b>
03-51-69000	Postage	46,849	41,558	46,500	45,703	46,500	0%
03-51-70100	Annual Audit Services	16,495	37,978	35,000	33,586	30,000	-14%
03-51-70400	Bank Service Charges	44,094	45,838	50,000	44,448	50,000	0%
03-51-72700	Printing & Reproductions	124	425	2,000	137	2,000	0%
03-51-75300	Travel/Conferences/Training	764	2,293	3,000	1,341	4,000	33%
	<b>Total Maintenance &amp; Supply</b>	<b>108,325</b>	<b>128,092</b>	<b>136,500</b>	<b>125,215</b>	<b>132,500</b>	<b>-3%</b>
	<b>TOTAL FINANCE EXPENSES</b>	<b>\$545,976</b>	<b>\$601,026</b>	<b>\$654,388</b>	<b>\$549,406</b>	<b>\$550,816</b>	<b>-16%</b>

**CUSTOMER SERVICE EXPENSES**

<b>GL Account</b>	<b>Description</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Amended</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Proposed</b>	<b>FY19 % Change</b>
03-52-56101	Regular Salaries	\$166,119	\$197,354	\$170,512	\$249,890	\$314,617	85%
03-52-56103	Overtime Paid, Comp Time Earn.	10,555	23,943	29,000	23,606	25,000	-14%
03-52-56501	Employer's Share FICA SSI	10,370	13,228	10,572	16,704	19,506	85%
03-52-56502	Employer's Share FICA Medicare	2,612	3,287	2,472	4,061	4,562	85%
03-52-56503	Medical Insurance	35,979	46,292	41,119	36,348	66,602	62%
03-52-56504	Dental Insurance	4,026	4,166	4,519	3,173	8,655	92%
03-52-56505	Vision Insurance	668	755	472	581	904	92%
03-52-56506	Life, S/T, L/T Disability Insurance	1,844	1,526	1,912	-	3,515	84%
03-52-56507	Retirement - CalPERS	10,913	15,551	15,346	13,130	24,240	58%
03-52-56512	Training/Tuition Reimbursement	-	-	1,000	-	2,500	150%
03-52-56515	Worker's Compensation Insurance	4,027	-	3,883	1,755	7,165	85%
03-52-56516	State Unemployment Ins, E.T.T.	739	896	756	1,214	1,512	100%
03-52-56520	Deferred Compensation (Employer)	4,675	11,262	8,775	11,239	19,110	118%
	<b>Total Payroll Expenses</b>	<b>252,528</b>	<b>318,260</b>	<b>290,339</b>	<b>361,700</b>	<b>497,888</b>	<b>71%</b>
03-52-69110	Bad Debt Expense/Billing Adjustments	324	-	3,000	-	5,000	67%
03-52-72000	Supplies & Services	176,757	230,475	250,000	277,175	280,000	12%
03-52-72700	Printing & Reproductions	832	937	1,500	191	1,500	0%
03-52-75300	Travel/Conferences/Training	408	150	1,500	60	1,000	-33%
	<b>Total Maintenance &amp; Supply</b>	<b>178,322</b>	<b>231,562</b>	<b>256,000</b>	<b>277,426</b>	<b>287,500</b>	<b>12%</b>
	<b>TOTAL CUSTOMER SERVICE EXPENSES</b>	<b>\$430,850</b>	<b>\$549,822</b>	<b>\$546,339</b>	<b>\$639,126</b>	<b>\$785,388</b>	<b>44%</b>

**ENGINEERING EXPENSES**

<b>GL Account</b>	<b>Description</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Amended</b>	<b>FY 2019 Estimated</b>	<b>FY 2020 Proposed</b>	<b>FY19 % Change</b>
03-91-56101	Regular Salaries	\$471,647	\$481,353	\$488,955	\$615,370	\$508,334	4%
03-91-56103	Overtime Paid, Comp Time Earn.	1,158	8,268	7,500	8,546	8,000	7%
03-91-56501	Employer's Share FICA SSI	26,950	28,376	28,945	37,052	29,953	3%
03-91-56502	Employer's Share FICA Medicare	6,841	7,099	7,090	9,124	7,371	4%
03-91-56503	Medical Insurance	69,739	79,032	67,661	63,725	64,715	-4%
03-91-56504	Dental Insurance	7,828	7,694	7,620	6,195	6,755	-11%
03-91-56505	Vision Insurance	1,336	1,106	1,086	884	974	-10%
03-91-56506	Life, S/T, L/T Disability Insurance	6,098	5,966	4,521	-	4,663	3%
03-91-56507	Retirement - CalPERS	49,070	34,162	44,006	39,155	48,913	11%
03-91-56512	Training/Tuition Reimbursement	1,465	1,250	2,000	1,250	2,000	0%
03-91-56515	Worker's Compensation Insurance	13,383	7,329	7,857	7,329	8,052	2%
03-91-56516	State Unemployment Ins, E.T.T.	1,322	141	1,159	141	1,159	0%
03-91-56520	Deferred Compensation (Employer)	13,152	16,024	14,034	16,024	13,927	-1%
	<b>Total Payroll Expenses</b>	<b>669,988</b>	<b>677,801</b>	<b>682,433</b>	<b>804,796</b>	<b>704,816</b>	<b>3%</b>
03-91-60000	Equipment	-	2,781	4,000	-	5,000	25%
03-91-63102	Equipment Maintenance Contract	63,820	108,407	25,000	8,914	-	-100%
03-91-70000	Professional Services	252,597	238,119	255,000	397,511	257,500	1%
03-91-72000	Supplies & Services	182,111	32,203	47,700	40,558	63,200	32%
03-91-72001	Right of Way Expenses	-	-	100,000	30,405	200,000	100%
03-91-72200	Books & Resources	215	-	500	-	500	0%
03-91-72400	Dues & Subscriptions	382	180	3,950	4,235	1,800	-54%
03-91-72700	Printing & Reproductions	873	252	6,000	-	5,000	-17%
03-91-75300	Travel/Conferences/Training	5,202	575	8,000	-	-	-100%
	<b>Total Maintenance &amp; Supply</b>	<b>505,200</b>	<b>382,517</b>	<b>450,150</b>	<b>481,623</b>	<b>533,000</b>	<b>18%</b>
	<b>TOTAL ENGINEERING EXPENSES</b>	<b>\$1,175,188</b>	<b>\$1,060,318</b>	<b>\$1,132,583</b>	<b>\$1,286,419</b>	<b>\$1,237,816</b>	<b>9%</b>

# OPERATING FUNDS SUMMARY

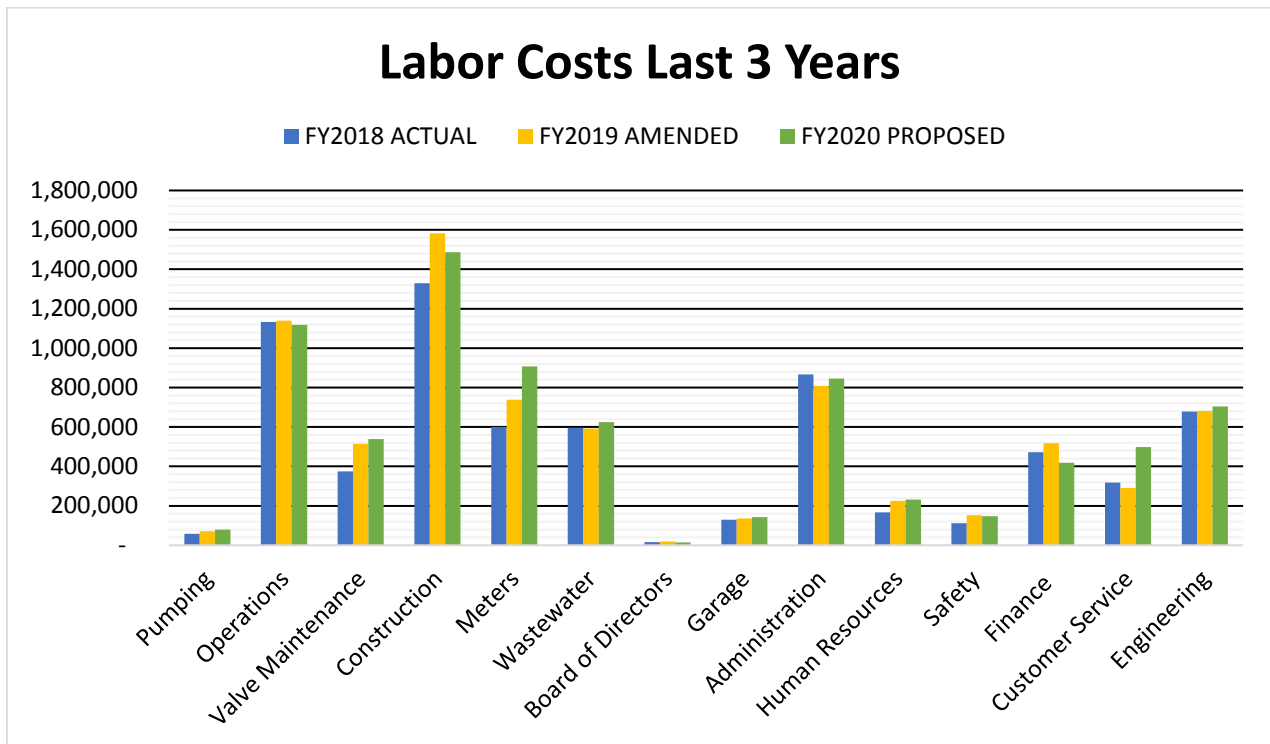
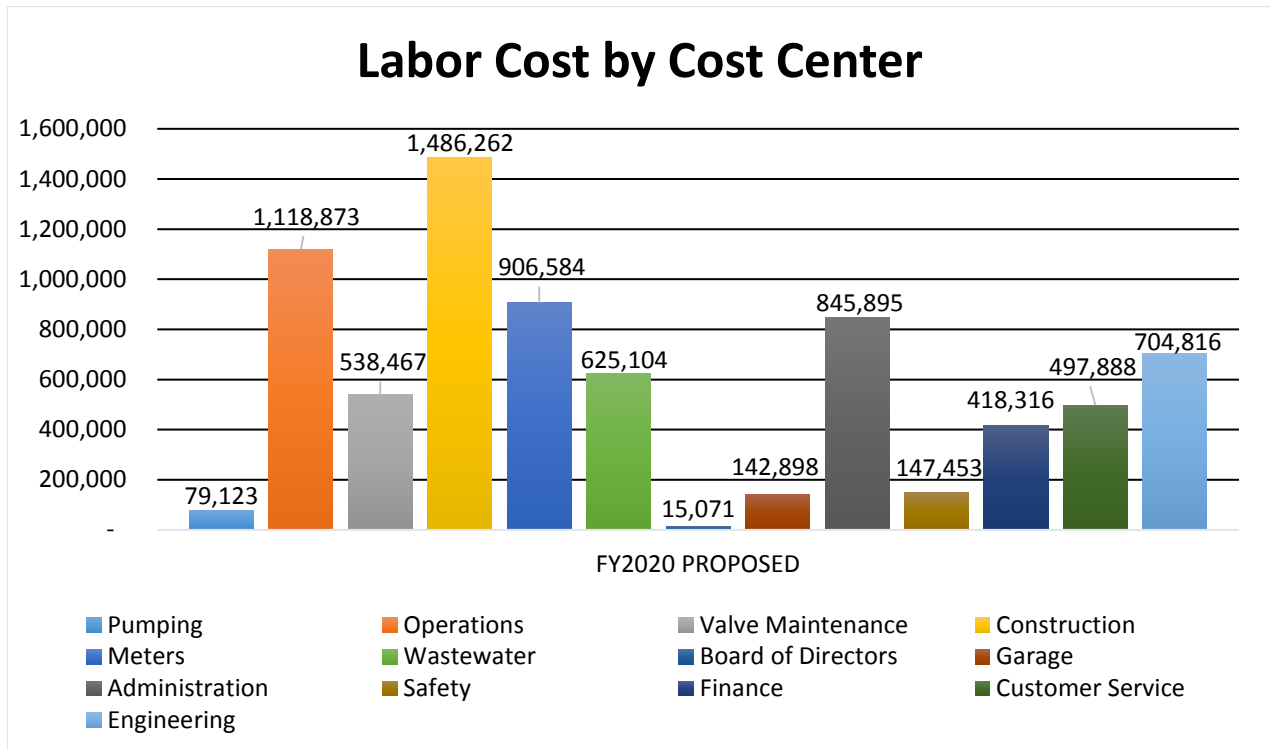
## NET OPERATING INCOME

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Proposed	% Change
<b>Water Fund</b>						
Water Revenues	\$34,057,608	\$39,293,759	\$37,321,254	\$37,659,491	\$41,541,313	11%
Water Expenses	34,233,591	38,943,744	37,132,669	34,766,079	42,051,523	13%
<b>Water Fund Net Income</b>	<b>-175,982</b>	<b>350,015</b>	<b>188,585</b>	<b>2,893,412</b>	<b>-510,210</b>	
<b>Wastewater Fund</b>						
Wastewater Revenues	2,563,950	2,565,694	3,135,959	2,881,952	3,279,882	5%
Wastewater Expenses	2,659,051	2,609,276	3,391,070	2,658,800	3,298,149	-3%
<b>Wastewater Fund Net Income</b>	<b>-95,101</b>	<b>-43,582</b>	<b>-255,111</b>	<b>223,151</b>	<b>-18,267</b>	
<b>General Fund</b>						
General Revenues	4,780,210	5,583,089	6,945,233	6,283,833	7,601,023	9%
General Expenses	5,233,140	6,848,833	6,934,021	6,283,833	7,601,023	10%
<b>General Fund Net Income</b>	<b>-452,930</b>	<b>-1,265,744</b>	<b>11,212</b>	-	-	
<b>NET OPERATING INCOME</b>	<b>(\$724,014)</b>	<b>(\$959,310)</b>	<b>(\$55,314)</b>	<b>\$3,116,563</b>	<b>(\$528,476)*</b>	

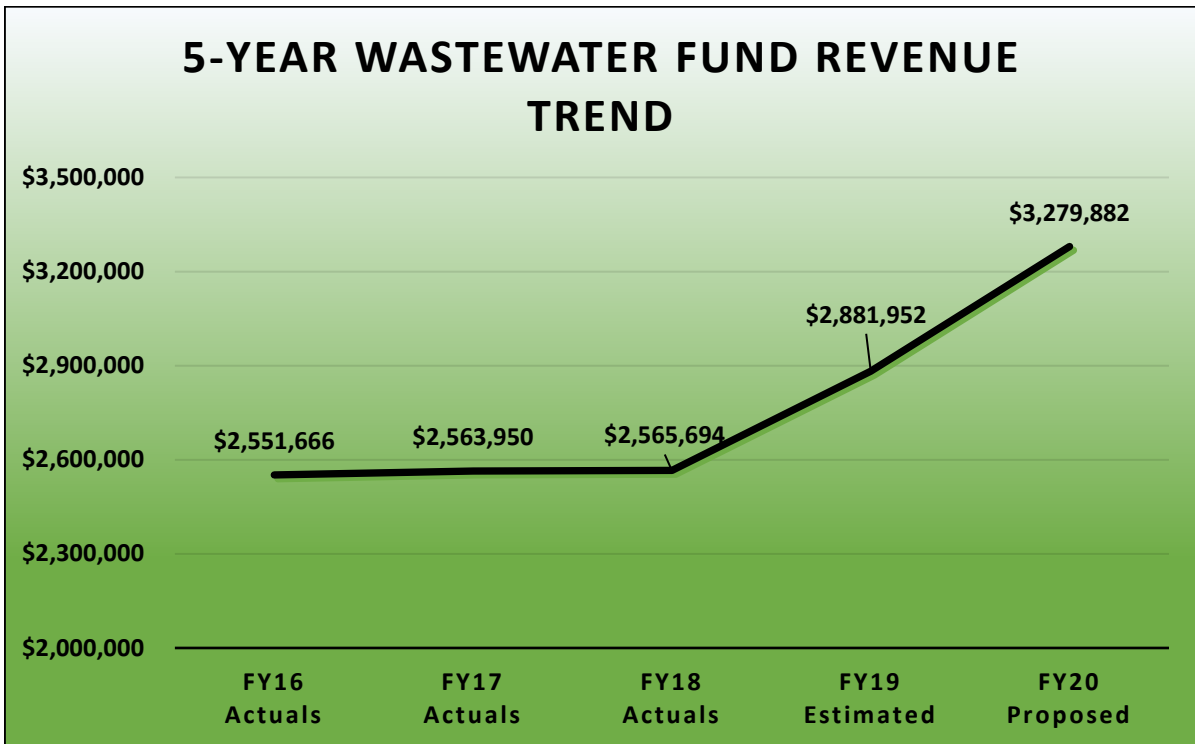
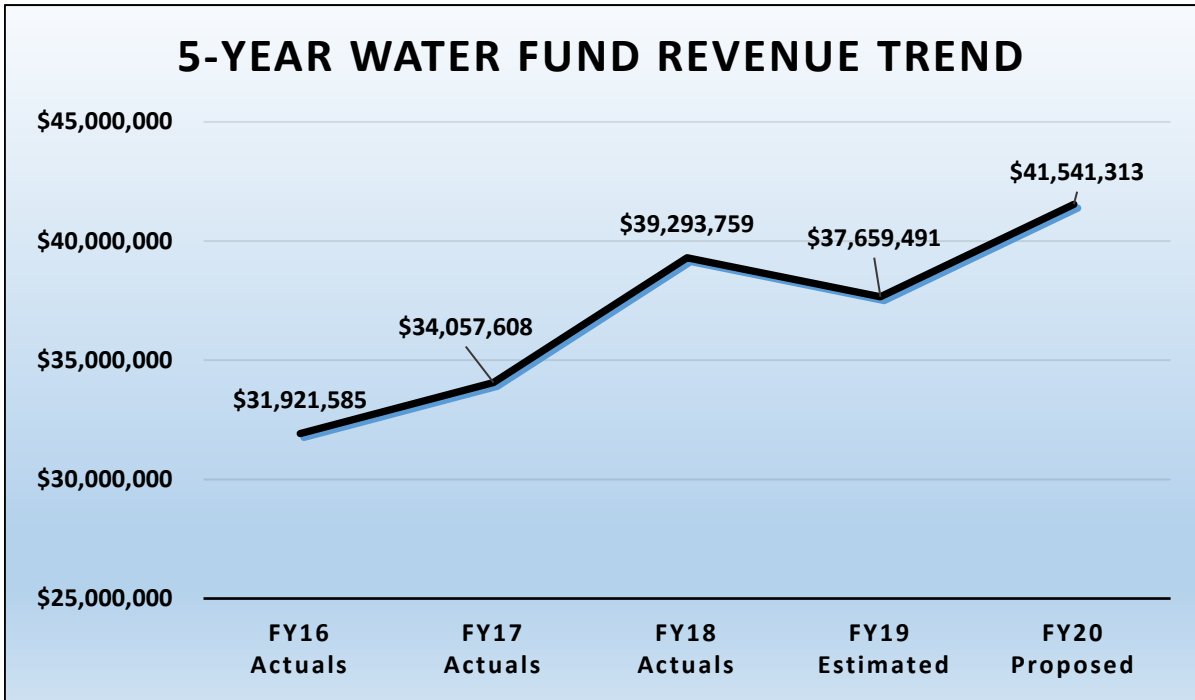
\*FY 2019-20 Expenses are budgeted conservatively low. The District actuals generally come in significantly lower than budget. As such, it is expected that actuals will be more favorable than budget.



# LABOR TREND



# REVENUE TREND



# OPERATING FUND BALANCE

## Operating & Debt Service Funds

Current Year

	Water Operating	Wastewater Operating	General Operating	Rate Stabilization	Debt Service	TOTAL
	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20	FY 19/20
<b>Fund Balances:</b>						
Beginning Unrestricted Fund Balance	<b>\$3,750,756</b>	<b>\$1,182,238</b>	<b>\$1,413,105</b>	<b>\$2,375,315</b>	<b>\$1,460,182</b>	<b>\$10,181,596</b>
Increase to/(Decrease from) Reserves	(534,510)	(23,967)	7,433,249	789,311	(2,447,793)	<b>5,216,290</b>
Transfers In/(Out)	(3,215,876)		(7,433,249)		2,447,793	<b>(8,201,332)</b>
						-
<b>Projected Ending Fund Balance</b>	<b>\$370</b>	<b>\$1,158,271</b>	<b>\$1,413,105</b>	<b>\$3,164,626</b>	<b>\$1,460,182</b>	<b>\$7,196,554</b>

# CAPITAL BUDGET

---

# WATER CAPITAL FUND BUDGETED REVENUES & EXPENSES

## WATER CAPITAL

GL Account	Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Requested	FY19 % Change
60-00-49201	Interest Revenues - LAIF	\$24,754	\$42,526	\$ -	\$16,142	\$ -	0%
60-00-49202	Interest Rev Long Term Investment	54,316	66,376	-	10,676	-	0%
60-00-49920	Capacity Fees	171,540	2,323,725	2,100,000	1,700,405	2,100,000	0%
<b>Total Water Capital Revenues</b>		<b>250,610</b>	<b>2,432,627</b>	<b>2,100,000</b>	<b>1,727,224</b>	<b>2,100,000</b>	<b>0%</b>
60-00-56101	Regular Salaries	65,155	132,378	234,241	170,180	248,963	6%
60-00-56501	Employer's Share FICA SSI	3,810	728	13,719	9,988	14,624	7%
60-00-56502	Employer's Share FICA Medicare	956	1,822	3,396	2,475	3,610	6%
60-00-56503	Medical Insurance	11,955	21,519	37,665	13,252	33,837	-10%
60-00-56504	Dental Insurance	1,208	2,091	3,682	1,228	3,525	-4%
60-00-56505	Vision Insurance	164	285	449	166	430	-4%
60-00-56506	Life, S/T, L/T Disability Insurance	-	-	2,618	-	2,839	8%
60-00-56507	Retirement - CalPERS	6,159	10,088	21,082	6,369	21,899	4%
60-00-56515	Worker's Compensation Insurance	-	-	-	-	10,025	0%
60-00-56516	State Unemployment Ins, E.T.T.	209	69	479	107	479	0%
60-00-56520	Deferred Compensation (Employer)	1,715	4,577	5,987	3,154	3,276	-45%
<b>Total Payroll Expenses</b>		<b>91,331</b>	<b>173,557</b>	<b>323,318</b>	<b>206,920</b>	<b>343,507</b>	<b>6%</b>
60-00-70000	Professional Services	-	12,386	-	-	-	0%
60-00-82000	Capital Expenses	-	-	5,710,709	1,080,857	9,545,000	0%
<b>Total Supply &amp; Capital Expenses</b>		<b>-</b>	<b>12,386</b>	<b>5,710,709</b>	<b>1,080,857</b>	<b>9,545,000</b>	<b>67%</b>
<b>TOTAL WATER CAPITAL EXPENSES</b>		<b>91,331</b>	<b>185,943</b>	<b>6,034,027</b>	<b>1,287,777</b>	<b>9,888,507</b>	<b>64%</b>
<b>WATER CAPITAL NET INCOME</b>		<b>\$159,279</b>	<b>\$2,246,684</b>	<b>(\$3,934,027)</b>	<b>\$439,447</b>	<b>(\$7,788,507)</b>	<b>98%</b>

# WASTEWATER CAPITAL FUND BUDGETED REVENUES & EXPENSES

## WASTEWATER CAPITAL

GL Account	Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2019 Estimated	FY 2020 Requested	FY19 % Change
53-00-49201	Interest Revenue - LAIF	\$22,857	\$33,257	\$ -	\$ -	\$ -	0%
53-00-49202	Interest Rev Long Term Investment	238,097	122,097	-	-	-	0%
53-00-49203	Change in Investment Valuation	-427,888	-182,364	-	-	-	0%
53-00-49920	Connection Fees	-17,657	1,336	3,400,000	1,257,502	746,833	100%
	<b>Total Wastewater Capital Revenues</b>	<b>-184,591</b>	<b>-25,674</b>	<b>3,400,000</b>	<b>1,257,502</b>	<b>746,833</b>	<b>13343%</b>
53-00-56101	Regular Salaries	9,556	3,986	-	-	-	0%
53-00-82000	Capital Expenses	-	-	2,230,000	293,200	3,564,000	60%
	<b>Total Wastewater Capital Expenses</b>	<b>9,556</b>	<b>3,986</b>	<b>2,230,000</b>	<b>293,200</b>	<b>3,564,000</b>	<b>60%</b>
	<b>WASTEWATER CAPITAL NET INCOME</b>	<b>(\$194,147)</b>	<b>(\$29,660)</b>	<b>\$1,170,000</b>	<b>\$964,302</b>	<b>(\$2,817,167)</b>	<b>341%</b>

# CAPITAL FUNDS SUMMARY

## NET CAPITAL INCOME

Description	FY 2017 Actual	FY 2018 Actual	FY 2019 Amended	FY 2019 Estimated	FY 2020 Requested	FY19 % Change
<b>Water Capital Fund</b>						
Water Revenues	\$250,610	\$2,432,627	\$2,100,000	\$1,727,224	\$2,100,000	0%
Water Expenses	91,331	185,943	6,034,027	1,287,777	9,888,507	64%
<b>Water Capital Fund Net Income</b>	<b>159,279</b>	<b>2,246,684</b>	<b>(3,934,027)</b>	<b>439,447</b>	<b>(7,788,507)</b>	<b>-98%</b>
<b>Wastewater Capital Fund</b>						
Water Revenues	(184,591)	(25,674)	3,400,000	1,257,502	746,833	-78%
Water Expenses	9,556	3,986	2,230,000	293,200	3,564,000	60%
<b>Wastewater Capital Fund Net Income</b>	<b>(194,147)</b>	<b>(29,660)</b>	<b>1,170,000</b>	<b>964,302</b>	<b>(2,817,167)</b>	<b>341%</b>
<b>Overall Net Capital Income</b>	<b>(\$34,868)</b>	<b>\$2,217,024</b>	<b>(\$2,764,027)</b>	<b>\$1,403,749</b>	<b>(\$10,605,674)</b>	<b>284%</b>

# CAPITAL FUND BALANCE

## Wastewater Capital Fund

Fund 52 & 53

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Fund Balances:</b>	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Beginning Unrestricted Fund Balance	\$6,296,632	\$7,260,934	\$6,446,934	\$66,934	(\$1,372,066)	(\$1,597,066)
Sewer Connections	1,257,502					
Restricted Cash* CFD		2,750,000				
Financing			5,000,000	5,000,000		
Less: Capital Project Budgets	(293,200)	(3,564,000)	(11,380,000)	(6,439,000)	(225,000)	(100,000)
<b>Projected Worst Case Ending Fund Balance</b>	<b>7,260,934</b>	<b>6,446,934</b>	<b>66,934</b>	<b>(1,372,066)</b>	<b>(1,597,066)</b>	<b>(1,697,066)</b>
<b>Forecasted Sewer Connections</b>		\$746,833	\$1,298,840	\$905,770	\$6,053,278	\$9,160,240
<b>Potential Ending Fund Balance</b>		<b>\$7,193,767</b>	<b>\$2,112,607</b>	<b>\$1,579,377</b>	<b>\$7,407,655</b>	<b>\$16,467,895</b>

\*Restricted Cash amounts are available for drawdown throughout the specified Capital Project process.



## Water Capital Fund Projected Balance

Fund 26 & 60

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Fund Balances:</b>	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Beginning Unrestricted Fund Balance	\$1,999,552	\$5,931,447	\$3,258,816	(\$3,641,923)	(\$4,774,747)	(\$6,719,893)
Water Capacity Fees	1,700,405					
Transfer from Operating Reserves	1,164,852	3,215,876	3,349,172	4,809,246	4,018,854	3,491,103
Restricted Cash* CFD	1,654,198					
Less: Capital Labor		(343,507)	(300,000)	(300,000)	(300,000)	(300,000)
Less: Capital Project Budgets	(587,560)	(5,545,000)	(9,949,912)	(5,642,070)	(5,664,000)	(8,631,000)
<b>Projected Worst Case Ending Fund Balance</b>	<b>\$5,931,447</b>	<b>\$3,258,816</b>	<b>(\$3,641,923)</b>	<b>(\$4,774,747)</b>	<b>(\$6,719,893)</b>	<b>(\$12,159,790)</b>
<b>Forecasted Capacity Fees</b>		\$4,840,021	\$1,545,496	\$1,651,277	\$4,386,646	\$8,658,446
<b>Potential Ending Fund Balance</b>		<b>\$8,098,837</b>	<b>\$2,743,594</b>	<b>\$3,262,047</b>	<b>\$5,703,547</b>	<b>\$8,922,096</b>

\*Restricted Cash amounts are available for drawdown throughout the specified Capital Project process.

## Meter Replacement

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Fund Balances:</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>
Beginning Unrestricted Fund Balance	\$ -	(\$169,979)	(\$169,979)	(\$169,979)	\$ -	\$ -
Restricted Cash* Meter Replacement		2,000,000	2,800,000	1,000,000		
Restricted Cash* Water Service Upgrade		2,000,000	2,500,000	1,000,000		
Less: Capital Project Budgets	(169,979)	(4,000,000)	(5,300,000)	(1,830,021)		
<b>Projected Fund Balance</b>	<b>(\$169,979)</b>	<b>(\$169,979)</b>	<b>(\$169,979)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\*Restricted Cash amounts are available for drawdown throughout the specified Capital Project process.

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Capital Project Budgets:</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Project Description</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>
Service Meter Replacement	70,263	2,000,000	2,500,000	1,000,000		
Water Service Upgrade	99,716	2,000,000	2,800,000	1,000,000		
<b>Total</b>	<b>\$169,979</b>	<b>\$4,000,000</b>	<b>\$5,300,000</b>	<b>\$2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>

## CAPITAL ACQUISITION

<b>CAPITAL AQUISITION IS DEFINED AS A SINGLE UNIT ITEM COST GREATER THAN \$10,000</b>			
<b>WORK CENTER #</b>	<b>DESCRIPTION</b>	<b>JUSTIFICATION</b>	<b>BUDGET</b>
<b>36</b>	Kenworth T-880 10-wheel dump truck with 13' Elliptical Dump Bed all safety lighting and rear vision system	Replacing: Unit # 71 2001 Freightliner FL-112 Manual Transmission. Current unit has no AC or Rear vision and has 93,321 miles and 6,659 hours. The engine on the new unit has been upfitted with best available technology for Emissions up to 2023.	<b>\$205,000</b>
<b>36</b>	2019 Chevrolet Silverado Double Cab 2500 4X4 With Utility Bed	Replacing: Unit # 41 or # 42 2014 Reg Cab Silverado 1500 without utility bed. The crew needs a unit with a utility bed for tools, equipment and supplies. The amount proposed includes all safety lighting, radio equipment, line x bed coating.	<b>\$55,000</b>
<b>36</b>	Automotive Cooling System Recycler	Replacing: Kleen King recycler filters are not available anymore for the unit we have. This is needed to be able to flush and recycle antifreeze on the fleet with filters and attachments.	<b>\$10,000</b>
			<b>\$270,000</b>

# CAPITAL PROJECTS

---

# CAPITAL PROJECTS OVERVIEW

The recommended CIP identifies facilities or programs, which are recommended for a variety of reasons, primarily to provide the District’s customers with a system that meets the District’s capacity criteria, is in good condition and can be operated efficiently and reliably. Should demands and flows forecasted to develop during the planning horizon not materialize, there may be opportunities to defer or eliminate some projects. Contrarily, some projects are needed immediately. Phasing is provided along with the proposed projects, with Phase 1 being projects recommended to be completed by 2020 due to an existing need, Phase 2 projects are those needed within ten years (by 2025) and Phase 3 projects are those recommended to be addressed within the planning horizon (by 2035). Due to the rapid development planned for the District as well as potential “rebound” from mandatory and voluntary water use restrictions, another master plan should be conducted in five years, at which point demands, flows and phasing can be revisited.

The recommended projects are largely the result of the hydraulic analysis completed. Projects identified fell into various improvement categories including: hydraulic capacity, pressure regulation, operations, redundancy and reliability, and fire flow capacity. The water system CIP consists of 61 projects that are listed in tables below. Additional detail regarding the nature of the various recommendation categories follows below:

- **Hydraulic Capacity** – consists primarily of pipeline upsizing to correct deficiencies in capacity caused by excessive velocity and head loss under peak demand conditions. Pump stations and storage reservoirs were also reviewed for appropriate capacity
- **Pressure Regulation** – recommend potential reduced pressure service zones by constructing pressure reducing stations to protect pipelines, laterals and appurtenances
- **Operations, Redundancy and Reliability** – includes a diverse set of construction, implementation, maintenance and assessment projects to add and improve emergency supplies, increase the system and supply reliability for vulnerable or future service areas, improve operating efficiencies, upgrade and/or replace facilities that don’t meet current standards and assist with strategic planning and replacement of critical facilities
- **Fire Flows** – upsizing of small diameter pipelines to increase fire flows at critically deficient areas
- **Water Supply** – consists of projects for construction of facilities to deliver new water supplies under normal or emergency conditions.

The total estimated cost of the water CIP based on planning level costs estimates is \$49.8M.

The wastewater system CIP generated from the baseline wastewater system hydraulic analysis are listed in detail following water CIP listing below. The District made the decision to move forward with the assumption of a WRP as the baseline case for the wastewater system for Masterplan study. The District has commissioned additional study into the development of a water reclamation plant to assist in determining which of the available alternatives, if any, is the most beneficial option. Should that additional study find that a WRP and recycled water system are not viable and/or feasible, it is important the District be aware of and understand the implications to its wastewater system CIP. For that reason, an alternative wastewater system CIP for the wastewater system alternative condition could be needed, which is the “No Project Alternative.” Also included in the tables are the CIPs required should the WRP study show that a plant at the LS 2 site is the most beneficial, as well as the CIP required to serve the Out of District developments, Meadowood and Warner Ranch.

The total estimated cost of the wastewater CIP which includes the District-owned WRP based on planning level costs estimates is \$49.7M.

The projects and programs recommended by the Master Plan study for the next 20 years for the water and wastewater systems are shown in the preceding tables. Phasing of proposed projects and programs is also presented in the tables and the total estimated cost by Phase for each system is presented in summary after the water and wastewater detailed project listing. Project cost estimates shall be retained, updated by observed inflation on an annual basis and replaced with more detailed and accurate cost estimates as they become available.

In Fiscal Year 2018 the District completed an update of the District-wide water and wastewater capacity fees to help fund expansion projects. The District’s water and wastewater rates paid by existing customers will be used to fund replacement, rehabilitation and betterment projects.

# FIVE-YEAR WATER CIP PLAN

**Capital Project Budgets:**

Project Description	Current Year Actuals FY 18/19	Year 1 Budget FY 19/20	Year 2 Budget FY 20/21	Year 3 Budget FY 21/22	Year 4 Budget FY 22/23	Year 5 Budget FY 23/24
Gird to Monserate Hill Water Line			\$1,204,912	\$885,070		
San Luis Rey Imported Return Flow Recovery		30,000	30,000	30,000	30,000	30,000
Isolation Valve Installation Program	66,579	150,000	150,000			
Pressure Reducing Station Replacement Program	195,886	300,000	300,000	300,000		
Vallecitos PS Replacement					530,000	500,000
Sampling ports for testing			25,000			
Generator at Sumac			50,000			
SLR River Crossing at Dentro De Lomas Line NN					224,000	2,576,000
Northside Zone Supply Redundancy			40,000	477,000		
Rainbow Heights PS (#1) Upgrades/Recon.	43,676	1,000,000	1,300,000			
New Pressure Reducing Stations		500,000	500,000	500,000	500,000	500,000
SDCWA Shutdown Pump Stations					1,000,000	
Water System Monitoring Program	131,148	575,000	275,000			
Weese WTP Permanent Emergency Interconnect and PS (on hold)	31,022	620,000				
Lookout Mountain Electrical Upgrade. The Complete electrical upgrade w/emerg. generator				250,000	750,000	
Mission Road / FPUD Interconnect		70,000				
Camino Del Rey Waterline Relocation		150,000	500,000	1,600,000		
Corrosion Prevention Program Development and Implementation	33,754	100,000	250,000	250,000	250,000	250,000
Morro Tank Zone Permanent FPUD Interconnection		150,000				
76 & Gird Permanent Emergency Pump Station					800,000	
Camino Del Rey Emergency Pump Station. PS at Moosa crossing to feed south zone in shutdown						800,000
Northside Emergency Pump Station Connection and Pipeline at Reche Road for emergency pumping					200,000	850,000

<b>Project Description</b>	<b>Current Year Actuals FY 18/19</b>	<b>Year 1 Budget FY 19/20</b>	<b>Year 2 Budget FY 20/21</b>	<b>Year 3 Budget FY 21/22</b>	<b>Year 4 Budget FY 22/23</b>	<b>Year 5 Budget FY 23/24</b>
Pumps (Northside Emergency Pump Station Connection) for emergency pumping					980,000	
Rice Canyon Tank Transmission PL to I-15/SR76 Corridor						450,000
Via Ararat Drive Waterline Project	17,528	350,000				
(Converted to "Miscellaneous Pipe Relocation")		1,000,000	2,500,000			
New District Headquarters		50,000	50,000	100,000	150,000	200,000
Northside Permanent FPU D Emergency Interconnection			150,000			
Programmatic EIR for Existing Easements		500,000				
Other	67,967					
Top 20 Pipeline Replacements:						
Pala Mesa Fairways 383 A and C			250,000			
Sarah Ann Drive Line 400 A			375,000			
Gaines Line Ext.			75,000			
Millagra Drive			250,000			
Rainbow Glen Line Replacement				375,000		
Pipe 2333				500,000		
Nella Lane				125,000		
Katie Lendre Drive Line				250,000		
Rice Canyon Road Pipe Line (Line A 628)			1,675,000			
Thibodo 632					250,000	
Del Rio Estates Line Ext 503						250,000
East Heights Line 147L						500,000
Los Alisos South 243						500,000
Morro Sumac Trans Main						200,000
East Heights Line 147A						250,000
320						125,000
Roy Line Ext						250,000
Spanish Oaks						400,000
<b>Total</b>	<b>\$587,560</b>	<b>\$5,545,000</b>	<b>\$9,949,912</b>	<b>\$5,642,070</b>	<b>\$5,664,000</b>	<b>\$8,631,000</b>



# FIVE-YEAR WASTEWATER CIP PLAN


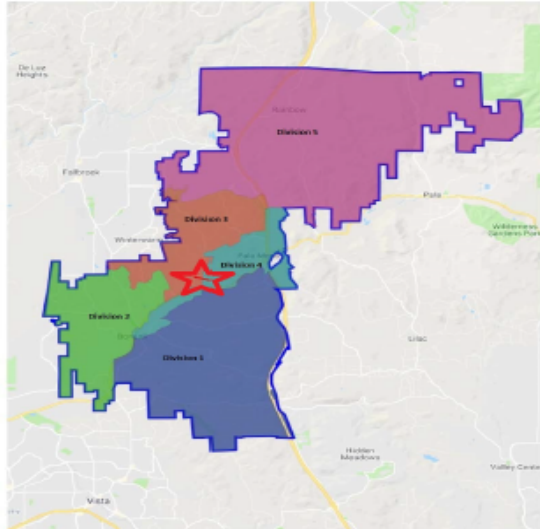

## Capital Project Budgets:

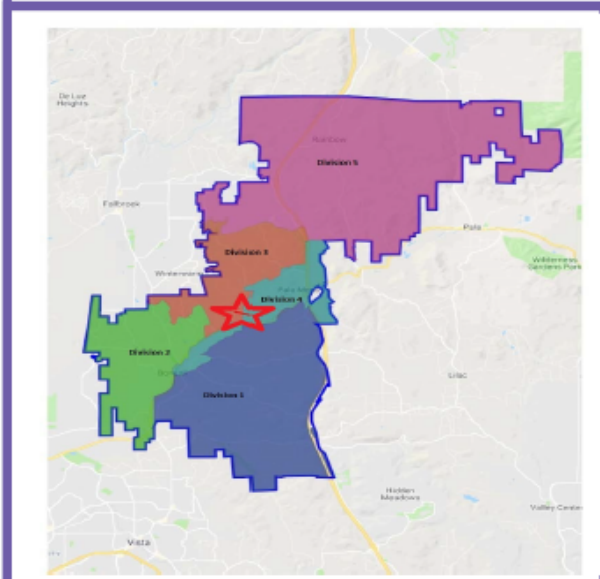
Project Description	Current Year Actuals FY 18/19	Year 1 Budget FY 19/20	Year 2 Budget FY 20/21	Year 3 Budget FY 21/22	Year 4 Budget FY 22/23	Year 5 Budget FY 23/24
School House Lift Station (#1) Replacement, San Luis Rey Interceptor from Mission to Thoroughbred LSEQ, & San Luis Rey Interceptor/Main from School House LS to Old River LS	\$289,450	\$3,000,000	\$10,000,000	\$5,600,000		
"Open" flume on North River Road						
CIPP 500' of line 8" VCP line near Pala Mesa/Palomar			250,000			
Sewer System Rehabilitation Program	3,750	100,000	100,000	100,000	100,000	100,000
Rancho Viejo LS Wet Well Expansion			150,000			
Almendra Court, I-15 Crossing Sewer Rehabilitation			80,000			
Fallbrook Oaks LS Rehabilitation and Forcemain Replacement		239,000		239,000		
Replace Rancho Monserate LS Emergency Generator		125,000			125,000	
Sewer System Condition Assessment Program		100,000	300,000			
Sewer System Permanent Flow Monitoring						
Old River Road LS Equalization Basin						
Old River Road LS to Stallion Outfall Repair			500,000	500,000		
<b>Total</b>	<b>\$293,200</b>	<b>\$3,564,000</b>	<b>\$11,380,000</b>	<b>\$6,439,000</b>	<b>\$225,000</b>	<b>\$100,000</b>

# FIVE-YEAR METER REPLACEMENT & SERVICE UPGRADE PLAN

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Capital Project Budgets:</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Project Description</b>	<b>FY 18/19</b>	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 21/22</b>	<b>FY 22/23</b>	<b>FY 23/24</b>
Service Meter Replacement	70,263	2,000,000	2,500,000	1,000,000		
Water Service Upgrade	99,716	2,000,000	2,800,000	1,000,000		
<b>Total</b>	<b>\$169,979</b>	<b>\$4,000,000</b>	<b>\$5,300,000</b>	<b>\$2,000,000</b>	-	-

# CAPITAL IMPROVEMENT PROJECTS

	<p align="center"><b>Capital Improvement Project Information</b> GIRD TO MONSERATE HILL WATER LINE</p>
	<p align="center"><b>VICINITY MAP</b></p> 
<p align="center"><b>LOCATION</b></p>	<p align="center"><b>LIMITS OF PROJECT</b></p>
<p><b>PROJECT TITLE:</b> GIRD TO MONSERATE HILL WATER LINE</p>	<p><b>ESTIMATED SCHEDULE:</b> DESIGN - Fall of 2019 CONSTRUCTION - Summer 2020</p>
<p><b>DEPARTMENT:</b> Engineering <b>MASTER PLAN:</b> WE1 <b>CONDITION ASSESSMENT:</b> N/A</p>	<p><b>FUNDING SOURCE:</b> Water Fund</p> <p><b>PROJECT MANAGER:</b> Michael Powers</p>
<p><b>PROJECT TYPE:</b> Water</p>	<p><b>CIP ACCOUNT NO.:</b> 600032</p>
<p><b>PROJECT DESCRIPTION:</b> Replacement of severed water line connecting the 18" CML&amp;C line on Gird Road, 2,400' north of SR-76, to the 8" DIP line in Monserate Hill Road, 2,000 feet to the east.</p> <p><b>PROJECT DIVISION LOCATION:</b> Divisions 3 &amp; 4</p> <p><b>PROJECT BUDGET:</b> DESIGN=\$100,000 CONSTRUCTION=\$1,780,100 INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE) CONTINGENCY=\$208,900 TOTAL=\$2,089,000</p>	



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
ISOLATION VALVE INSTALLATION  
PROGRAM

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR23  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2019  
CONSTRUCTION - Summer 2020

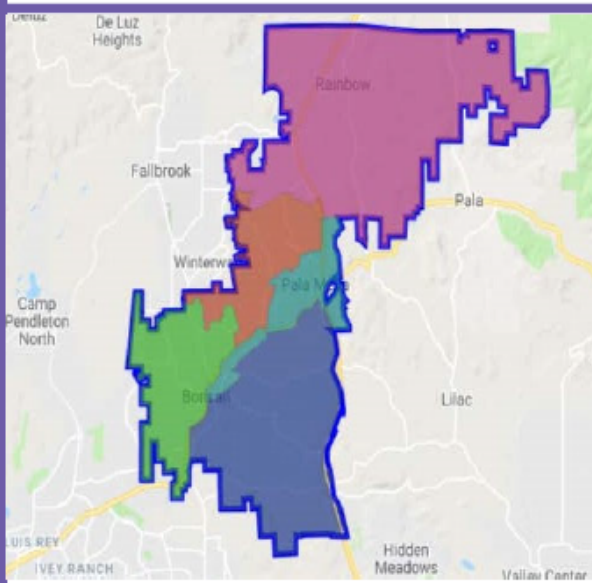
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
OPERATIONS

**PROJECT DESCRIPTION:**  
This project is the replacement of old water valves throughout the District.

**PROJECT DIVISION LOCATION:** (District Wide)

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=\$750,000  
INSPECTION/CONSTRUCTION ENGINEERING=N/A  
CONTINGENCY=N/A  
TOTAL=\$750,000



**LOCATION**

**VICINITY MAP**

N/A

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SAN LUIS REY IMPORTED RETURN FLOW RECOVERY

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:**

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
(STUDY)  
ON HOLD  
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

**CIP ACCOUNT NO.:**  
600003

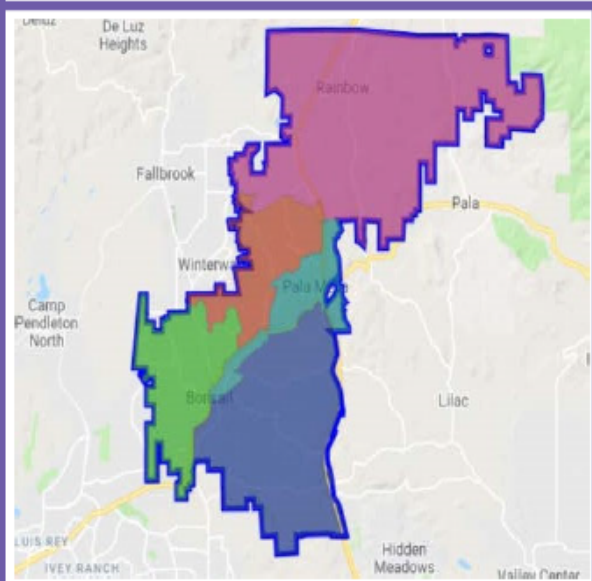
**PROJECT DESCRIPTION:**  
Study the feasibility of capturing return flows from irrigation and septic systems.

**PROJECT DIVISION LOCATION:** Divisions 1, 2, 3, 4 & 5 (DISTRICT WIDE)

**PROJECT BUDGET:**  
STUDY=\$900,000



**Capital Improvement Project Information**  
**PRESSURE REDUCING STATION REPLACEMENT PROGRAM**



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
 PRESSURE REDUCING STATION REPLACEMENT PROGRAM

**DEPARTMENT:** Engineering  
**MASTER PLAN:** 13  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
 Water

**ESTIMATED SCHEDULE:**  
 DESIGN - Fall of 2019  
 CONSTRUCTION - Summer 2020

**FUNDING SOURCE:**  
 Water Fund

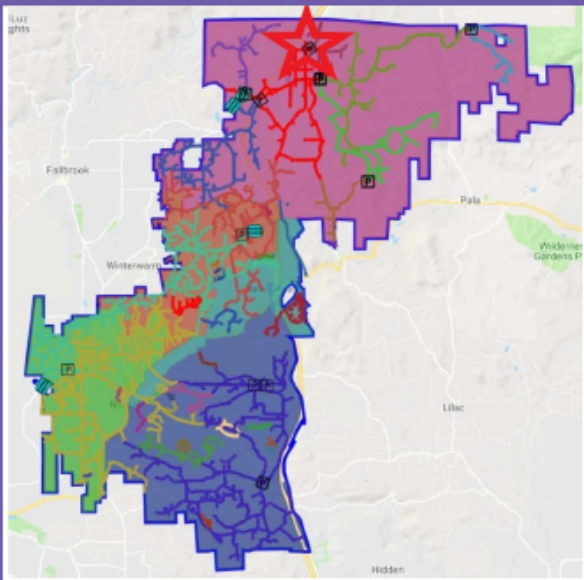
**PROJECT MANAGER:**  
 Michael Powers

**CIP ACCOUNT NO.:**  
 600017

**PROJECT DESCRIPTION:**  
 District-wide installation of pressure-reducing stations to control high pressure and extend pipe life.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
 DESIGN=\$200,000  
 CONSTRUCTION=\$898,000  
 INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
 CONTINGENCY=\$122,000  
 TOTAL=1,220,000



**LOCATION**

**VICINITY MAP**



**LIMITS OF PROJECT**

**PROJECT TITLE:**  
VALLECITOS PS REPLACEMENT

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR2  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Winter 2019  
CONSTRUCTION - Summer 2020

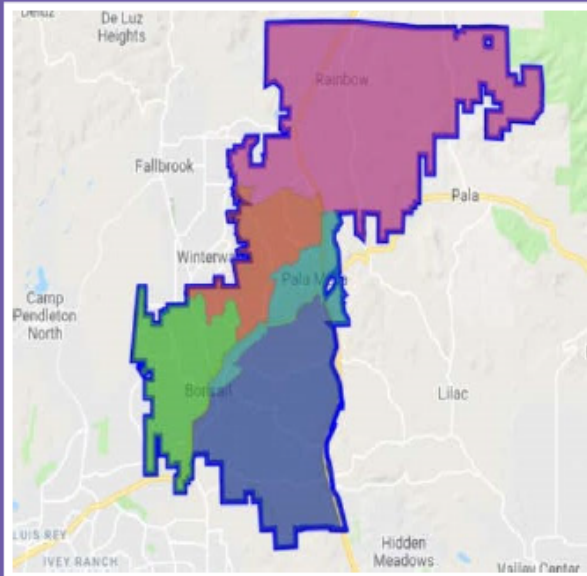
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

**PROJECT DESCRIPTION:**  
Replacement of the existing Vallecitos PS and removal of inoperable equipment.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$150,000  
CONSTRUCTION=\$777,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$103,000  
TOTAL=\$1,030,000



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SAMPLING PORTS FOR TESTING

**DEPARTMENT:** Operations  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2019  
CONSTRUCTION - Summer 2020

**FUNDING SOURCE:**  
Water Fund

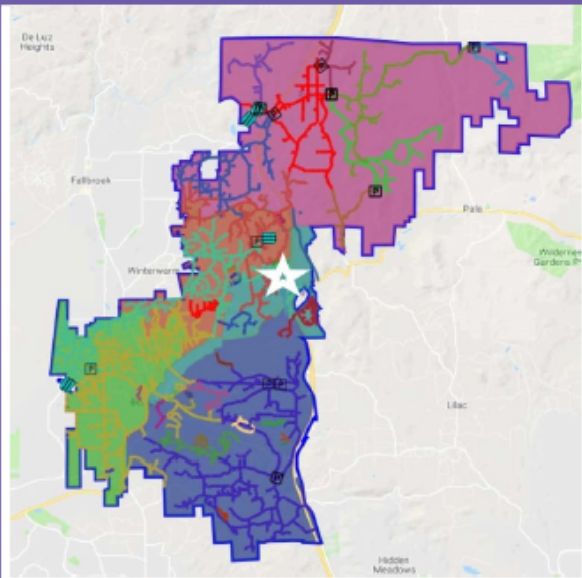
**PROJECT MANAGER:**  
Robert Gutierrez

**PROJECT DESCRIPTION:**  
District-wide installation water sampling ports to simplify testing for water quality for regulations.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=\$25,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$25,000





**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
GENERATOR AT SUMAC

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2020  
CONSTRUCTION - Summer 2021

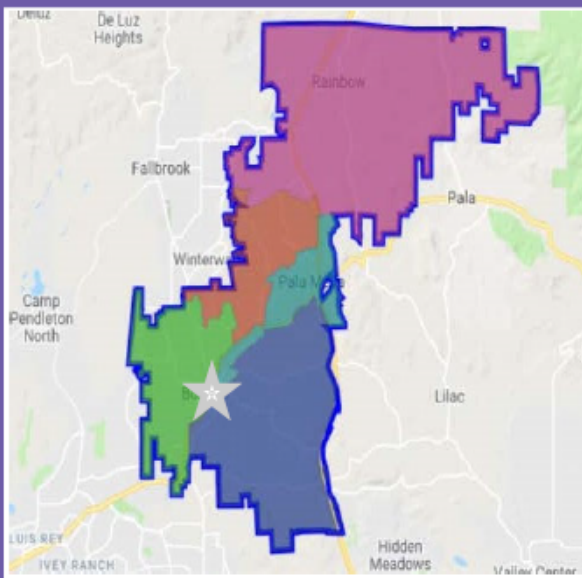
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

**PROJECT DESCRIPTION:**  
Installation of a diesel generator at sumac reservoir site for communications electrical backup power

**PROJECT DIVISION LOCATION:** Division 4

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=\$50,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$50,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SLR RIVER CROSSING AT DENTRO DE LOMAS LINE NN

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR1  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2020  
CONSTRUCTION - Winter 2021

**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

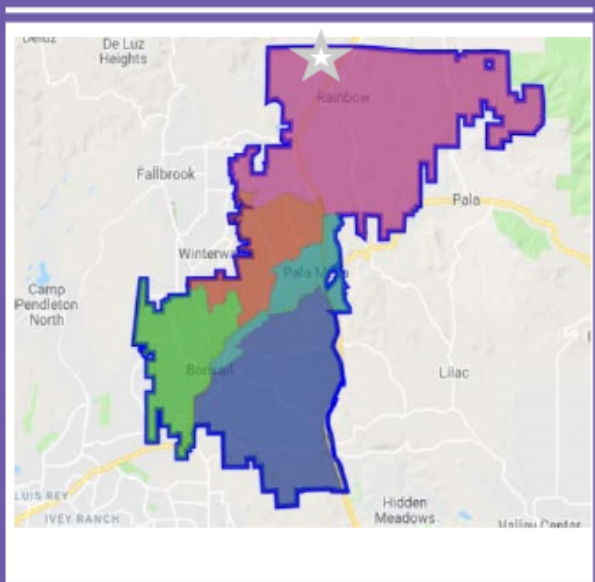
**PROJECT DESCRIPTION:**  
Rehabilitation of transmission line NN under the San Luis Rey River near Dentro De Lomas

**PROJECT DIVISION LOCATION:** Division 1 & 2

**PROJECT BUDGET:**  
DESIGN=\$420,000  
CONSTRUCTION=\$2,030,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$350,000  
TOTAL=\$2,800,000



**Capital Improvement Project Information**  
**NORTHSIDE ZONE SUPPLY REDUNDANCY**  
**(RAINBOW HILLS ZONE)**



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
 NORTHSIDE ZONE SUPPLY REDUNDANCY  
 (RAINBOW HILLS ZONE)

**ESTIMATED SCHEDULE:**  
 DESIGN - Summer of 2020  
 CONSTRUCTION - Spring 2021

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR4  
**CONDITION ASSESSMENT:** N/A

**FUNDING SOURCE:**  
 Water Fund

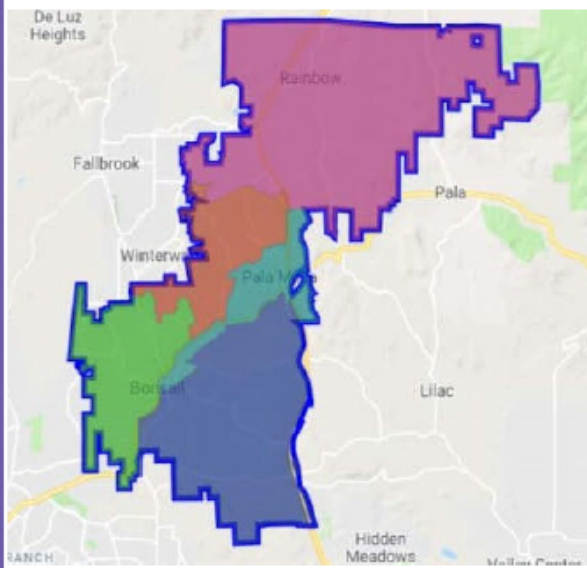
**PROJECT TYPE:**  
 Water

**PROJECT MANAGER:**  
 Steve Strapac

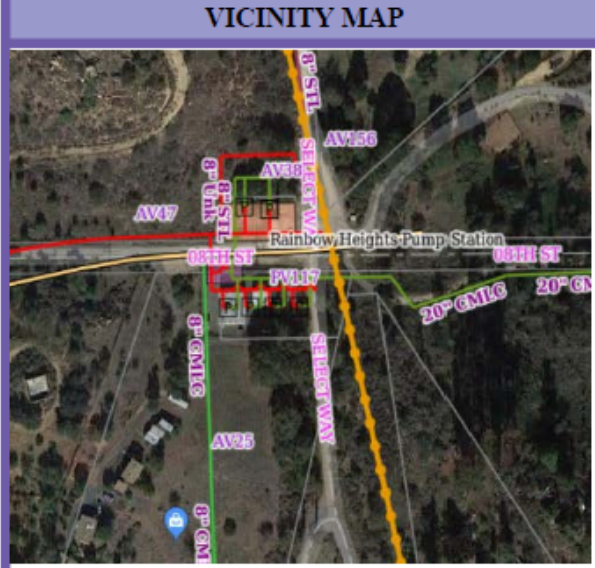
**PROJECT DESCRIPTION:**  
 Upsize Rainbow Hills Road 6" diameter Pipeline to 12-inch, and install New PRS.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
 DESIGN=\$50,000  
 CONSTRUCTION=\$392,000  
 INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
 CONTINGENCY=\$75,000  
 TOTAL=\$517,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
RAINBOW HEIGHTS PS (#1) UPGRADES-RECONSTRUCTION

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR5  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer of 2019  
CONSTRUCTION - Fall 2019

**FUNDING SOURCE:**  
Water Fund

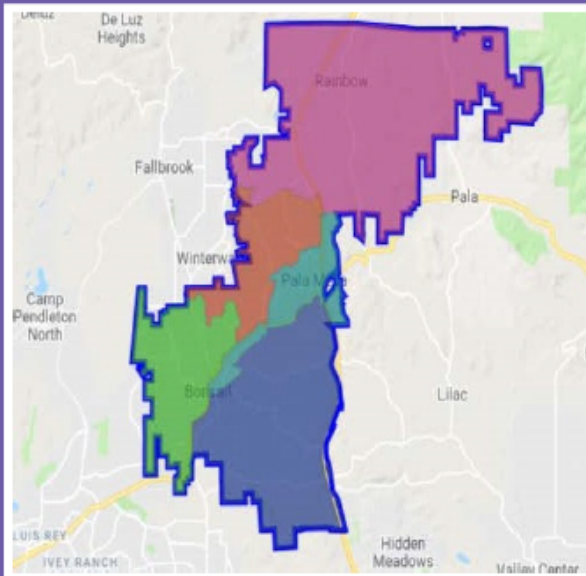
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
600001

**PROJECT DESCRIPTION:**  
Replacement of the existing natural-gas powered pump station with a pre-fabricated pump station (electric). Also moving facilities out of the SDCWA easement.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$300,000  
CONSTRUCTION=\$2,520,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$280,000



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
WATER SYSTEM CONDITION ASSESSMENT

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - 2018  
CONSTRUCTION - N/A

**FUNDING SOURCE:**  
Water Fund

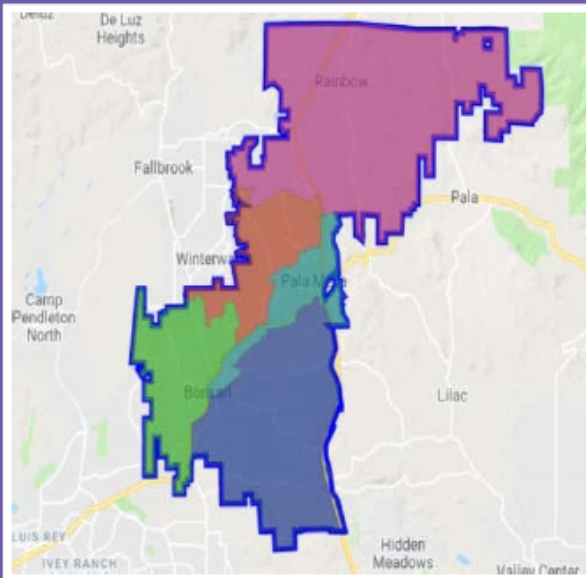
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
600015

**PROJECT DESCRIPTION:**  
District-wide analysis of water pipe condition and ranking of replacement.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=N/A  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$1,675,500



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
NEW PRESSURE REDUCING STATIONS

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WP1  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2019  
CONSTRUCTION - Summer 2020

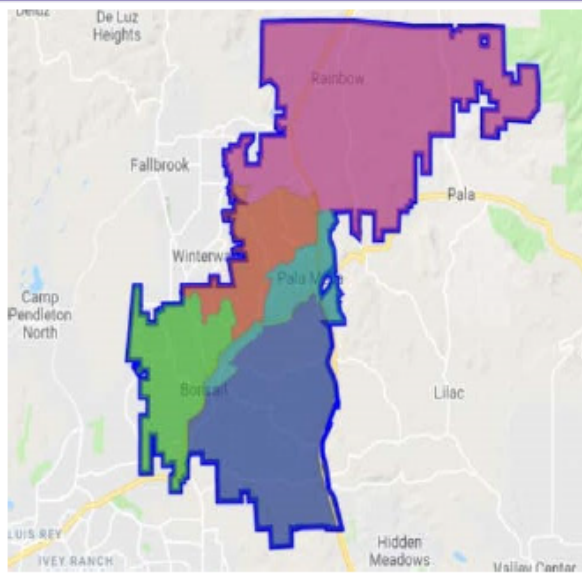
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
District-wide installation new pressure reducing stations to manage high pressure.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=\$500,000/year  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$500,000/year



**VICINITY MAP**

**(DISTRICT WIDE)**

**LOCATION**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SDCWA SHUTDOWN PUMP STATIONS

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2019  
CONSTRUCTION - Summer 2020

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**FUNDING SOURCE:**  
Water Fund

**PROJECT TYPE:**  
Water

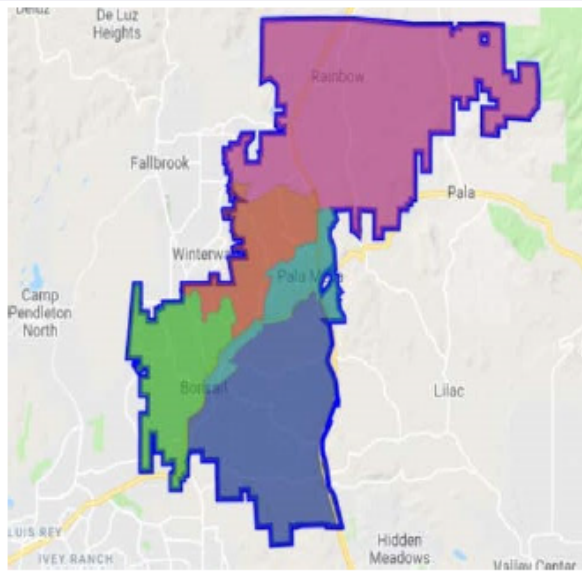
**PROJECT MANAGER:**  
Steve Strapac

**CIP ACCOUNT NO.:**  
600013

**PROJECT DESCRIPTION:**  
District-wide installation of pump stations to provide water district-wide during SDCWA shutdowns.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=\$200,000  
CONSTRUCTION=\$1,600,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$200,000  
TOTAL=\$2,000,000



**VICINITY MAP**

**(DISTRICT WIDE)**

**LOCATION**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
WATER SYSTEM MONITORING PROGRAM

**ESTIMATED SCHEDULE:**  
DESIGN - Complete  
CONSTRUCTION - In Progress

**DEPARTMENT:** Operations  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**FUNDING SOURCE:**  
Water Fund

**PROJECT TYPE:**  
Water

**PROJECT MANAGER:**  
Robert Gutierrez

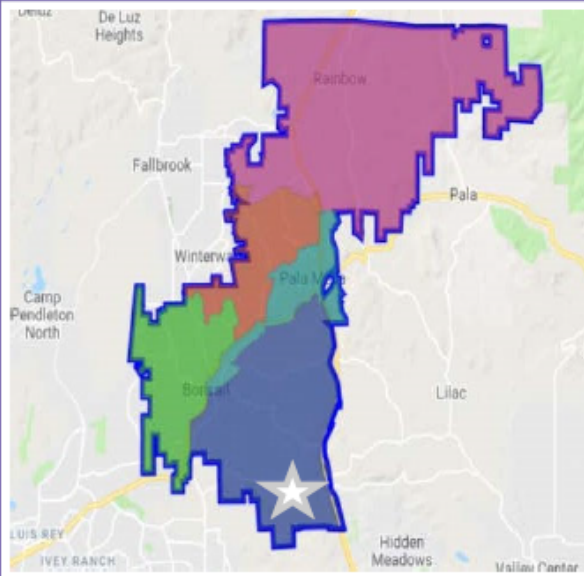
**CIP ACCOUNT NO.:**  
600019

**PROJECT DESCRIPTION:**  
District-wide upgrades to SCADA controls and communications equipment.

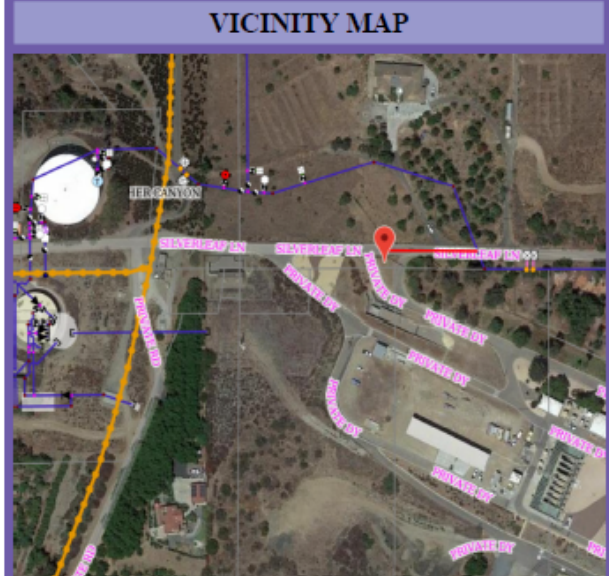
**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=\$1,150,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINENCY=N/A  
TOTAL=\$1,150,000





**LOCATION**



**LIMITS OF PROJECT**

**PROJECT TITLE:**  
WEESE TREATMENT PLANT INTERCONNECT PUMP STATION

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - On Hold

**FUNDING SOURCE:**  
Water Fund

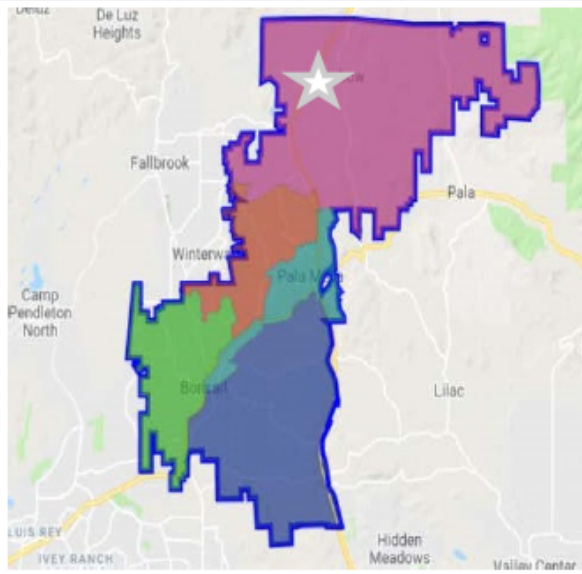
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
600008

**PROJECT DESCRIPTION:**  
Construct a pump station to pull water from Oceanside's Weese WTP into RMWD's South Zone.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=\$255,000  
CONSTRUCTION=\$825,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$120,000  
TOTAL=\$1,200,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
LOOKOUT MOUNTAIN ELECTRICAL UP-  
GRADE

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2021  
CONSTRUCTION - Summer 2022

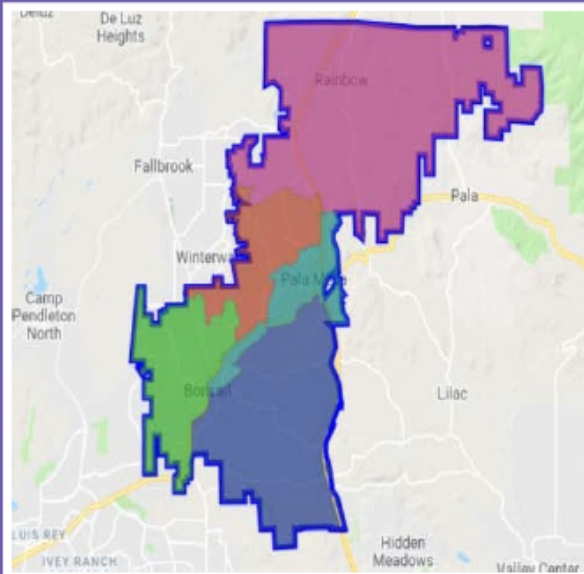
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Upgrade electrical equipment at Lookout Mountain Pump Station.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$200,000  
CONSTRUCTION=\$725,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$75,000  
TOTAL=\$1,000,000



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
MISSION ROAD / FPUD INTERCONNECT

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:**

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer of 2020  
CONSTRUCTION - Winter 2021

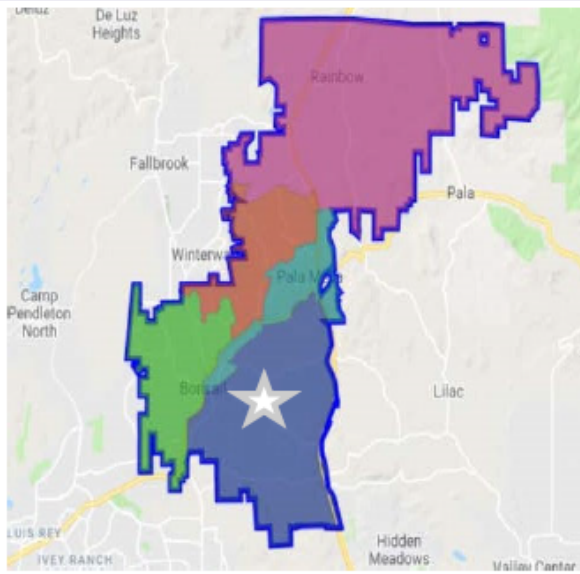
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Install an interconnection between RMWD and FPUD for Emergency supply redundancy.

**Project Division Location:** Division 5

**PROJECT BUDGET:**  
DESIGN=(IN-HOUSE)  
CONSTRUCTION=\$70,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$70,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
CAMINO DEL REY WATERLINE  
RELOCATION

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer of 2019  
CONSTRUCTION - Summer 2020

**FUNDING SOURCE:**  
Water Fund

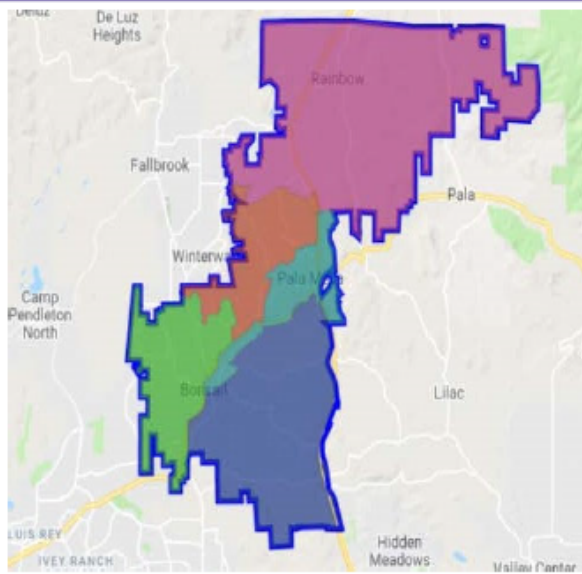
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**

**PROJECT DESCRIPTION:**  
Replacement of approximately 3,700' of existing 14" diameter CML&C pipe in Camino del Rey to coincide with county road project that will raise the grade of Camino Del Rey 4+ feet. Work is in the vicinity of Via Maria Elena.

**PROJECT DIVISION LOCATION:** Division 1

**PROJECT BUDGET:**  
DESIGN=\$80,945  
CONSTRUCTION=\$1,969,055  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
CORROSION PREVENTION PROGRAM

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer of 2019  
CONSTRUCTION - Spring 2020

**FUNDING SOURCE:**  
Water Fund

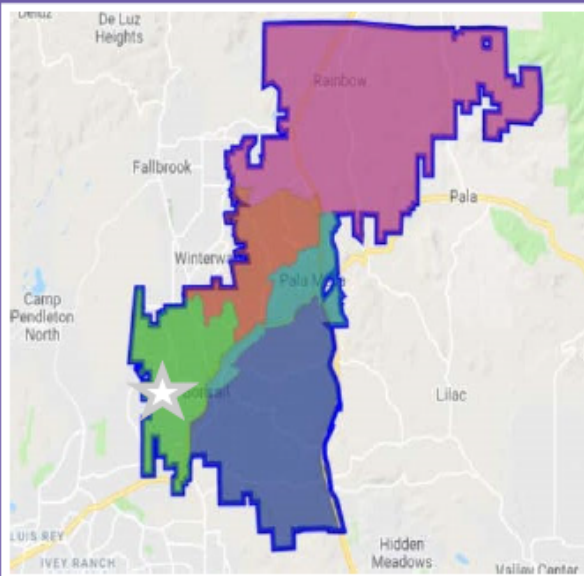
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
600030

**PROJECT DESCRIPTION:**  
Development of District-wide program for preventing corrosion on the most vulnerable pipelines.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=\$192,586  
CONSTRUCTION=\$250,000 Per Year  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$250,000 Per Year



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
MORRO TANK ZONE PERMANENT FPUD INTERCONNECT

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WS3  
**CONDITION ASSESSMENT:**

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2019  
CONSTRUCTION - Spring 2020

**FUNDING SOURCE:**  
Water Fund

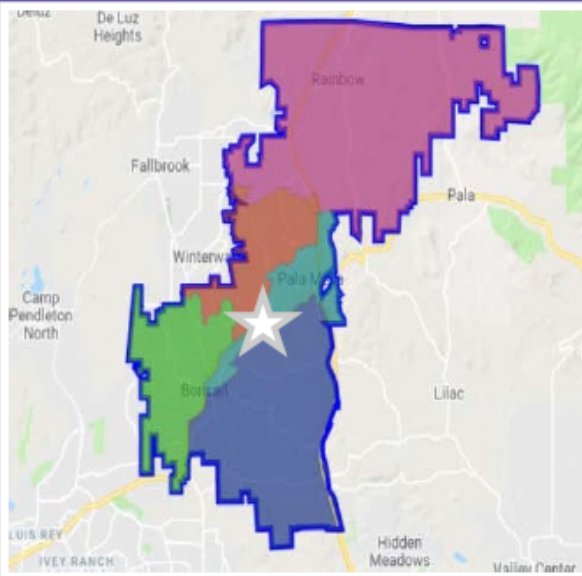
**PROJECT MANAGER:**  
Steve Strapac

**CIP ACCOUNT NO.:**  
600-600014

**PROJECT DESCRIPTION:**  
Installation of an interconnection with FPUD in the Morro Tank Zone for emergency supply redundancy.

**Project Division Location:** Division 2

**PROJECT BUDGET:**  
DESIGN=\$25,000  
CONSTRUCTION=\$125,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$25,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
76 & GIRD PERMANENT EMERGENCY PS

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WRS  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall of 2022  
CONSTRUCTION - Summer 2023

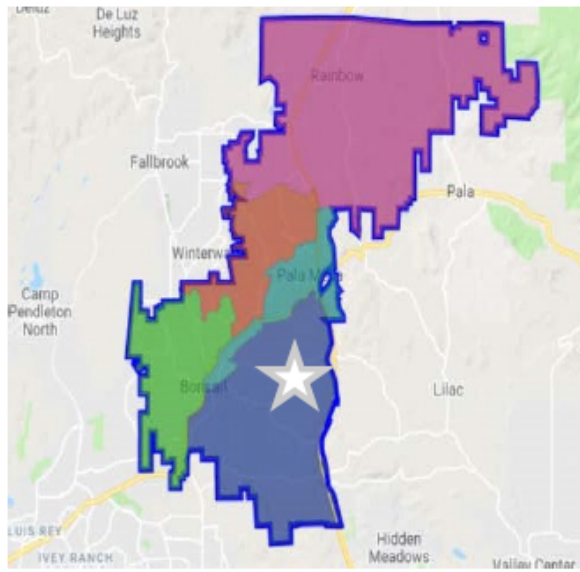
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Install a Pump Station at Gird and Hwy 76 for use during aqueduct shutdowns.

**PROJECT DIVISION LOCATION:** Division 3 and 4

**PROJECT BUDGET:**  
DESIGN=\$80,000  
CONSTRUCTION=\$640,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$80,000  
TOTAL=\$800,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
CAMINO DEL REY EMERGENCY PS /MOOSA XING PS

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR10  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2023  
CONSTRUCTION - Spring 2024

**FUNDING SOURCE:**  
Water Fund

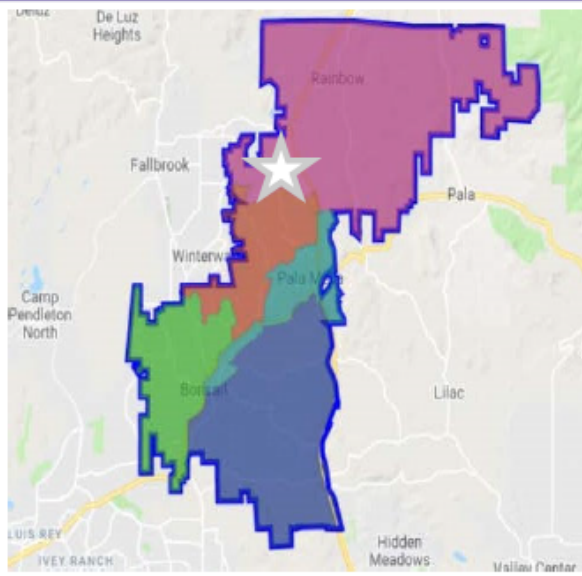
**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Construct a permanent PS at Camino Del Rey and Moosa Creek for use during SDCWA shutdowns.

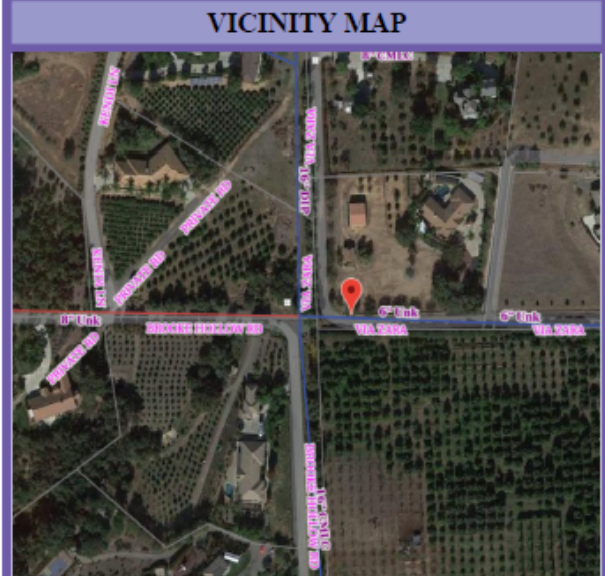
**PROJECT DIVISION LOCATION:** Division 1

**PROJECT BUDGET:**  
DESIGN=\$80,000  
CONSTRUCTION=\$640,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$80,000  
TOTAL=\$800,000





**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
NORTHSIDE EMERGENCY PS CONNECTION  
& RECHE ROAD PIPELINE

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR12  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2022  
CONSTRUCTION - Summer 2023

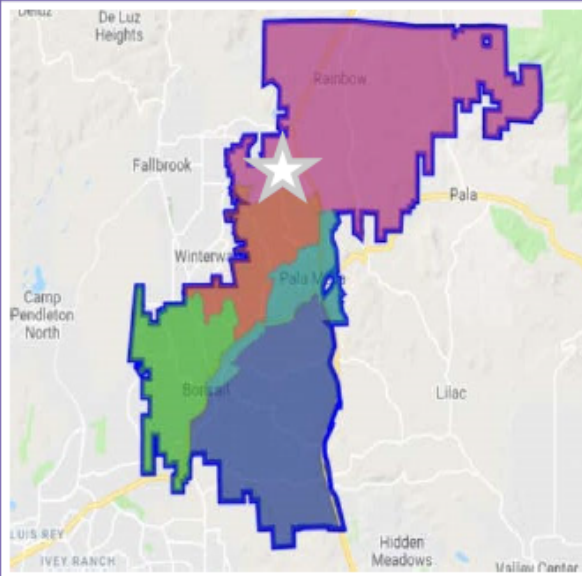
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

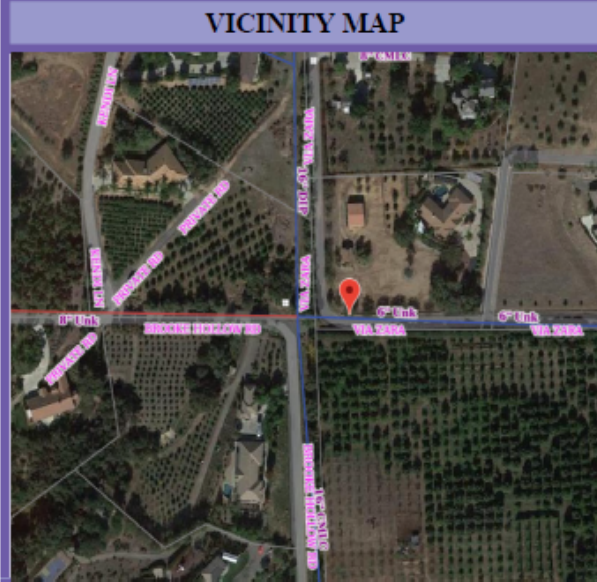
**PROJECT DESCRIPTION:**  
Install PS and Upsize pipeline to provide emergency supply in case of transmission failure.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$200,000  
CONSTRUCTION=\$750,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$100,000  
TOTAL=\$1,050,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
PUMPS (NORTHSIDE EMERGENCY PS CONNECTION)

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR13 (A)  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2022  
CONSTRUCTION - Spring 2023

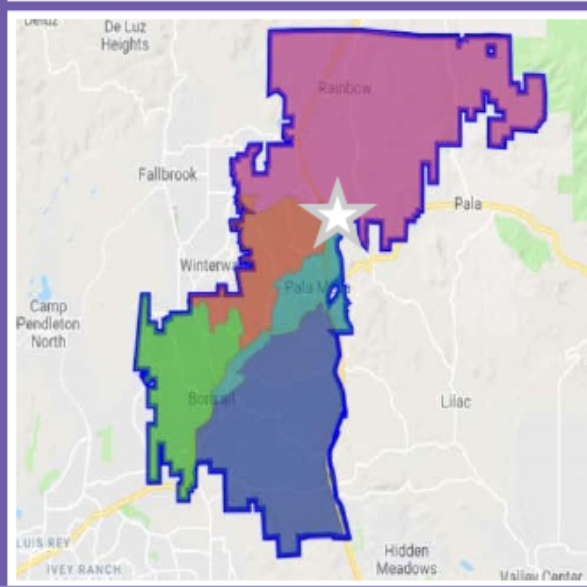
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Install PS and Upsize pipeline to provide emergency supply in case of transmission failure

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$100,000  
CONSTRUCTION=\$800,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$80,000  
TOTAL=\$980,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
RICE CANYON TANK TRANSMISSION PL I15-SR76 CORRIDOR

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR13 (B)  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2020  
CONSTRUCTION - Spring 2021

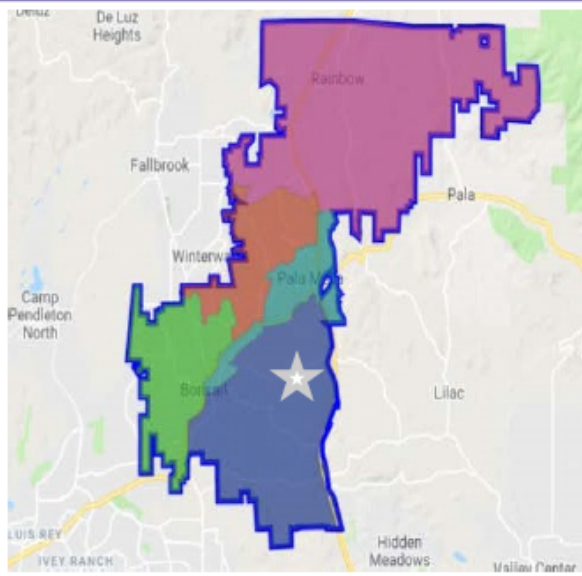
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

**PROJECT DESCRIPTION:**  
Install transmission main from Rice Canyon Tank to new development to improve cycling the tank.

**PROJECT DIVISION LOCATION:** Division 4

**PROJECT BUDGET:**  
DESIGN=\$50,000  
CONSTRUCTION=\$350,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$50,000  
TOTAL=\$450,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
VIA ARARAT DRIVE WATERLINE PROJECT

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR15  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Spring 2019  
CONSTRUCTION - Summer 2019

**FUNDING SOURCE:**  
Water Fund

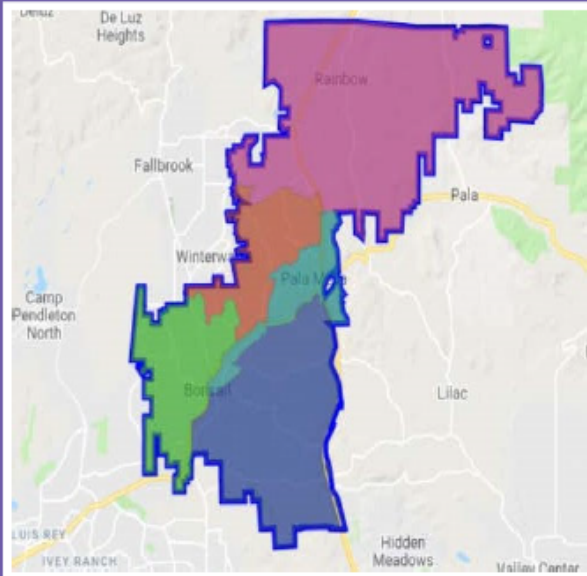
**PROJECT MANAGER:**  
Steve Strapac

**CIP ACCOUNT NO.:**  
600029

**PROJECT DESCRIPTION:**  
Install 665 ft of 12" PVC pipe to increase connectivity in the South Zone of the District.

**PROJECT DIVISION LOCATION:** Division 1

**PROJECT BUDGET:**  
DESIGN=(IN-HOUSE)  
CONSTRUCTION=\$235,662  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$250,000



**VICINITY MAP**

**(DISTRICT WIDE)**

**LOCATION**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
MISCELLANEOUS PIPE RELOCATION

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - Winter 2020

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #2, 9, and 19

**FUNDING SOURCE:**  
Water Fund

**PROJECT TYPE:**  
Water

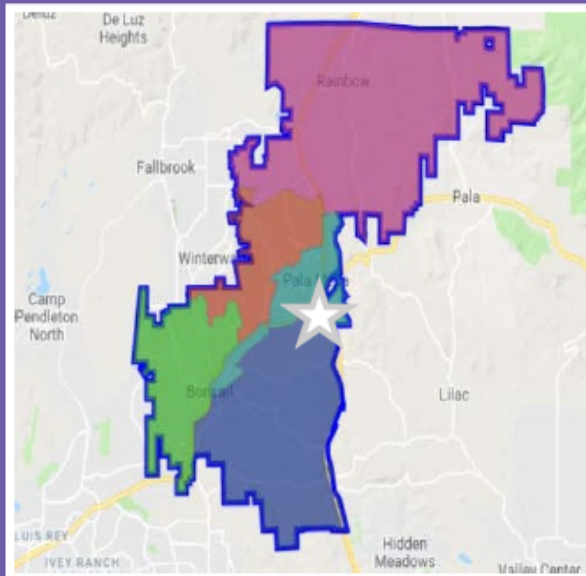
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
600021

**PROJECT DESCRIPTION:**  
Relocation or installation of several pipelines District-wide in accessible easements and roadways.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=\$305,610  
CONSTRUCTION=\$2,844,390  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$350,000  
TOTAL=\$3,500,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
NEW DISTRICT HEADQUARTERS

**DEPARTMENT:** Engineering  
**MASTER PLAN:** WR26  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Engineering

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - Summer 2025

**FUNDING SOURCE:**  
Water and Wastewater Fund

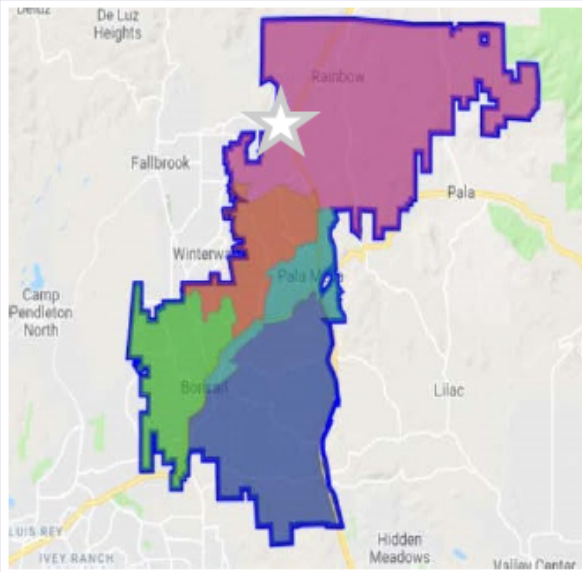
**PROJECT MANAGER:**  
Steve Strapac

**CIP ACCOUNT NO.:**  
300008

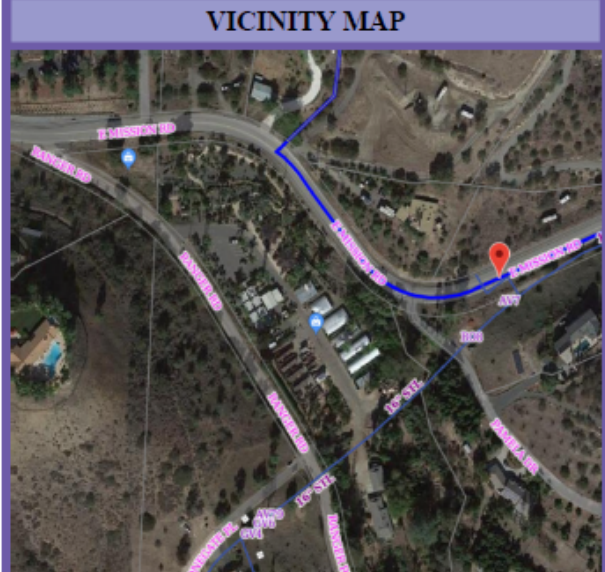
**PROJECT DESCRIPTION:**  
Provide the District with a new headquarters building and yard.

**PROJECT DIVISION LOCATION:** Division 1

**PROJECT BUDGET:**  
DESIGN=\$550,000  
CONSTRUCTION=UNKNOWN  
INSPECTION/CONSTRUCTION ENGINEERING= UNKNOWN  
CONTINGENCY=UNKNOWN  
TOTAL=UNKNOWN



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
MISSION ROAD / FPUD INTERCONNECT

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2019  
CONSTRUCTION - Spring 2020

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**FUNDING SOURCE:**  
Water Fund

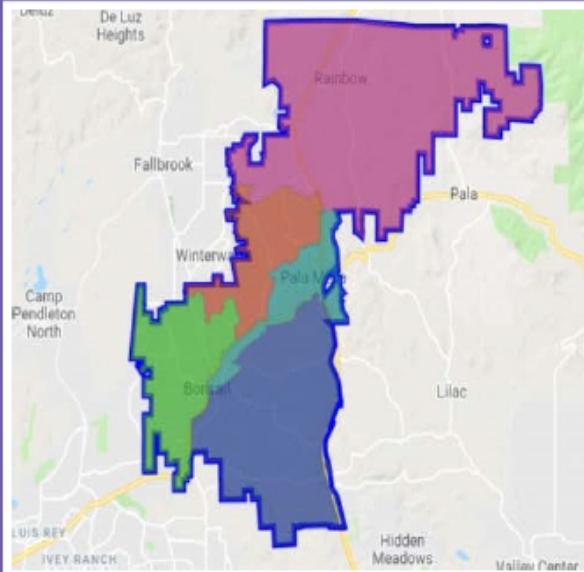
**PROJECT TYPE:**  
Water

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Install a permanent Interconnection between RMWD and FPUD near Mission Road and Pamela Dr.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=(IN-HOUSE)  
CONSTRUCTION=\$70,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$70,000



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
PROGRAMMATIC EIR FOR EXISTING EASEMENTS

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT RANK:** N/A

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - N/A

**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

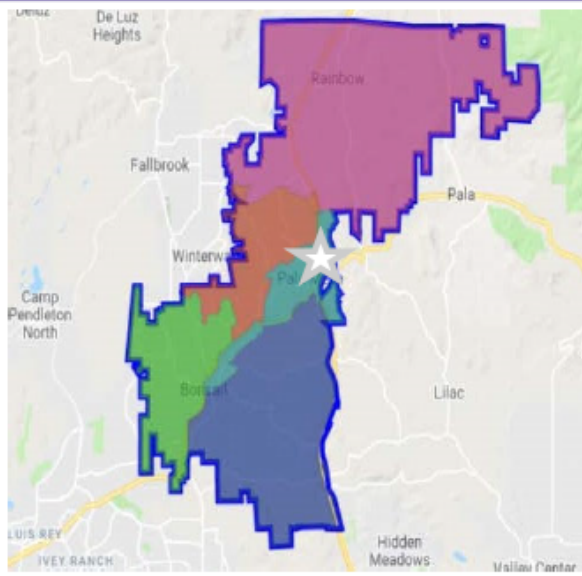
**CIP ACCOUNT NO.:**  
300007

**PROJECT DESCRIPTION:**  
Development of Programmatic EIR to guide future CEQA procedures for work within existing ROW.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=\$199,965  
CONSTRUCTION=N/A  
INSPECTION/CONSTRUCTION ENGINEERING= N/A  
CONTINGENCY=N/A  
TOTAL=\$199,965





**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
PALA MESA FAIRWAYS 383 A,B, AND C

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #1, 3, and 21

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - Fall 2019

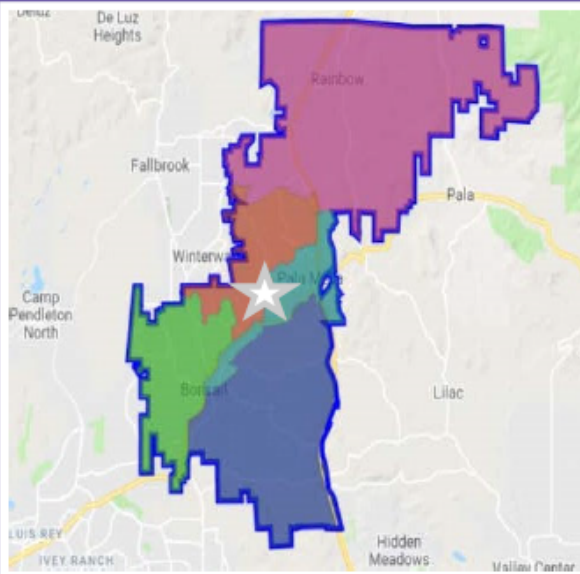
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

**PROJECT DESCRIPTION:**  
Install pressure reducing station and cathodic protection in Almendra Court, Diegos Court, and Olivos Court to eliminate leaks caused by high pressures and corrosion. Original project was pipe replacement.

**PROJECT DIVISION LOCATION:** Division 4

**PROJECT BUDGET:**  
DESIGN=(IN-HOUSE)  
CONSTRUCTION=\$250,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SARAH ANN DRIVE LINE 400 A

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #2

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - Fall 2019

**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
600021

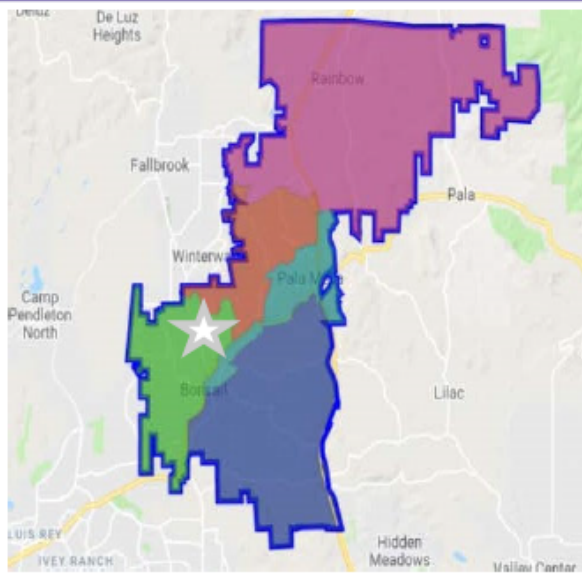
**PROJECT DESCRIPTION:**

Pressure will be reduced for the Sarah Ann Loop as part of the Miscellaneous Pipeline Relocation Project by connecting to the Knottwood Pressure Station Zone with pipes installed in Gird Road.

**PROJECT DIVISION LOCATION:** Division 3

**PROJECT BUDGET:**

DESIGN=N/A  
CONSTRUCTION=N/A  
INSPECTION/CONSTRUCTION ENGINEERING= N/A  
CONTINGENCY=N/A



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
GAINES LINE EXTENSION

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT RANK:** #3

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2020  
CONSTRUCTION - Winter 2021

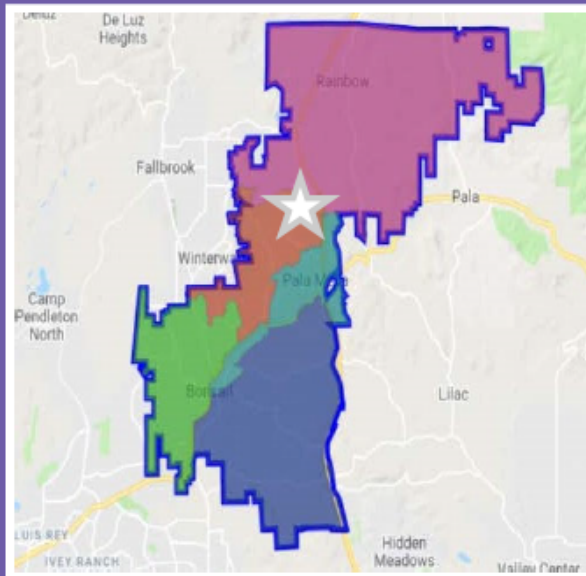
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

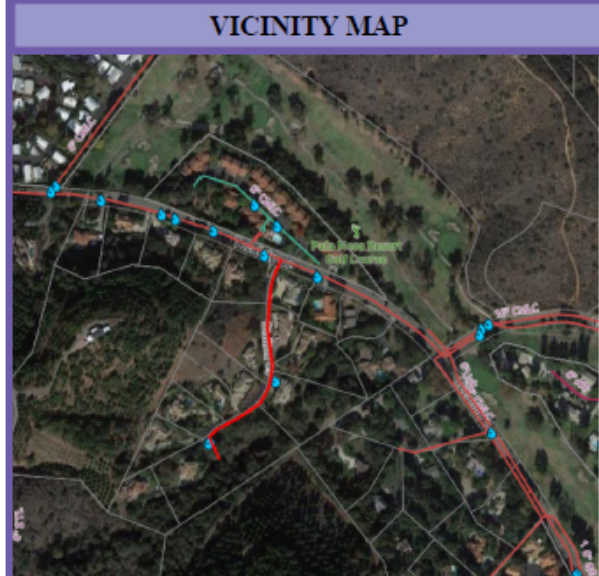
**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 321 feet of 6" CML&C on Via Monserate, just east of Mission Road.

**PROJECT DIVISION LOCATION:** Division 2

**PROJECT BUDGET:**  
DESIGN=\$7,500  
CONSTRUCTION=\$60,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$7,500  
TOTAL=\$75,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
MILLAGRA DRIVE

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #6

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2021  
CONSTRUCTION - Winter 2022

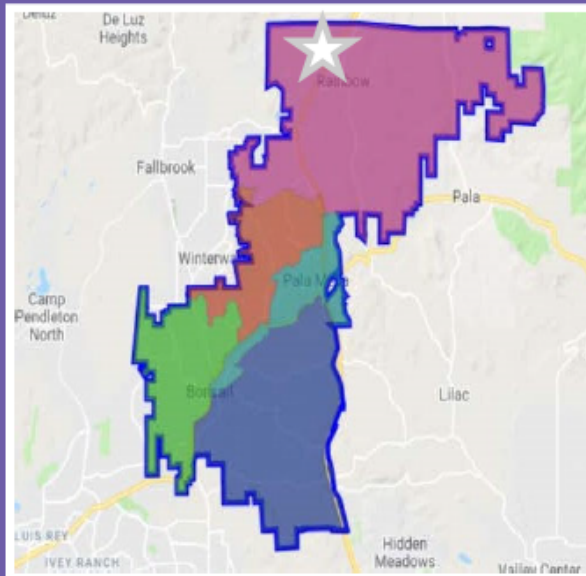
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 1056' of 8" pipe on Stallion Circle near Millagra Drive.

**PROJECT DIVISION LOCATION:** Division 3

**PROJECT BUDGET:**  
DESIGN=\$25,000  
CONSTRUCTION=\$200,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$25,000  
TOTAL=\$250,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
RAINBOW GLEN LINE REPLACEMENT

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #10

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2021  
CONSTRUCTION - Winter 2022

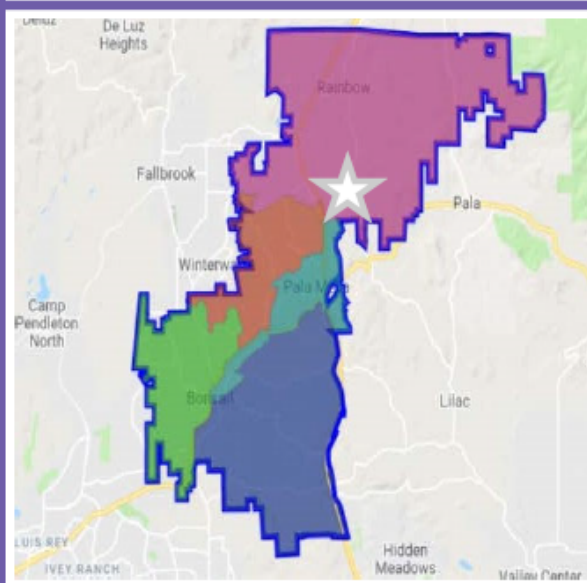
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

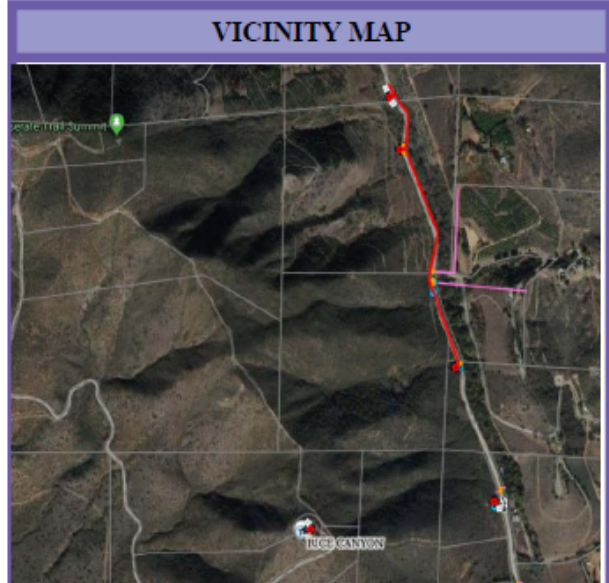
**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 1056' of 12" pipe on Rainbow Glen Road.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$37,500  
CONSTRUCTION=\$300,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$37,500  
TOTAL=\$375,000



**LOCATION**



**LIMITS OF PROJECT**

**PROJECT TITLE:**  
PIPE 2333 (RICE CANYON ROAD NORTH OF RICE CANYON TANK)

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #4

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - 2021  
CONSTRUCTION - 2022

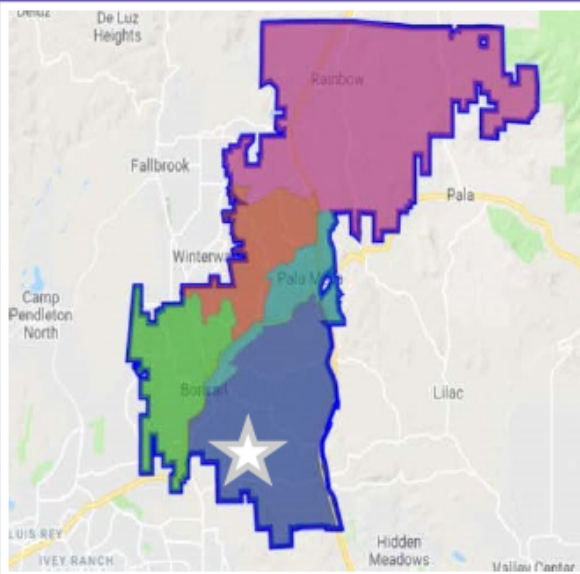
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 2149' of 8" pipe on Rice Canyon Road north of Rice Canyon Tank.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$75,000  
CONSTRUCTION=\$375,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$75,000  
TOTAL=\$500,000



**LOCATION**



**LIMITS OF PROJECT**

**PROJECT TITLE:**  
NELLA LANE

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #8

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2021  
CONSTRUCTION - Spring 2022

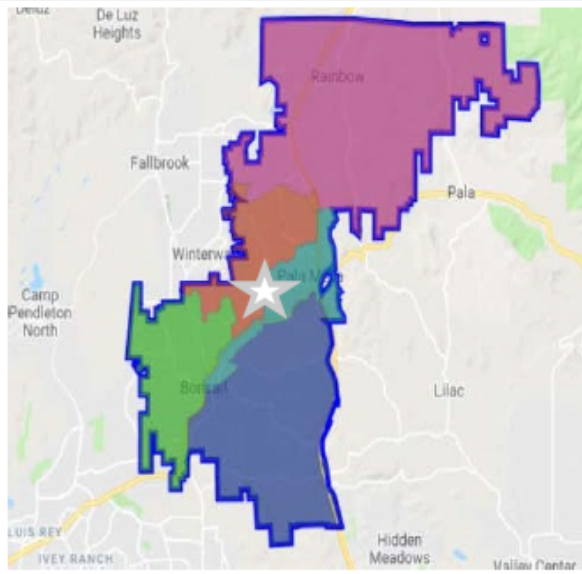
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 528' of 8" pipe on Nella Lane.

**PROJECT DIVISION LOCATION:** Division 1

**PROJECT BUDGET:**  
DESIGN=\$12,500  
CONSTRUCTION=\$100,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$12,500  
TOTAL=\$125,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
KATIE LENDRE DRIVE LINE

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #9

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - Fall 2019

**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

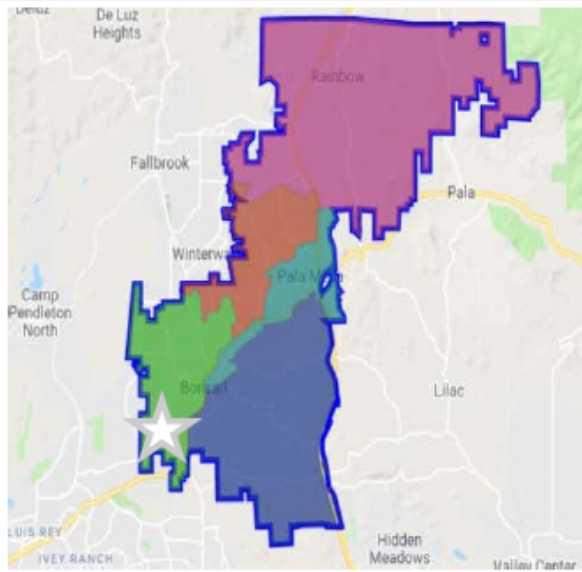
**CIP ACCOUNT NO.:**  
600021

**PROJECT DESCRIPTION:**  
Pressure will be reduced for the Sarah Ann Loop as part of the Miscellaneous Pipeline Relocation Project by connecting to the Knottwood Pressure Station Zone with pipes installed in Gird Road.

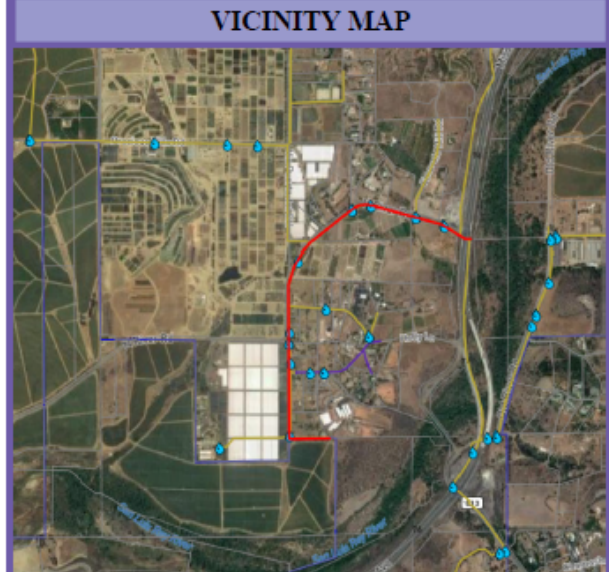
**PROJECT DIVISION LOCATION:** Division 3

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=N/A  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A





**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
LINE A 628 (NORTH RIVER ROAD)

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #7

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2020  
CONSTRUCTION - Spring 2021

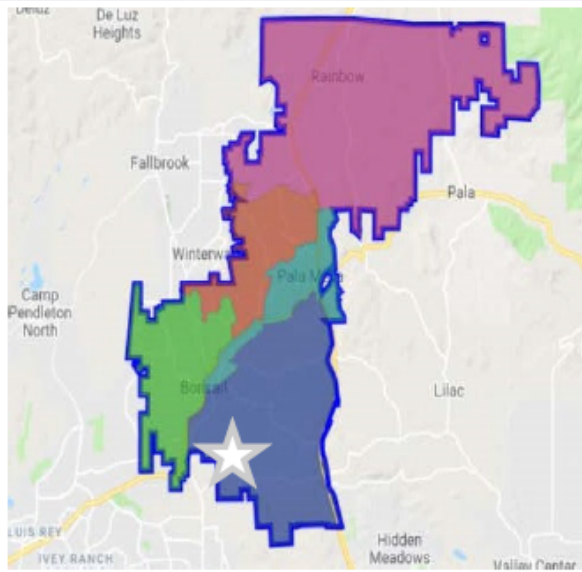
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

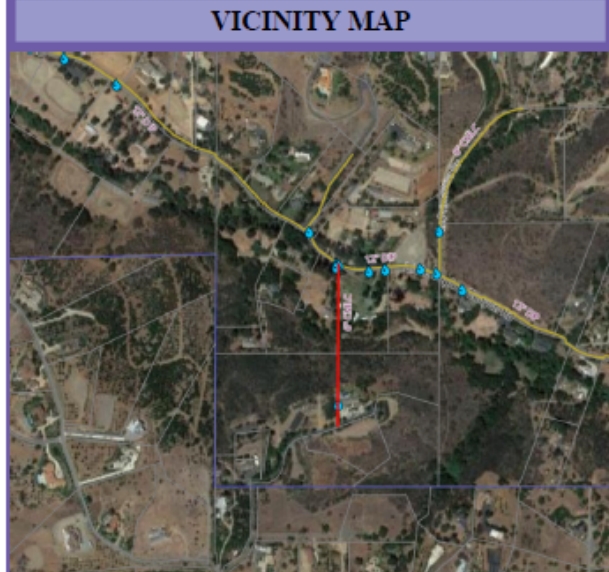
**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 5808' of 10" pipe on North River Road and Holly Lane. (Mistitled as Rice Canyon)

**PROJECT DIVISION LOCATION:** Division 2

**PROJECT BUDGET:**  
DESIGN=\$167,500  
CONSTRUCTION=\$1,340,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$167,500



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
THIBODO 632

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #13

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2022  
CONSTRUCTION - Winter 2023

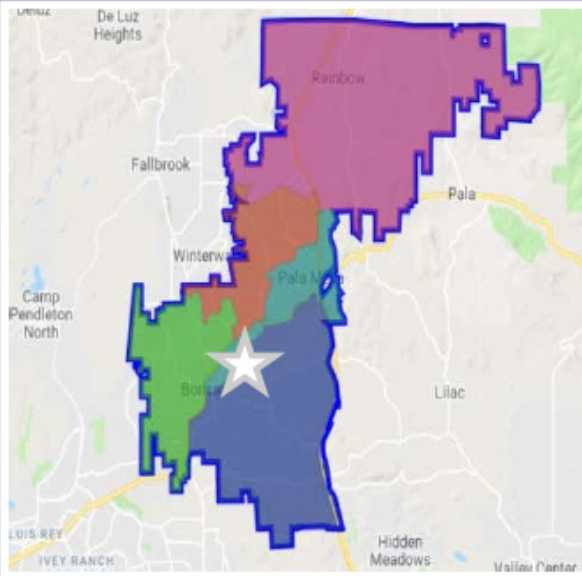
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 1056' of 6" pipe off of Little Gopher Canyon Road.

**PROJECT DIVISION LOCATION:** Division 1

**PROJECT BUDGET:**  
DESIGN=\$25,000  
CONSTRUCTION=\$200,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$25,000  
TOTAL=\$250,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
DEL RIO ESTATES LINE EXTENSION 503

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #11

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2023  
CONSTRUCTION - Winter 2024

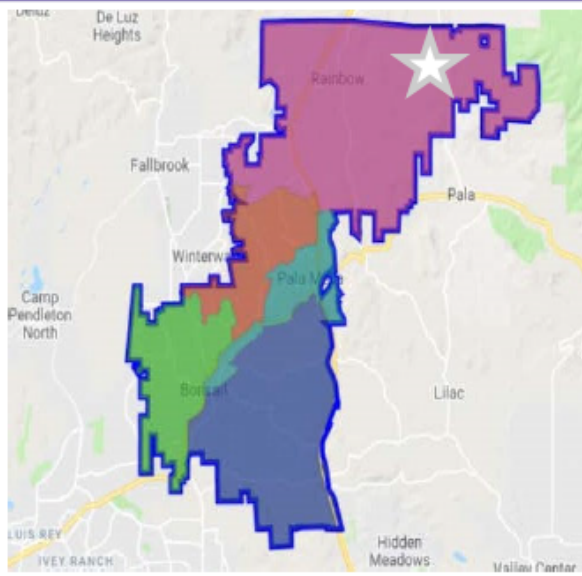
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Steve Strapac

**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 1056' of 6" pipe on Calle Del Vuelta.

**PROJECT DIVISION LOCATION:** Division 2

**PROJECT BUDGET:**  
DESIGN=\$25,000  
CONSTRUCTION=\$200,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$25,000  
TOTAL=\$250,000



**LOCATION**

**VICINITY MAP**



**LIMITS OF PROJECT**

**PROJECT TITLE:**  
EAST HEIGHTS LINE 147L

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #12

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2023  
CONSTRUCTION - Winter 2024

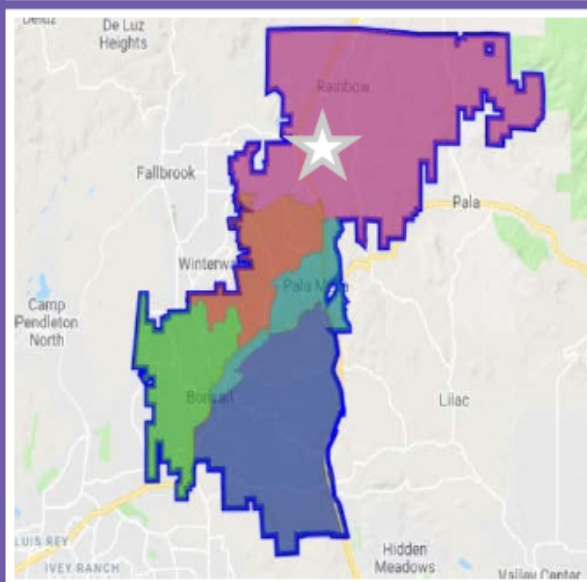
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

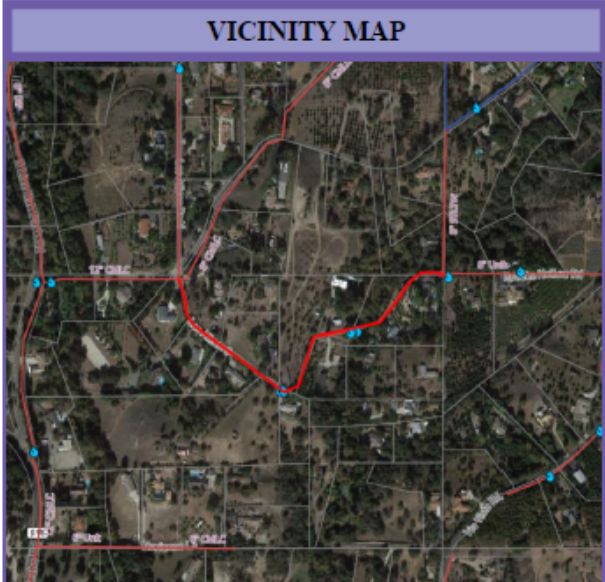
**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 1056' of 14" pipe on Rancho Heights Road

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$50,000  
CONSTRUCTION=\$400,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$50,000  
TOTAL=\$500,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
LOS ALISOS SOUTH 243L

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #14

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2023  
CONSTRUCTION - Winter 2024

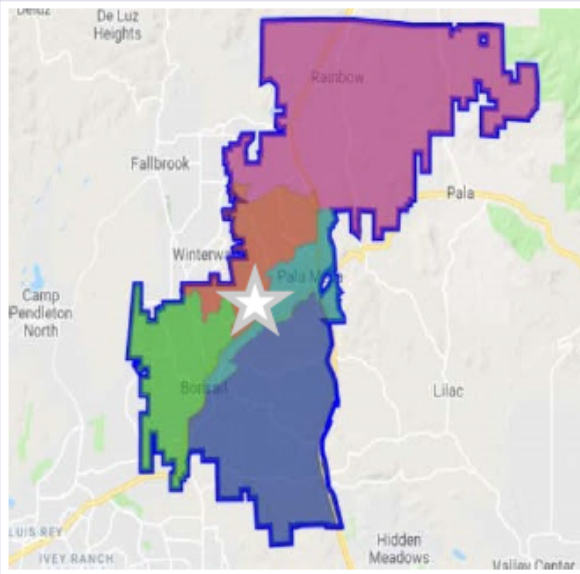
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 2112' of 8" pipe on Los Alisos South.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$50,000  
CONSTRUCTION=\$400,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$50,000  
TOTAL=\$500,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
MORRO SUMAC TRANSMISSION MAIN

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #15

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2023  
CONSTRUCTION - Spring 2024

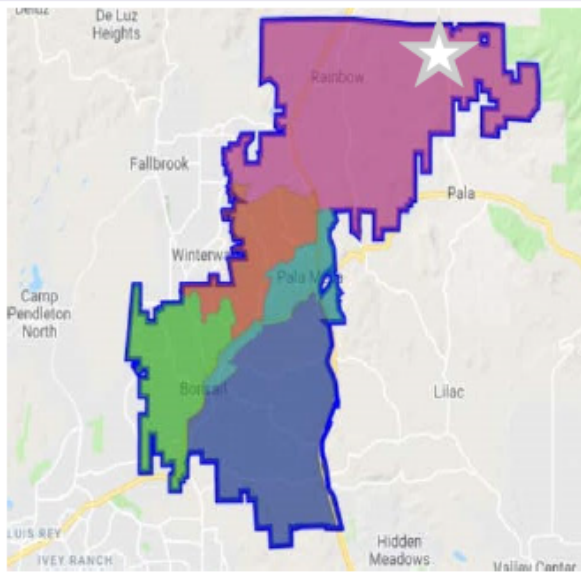
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

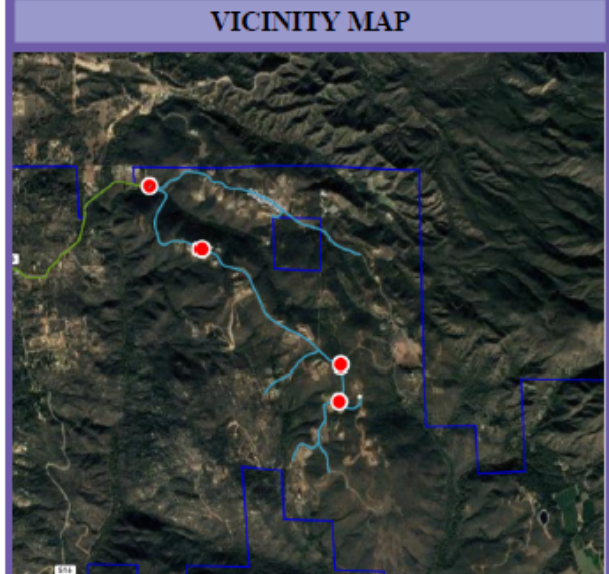
**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 528' of 18" pipe on Gird Road.

**PROJECT DIVISION LOCATION:** Division 3

**PROJECT BUDGET:**  
DESIGN=\$20,000  
CONSTRUCTION=\$160,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$20,000  
TOTAL=\$200,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
EAST HEIGHTS LINE 147A

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #16

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2023  
CONSTRUCTION - Spring 2024

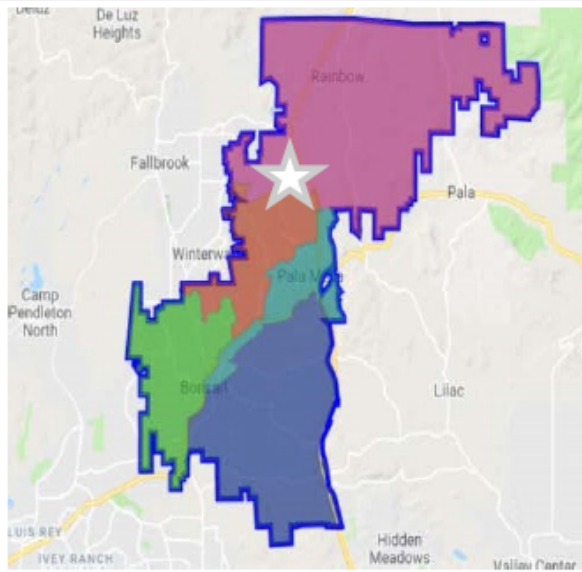
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Repair several small portions of 14" CMLC pipe with high break history on Rancho Heights Road.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$25,000  
CONSTRUCTION=\$200,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$25,000  
TOTAL=\$250,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
320 (VIA ZARA)

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #17

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2023  
CONSTRUCTION - Spring 2024

**FUNDING SOURCE:**  
Water Fund

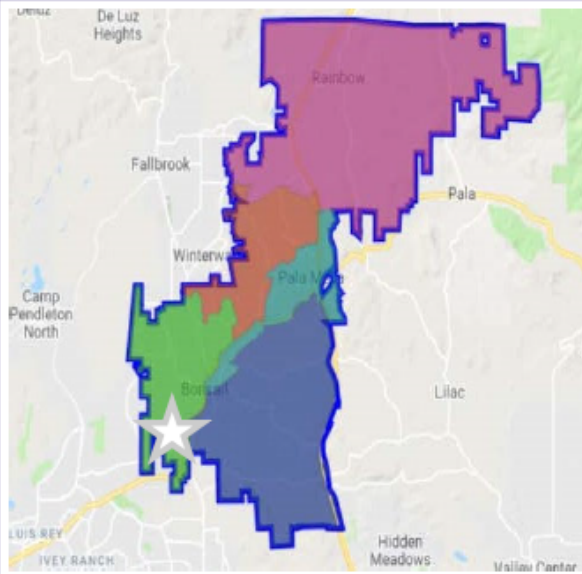
**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 528' of 6" pipe on Via Zara.

**PROJECT DIVISION LOCATION:** Division 5

**PROJECT BUDGET:**  
DESIGN=\$12,500  
CONSTRUCTION=\$100,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$12,500  
TOTAL=\$125,000





**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
ROY LINE EXTENSION

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #18

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2023  
CONSTRUCTION - Spring 2024

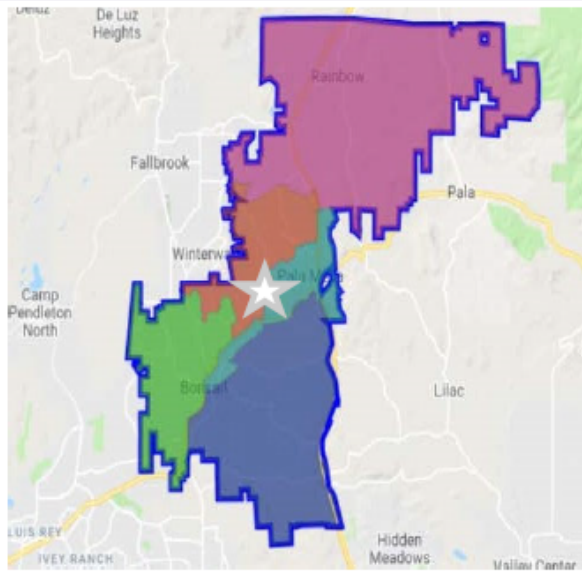
**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

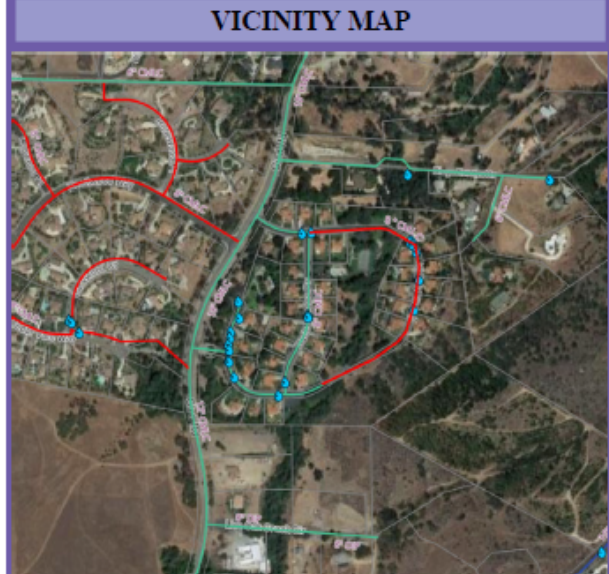
**PROJECT DESCRIPTION:**  
Replacement or rehabilitation of 1056' of 6" pipe on Emerald Hill Road near North River Road.

**PROJECT DIVISION LOCATION:** Division 2

**PROJECT BUDGET:**  
DESIGN=\$25,000  
CONSTRUCTION=\$200,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$25,000  
TOTAL=\$250,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SPANISH OAKS

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** #19

**PROJECT TYPE:**  
Water

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - Fall 2019

**FUNDING SOURCE:**  
Water Fund

**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
600-600021

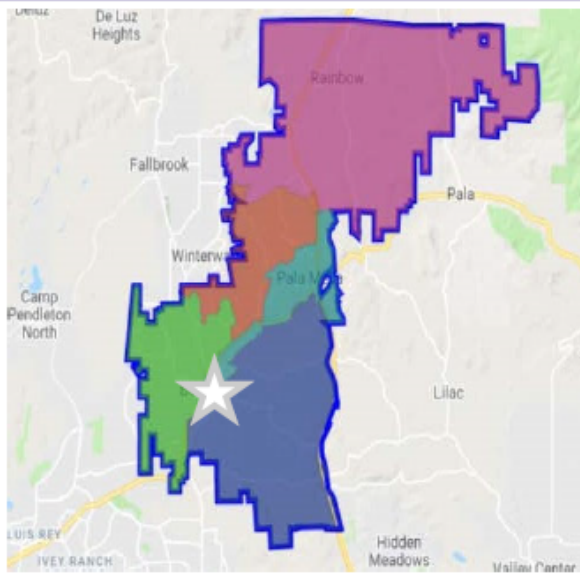
**PROJECT DESCRIPTION:**

Pressure will be reduced for the Sarah Ann Loop as part of the Miscellaneous Pipeline Relocation Project by connecting to the Knottwood Pressure Station Zone with pipes installed in Gird Road.

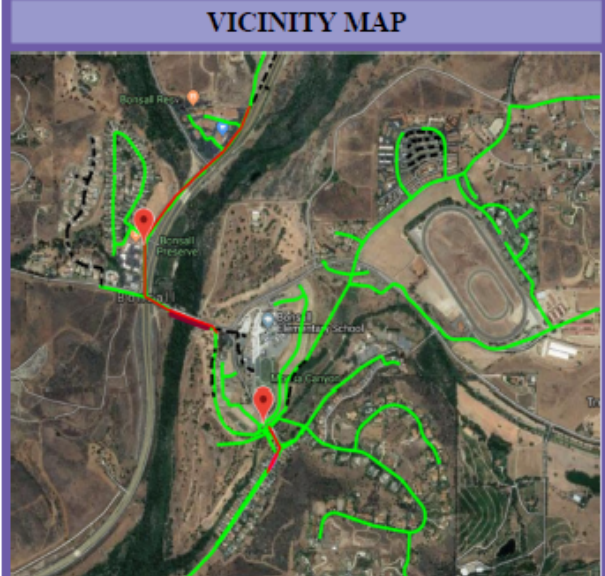
**PROJECT DIVISION LOCATION:** Division 3

**PROJECT BUDGET:**

DESIGN=N/A  
CONSTRUCTION=N/A  
INSPECTION/CONSTRUCTION ENGINEERING= N/A  
CONTINGENCY=N/A



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SCHOOL HOUSE LS REPL/SLR INTERCEPTOR

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - In Progress  
CONSTRUCTION - Winter 2020

**FUNDING SOURCE:**  
Wastewater Fund

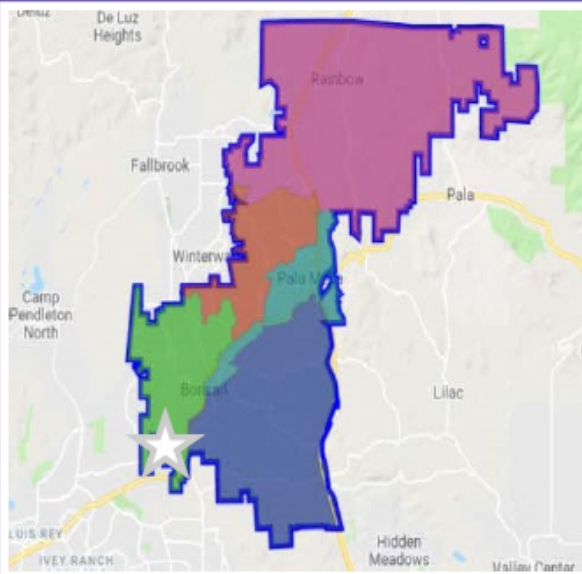
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
530001

**PROJECT DESCRIPTION:**  
Upsize 2,600 ft of 12" pipe along Hwy 76, Construct Thoroughbred Lift Station, force main crossing San Luis Rey River, Schoolhouse Lift Station, and replacement force main on Old River Road.

**PROJECT DIVISION LOCATION:** Divisions 1, 2, and 4

**PROJECT BUDGET:**  
DESIGN=\$1,439,965  
CONSTRUCTION=\$15,949,485  
INSPECTION/CONSTRUCTION ENGINEERING= \$500,000  
CONTINGENCY=\$1,000,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
OPEN FLUME ON NORTH RIVER ROAD

**DEPARTMENT:** Operations  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2019  
CONSTRUCTION - Fall 2019

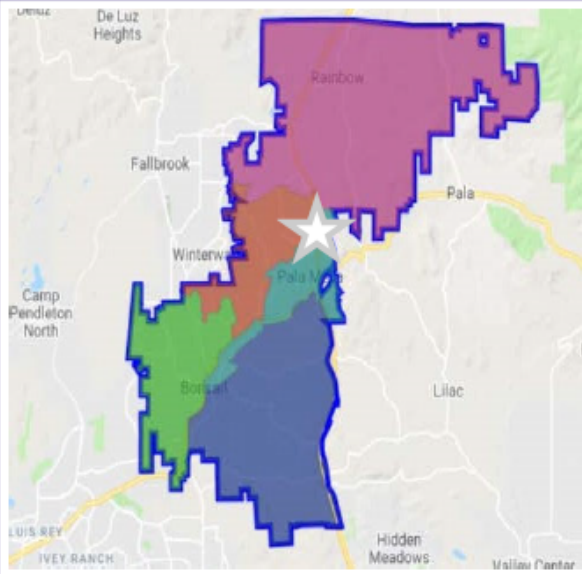
**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Robert Gutierrez

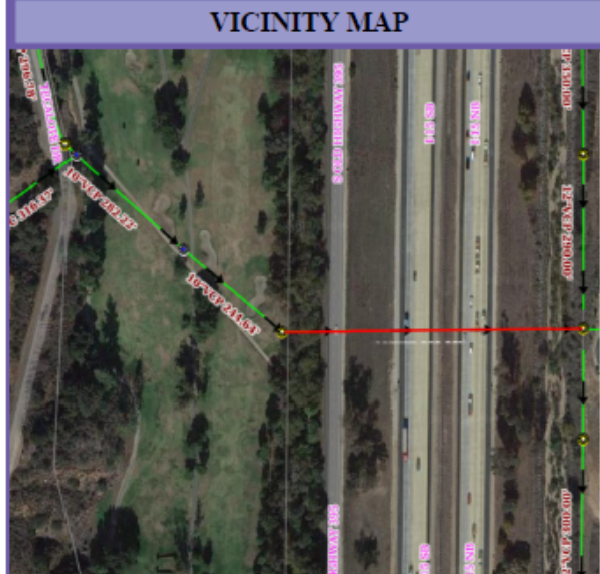
**PROJECT DESCRIPTION:**  
Improvements to the flow measuring device on North River Road near Holly Lane.

**PROJECT DIVISION LOCATION:** Division 2

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=(IN-HOUSE)  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=(IN-HOUSE)



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
CIPP 500' LINE 8" VCP PALA MESA/  
PALOMAR

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Spring 2019  
CONSTRUCTION - Summer 2019

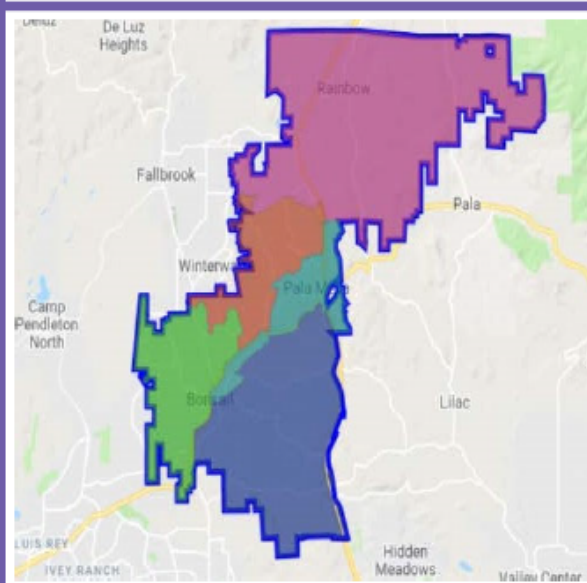
**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Steve Strapac

**PROJECT DESCRIPTION:**  
Install a CIPP liner in the VCP sewer line crossing under I15 near Palomar College.

**PROJECT DIVISION LOCATION:** Divisions 3 and 4

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=\$250,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$250,000



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SEWER SYSTEM REHABILITATION  
PROGRAM

**DEPARTMENT:** Operations  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Ongoing  
CONSTRUCTION - Ongoing

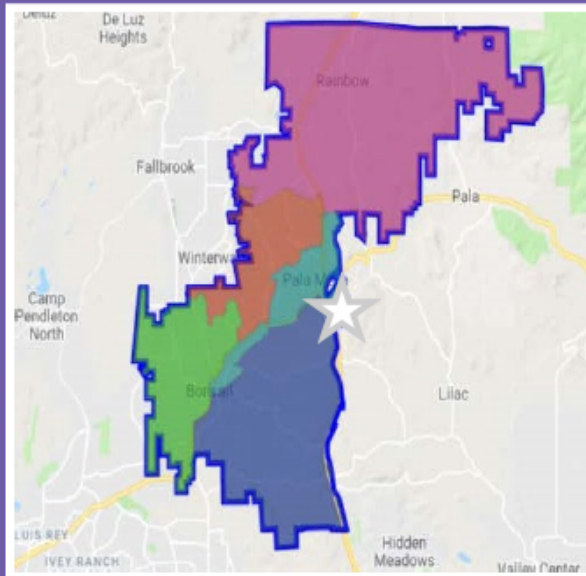
**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Robert Gutierrez

**PROJECT DESCRIPTION:**  
District-wide installation of improvements to existing wastewater infrastructure.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=(IN-HOUSE)  
CONSTRUCTION=\$100,000 per year  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$100,000 per year



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
RANCHO VIEJO LS WET WELL EXPANSION

**DEPARTMENT:** Engineering  
**MASTER PLAN:** S3  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2020  
CONSTRUCTION - Spring 2021

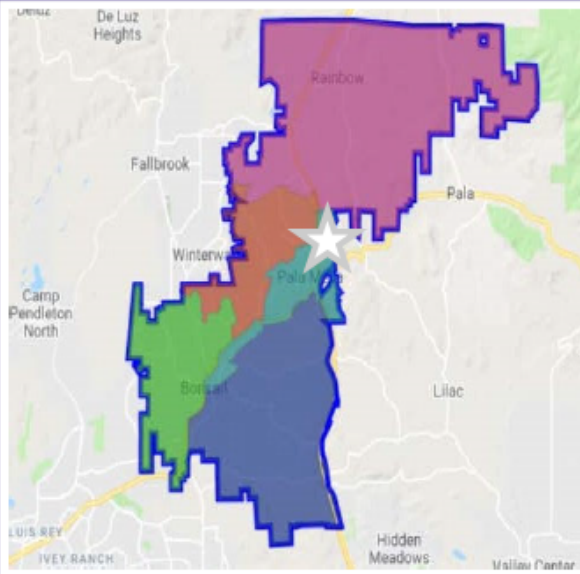
**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Steve Strapac

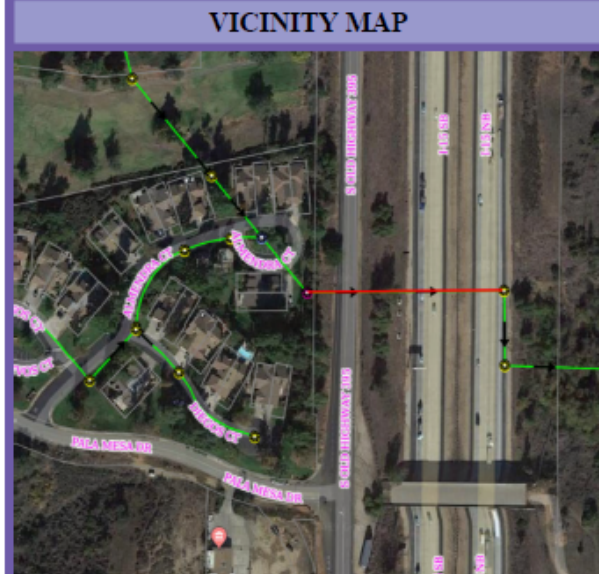
**PROJECT DESCRIPTION:**  
Installation of improvements to the wet wells at Rancho Viejo LS on Lake Circle Drive.

**PROJECT DIVISION LOCATION:** Division 4

**PROJECT BUDGET:**  
DESIGN=\$15,000  
CONSTRUCTION=\$115,000  
INSPECTION/CONSTRUCTION ENGINEERING= \$5,000  
CONTINGENCY=\$15,000  
TOTAL=\$150,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
ALMENDRA COURT/I-15 CROSSING SEWER REHAB

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Spring 2019  
CONSTRUCTION - Summer 2019

**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Steve Strapac

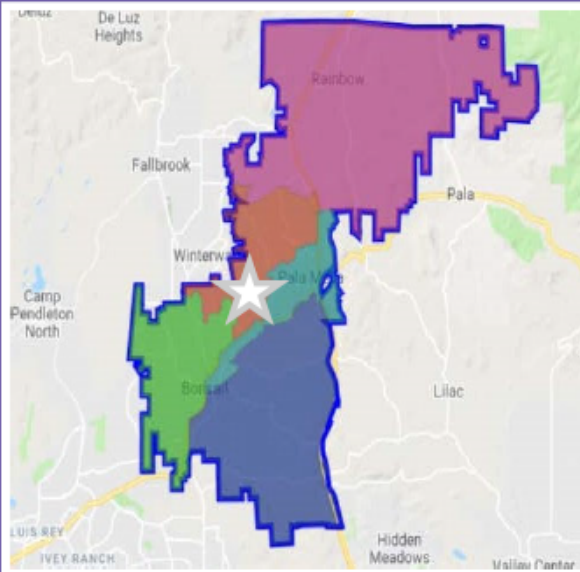
**CIP ACCOUNT NO.:**  
530016

**PROJECT DESCRIPTION:**  
Install a CIPP liner in the VCP sewer line crossing under I15 near Almendra Court.

**PROJECT DIVISION LOCATION:** Division 4

**PROJECT BUDGET:**  
DESIGN=(IN-HOUSE)  
CONSTRUCTION=\$80,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$80,000





**LOCATION**



**LIMITS OF PROJECT**

**PROJECT TITLE:**  
FALLBROOK OAKS LS REHAB & FORCE  
MAIN REPL

**DEPARTMENT:** Engineering  
**MASTER PLAN:** S5  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2019  
CONSTRUCTION - Spring 2020

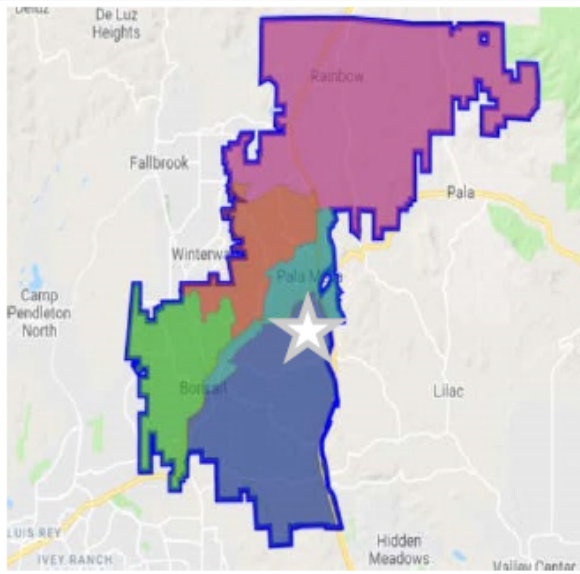
**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Steve Strapac

**PROJECT DESCRIPTION:**  
Rehabilitation of the Fallbrook Oaks Lift Station and replacement of the force main.

**Project Division Location:** Division 3

**PROJECT BUDGET:**  
DESIGN=\$25,000  
CONSTRUCTION=\$189,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$25,000  
TOTAL=\$239,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
REPLACE RANCHO MONSERATE LS  
EMERGENCY GENERATOR

**DEPARTMENT:** Engineering  
**MASTER PLAN:** S6  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Summer 2022  
CONSTRUCTION - Winter 2023

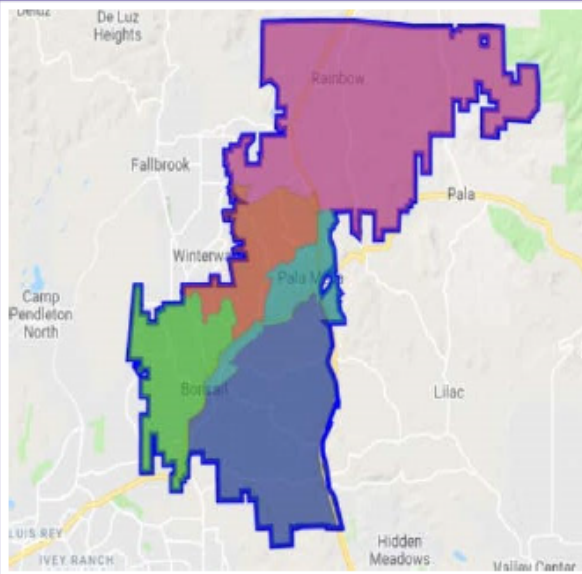
**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Replace emergency generator at Rancho Monserate Lift Station near Dulin Road.

**PROJECT DIVISION LOCATION:** Division 1

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=\$125,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=N/A  
TOTAL=\$125,000



**LOCATION**

**VICINITY MAP**

**(DISTRICT WIDE)**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SEWER SYSTEM CONDITION ASSESSMENT PROGRAM

**DEPARTMENT:** Engineering  
**MASTER PLAN:** S7  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2020  
CONSTRUCTION - N/A

**FUNDING SOURCE:**  
Wastewater Fund

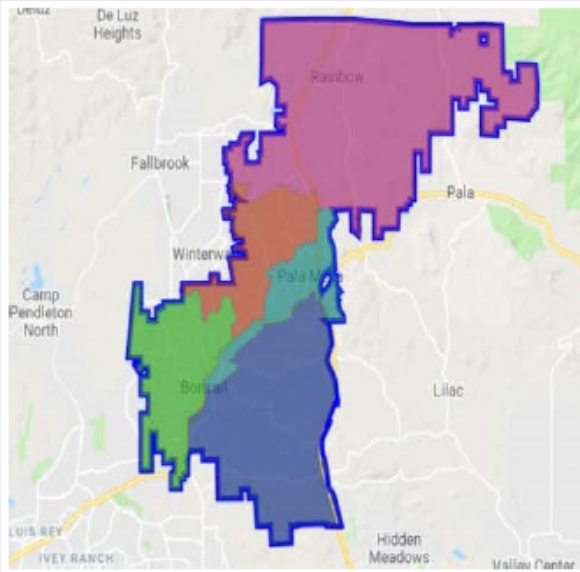
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
530015

**PROJECT DESCRIPTION:**  
District-wide assessment of Wastewater facilities to prioritize rehabilitation and replacement projects.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=\$400,000  
CONSTRUCTION=N/A  
INSPECTION/CONSTRUCTION ENGINEERING= N/A  
CONTINGENCY=N/A  
TOTAL=\$400,000



**VICINITY MAP**

**(DISTRICT WIDE)**

**LOCATION**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SEWER SYSTEM CONDITION ASSESSMENT PROGRAM

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2020  
CONSTRUCTION - N/A

**DEPARTMENT:** Engineering  
**MASTER PLAN:** S7  
**CONDITION ASSESSMENT:** N/A

**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT TYPE:**  
Wastewater

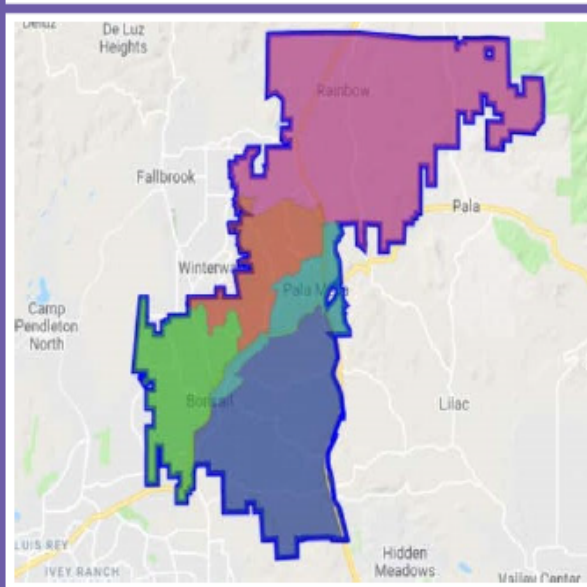
**PROJECT MANAGER:**  
Michael Powers

**CIP ACCOUNT NO.:**  
530015

**PROJECT DESCRIPTION:**  
District-wide assessment of Wastewater facilities to prioritize rehabilitation and replacement projects.

**PROJECT DIVISION LOCATION:** District-wide

**PROJECT BUDGET:**  
DESIGN=\$400,000  
CONSTRUCTION=N/A  
INSPECTION/CONSTRUCTION ENGINEERING= N/A  
CONTINGENCY=N/A  
TOTAL=\$400,000



**VICINITY MAP**

**(DISTRICT WIDE)**

**LOCATION**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
SEWER SYSTEM PERMANENT FLOW  
MONITORING

**ESTIMATED SCHEDULE:**  
DESIGN - N/A  
CONSTRUCTION - (ON-GOING)

**DEPARTMENT:** Operations  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**FUNDING SOURCE:**  
Wastewater Fund

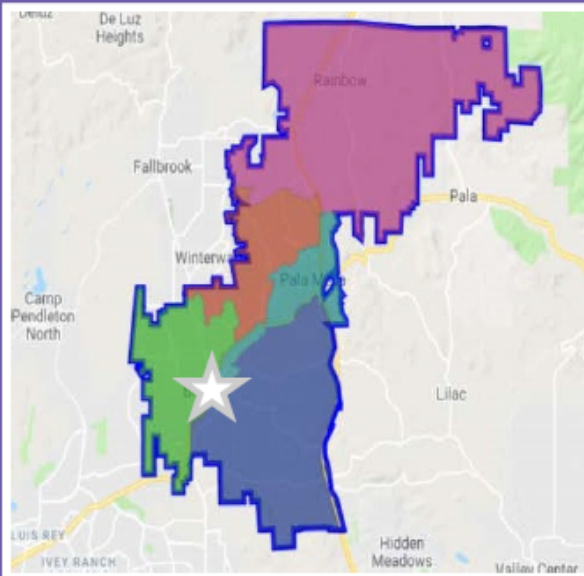
**PROJECT TYPE:**  
Wastewater

**PROJECT MANAGER:**  
Robert Gutierrez

**PROJECT DESCRIPTION:**  
District-wide installation of wastewater flow monitoring devices for operations and planning.

**Project Division Location:** District-wide

**PROJECT BUDGET:**  
DESIGN=N/A  
CONSTRUCTION=N/A  
INSPECTION/CONSTRUCTION ENGINEERING= N/A  
CONTINGENCY=N/A  
TOTAL=\$100,000/YEAR



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
OLD RIVER ROAD EQUALIZATION BASIN

**DEPARTMENT:** Engineering  
**MASTER PLAN:** S9B  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Fall 2019  
CONSTRUCTION - Fall 2020

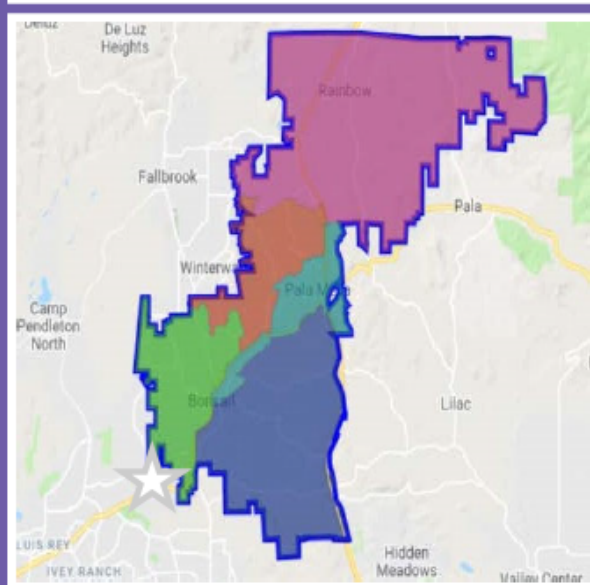
**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Steve Strapac

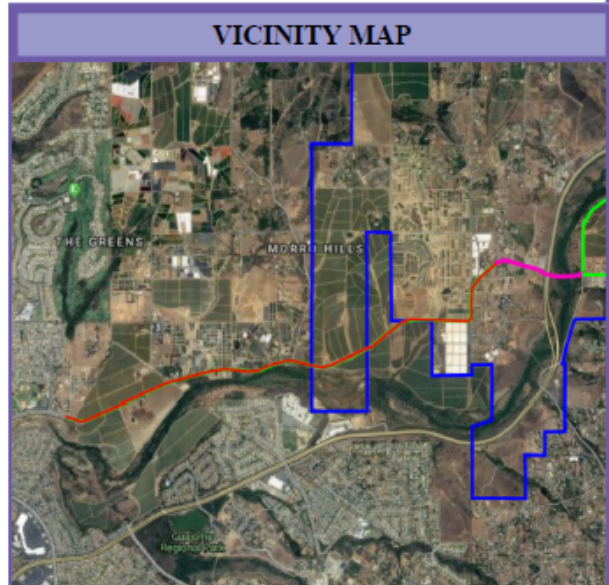
**PROJECT DESCRIPTION:**  
Installation of a wastewater equalization basin upstream of Old River Lift Station to increase capacity.

**Project Division Location:** Division 1, 2, and 4

**PROJECT BUDGET:**  
DESIGN=\$500,000  
CONSTRUCTION=\$6,200,000  
INSPECTION/CONSTRUCTION ENGINEERING= \$500,000  
CONTINGENCY=\$800,000  
TOTAL=\$8,000,000



**LOCATION**



**VICINITY MAP**

**LIMITS OF PROJECT**

**PROJECT TITLE:**  
OLD RIVER ROAD LS STALLION OUTFALL REPAIR

**DEPARTMENT:** Engineering  
**MASTER PLAN:** N/A  
**CONDITION ASSESSMENT:** N/A

**PROJECT TYPE:**  
Wastewater

**ESTIMATED SCHEDULE:**  
DESIGN - Winter 2021  
CONSTRUCTION - Spring 2021

**FUNDING SOURCE:**  
Wastewater Fund

**PROJECT MANAGER:**  
Michael Powers

**PROJECT DESCRIPTION:**  
Inspection and repairs to the 15" sewer line from Old River LS to the Stallion Drive Outfall.

**PROJECT DIVISION LOCATION:** Division 1 and 2

**PROJECT BUDGET:**  
DESIGN=\$100,000  
CONSTRUCTION=\$800,000  
INSPECTION/CONSTRUCTION ENGINEERING= (IN-HOUSE)  
CONTINGENCY=\$100,000  
TOTAL=\$1,000,000

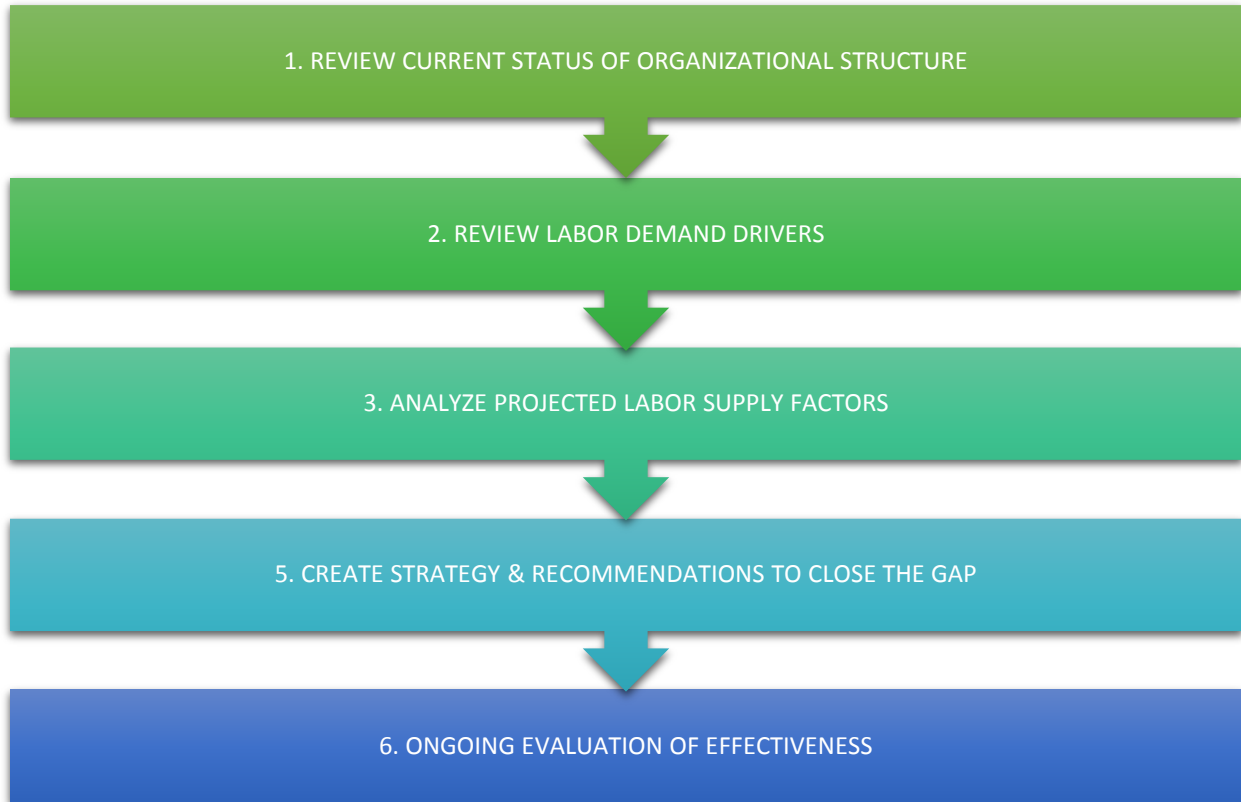
# PERSONNEL SUMMARIES

---



# STAFFING ANALYSIS

## Overview of Staffing Analysis Process



## **CURRENT ISSUES IMPACTING STAFFING**

The current workforce consists of 52 full-time positions and one part-time position to serve the District's 8,200 water service connections and more than 4,600 sewer connections. There were 479 new water meters purchased this year, along with 854 sewer EDU additions. Key staffing challenges this year included a decrease in the unemployment rate to a 20-year low, which impacted turnover, recruiting capacity, and competitive wages.

Despite the development growth, the District continues to service the new accounts with similar staffing levels, and one position was permanently eliminated in the Wastewater Department. In order to meet the new demand, the focus has been on leveraging technology, and developing new skills for the existing workforce through ongoing training and development programs. Due to the increasing reliance on technology to increase operational efficiency, classroom training in Basic Computer Skills, Microsoft Word, Excel, Outlook, as well as Effective Communication skills were offered to employees this year.

The District created more mid-level supervisory roles to reduce the span of control of the Management team, as well as to provide opportunities for career development as a long-term succession planning strategy. The two new positions created this fiscal year as part of this strategy included a Customer Service Supervisor, and a Meter Services Supervisor. The addition of the Meter Services Supervisor position made it possible to change the reporting structure of the Meters Department from Finance into Operations.

A Project Manager position was added this year to manage the projected Capital Improvement Plans for water and wastewater, along with the projected pipeline rehabilitation and replacement projects. In addition, the Inspector position was reclassified as a Senior Inspector position. A part-time position was also created in the Human Resources Department, which will continue to be necessary to meet the objectives in the workforce development strategic focus area of the Strategic Plan.

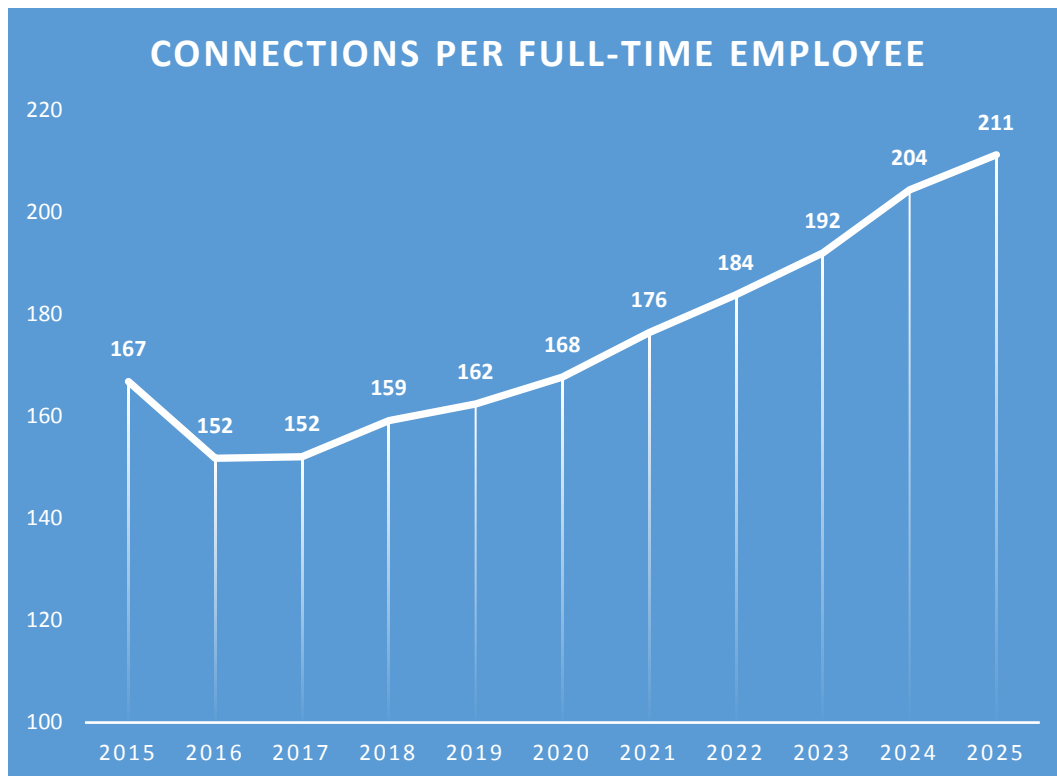
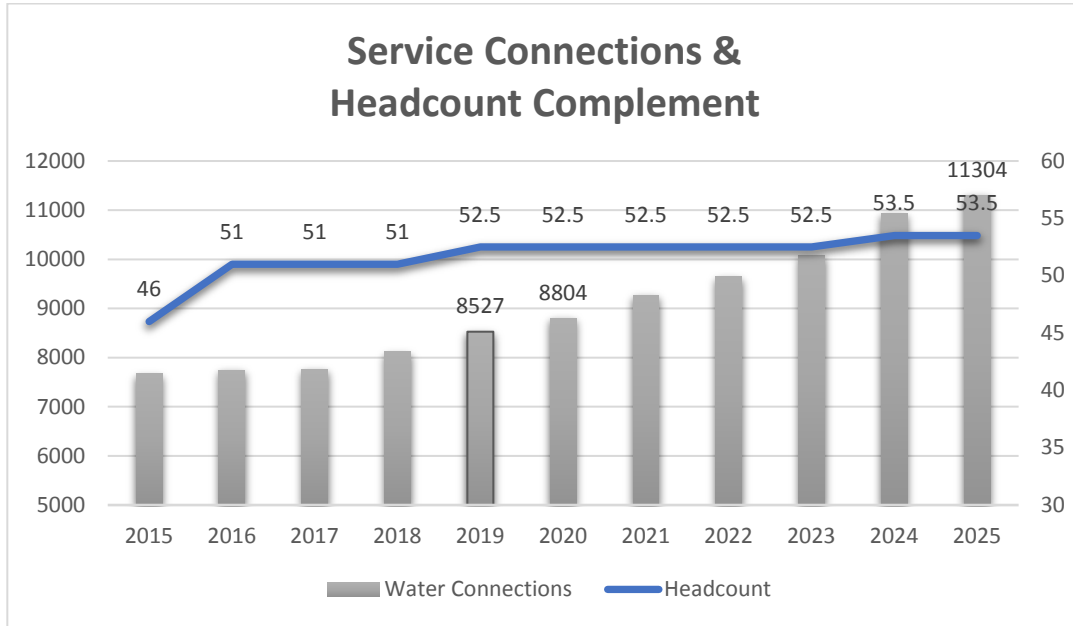
One unexpected staffing change was the creation of the Cross-Connection Control and Backflow Technician position. Backflow testing had previously been performed by outside contractors, but after an analysis of the prevailing wage contract costs, it became evident that it was more cost effective to meet this need with an internal position within the Meter Services Department. The Water Quality Technician position had been overseeing the backflow testing contractor. The position was eliminated through attrition and the Water System Operators absorbed the water qualify functions of the position, and the Cross-Connection Control and Backflow Technician position was created to conduct the backflow device testing.

One employee has given advance notice of retirement to the District, and management staff recommends replacing their Administrative Assistant position in Engineering and Operations with a Development Services Representative position that will provide customer service to new developments and new accounts.

# FORECASTED CHANGES IN DRIVERS OF LABOR DEMANDS

## DEVELOPER PROJECTIONS

Development growth is projected conservatively for the next three years, with a greater increase in 2023 and beyond.



## CURRENT AND FUTURE STAFFING LEVELS

The Rainbow Municipal Water District is governed by a Board of Directors composed of five members who are elected by divisions of the District for four-year alternating terms, with the President being elected by the Board from among its members. Advisory Committees composed of residents from all divisions of the District assist the Board in water issues and financial planning. The Board of Directors hires legal counsel and the General Manager. Operation, maintenance, and administration of the system is carried out under the direction of the General Manager, Tom Kennedy.

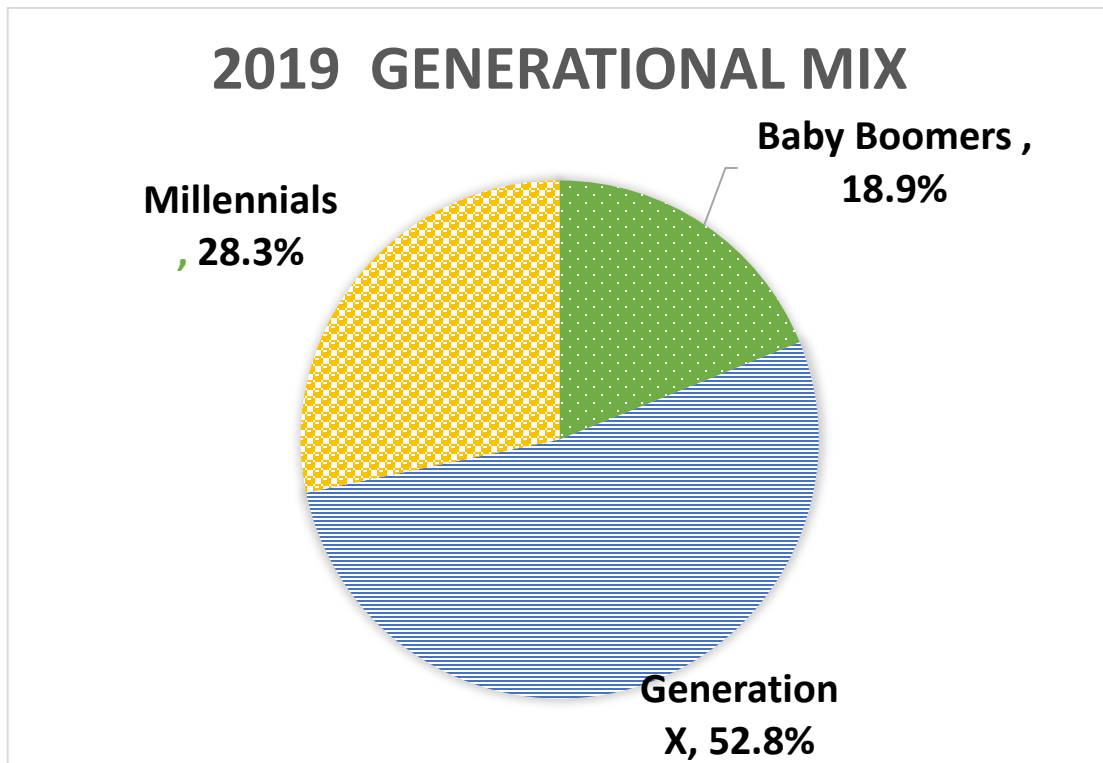
DEPARTMENT / POSITION	FY 17-18 FTEs	FY 18-19 FTEs	FY 19-20 FTEs Recommended
<b>ADMINISTRATION</b>			
<b>General Manager</b>	<b>1</b>	<b>1</b>	<b>1</b>
Executive Assistant/Board Secretary	1	1	1
Administrative Analyst	1	1	1
Sr. IT and Applications Analyst	1	1	1
<b>Human Resources Manager</b>	<b>1</b>	<b>1</b>	<b>1</b>
Human Resources Assistant	-	.5	.5
Environmental Health and Safety Officer	1	1	1
<b>Administration Total</b>	<b>6</b>	<b>6.5</b>	<b>6.5</b>
<b>ENGINEERING</b>			
<b>District Engineer</b>	<b>1</b>	<b>1</b>	<b>1</b>
Associate Engineer	1	1	1
Project Manager	-	1	1
Engineering Technician	1	1	1
Engineering Inspector I	1	1	-
Senior Inspector	-	-	1
Administrative Assistant (split with Operations)	.5	.5	-
Development Services Representative (split with Finance)	-	-	.5
Right-of-Way and Facilities Coordinator	1	1	1
<b>Engineering Total</b>	<b>5.5</b>	<b>5.5</b>	<b>6.5</b>

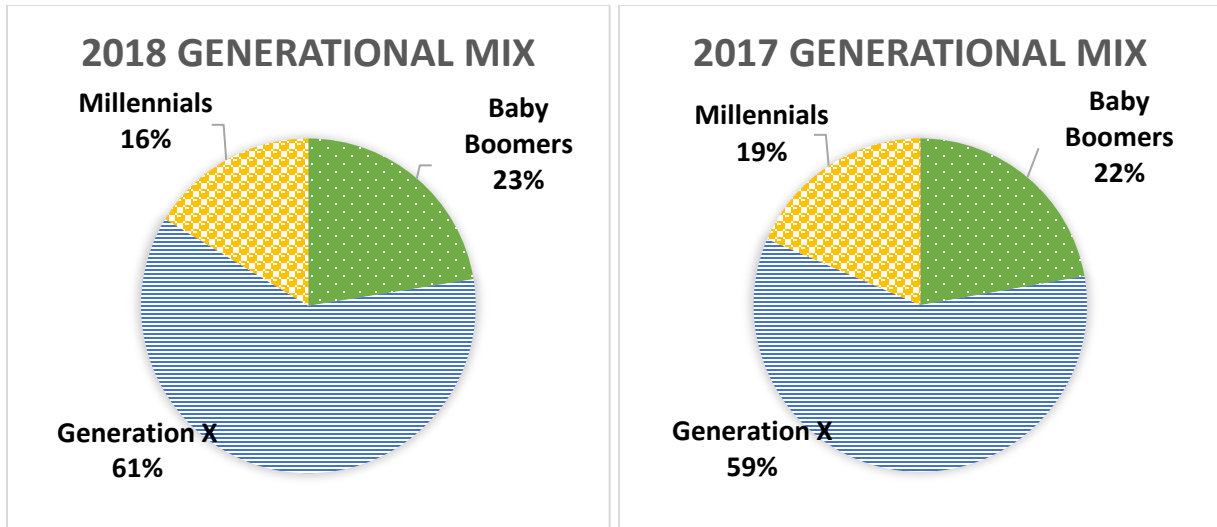
DEPARTMENT / POSITION	FY 17-18 FTEs	FY 18-19 FTEs	FY 19-20 FTEs Recommended
<b>FINANCE</b>			
<b>Finance Manager</b>	<b>1</b>	<b>1</b>	<b>1</b>
Accounting Specialist	2	1	1
Purchasing and Inventory Control Specialist	1	1	1
<b>Customer Service Supervisor</b>	-	<b>1</b>	<b>1</b>
Customer Service Representatives	3	3	3
Development Services Representative (split with Engineering)	-	-	.5
Meters Crew Leader (moved to Operations)	1	-	-
Utility Workers – Meters (moved to Operations)	4	-	-
<b>Finance Total</b>	<b>12</b>	<b>7</b>	<b>7.5</b>
<b>OPERATIONS</b>			
<b>Operations Manager</b>	<b>1</b>	<b>1</b>	<b>1</b>
Administrative Assistant (split with Engineering)	0.5	0.5	-
Technical Services Team Lead	-	1	1
Electrical / Electronics Technicians	2	1	1
Water Quality Technician	1	-	-
Fleet Mechanic	1	1	1
<b>Water System Operations Superintendent</b>	<b>1</b>	<b>1</b>	<b>1</b>
Lead Systems Operator	-	1	1
System Operators	4	3	3
Crew Leader - Valve Maintenance	1	1	1
Utility Workers - Valve Maintenance	3	3	3
<b>Wastewater Superintendent</b>	<b>1</b>	<b>1</b>	<b>1</b>
Utility Workers - Wastewater	4	3	3
<b>Construction &amp; Maintenance Superintendent</b>	<b>1</b>	<b>1</b>	<b>1</b>
Crew Leaders - Construction	2	2	2
Utility Workers - Construction	6	6	6
<b>Meter Services Supervisor</b>	-	<b>1</b>	<b>1</b>
Meters Crew Leader (moved from Finance)	-	1	-
Utility Workers – Meters (moved from Finance)	-	4	5
Utility Worker (Temporary)	-	1	1
Cross Connection Control and Backflow Technician (new)	-	1	1
<b>Operations Total</b>	<b>28.5</b>	<b>34.5</b>	<b>34</b>
<b>DISTRICT TOTAL</b>	<b>52</b>	<b>53.5</b>	<b>54.5</b>

## FORECASTED LABOR SUPPLY CHANGES

### CHANGING WORKFORCE DEMOGRAPHICS AND RETIREMENTS

Over the past three years, the generational demographics of the workforce has shifted to include more Millennials and fewer Baby Boomers and Generation X. This is due to a combination of factors, including retirements of Baby Boomers. The District will need to provide continuing training and development opportunities to this workforce contingent that are earlier in their careers.



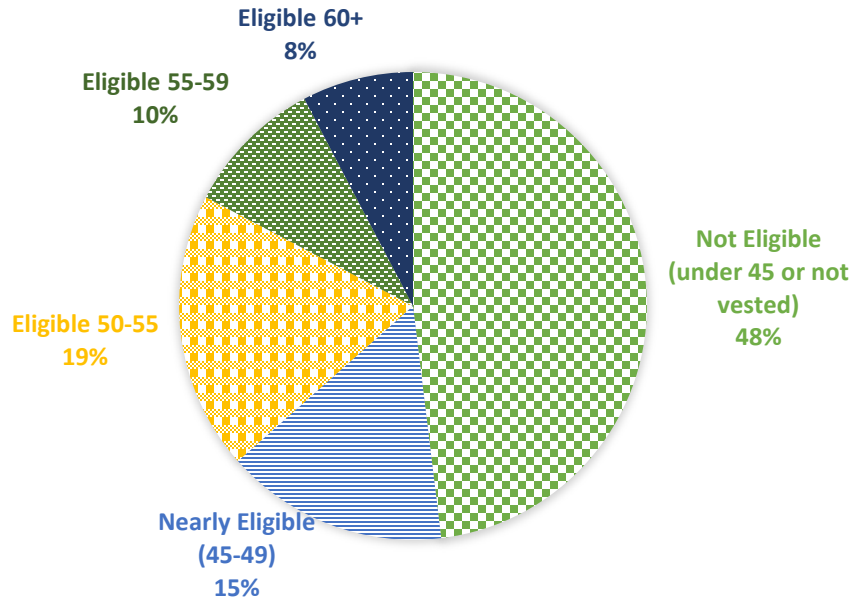


**RETIREMENT ELIGIBILITY**

Another key factor in the future labor supply and projected turnover are the number of employees who are currently or will become eligible for retirement in the next five years. Currently, 18% of the workforce is eligible for full 2.5% retirement, 37% is eligible to retire at either the full or reduced formula, and an additional 15% will be eligible within the next five years. However, often employees remain eligible for retirement for several years before they decide to retire, and historically the average age at retirement has been 59 years old at the District.

The District added a retirement advance notice bonus in the last MOU in order to give the District six months to one year of planning time when retirements happen. One employee has given advance notice that they will retire in November of 2019.

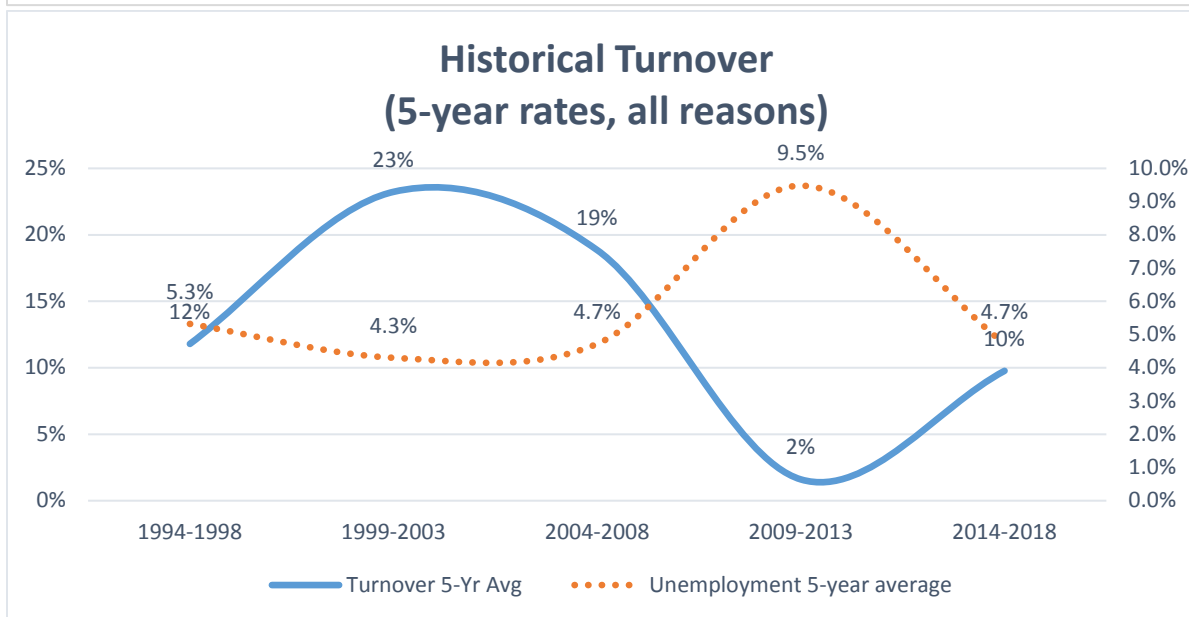
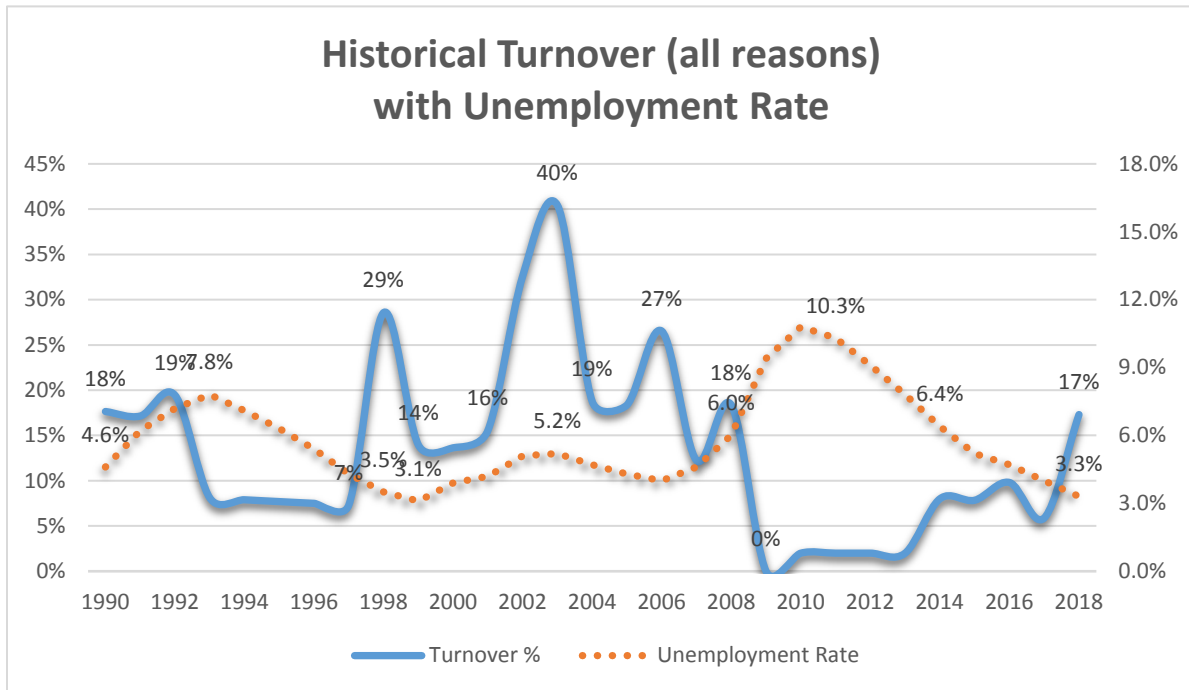
## 2019 RETIREMENT ELIGIBILITY





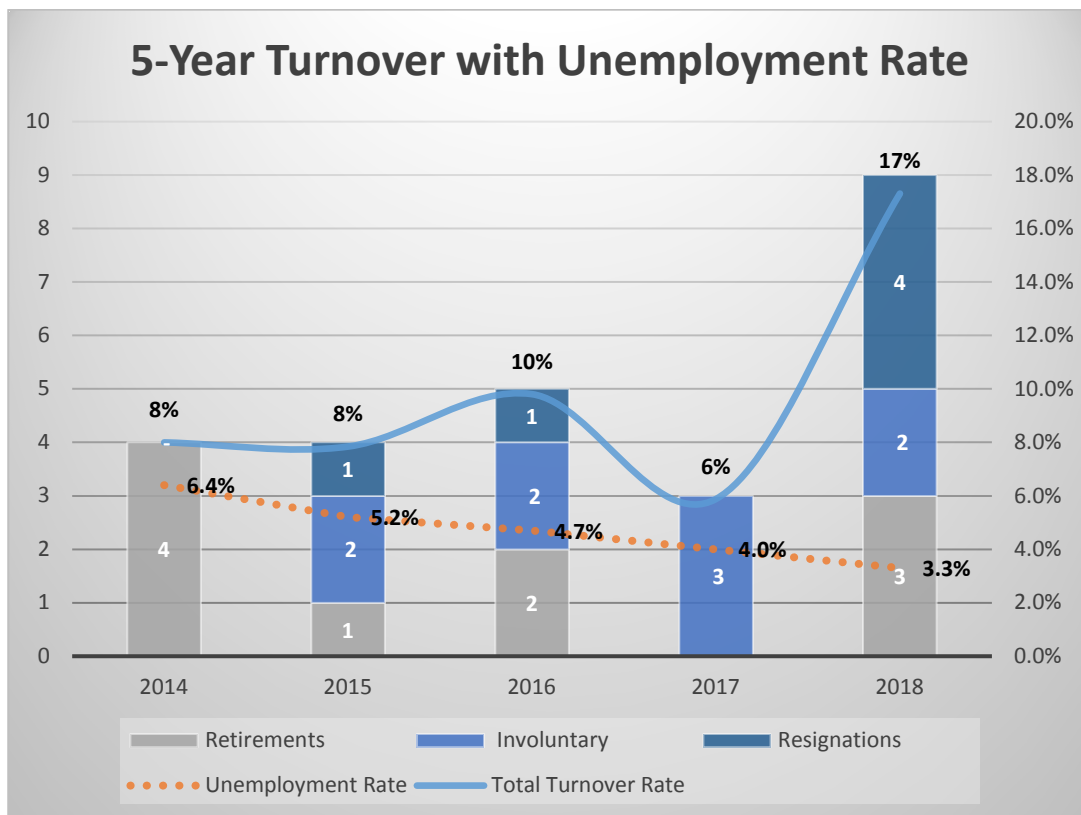
## HISTORICAL TURNOVER

In addition to retirement eligibility, the District should be prepared for some level of non-retirement turnover each year. Historical turnover analysis shows several points of high turnover that were a result of the organizational conditions at the time, as well as labor market factors like the unemployment rate. The following charts display historical turnover since 1990, shown in conjunction with the unemployment rate. When looking at 5-year average turnover rates it is easy to see the inverse relationship between unemployment rates and total turnover.



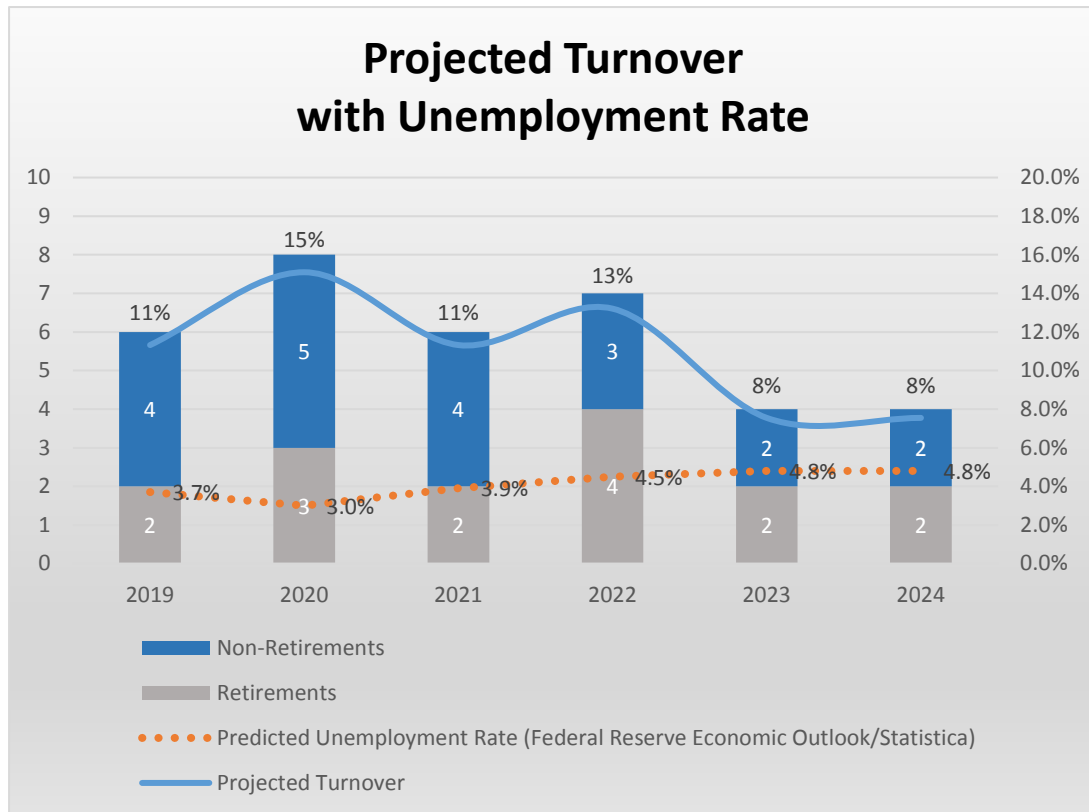
## RECENT TURNOVER

Calendar year 2018 saw an unexpected jump in turnover that correlated with a 20-year low in the unemployment rate. Turnover on the Management team and the multi-year culture transformation process naturally trigger some non-retirement turnover, and the low unemployment rate increases the likelihood that other agencies will try to recruit the District's employees. This has impacted both retention and recruiting and is projected to continue to be a factor for the next few years.



## PROJECTED TURNOVER

Unemployment rates are expected to continue to be unusually low for at least two more years, and may be even reach 3% in 2020. This, combined with projected retirement rates, is predicted to fuel continued turnover near the 13% range through 2022.



Projected unemployment rate data sources: Federal Reserve Economic Outlook report (2019-2020 projection); Statistica (2021-2024 projection)

# CLOSING THE GAP: SUMMARY OF RECOMMENDATIONS

## WORKFORCE DEVELOPMENT FOR RETENTION

In support of the District's Strategic Plan, continuing workforce development to retain key employees will be integral to meeting future labor and skills demands. Staff recommends four key areas of focus:

1. **CONTINUOUS CULTURAL IMPROVEMENT FOR RETENTION:** The District contracted with a consultant to conduct a climate survey and an Employee Action Team will work with the consultant to create a plan to present to management to address the areas identified as opportunities for improvement in the survey.
2. **SUCCESSION PLANNING:** With several leadership positions currently held by incumbents who are now, or will be soon, eligible for retirement, developing a strong "bench" of future leaders will be important for success. In addition, our core values represent traits that are consistent with developing leadership skills at every level of the organization, regardless of position or supervisory status. Investing in "soft skills" and leadership programs at multiple levels of the organizational structure will be a key strategy for future success.
3. **TUITION REIMBURSEMENT:** Expanding and promoting the tuition reimbursement benefit to encourage employees to further their education in water technology, technology, business, and other areas that will help prepare the workforce for the future.
4. **CROSS-TRAINING:** Full development and roll-out of a cross training program that creates a flexible workforce that can easily transition from one department to the next to meet fluctuating labor demands.

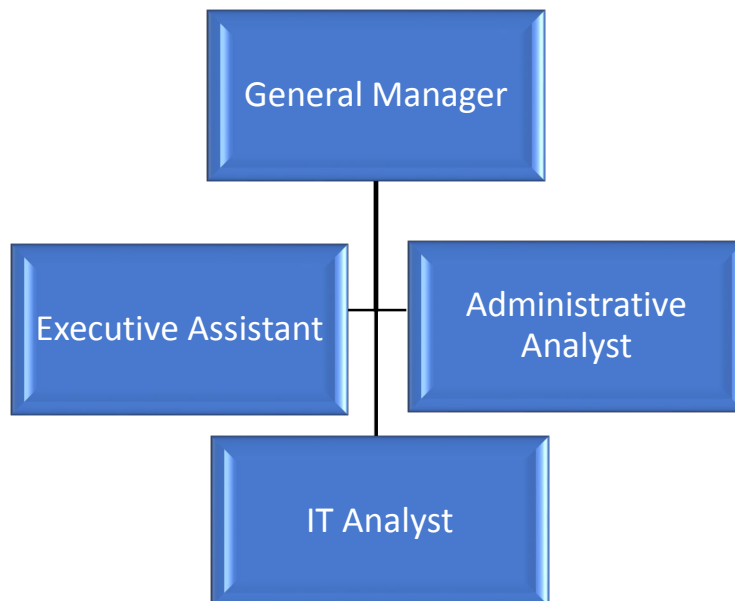
## COMPETITIVE COMPENSATION FOR TALENT ACQUISITION

Given that the current and projected low unemployment rate is likely to impact turnover, ensuring that the hiring process is designed to attract candidates with the best qualifications will be essential. Every step of the hiring process, from the compensation and benefits package, to the advertising source, to the application and interview process should be designed to find and attract the right candidates. The very low unemployment rate influenced the District's ability to attract highly qualified candidates within the established salary grades and the District increased the pay grade in order to attract the right candidates for select key positions.

While competitive wages generally increase at a similar rate as the Consumer Price Index (CPI) when unemployment is higher, unusually low unemployment tends to accelerate wages in the labor market at a faster rate. Therefore, staff recommends conducting a compensation and benefits survey in 2020 to ensure that the District continues to be able to recruit and retain qualified talent for the next few years.

# ADMINISTRATION DEPARTMENT

Personnel Level:				
<u>Position(s)</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>
General Manager	1.00	1.00	1.00	1.00
Human Resource Manager	1.00	0.00	0.00	0.00
Executive Secretary	1.00	1.00	1.00	1.00
Administrative Analyst	1.00	1.00	1.00	1.00
IT Analyst	0.00	1.00	1.00	1.00
<b>Department Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



## **Administration Responsibilities:**

The Administration department encompasses the General Manager, Senior Information Technology and Applications Analyst, Administrative Analyst, and Executive Assistant/Board Secretary.

The Administration Department is responsible for the day-to-day administrative tasks associated with managing the District. This involves serving the needs of the Board of Directors, connecting with the public by continually providing updates on District matters, building and preserving relationships between staff, Board of Directors, public members, and outside agencies for accountability and transparency, as well as elevating the District's reputation in local and statewide political circles as an employer of choice.

The General Manager (GM), Tom Kennedy oversees the responsibility for District policy development and activities; including water resources planning, water distribution, wastewater collection, treatment, disposal, fiscal management, administration, engineering, human resources, and total operation of District functions and programs. The position ensures District goals and objectives are accomplished, advises and provides recommendations to the Board, as well as implements the policies of the Board on an ongoing basis. The GM also develops and implements long and short-range plans to guarantee attainment of District strategic plan objectives.

Additionally, the GM interprets District regulations and ordinances, internal and regulatory codes, and applicable laws with direction from Legal Counsel; reviews and approves District contracts including negotiating contract terms and conditions; safeguards the District by assuring compliance with all contractual and legal requirements regarding the operations of the District.

The Administrative Analyst plans and implements District community relations through public outreach, water use efficiency programs and education and public service. This position configures and maintains the Enterprise Asset Management (EAM) system to track the use of labor and assets to evaluate processes and promote efficiency; serves as an alternate on the Communications and Customer Service Committee; maintains and updates the District website with pertinent information; connects with the public at outreach events and through preparing monthly newsletters for public circulation; researches and analyzes customer water use records; answers consumer inquiries regarding water use and water use efficiency programs; participates in a variety of water management and water use efficiency programs; and conducts internal water audits for regulatory purposes. This role annually prepares and conducts water conservation presentations for the public, oversees and tracks the District's Strategic Plan objectives, and participates in the development of the records management program.

The Executive Assistant/Board Secretary supports the Board of Directors, General Manager, and Human Resources Manager with a wide variety of advanced administrative duties.

This position prepares materials and minutes for all Board and Standing Committee meetings; ensures the District Administrative Code, resolutions, and ordinances are properly updated, documented, and distributed; manages calendars; coordinates and schedules meetings; oversees workshop, conferences, training, and seminars accommodations including travel arrangements; maintains District official records; updates the District website per legal and accreditation requirements; onboards incoming new Directors; and protects the confidentiality of information privy to executive management.

The Senior Information Technology and Applications Analyst performs information systems support related to end users, desktop and network computer systems, hardware and software installation, as well as troubleshoots and maintains the District computer systems. This role directs the developing and maintaining of interfaces among District systems such as GIS, online and mobile GIS, Asset Management software, SCADA, finance software, and Automated Metering Infrastructure.

### **Major Accomplishments: Fiscal Year 2018-2019**

- The General Manager continued to serve as the CSDA San Diego Chapter President.
- All Board Members completed required Anti-Harassment Leadership Training.
- Newly elected Board Member completed “Board Member Best Practices” and “How to be an Effective Board Member” training.
- Completed updating Administrative Code changes for the Record Retention Policy and implementation of updated processes and procedures.
- Conducted study for implementing a software or electronic process to make, track, and publish revisions to the Administrative Code.
- Implemented Network Expansions to allow for more devices on our network.
- Organized the mobile devices in the district to allow users to be more productive and prevent reoccurring issues.
- Created an inventory of district IT assets, to allow us to better track and analyze the data to ensure District’s hardware can perform the required tasks.
- Implemented the framework necessary for the implementation of District’s new billing system, Infor Public Sector and new finance system, Infor CloudSuite Financials.
- Implemented the framework necessary for the implementation of District’s new purchasing system in Infor EAM.
- Implemented the Cyber Security Phishing Campaign to train employees to watch for phishing emails.
- Implemented penetration testing to ensure that the district has secure connections.
- Negotiated for District’s Print Managed Services to reduce print & printer maintenance costs.
- Deployed Multi Factor Authentication on all senior positions to reduce the probability of District employees being hacked.

- Installed new audio equipment for the recording of Board and committee meetings, which enhanced the audio quality significantly.
- Upgraded District's servers to meet the growing need for space and software.
- Worked on the refurbishment of old District PC's to allow longer life spans of those PC's.
- Implementation of centralized password repository for all employees.
- Completed implementing District's VoIP system.
- Completed implementing District's Backup Internet system.
- Organized internal computer files for security and ease of use purposes.

### **Objectives: Fiscal Year 2019-2020**

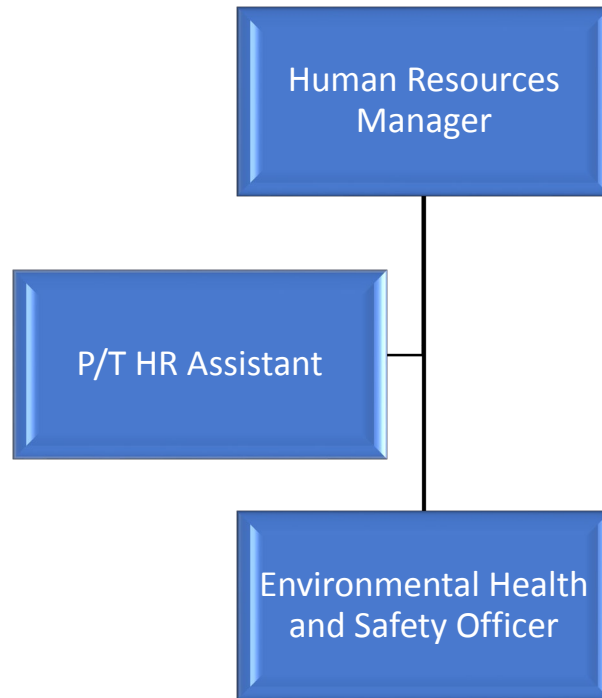
- Create FAQ and District history videos for the district website to increase public outreach.
- Continue process of developing a cost-effective way to replace the aging and undersized District offices.
- Complete records management program securing software for electronic storage and filing of documents.
- Implementing updated processes and procedures for records management program.
- Complete the implementation of District's new billing system, Infor Public Sector and new finance system, Infor CloudSuite Financials.
- Complete the implementation of District's new purchasing system in Infor EAM.
- Upgrade District's network for faster connections.
- Start District's data warehouse to pull data from different environments, to allow better analysis and pull more useful information for Business Intelligence.



# HUMAN RESOURCES & SAFETY DEPARTMENT

Personnel Level:

<u>Position(s)</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>
Human Resource Manager	1.00	1.00	1.00	1.00
Safety Officer	0.00	0.00	1.00	1.00
Human Resource Assistant	0.00	0.00	0.50	0.50
<b>Department Total</b>	<b>1.00</b>	<b>1.00</b>	<b>2.50</b>	<b>2.50</b>



## **Responsibilities**

The Human Resources Department's primary function is to provide strategic insight to the General Manager and Board of Directors to develop and manage programs that provide an optimal return on investment in human capital. The Human Resources Manager partners with the leadership team to develop a workforce that is highly qualified, engaged, safe, and productive.

The Human Resources Manager directs the performance management, employee recognition and corrective action programs to promote operational excellence and foster a culture of continuous improvement; manages total rewards programs to align the District's offerings with the labor market and provide the highest value to the workforce while remaining fiscally responsible; ensures compliance with labor laws, the Administrative Code, and applicable Memoranda of Understanding; manages the risk management and liability insurance programs; and oversees the administration of occupational health and safety programs by the Environmental Health and Safety Officer.

The Environmental Health and Safety Officer (EHS Officer) leads the design, deployment, and administration of programs that promote and ensure employee safety and prevent injury or occupational illness, which includes: analysis of job hazards and implementation of hazard controls; ensuring compliance with environmental, health and safety regulatory and training requirements; designing and implementing emergency preparedness plans and training; promoting a culture of safety through strategic communication and positive relationships with the workforce; and administration of the District's workers' compensation and return-to-work programs.

## **Major Accomplishments: Fiscal Year 2018-2019**

### **Recruitment and Selection**

- Completed recruitment cycles for 19 job requisitions, including six internal job postings.
- Recruitment marketing efforts between April 2018 – April 2019 resulted in over 26,000 job posting views, over 2,000 applications received, and 12 new hires, with an average fill time of 56 days.
- Successfully recruited, screened, and selected highly qualified candidates for two key management positions: Operations Manager and Finance Manager.

### **Workforce Development**

- Contracted with a training provider to offer a series of onsite training sessions to enhance the workforce's skills in Microsoft Excel, Outlook, Word, as well as Effective Communication and Business Writing.
- Conducted onsite welding certification for Construction employees to enhance qualifications and internal talent pool of certified welders.

- Two employees completed the Certificate in Water Management and Leadership at Cal State San Marcos, and three others used tuition assistance to work towards master's degrees and a professional development program at San Diego State University.
- The Association of California Water Agencies (ACWA) offered two employee training conference this year; 23 employees attended the October conference and 15 employees attended the March conference. Employees are working towards three Professional Development Program certificate specialties: Operations, Supervision, and Human Resources.
- The newly formed management team participated in a leadership development workshop to understand each person's unique behavioral styles, motivational drivers, and business acumen strengths. The workshop was followed up by coaching sessions and personal action plans to strengthen each person's skills in at least one area.

### **Employee Recognition and Appreciation**

- Continued the Excellence Coin employee recognition program, resulting in 102 total nominations and 49 Excellence Coin awards for calendar year 2018.
- Hosted Employee Recognition Banquet in January, as well as Quarterly Anniversary Breakfasts, the second annual Family Education and Health Day, Harvest Festival/Chili Cookoff in the fall, and annual Breakfast Burrito day in December.

### **Environmental Health and Safety**

- The EHS Officer completed an OSHA Train-the-Trainer program to become qualified to deliver OSHA-10 hour and OSHA 30-hour training programs to employees.
- 100% of the workforce completed at least one online learning class from Target Solutions, representing 385 unique safety and water operations training classes completed this fiscal year, which is a 54% increase over last year. Completing Target Solutions training earns the District a discount on the worker's compensation insurance premiums as well as increasing safety knowledge and awareness.
- Completed over 500 hours of safety training and activities in the first ten months of the fiscal year, averaging 11 hours of safety activities per employee.

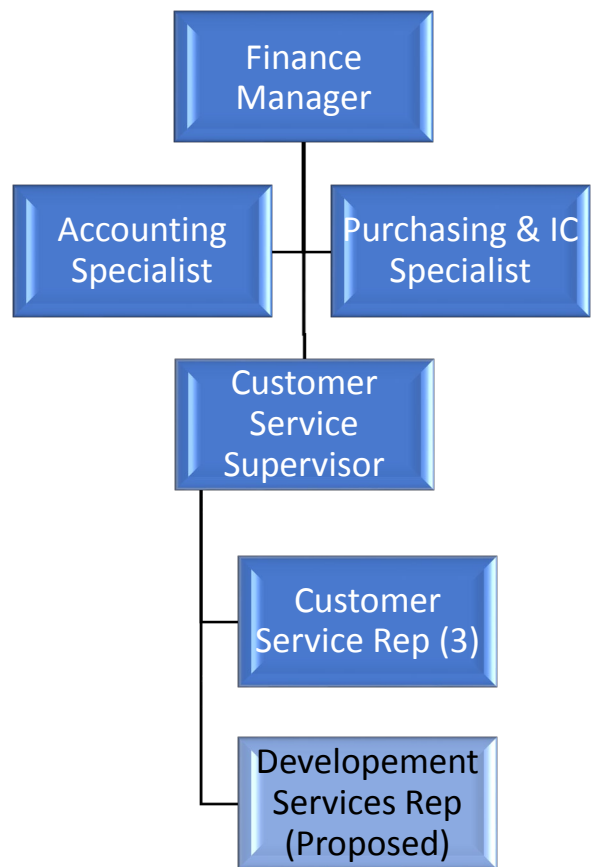
## **Objectives: Fiscal Year 2019-20**

- Maintain education and training opportunities to ensure continuous improvement and learning for all staff.
  - Continue development of in-house training program that integrates on-the-job new hire and cross-training with safety training requirements.
  - Offer onsite classroom training to strengthen “soft skills” of the workforce, such as customer service, conflict resolution, change management, time management, emotional intelligence, presentation skills, unconscious bias and diversity.
  - Send staff to ACWA training events to develop skills on Operations, Supervision, and Human Resources Management.
- Improve performance communication between employees and supervisors.
  - Implement ADP performance review software and complete employee performance reviews in a timely manner.
  - Facilitate ongoing communication with employees by implementing District-wide one-on-one meetings between Managers and each of their direct reports at least bi-weekly.
- Promote a workforce culture of excellence and employee recognition.
  - Create and implement a Strategic Action Plan in response to the opportunities for improvement revealed in the employee survey.
  - Continue to recognize positive employee contributions with the Excellence Coin Recognition program.
  - Plan and host employee events including Annual Recognition Banquet, Family Education and Health Day, Anniversary events and other employee appreciation events.
- Promote continuous improvement of safety and emergency preparedness initiatives.
  - Update Emergency Response Plan and conduct District-wide training and quarterly exercises to keep workforce well prepared for disaster events.
  - Assess options and make recommendations for enhanced physical security of headquarters facility.
  - Conduct in-house OSHA-30 training for all supervisory staff and OSHA-10 training for all Safety Committee Members.

# FINANCE DEPARTMENT

Personnel Level:

<u>Position(s)</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>
Finance Manager	1.00	1.00	1.00	1.00
Accounting Specialist	2.00	2.00	1.00	1.00
Purchasing & IC Specialist	1.00	1.00	1.00	1.00
Customer Service Supervisor	0.00	0.00	1.00	1.00
Customer Service Rep.	3.00	3.00	3.00	3.00
Development Services Rep.	0.00	0.00	0.00	1.00
Crew Leader – Meter Service	1.00	1.00	0.00	0.00
Utility Workers II/III	4.00	4.00	0.00	0.00
<b>Department Total</b>	<b>12.00</b>	<b>12.00</b>	<b>7.00</b>	<b>8.00</b>



## **Responsibilities:**

The Finance department encompasses the responsibility for the day-to-day operations and oversight of Finance, Customer Service, Customer Billing, Warehouse, and the District's purchasing functions.

The Finance section of the department is responsible for developing and administering the District's fiscal policies, financial data, purchasing functions and budget. A vital responsibility Finance has within the agency is providing internal control of District financial accounting and district wide procedures to ensure district assets are protected and used efficiently and in the best long-term interest of the rate payers. Finance provides the General Manager and Board of Directors with periodic reports on the District's financial condition, maintains financial data in accordance with generally accepted accounting principles and reporting standards, and coordinates the annual audit of the financial records by an independent accounting firm. The Finance department manages a centralized function for the purchasing, warehousing, and inventory control of material and supplies, prepares invoices for payments, prepares correspondence regarding various accounts, and verifies invoice charges to proper general ledger and budget accounts. Finance calculates and reviews current and historical cash flow projections, determines excess District funds, and makes recommendations for allocation to reserves and investment of funds. Finance also provides technical assistance and guidance for the management related to financial matters; articulates financial concepts to the Board of Directors, staff and members of the public, submits accounting reports required by the State Controller's Office and to other agencies, and prepares analyses of revenues, expenditures, water usage, CIP costs and other special projects as required.

Customer Service serves as the front-line customer support working with the public in person and in a call center setting. The Customer Service section of the department is primarily responsible for performing a variety of direct customer contact and office support activities supporting the servicing of customer accounts for water/waste water service. Customer Service is responsible for processing requests for service, handling customer complaints, providing information and educating the public about rates and the District overall. The department provides information regarding beginning or ending service, billing, payments and related matters, takes required information from the customer to open, close or modify service accounts, verifies information, and updates customer profile as necessary. Within the administrative code, Customer Service may make payment schedule adjustments and/or authorize standard refunds or adjustments. Customer Service prepares appropriate forms and notifies District field staff of the need for field activities such as turning water service on and off, check meter reading, and/or the need for meter service.

## **Major Accomplishments: Fiscal Year 2018-19**

### *Accounting*

- Board approved consulting contract with Kinsey for implementation of Infor CloudSuite Financials software for software licensing, hosting, and support. Installation began in February 2019 with a July 1, 2019 planned go live date
- The District conferred with Raftelis to assist on financial analysis of increasing water and wastewater rates accordingly to the revenue requirement needed. The key objective in developing the District's comprehensive water and wastewater rate study was to develop a financial plan; and rates that generate sufficient revenue to adequately and appropriately fund the operating and capital needs of the District's utility, inclusive of the decrease in demand and annual pipeline replacement. The analysis was developed utilizing the prepared data given to consultant of the District's annual budget, detailed account consumption data over a 3-year period that included meter size, customer class, EDU's, and elevation zone. Raftelis relied on this information to develop our analyses that formed our findings, conclusions and recommendations. Critical considerations were assessed in evaluating the overall rate design, including the amount of revenue collected from fixed charges versus volumetric rates. During the course of the study, many rate alternatives were examined; however, it was determined the District would retain the cost of service (COS) basis from the last rate study.
- Developed Annual Budget in compliance with GFOA standards (3<sup>rd</sup> consecutive year) – the Finance staff worked diligently on FY 18-19 budget to adhere to the criteria requirements of GFOA budget standards. The report was submitted to GFOA for possible consideration, and we are proud to have met and received Recognition of Distinguished Budget Presentation Award for the Fiscal Year 2018-19 budget.
- Payroll was converted from Springbrook software to ADP online module January 1, 2019. The online module gives the employees access to paystubs and W2's and also enabled the District to go paperless with time off requests.

### *Customer Service*

- Customer Service worked with the IT Department to implement the new billing software, Infor Public Sector. A go-live date is currently scheduled for June 1, 2019.
- Created a leak adjustment policy that enabled customers to have a discounted bill when affected by a leak once every 5 years.
- Updated the Disputed Bills policy in the administrative code.

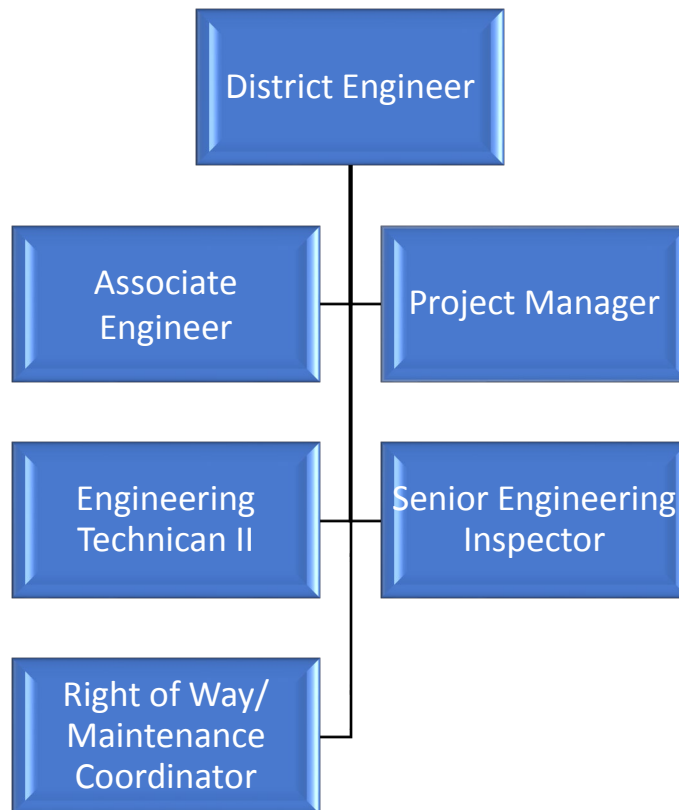
## **Objectives: Fiscal Year 2019-20**

- Continue to create budget in compliance with GFOA standards, for the 4th consecutive year.
- Work with the auditing firm to bring the annual financial statements in compliance to the Government Finance Officers Association (GFOA) Achievement for Excellence in Financial Reporting Program (CAFR Program).
- Fully migrate into the new Infor Utility Billing and Financial software. The Utility Billing conversion will be handled internally by our IT Administrator and Finance department with guidance given by Infor's implementation staff. The Financial applications will be implemented by a third-party Kinsey. Infor's in-house implementation team generally only works on larger projects. Staff identified Kinsey a third-party consulting firm as having the capability and experience with Infor products to manage the Financial Suite conversion. We expect the implementation process to be live by July 1, 2019
- Implement a perpetual system that keeps track of inventory continuously with updates made automatically whenever an inventory part is taken. This will require the District purchasing a barcode system using digital technology to track inventory in real time updates sent electronically to the system database. The evaluation of the Springbrook system may factor into this project as it may lack the capability of doing so.



# ENGINEERING DEPARTMENT

Personnel Level:				
<u>Position(s)</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>
Engineering Manager	1.00	1.00	1.00	1.00
Associate Engineer	1.00	1.00	1.00	1.00
Project Manager	0.00	0.00	1.00	1.00
IT Administrator	1.00	0.00	0.00	0.00
Engineering Inspector I	1.00	1.00	0.00	0.00
Senior Engineering Inspector	0.00	0.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00	1.00
Administrative Technician II	0.50	0.50	0.50	0.00
Right of Way/Facilities	0.00	1.00	1.00	1.00
<b>Department Total</b>	<b>5.50</b>	<b>5.50</b>	<b>6.50</b>	<b>6.00</b>



## **Responsibilities:**

The Engineering Department encompasses the responsibility for the day-to-day operations and oversight of Engineering, and Engineering Customer Service for the District. The Engineering Department also provides technical support to Operations with record inquiries, GIS maps, water shutdown processing, construction coordination and project execution and inspection.

The Engineering Department's specific responsibilities include: inspection of construction of District facilities, and the management and execution of the Capital Improvement Program for water and wastewater, ensuring the timely completion and sound financial management of such projects. Oversight and administration of District and developer projects through design and construction, to confirm that water and wastewater facilities conform to District standards and requirements. In addition, the Department inspects and maintains District facilities, including the numerous easements. Engineering develops and prepares complete procurement solicitation and schedules for Notice of Inviting Bids, Request for Proposals and other projects. The department processes and reviews improvement plans, grading plans, subdivision maps and engineering's cost estimates; prepares quantity and cost estimates for varied projects; prepares construction agreements, fee letters, contract documents and other related legal documents relating to District improvements and developer projects; acquires and reviews documents for conformance to District requirements. They maintain the District planning documents as well as develop and update policies, procedures and guidelines for the current and future development of District water and wastewater systems.

Engineering Customer Service provides a wide variety of services to the public, which include San Diego County Form processing, public inquires on facilities and projects, Geographical Information Systems (GIS), maps and record drawings. The department is responsible for performing a variety of direct customer contact and office support activities supporting the payment of appropriate capacity fees for water and wastewater and inspection of the installation of new water and sewer laterals; serves as a front-line customer support working with the public in person, over the phone and in response to website inquiries. In addition, the Department receives, reviews, investigates, and processes claims. They are responsible for processing requests for downsizing or upsizing meters and providing the public information regarding the process to complete the installation of a new service to District standards. They process applications, fees and deposits for construction meters in coordination with the Customer Service Department, read and interpret improvement plans and facility maps for a variety of information for the public, engineers, consultants and other departments. Engineering also processes County documents related to water and sewer availability, agency clearance forms and other documents related to developments and explain regulations and policies and procedures to interested parties.

## **Major Accomplishments: Fiscal Year 2018-2019**

- Performed project management and inspection on several developer projects through design and or construction phases including the following: Golf Green Estates (Rio Estrellas), Horse Creek Ridge, Palomar College, Topa Topa Place, and Pala Mesa Highlands.
- Processed San Diego County availability letters and new meters.

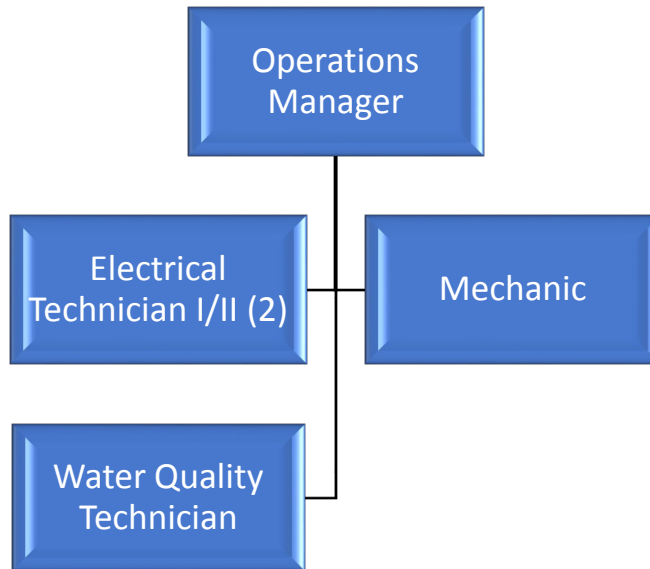
## **Objectives: Fiscal Year 2019-2020**

- Complete the Gird to Monserate Hill Waterline Repair Project
- Complete the Weese Interconnect and Pump Station project.
- Complete the Rainbow Heights Pump Station Upgrades.
- Award the contract and begin the Programmatic Environmental Impact Report for rehabilitation and replacement of existing facilities, and new construction.
- Finish projects on budgeted CIP list, which include Isolation Valve Installations, Pressure Reducing Station Replacement and Installation projects, Sagewood Waterline Relocation, Holly Lane Looping Waterline, Thibido Waterline, Camino Del Rey Waterline Relocation, Disney Lane Waterline Relocation, Eagle Perch Waterline Relocation, and one tank staircase installation.
- Complete Design of the School House Lift Station Project and Initiate Construction of Phase 1 Projects.
- Review and streamline Engineering processes to improve management of projects and development.

# TECHNICAL SERVICES DEPARTMENT

Personnel Level:

<u>Position(s)</u>	<u>2016-2016</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>
Operations Manager	1.00	1.00	1.00	1.00
Electrical Technician II	1.00	1.00	1.00	1.00
Electrical Technician I	1.00	1.00	1.00	1.00
Mechanic	1.00	1.00	1.00	1.00
Water Quality Technician I	1.00	1.00	0.00	0.00
<b>Department Total</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>



## **Responsibilities:**

The electrical and SCADA Service technicians are primarily responsible for maintaining all electrical, electronic, instrumentation, associated control data networks, and SCADA systems and their networks that are used to supply water to District customers as well as systems that treat water. Additionally, the electrical services group continues to revise operating systems for efficiency and ease of operation. They also, monitor District facilities for electrical violations and safety hazards to maintain an electrically safe environment.

The Mechanic Maintenance (Garage) provides maintenance and recordkeeping of all District Fleet to include all vehicles and heavy construction equipment. The district mechanic maintains the fleet daily, ensuring the fleet & equipment is operational 24 hours per day, 7 days per week for customer service calls and emergency response. Additionally, this area also maintains and makes repairs to all other miscellaneous small equipment and field equipment. The district mechanic is responsible for researching specifications for new vehicles & equipment. This process involves meeting with fabricators and ensuring vehicles and equipment are built to the district's requested specifications throughout upfitting.

## **Major Accomplishments: Fiscal Year 2018-2019**

### Electrical Services

- Coordinated contractor replacement of existing florescent light fixtures in 2 of 3 bays of the mechanic shop with energy efficient LED lighting.
- Upgraded SCADA communications from SDCWA connection 11.
- Replaced radio repeater located at the Cement Tank site used for truck radios.
- Implemented site name changes to RMWD SCADA system.
- Installed conduit and wiring to flow meters installed at Morro Reservoir, Gopher Tank, Turner Tank and Hutton Tank to power up and connect to SCADA.
- Installed new conduit and wiring for TDS meter installation at Gopher, Turner and Hutton Tanks.
- Installed electrical and controls and coordinated with California Commercial Security to install new remotely controlled door lock on front door of Building 1.
- Installed permanent conduit and wiring to relocate pressure transmitter from Lower Lookout Mountain to Upper Lookout Mountain 2 Tank.

### Garage

- Upgraded Waste antifreeze storage tank 120 with integrated pump
- Upgraded Waste oil storage tank to 250 Gallon with integrated pump
- Upgraded Oil Supply Tanks to (3) 120 gallon with hose reels
- Arranged and monitored the Surplus Auction of vehicles and equipment that were to be replaced using GOV DEALS and recovered \$32,586.00 for 2018-2019

- Involved with Specifications to Equip new vehicles with VMAC'S Under-hood compressors that can supply Pneumatic tools such as Impact wrenches & jack hammers, with this equipment now there is "no" need to tow a portable compressor that minimized the Decibel's that each crew is subjected to as well as the rate payers.
- Met all the requirements for Bureau of automotive repair, California Air Resources Board and Cal Recycle on- site Inspections

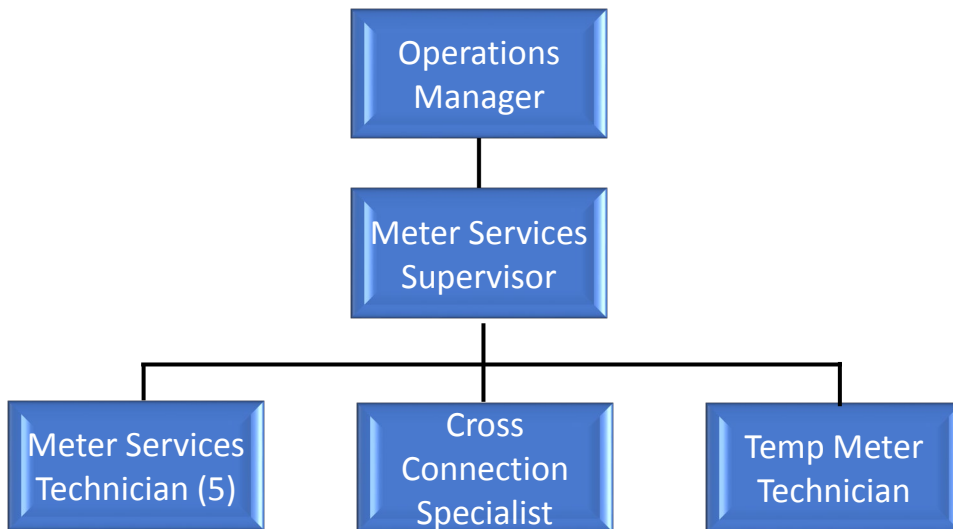
### **Objectives: Fiscal Year 2019-2020**

- Install electric service at Gomez Creek Tank.
- Continue with the SCADA upgrade project; installing new panels and Ubiquity radios to various district sites to improve reliability to the SCADA system.
- Install a camera at Lift Station 2 connected to the District SCADA system.  
Work with Engineering to finalize plans for the interconnect with the Weese Filtration Plant.
- Work with Engineering to complete rehabilitation of Rainbow Heights Pump Station #1.
- Work with Engineering on the CIP project to install a backup generator at each of the pump stations to provide power during utility outages. The goal is to complete a station each year.
- Complete the vehicle grading process, Specifications, Bidding Process to facilitate the replacement of Large Vehicles that will not meet the On-Road Heavy-Duty Diesel Vehicles (In-Use) Regulation Requiring diesel trucks that operate in California to reduce emissions. By January 2023 nearly all trucks will need to have "2010" model year engines or equivalent

# METERS DEPARTMENT

Personnel Level:

<u>Position(s)</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>
Meter Supervisor	0.00	0.00	1.00	1.00
Crew Leader – Meter Service	1.00	1.00	0.00	0.00
Meter Technician(s)	4.00	4.00	5.00	5.00
Cross-Connection Specialist	0.00	0.00	1.00	1.00
Temporary Meter Technician	0.00	0.00	1.00	1.00
<b>Department Total</b>	<b>5.00</b>	<b>5.00</b>	<b>8.00</b>	<b>8.00</b>



## **Responsibilities:**

Meter Services primary function is to ensure timely and accurate meter readings monthly. This Department continually maintains the District's 8,200 water meters and meter reading infrastructure as well as testing 4,500 Backflow devices annually. From either read discrepancy or customer requests the department will investigate and resolve meter service problems and questions from the rate payers. The reading of the meters occurs monthly starting on the first working day of the month. The district meters are assigned to 3 Cycles totaling 55 Routes. The meters are read using an electronic mobile collector and handheld device that stores the readings. The Automatic Meter Reading (AMR) system makes up approximately 75% of the District's meters, the other 25% of the district meters are read manually by foot. In an AMR system, a meter reader collects the meter reading consumption by driving a district vehicle with a truck mounted radio the "Mobile Collector". The Utility Worker drives predetermined routes and picks up the read data very quickly as compared to manual reads. The other 25% remaining meters are manually read.

When meters are determined to be broken or functioning inefficiently, staff will either repair, replace, and/or test the water meters; clean and replace surrounding meter boxes. The department applies District procedures when investigating and reviewing with customers on a variety of water service problems. They perform flow and pressure tests as needed at the meter service. The department interprets and reads maps to locate district assets utilizing the GeoViewer software. The department also operates water system valves and hydrants as required and assists with water main shutdowns. The department is responsible to verify and report service information corrections and respond to service orders issued by the customer service staff.

## **Major Accomplishments: Fiscal Year 2018-2019**

- The District brought the Backflow department in-house to save money for the rate payers.
- The District introduced the FLUME device to a sample group of district customers through a pilot program. The device provides capability to get real time data from the customer's meter to their smart devices. District wide implementation is currently being reviewed by the district.
- The district was able to secure funding of \$10.7million for the district wide meter replacement and water system upgrade project. After conducting flow testing of 300 water meters results showed significant inaccuracies in the water meters at multiple flow ranges. This project will enable accurate reads and provide much needed efficiencies in operations.

## **Objectives: Fiscal Year 2019-2020**

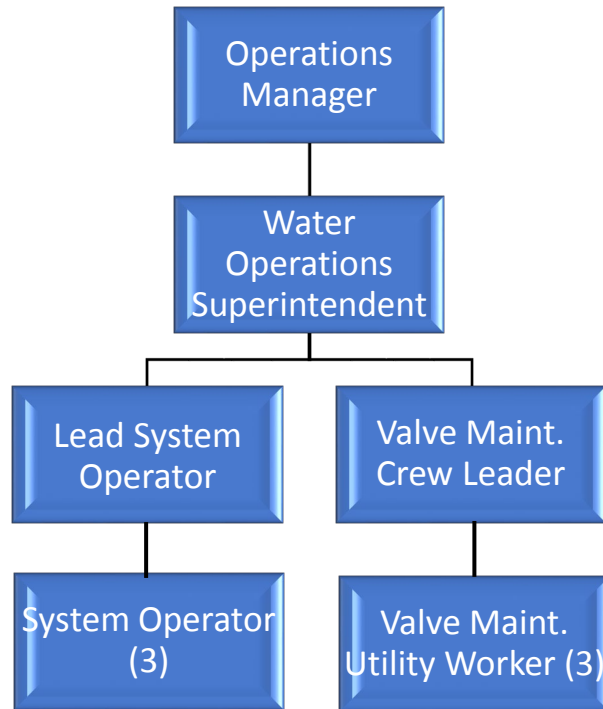
- Complete the District Wide Meter Replacement Project
- Complete the backlog of meter downsizes and removals
- Implement a Pressure Reducing Valve replacement program
- Creating a replacement program for the pressure reducing devices at the meter service will prevent customer side leaks and complaints do to the failing devices.
- Complete all 4,500 Backflow Tests



# WATER SYSTEM OPERATIONS AND VALVE MAINTENANCE DEPARTMENT

Personnel Level:

<u>Position(s)</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>
Water Ops. Superintendent	1.00	1.00	1.00	1.00
Lead System Operator	1.00	1.00	1.00	1.00
System Operator(s)	3.00	3.00	3.00	3.00
Administrative Assistant	0.50	0.50	0.50	0.00
Valve Maint. Crew Leader	1.00	1.00	1.00	1.00
Valve Maint. Utility Worker(s)	3.00	3.00	3.00	3.00
<b>Department Total</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.00</b>



## **Responsibilities:**

System Operations is responsible for operating the potable water system in a manner that ensures reliable and sustainable deliveries to District customers. To accomplish this, Water Operations utilizes a Supervisor Control and Data Acquisition (SCADA) system that controls water flow and storage through the District's distribution system. Additionally, this department performs various maintenance, monitoring, and evaluations of the District's storage reservoirs, tanks, pump stations, and chlorine booster and monitoring stations. They provide routine maintenance and repairs for all pumps in the distribution system. This enhances customer satisfaction by enabling the District to provide reliable and sustainable services to its customers by maintaining the system that keeps the services flowing.

Water Quality is a component of System Operations. Water Quality is responsible for collecting routine samples which are used to monitor water quality in the distribution system. This includes special sampling for California State Water Resources Control Board requirements, contractors and construction crews working on the District's pipe lines. Other components of Water Quality include responding to water quality complaints, pipe line flushing and the preparation of monthly and annual reports for the State Water Resources Control Board.

Valve Maintenance is responsible for the District's valve exercise program while maintaining all appurtenances such as fire hydrants, wharf heads, blow offs, and air release valves. This includes the repair, replacement, painting, and upkeep of easements. Valve Maintenance insures that distribution valves are operational and ready to isolate the water mains in the event of emergencies, routine maintenance work, and new construction projects. Valve Maintenance also assist with shut downs for the construction/maintenance department and contractors by operating the valves that shut down the main lines.

## **Major Accomplishments: Fiscal Year 2018-2019**

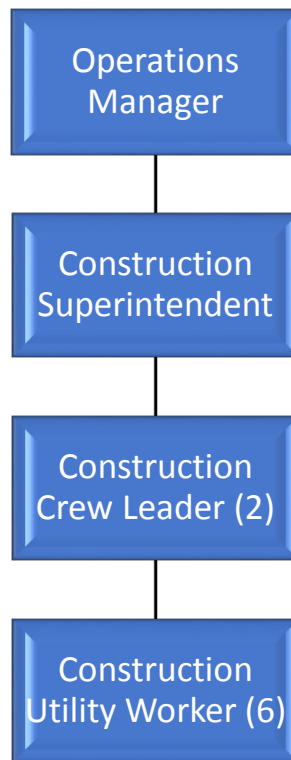
- Installed flow meters at Hutton, Turner and Gopher tanks
- Updated the preventative maintenance program for pressure management program.
- Performed inspections and maintenance on three reservoir covers.
- Performed seven inspections on water tanks and made the necessary repairs.
- Four tanks washed out and disinfected; three covers cleaned at reservoir sites.
- Worked with Nobel Systems to install pressure transmitters and installed three (3) TDS monitoring systems within distribution system.
- Finished Canonita Tank re-coating on the inside and upgraded fall protection system to new railing system.
- Gomez Tank was for re-coated and upgraded for fall protection.

## **Objectives: Fiscal Year 2019-20**

- Work with Engineering to finalize plans for the interconnect with the Weese Filtration Plant.
- Complete installation of two permanent pump stations for SDCWA shutdowns.
- Continue working with Engineering to develop system pressure controls.
- Complete rehabilitation of Rainbow Heights Pump Station.
- Develop Preventative Maintenance schedules in EAM system for water facilities.

# CONSTRUCTION DEPARTMENT

Personnel Level:				
<u>Position(s):</u>	<u>2016 - 2017</u>	<u>2017 – 2018</u>	<u>2018 – 2019</u>	<u>2019-2020</u>
Const. Superintendent	1.00	1.00	1.00	1.00
Construction Crew Leader	2.00	2.00	2.00	2.00
Construction Utility Worker	6.00	6.00	6.00	6.00
<b>Department Totals:</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>



## **Responsibilities:**

Construction Department is dedicated to accomplishing its mission in a cooperative team-oriented environment that emphasizes quality, safety, and provides high quality customer service. The most critical function of the Construction is to maintain and repair the infrastructure of the District. This department is responsible for the repair and maintenance of the District's water distribution system, ensuring the District provides reliable and sustainable services to its customers along with responding to emergency calls 24 hours per day is critical to providing uninterrupted service to our customers.

## **Major Accomplishments: Fiscal Year 2018-2019:**

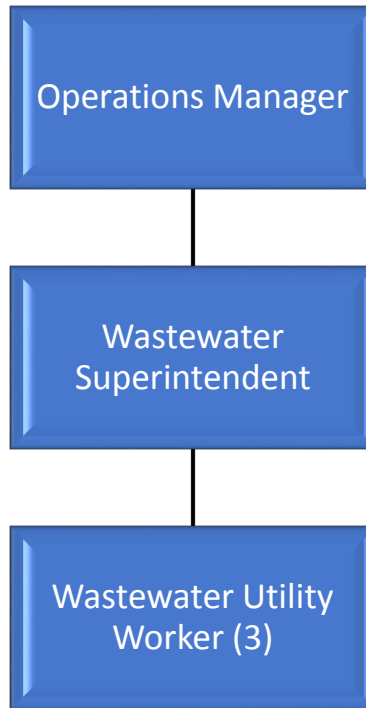
- Continued supporting the implementation and GIS updates for GeoViewer to include mobile applications.
- Crew attended training opportunities to satisfy State Certification requirements.
- 100% response rate to Customer Service calls and water mains leaks ensuring minimal interruption to customers.
- Created an emergency contractor list.
- Purchased new trenching and shoring trailer for easier portability and installation efficiency.
- Installed 2 (two) pressure stations at Via Vera and Vista Valley to control District pressure.
- Removed the Mt. Ararat pressure station.
- Installed 3 (three) flowmeters for operations.

## **Objectives: Fiscal Year 2019-2020**

- Develop Preventative Maintenance schedules in EAM for water infrastructure.
- Effectively utilize the District's EAM system as a management tool for optimizing RMWD activities.
- District Wide Pressure Management – Work with Engineering to install at a minimum two (2) pressure stations to manage high pressure areas.
- Pursue maintenance on existing infrastructure that meets/exceeds District standards and specifications.
- Install valves and update the list of broken valves within the Capital Improvement valve isolation program

# WASTEWATER DEPARTMENT

<b>Personnel Level:</b>				
<b><u>Position(s):</u></b>	<u>2016 – 2017</u>	<u>2017 – 2018</u>	<u>2018 – 2019</u>	<u>2019-2020</u>
Wastewater Superintendent	1.00	1.00	1.00	1.00
Utility Worker	4.00	3.00	3.00	3.00
<b>Department Totals:</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



## **Responsibilities:**

Wastewater Division is responsible for the protection of public health and the environment by providing reliable and sustainable wastewater collection and pumping services to its customers. This area is responsible for accomplishing its duties in a prudent manner by completing its tasks using effective management practices and ensuring an environmentally responsible operation.

## **Major Accomplishments: Fiscal Year 2018-2019**

- Work in conjunction with Kennedy Jenks review and plan of New School House sewage Lift Station and Equalization basin.
- Introduced Root-x into collection system. Root-x assists in control of roots from public sewer system and private homeowner sewer laterals.
- District accepted a new sewage Lift Station; Horse Creek Lift Station began monitoring and maintenance.
- 800 rain pans and 400 rubber plugs deployed/installed into collection system to control rain infiltration from winter storm.
- Completed 15.84 miles/83,761' of sewer line cleaning for gravity sewers lines ranging from 8" to 15" and inspected/mitigated 783 sewer manholes for root problems, vandalism, and road hazards.
- Completed 2.19 miles/11,584' of closed-circuit televised (CCTV) of sewer mains 8"-15".
- Rehabbed and high pressure cleaned 8 sewer manholes at Spa Haven Cal-a-Vie.
- Rehabbed 1 full manhole at Pala Mesa Resort.
- Provided and maintained preventative maintenance to seven sewage lift stations and one flow meter station.
- Maintained and kept 18 Smart-Cover sewer system District owned monitoring units operational in helping reduce in notifications and Sanitary Sewer Overflows (SSOs).

## **Objectives: Fiscal Year 2019-2020**

- Assist Engineering Department with completion of ongoing Capital Improvement Projects:
  - (Tentative) Permanent SmartCover or Flow Monitoring Systems.
  - Rehab sewer manholes at West Lilac Road (10).
  - Fallbrook Oak's rehab lift station force main and vault.
  - Re-line I-15 freeway gravity sewer line 600' of 8" sewer main.
- Install 3 additional Smart-Cover units to efficiently monitor sewer collection system and potential sanitary sewer overflows.
- Work alongside Kennedy Jenks Consultant design and review School House and Equalization Basin projects.
- Design and review Ocean Breeze Development sewer system plans.
- Raise and secure Moosa Canyon sewer manholes with boulders for winter rain.
- Cure in place the sewer lines repairs as needed through CCTV inspections.
- Perform sewer manhole rehabilitation repairs.
- Manage and maintain collection sewer easements.

# APPENDIX A

---

# GLOSSARY

**Accrual Basis of Accounting** – The basis of accounting under which transactions are recognized when they occur, regardless of timing of cash receipts and disbursements.

**Adopted Budget** – The official budget as approved by the Board of Directors at the start of each fiscal year.

**Amended Budget** – The adopted budget as amended by the Board of Directors through the course of the fiscal year.

**Balanced Budget** – A budget in which planned expenditures do not exceed planned funds available.

**Bond** – A security whereby an issuer borrows money from an investor and agrees and promises, by written contract, to pay a fixed principal sum on a specified date (maturity date) and at a specified rate of interest.

**Budget** – A plan of financial operation comprised of estimated expenditures for a given period (usually a single fiscal year) and the proposed means of financing the expenditures (through revenues).

**Capital Budget** – A budget which focuses on capital projects to implement the Capital Improvement Program.

**Capital Expense** – An acquisition or an improvement (as distinguished from a repair) that will have a life of more than one year and costs more than \$10,000.

**Capital Improvement Program** – A plan for the capital improvements to be implemented each year over a number of years to meet capital needs arising from the assessment of long-term needs. It sets forth the estimated cost for each project and specifies the resources required to finance the projected expenditures.

**Capital Improvement Project** – The budget unit to group activities and costs necessary to implement a specific capital improvement and/or acquisition. A project can include the construction, acquisition, expansion, replacement, or rehabilitation of a physical facility or improvement. Projects often include planning and design, land acquisition, and project management costs related to such facilities and improvements.

**Department:** A major organization group of the District with overall management responsibility for an operation or a group of related operations within a functional area.

**Expenses** – Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

**Fiscal Year** – A 12-month period to which the annual operating budget applies and at the end of which an entity determines its financial position, the results of its operations, and adopts a budget for the coming year. The District's fiscal year is from July 1 to June 30.

**Fixed Assets** – Equipment costing \$10,000 or more, including tax, with a useful life longer than one year, and not qualifying as a capital improvement project. Includes automotive equipment, office equipment, office furniture, acquisitions, landscaping improvements, etc.



**Fund** – An independent fiscal and accounting entity with a self-balancing set of accounts, recording resources, related liabilities, obligations, reserves and equities segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance** – The equity (assets minus liabilities) of governmental fund and fiduciary fund types.

**Generally Accepted Accounting Principles (GAAP)** – Uniform minimum standards of and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

**GFOA** – Government Finance Officers Association

**Governmental Accounting Standards Board (GASB)** – The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

**Payroll Expenses** – Compensation paid to or on behalf of District employees for salaries and wages, overtime and benefits.

**Revenue** – Moneys that the District receives as income such as payments for water consumption, shared revenues and interest income.