

Union Sanitary District

Union City, California

Proposed Operating & CIP Budget FY 2020

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Directors
Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers
Paul R. Eldredge
*General Manager/
District Engineer*

Karen W. Murphy
Attorney

DATE: June 24, 2019

MEMO TO: Board of Directors - Union Sanitary District

FROM: Paul R. Eldredge, General Manager/District Engineer
Laurie Brenner, Finance & Acquisition Services Coach

SUBJECT: Fiscal Year 2020 Adopted Operating and CIP Budget

Union Sanitary District (USD) staff is pleased to present the comprehensive annual budget for Fiscal Year (FY) 2020 to the Board of Directors. This budget covers the period from July 1, 2019 through June 30, 2020. The District continues to focus on the operation and maintenance of its infrastructure and assets, capital project construction, planning, and effective use of technology.

Outstanding Performance and Cost-Effective Service for the District's Customers

In keeping with our Mission, the District continues to provide a high level of award-winning service to its customers at competitive rates. During FY 2016, USD conducted a major Cost of Service Analysis (COSA) to determine a five-year rate plan that met all requirements related to charges for services under Proposition 218. The COSA took into consideration current and future operational and capital costs, and reserve requirements for the next five years. The study provided the District with a baseline against which we can analyze future USD needs. The Sewer Service Charge for FY 2020 incorporates the fourth rate increase of the five-year rate increase plan. The annual single-family rate will increase from \$407 to \$421 in FY 2020, and to \$436 by the fifth year (FY 2021). This increased rate is still well below the national average annual sewer service charge of \$504 as reflected in the 2018 National Association of Clean Water Agencies price index. The average annual rate of the 35 Bay Area agencies the District surveys is \$623.40.

We continue the District's record of outstanding stewardship and service. Once again, USD received the Platinum Award from the National Association of Clean Water Agencies for Peak

Performance for operating for ten consecutive years without exceeding the limits or conditions of the District's permit. This is a tribute to the outstanding work by District Operations and Maintenance teams. We continue to average less than one spill per hundred miles of pipeline per year, ranking us among the best in the State, while doing so in a very cost-effective manner. The District Collections Services and Environmental Compliance groups have successfully implemented measures to minimize spills and back-ups.

Financial State of the District

The current (general) improvement in the economy has had positive effects on the District. Revenues are increasing over the prior fiscal year, but we anticipate a slight decrease in development activity in our service area. While economic improvements have proven beneficial, the District continues to exercise fiscal prudence considering our ever-increasing expenses. It is because of this cautionary approach that the District has continued to remain financially healthy.

USD has seen slight decreases in permit applications in the past twelve months, and that is expected to continue in FY 2020. A portion of USD capital projects is funded by capacity fees; however, the majority are funded through Sewer Service Charges. The District continues to be vigilant in its efforts to control expenses. Like other agencies, USD faces significant pressures associated with the costs of health care and pensions, as well as costs for treatment plant chemicals and utilities (primarily PG&E), in addition to other capital expenditures.

Revenues

Sewer Service Charges are expected to increase from \$57 million in FY 2019 to \$60 million in FY 2020 due to previously approved rate increases and the addition of new users. With approximately 73.41% of the District's revenue based on residential customers; USD's income remains relatively stable despite the slight volatility in non-residential revenues.

Capacity Fee revenues incorporate increased Capacity Fees approved by the Board, effective July 1, 2016. As previously stated, the Tri-City area has experienced a continued increase in construction development; however, there are indicators that this trend is beginning to slow down. As a result, total Capacity Fee revenues are expected to come in at \$13.6 million in FY 2020, which is below both the 2019 actual and original FY 2019 budgeted values. Anticipated expenditures associated with capacity fees over the next several years indicate that there will likely be an overall declining balance in this fund, starting in FY 2020 as projects associated with the Plant Master Plan begin at the District.

Expenditures

Total expenditures in the Sewer Service Fund for the coming fiscal year are projected to increase by 23.2%. Operating expenses are anticipated to increase by 9.5%, primarily due to salary and pension contribution rate increases, as well as the addition of professional consulting

services intended to support training necessary for long-term succession planning. Chemical costs had been relatively stable due to the District's participation in the Bay Area Chemical Consortium for many years; however, significant increases in several chemicals utilized in the treatment process are reflected in the FY 2020 budget.

No significant changes to the number of District employees are budgeted during this fiscal year. The District filled many vacancies during FY 2019, mostly attributable to planned retirements, with just a few voluntary separations. Balancing the District's ability to attract and retain a qualified workforce against the bottom line will continue to be a challenge as more of our tenured workforce becomes eligible for retirement.

Capital project spending will continue to focus on rehabilitation and replacement of key elements of the wastewater treatment plant and collections system pipeline. Many of the District's buildings and treatment processes have been in operation for over 35 years. Replacing and upgrading these facilities and equipment will ensure that we can efficiently operate the plant in the long-term. Projects for FY 2020 include plant facilities improvements such as a seventh anaerobic digester, standby power generation system upgrades, and pump station improvements.

Staff conducted a thorough analysis of the infrastructure needs of the District and developed a 20-year Capital Improvement Plan (CIP) that totals approximately \$1.09 billion. The total CIP budgeted for FY 2020 is just over \$21.9 million, compared to \$10.2 million in FY 2019. USD continues to keep its CIP costs as low as possible by taking advantage of available low interest loans through the State and federally funded Clean Water State Revolving Fund (SRF) program administered by the State Water Resources Control Board (as available), although the District continues to explore alternative financing methods that give the District greater flexibility while still meeting our policy requirements for debt.

The Information Systems Renewal and Replacement (R&R) Program will continue to fund new projects, such as Non-Residential Billing Program Replacement, the replacement of older servers and hardware for business continuity, and disaster recovery.

Special Projects Fund expenditures will increase from \$1.4 million in FY 2019 to just over \$4.3 million in FY 2020. Of the \$4.3 million, \$352,000 is for special projects that will carry forward to FY 2020. Some of the studies planned or continuing this year include the Old Alameda Creek Report of Discharge, Odor Control Pilot Study and the IT Master Plan. Other expenditures include those for the Outreach programs, including the USD newsletter, and GIS Joint Powers Authority (JPA).

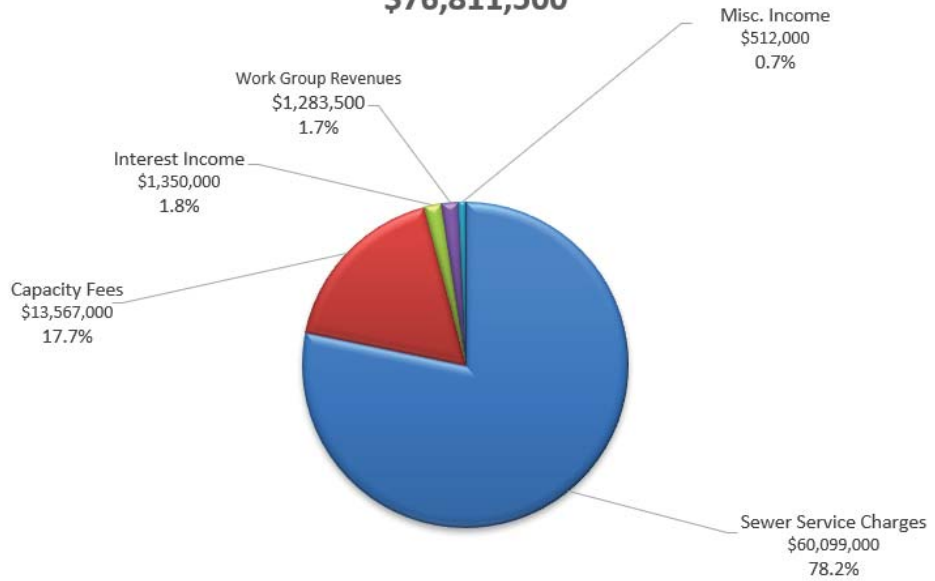
Balanced Budget, Reserves and Rates

USD has long operated with a balanced budget and FY 2020 is no exception. District reserves continue to be stable.

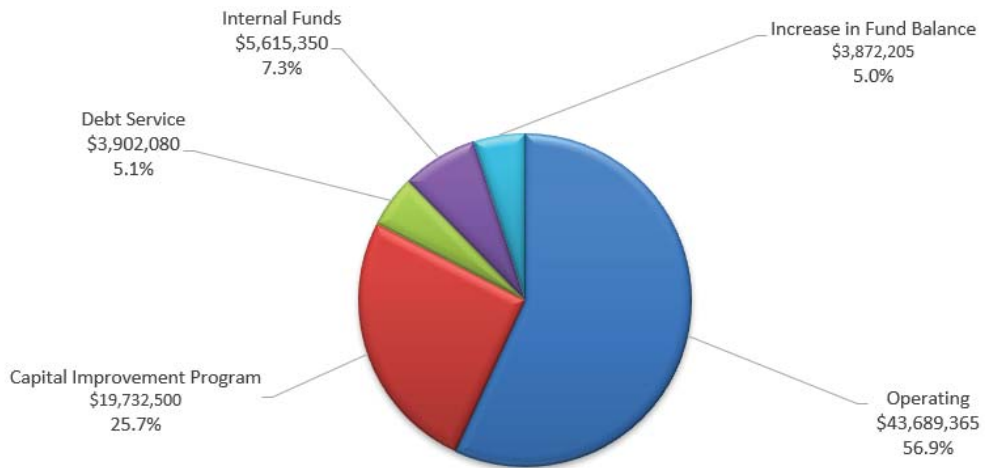
Conclusion

The District's high level of service and competitive rates reflect its highly efficient and customer-oriented staff. The District is fortunate to have a very talented and dedicated workforce. The District is firmly committed to meeting every challenge brought forth while building a premier organization. This budget enables us to continue to move forward in meeting those challenges. By continuing to follow the budget policy set forth by the District, we will continue to deliver the highest level of service hopefully for the next 100 years, and beyond.

Total Revenues \$76,811,500



Total Expenditures \$76,811,500



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**SUMMARY AND COMMENTS
FISCAL YEAR 2020 BUDGET**

Budget Summary – All Funds (Sewer Service and Capacity Funds)

	Budget FY 2019	Estimated Actual FY 2019	Adopted Budget FY 2020	% Change
Total Revenues				
Sewer Service Charges	\$57,016,142	\$58,250,000	\$60,099,000	5.4
Capacity Fees	16,211,521	14,238,350	13,567,000	(16.3)
Work Group Revenues	1,326,550	1,264,672	1,283,500	(3.2)
Interest	650,000	2,000,000	1,350,000	107.7
Other	250,000	1,294,800	512,000	104.8
SRF Loan Proceeds	0	0	0	0
Total Revenues	\$75,454,213	\$77,047,822	\$76,811,500	1.8
Total Expenditures				
Operating	\$39,902,746	\$39,532,067	\$43,689,365	9.5
Capital Projects (90%)	9,292,500	7,200,000	19,732,500	112.3
Debt Service	3,902,080	3,902,080	3,902,080	0.0
Special Projects	1,410,000	840,005	4,354,600	208.8
Other Internal Funds	1,872,501	1,706,201	1,260,750	(32.7)
Total Expenditures	\$56,379,827	\$53,180,353	\$72,939,295	29.4
Revenues in Excess of Expenditures – To Reserves	\$19,074,386	\$23,867,469	\$3,872,205	(79.7)

Proposed Combined Budget – Sewer Service and Capacity Funds

	Sewer Service Fund (Incl Fund 80)	Capacity Fund (Fund 90)	Total
Total Revenues			
Sewer Service Charges	\$60,099,000	\$0	\$60,099,000
Capacity Fees	0	13,567,000	13,567,000
Work Group Revenues	1,283,500	0	1,283,500
Interest	850,000	500,000	1,350,000
Other	387,000	125,000	512,000
SRF Loan Proceeds	0	0	0
Total Revenues	\$62,619,500	\$14,192,000	\$76,811,500
Total Expenditures			
Operating	\$43,689,365	\$0	\$43,689,365
Capital Projects (90%)	12,132,000	7,600,500	19,732,500
Debt Service	2,785,617	1,116,463	3,902,080
Special Projects	4,354,600	0	4,354,600
Other Internal Funds	1,260,750	0	1,260,750
Total Expenditures	\$64,222,332	\$8,716,963	\$72,939,295
Revenues in Excess of Expenditures – To Reserves	(\$1,602,832)	\$5,475,037	\$3,872,205

SEWER SERVICE FUND

The FY 2020 budget for the Sewer Service Fund is presented below:

	Budget FY 2019	Estimated Actual FY 2019	Adopted Budget FY 2020	% Change
Total Revenues				
Sewer Service Charges	\$57,016,142	\$58,250,000	\$60,099,000	5.4
Work Group Revenues	1,326,550	1,264,672	1,283,500	(3.2)
Interest	375,000	1,000,000	850,000	126.7
Other	125,000	1,169,800	387,000	209.6
SRF Loan Proceeds	0	0	0	0
Total Revenues	\$58,842,692	\$61,684,472	\$62,619,500	6.4
Total Expenditures				
Operating	\$39,902,746	\$39,532,067	\$43,689,365	9.5
Capital Projects (90%)	6,142,500	5,100,000	12,132,000	97.5
Debt Service	2,785,617	2,785,617	2,785,617	0.0
Special Projects	1,410,000	840,005	4,354,600	208.8
Other Internal Funds	1,872,501	1,706,201	1,260,750	(32.7)
Total Expenditures	\$52,113,364	\$49,963,890	\$64,222,332	23.2
Revenues in Excess of Expenditures – To Reserves	\$6,729,328	\$11,720,582	(\$1,602,832)	(123.8)

REVENUES: Revenues in the Sewer Service Fund are anticipated to increase 5.4% in comparison to the FY 2019 budget. With respect to the estimated actual amounts for FY 2019, the FY 2020 budget is 3.2% more. Each of the individual revenue elements is discussed below:

Sewer Service Charges: The principal revenue source for the Sewer Service Fund is the annual Sewer Service Charges, estimated to be just over \$60 million in FY 2020. This is 5.4% more than the prior year’s budget amount. For the last two years the budget estimate has been based on a new wastewater rate and cost of service study, resulting in the adoption of a five-year rate plan in January 2016, pursuant to the requirements of Proposition 218. The existing annual sewer service charge for Single Family Dwellings (SFD) will increase from \$407.12 in FY 2019 to \$421.37 in FY 2020 (an increase of 3.5%), and the annual Multi-family Dwelling rate will increase from \$352.97 in FY 2019 to \$365.32 in FY 2020 (also an increase of 3.5%). Residential rates account for 73.41% of total sewer service charge revenues. For non-residential customers, rates are calculated annually using flow based on water usage and sewage strength.

Work Group Revenues: These revenues consist of things like field inspection fees, plan check fees, permits, external work orders, and services provided to the City of Fremont’s Urban Runoff program. Because these items tend to vary based on external demands, anticipated revenues are typically estimated in a conservative manner. The FY 2020 budget estimate is \$43,050 (3.2%) lower than the prior year’s budget amount.

Interest: Interest income is expected to increase 126.7% from the FY 2019 budget amount. This change is based on new, high yield investment instruments being added to the portfolio and strong returns projected based on a strong economy. All indications are that the Federal Reserve will keep interest rates flat rates even if the overall economy continues to strengthen.

Other: Other revenues consist of rebates from the Self-Generation Incentive Program (SGIP) administered by the California Public Utilities Commission (CPUC) related to cogeneration and other miscellaneous income, including the sale of surplus equipment. This item is expected to increase by 209.6% from the FY 2019 budget amount, primarily because of the end of the PG&E solar rebate program which impacted last year.

SRF Loan Proceeds: Although the State Revolving Fund (SRF) has been, and will likely continue to be, an ongoing source of funding for District capital needs, no SRF loan proceeds are anticipated to be received in FY 2020.

EXPENDITURES: Expenditures in the Sewer Service Fund are anticipated to increase 23.2% in comparison to the FY 2019 budget. Each of the individual expenditure elements is discussed below:

Operating: Operating expenditures are those required for the day-to-day operations of the District, including maintenance, regulatory activities, engineering, and administration. Operating expenditures are estimated to increase 9.5% in FY 2020. Of that increase, 9.0% is due primarily to salaries and benefits adjustments in accordance with the District’s Memorandum of Understanding (MOU) with its classified employees, performance-based merit increases for the Unclassified staff, and increased California Public Employees’ Retirement System (CalPERS) contributions.

Below is additional information about the components of salaries and benefits:

	Budget FY 2019	Adopted Budget FY 2020	Dollar Change	% Change
Wages	\$17,198,665	\$18,396,408	\$1,197,743	7.0
CalPERS Contributions	4,433,146	5,432,246	999,100	22.5
Workers’ Compensation	314,142	322,808	8,666	2.8
Other (Medical, Medicare)	3,758,768	3,858,369	99,601	2.6
Vacancy Factor (2%)	(508,028)	(552,952)	(44,924)	8.8
Total Salaries and Benefits	\$25,196,693	\$27,456,879	\$2,260,186	9.0

Increased payments to CalPERS are the result of both increased wages an increase in the CalPERS contribution rate, from 25.359% in FY 2019 to 29.203% in FY 2020, resulting in a 22.5% overall increase in payments to CalPERS. Workers’ compensation costs have increased because of increased wages (upon which workers’ compensation premiums are based) and an anticipated 5% rate increase. Medical amounts are increasing in accordance with the MOU. Consistent with prior years, salaries and benefits include a 2% vacancy factor, in recognition of the fact that vacancies occur throughout the year and are not immediately refilled.

Below is information about the Fund 20 components of Operating expenditures, which include salaries and benefits:

Work Group	Budget FY 2019	Estimated Actual FY 2019	Adopted Budget FY 2020	% Change
Board of Directors	\$ 179,111	\$ 168,685	\$ 179,176	0.04
General Manager	1,043,506	933,668	1,066,367	2.2
Business Services	3,762,036	3,581,223	4,342,142	15.4
Collection Services	6,888,192	6,784,531	7,316,485	6.2
Technical Services	6,354,451	6,087,921	6,639,720	4.5
Treatment & Disposal Services	10,444,839	10,382,197	11,299,505	8.2
EBDA	1,581,000	1,233,000	1,614,002	2.0
Fabrication, Maintenance, and Construction	8,264,515	8,500,202	8,837,462	6.9
Non-Departmental	652,008	679,457	910,506	39.7
Total Operating Expenditures	\$39,169,658	\$38,350,884	\$42,205,365	7.8

Salaries and benefits account for 65.1% of total operating expenditures in FY 2020 (up slightly from 64.5% in FY 2019). In addition to salary and benefit increases discussed above, some of the other reasons for the 7.8% increase in operating expenditures are as follows:

- Actual costs for Districtwide accounts (telephones, training, insurance premiums and other miscellaneous items) are projected to increase
- Treatment & Disposal is projecting significant increases in chemical and energy costs associated with treatment processes
- Fabrication, Maintenance, and Construction expects to incur additional costs due to increased maintenance needs for aging infrastructure, the purchase of standby pumps as a contingency plan for a force main or pump station outage, and utility rate increases from Alameda County Water District (ACWD) and PG&E

District-wide training, property insurance, and telephones, that benefit the entire District, not just one or two individual work groups were placed into a Non-Departmental category in FY 2018. This change will remain in effect and has been beneficial in tracking District-wide expenses. The FY 2020 budget continues to reflect this change.

Districtwide training is anticipated to increase as it remains a pillar in the District’s strategic planning efforts.

Capital Projects: This line item is discussed separately later in this document.

Debt Service: This line item is discussed separately later in this document.

Special Projects: This line item includes non-routine expenditures for things like one-time studies, hiring consultants, and new programs where the long-term financial impact, if any, is not known.

A detailed listing of Special Projects is included later in this document.

Other Internal Funds: These are separate components of the Sewer Services Fund that account for renewals and replacements of vehicles, equipment and technology. Below is detailed information about this line item:

	Budget FY 2019	Estimated Actual FY 2019	Adopted Budget FY 2020	% Change
Renewal & Replacement – Vehicles and Equipment (Fund 50)	\$660,201	\$660,201	\$153,050	(76.8)
Renewal & Replacement – Information Systems (Fund 60)	712,300	746,000	857,700	20.4
Renewal & Replacement – Plant and Pump Station (Fund 70)	500,000	300,000	250,000	(50.0)
Total Other Funds	\$1,879,501	\$1,706,201	\$1,260,750	(39.9)

- **Renewal & Replacement – Vehicles and Equipment:** Vehicles and equipment that are scheduled to be replaced due to age or obsolescence are purchased through this fund. The provision is now based on a conditional assessment/age specific replacement schedule and expenditure projection. The vehicles scheduled for replacement in FY 2020 are as follows (no equipment is included in the plan this year):

Vehicles:	
ARV Support Truck	\$125,000
Construction Inspector’s Vehicle	28,050
Total Vehicles	\$153,050
Equipment:	
No Equipment in FY20	\$0
Total Vehicles and Equipment	\$153,050

As noted in the table above, two vehicles were approved for purchase in FY 2020 and no equipment purchases are planned. Therefore, estimated actual expenditures in FY 2020 are significantly less than the FY 2019 budget amount.

- **Renewal & Replacement – Information Systems:** The FY 2020 budget for Information Systems renewal and replacement consists of the following:

Hardware (Desktops, Switches, Servers, Routers, etc.)	\$367,700
SharePoint Upgrade	125,000
IT Various Projects (Eg. CMMS, ECMS and LIMS updates)	125,000
Replace Non-Residential Billing (NRB) Program	100,000
GIS – Various	90,000
Remote Site Security Keypads	50,000
Total Information Systems	\$857,700

- **Renewal & Replacement – Plant and Pump Station:** Plant and pump station renewals and replacements anticipated in FY 2020 consist of the following:

12" Portable Pump	130,000
Unplanned Maintenance	90,000
(4) Samplers	30,000
Total Plant and Pump Station	\$250,000

Sewer Service Fund Reserves: In accordance with debt covenants and District Policy No. 2090, "Reserves, Allocations and Fund Balance," the District maintains several reserves in the Sewer Service Fund. In FY 2020, approximately \$1.6 million is anticipated to be transferred from reserves. This is planned based on projected CIP needs and is expected to continue for at least the next five to seven years but is not considered a concern. A summary of the various reserve/allocation budgets for FY 2020 is shown in the following table:

Reserve/Allocation Descriptions	Adopted Budget FY 2020
Cash Flow	\$21,844,683
Structural Renewal & Replacement	44,178,000
Emergency	5,750,000
Short Term Liquidity	5,000,000
SRF Loan Contingency	3,902,080
Liability Insurance	1,000,000
Information Systems Renewal & Replacement	857,700
Industrial Customer Stabilization	500,000
Vehicle & Equipment Renewal & Replacement	153,050
Total Reserves/Allocations – Sewer Service Fund	\$83,185,513

A description of each reserve and its target funding level is as follows:

- **Cash Flow** – Sewer Service Charge revenues are collected by the Alameda County Tax Collector’s Office and remitted to the District in two major installments in April and December of each year. For the District to pay its ongoing expenditures throughout the year, it reserves between three and six months (25-50%) of gross operating expenditures at the start of each fiscal year.
- **Structural Renewal & Replacement** – To maintain the ability to renew and replace infrastructure, this reserve is funded at the average annual renewal/replacement capital costs based on the 10-year CIP. This is a conservative approach.

- **Emergency** – In order to help mitigate the financial impacts of an emergency or catastrophic event, the District has an Emergency Reserve. The target for FY 2020 is \$5.75 million.
- **Industrial Customer Stabilization**- The District has several Significant Industrial Users (SIUs). This reserve allows the District to implement appropriate responses and actions should one or more of these SIUs significantly scale back or cease operations unexpectedly, resulting in a rapid loss of revenue to the District.
- **SRF Loan Contingency** – The District is eligible to apply for low interest rate loans through the State of California to finance capital projects. A requirement of these loans is the establishment and maintenance of a contingency reserve that is defined in the loan documents. The reserve balance is set at the amount required in the loan documents, typically one annual payment per loan.
- **Short-Term Liquidity** – The District maintains a minimum amount of immediately available funds, to cover the rolling 6-month average monthly payroll, plus a rolling 6-month average of the monthly accounts payable, held in a local bank account, in cash deposits.
- **Liability Insurance** – The District is a member of and purchases liability insurance from the California Sanitation Risk Management Association (CSRMA). The deductible of \$500,000 reduces the amount of premiums charged to the District. In order to account for an event that is either not covered by insurance or under the deductible amount, the District reserves two times the annual deductible amount, based on claims history.
- **Information Systems Renewal & Replacement** – To maintain the ability to replace computer hardware and software, this fund is allocated at the actual planned annual information systems renewal/replacement costs, plus approved carry over from the previous year.
- **Vehicle & Equipment Renewal & Replacement** – To maintain the ability to replace the District’s fleet and major equipment, this fund is allocated at the actual planned annual equipment renewal/replacement costs, plus approved carry over from the previous year.

CAPACITY FUND

The FY 2020 budget for the Capacity Fund is presented below:

	Budget FY 2019	Estimated Actual FY 2019	Adopted Budget FY 2020	% Change
Total Revenues				
Capacity Fees	\$16,211,521	\$14,238,350	\$13,567,000	(16.3)
Interest	275,000	1,000,000	500,000	81.8
Other	125,000	125,000	125,000	0.0
SRF Loan Proceeds	0	0	0	0.0
Total Revenues	\$16,611,521	\$15,363,350	\$14,192,000	(14.6)
Total Expenditures				
Capital Projects (90%)	\$3,150,000	\$2,100,000	\$7,600,500	141.3
Debt Service	1,116,463	1,116,463	1,116,463	0.0
Total Expenditures	\$4,266,463	\$3,216,463	\$8,716,963	104.3
Revenues in Excess of Expenditures – To Reserves	\$12,345,058	\$12,146,887	\$5,475,037	(55.6)

REVENUES: Revenues in the Capacity Fund are anticipated to decrease 14.6% in comparison to the FY 2019 budget. Each of the individual revenue elements is discussed below:

Capacity Fees: The principal revenue source for the Capacity Fund is Capacity Fees, estimated to be \$13.57 million in FY 2020. These fees are collected in accordance with the provisions of California Assembly Bill (AB) 1600 and are intended to mitigate the impacts of new development. In the case of the District, these fees are collected from new development as a requirement of connecting to the sewer system. As such, they can only be used for capital projects that increase the system's capacity to serve that new development. The last several years have seen significant new development in the Tri-Cities area of Fremont, Newark, and Union City. The pace of that development is expected to slow in FY 2020, resulting in a reduced revenue estimate as compared to FY 2019 actual. Pursuant to Ordinance No. 35.22, based on a capacity fee study and adopted by the Board in April 2016, capacity fees will increase annually through FY 2020. Capacity fees for Single Family Dwellings (SFD) will increase from \$8,072 in FY 2019 to \$8,898 in FY 2020 (an increase of 10.2%), and capacity fees for Multi-family Dwellings will increase from \$6,919 in FY 2019 to \$7,627 in FY 2020 (also an increase of 10.2%).

Interest: Interest income is expected to increase 81.8% from the FY 2019 budget amount and decrease 50% from the FY 2019 estimated actual amount. This overall increase is based on new, high yield investment instruments being added to the portfolio and strong returns projected based on a strong economy.

Other: Other revenues consist of rebates from the Self-Generation Incentive Program (SGIP) administered by the California Public Utilities Commission (CPUC) related to cogeneration.

SRF Loan Proceeds: Although the State Revolving Fund (SRF) has been, and will likely continue to be, an ongoing source of funding for District capital needs, no SRF loan proceeds are anticipated to be received in FY 2020.

EXPENDITURES: Expenditures in the Capacity Fund are anticipated to increase 104.3% in comparison to the FY 2019 budget. This is attributable to increased spending on capital projects. Debt service may also increase accordingly; however, funding sources have not yet been identified. These items are discussed in more detail later in this document.

Capacity Fund Reserves: In FY 2020, approximately \$5.5 million is anticipated to be transferred to reserves. Because Capacity Fees are collected in accordance with AB 1600, they are subject to regulatory restriction. As a result, \$69,093,531 is restricted for use on capital projects that increase the District’s capacity to serve new development.

CAPITAL PROJECTS

Capital projects are accounted for in the Sewer Service Fund (Structural Renewal and Replacement [Fund 80]) and the Capacity Fund (Fund 90). The District adopts a 20-year Capital Improvement Plan (CIP) each year in conjunction with the adoption of the annual operating budget. Actual appropriations are established at 90% of the CIP amount for that year. Although spending for capital projects is anticipated to be higher in FY 2020 than in the prior year, it is also expected to continue to increase substantially over the next five years, as the result of the Plant Master Planning efforts. Through FY 2029, the CIP includes projects totaling over \$644.4 million. By FY 2039, this amount will grow to \$1.09 billion.

Below is information about capital projects spending for FY 2019 and FY 2020:

	Budget FY 2019	Estimated Actual FY 2019	Adopted Budget FY 2020	% Change
Sewer Service Fund – Structural Renewal and Replacement	\$6,142,500	\$5,100,000	\$12,132,000	97.5
Capacity Fund	3,150,000	2,100,000	7,600,500	141.3
Total Capital Projects	\$9,292,500	\$7,200,000	\$19,732,500	112.3

Key elements of the FY 2020 capital improvement program include *design* of the following projects:

- **Master Plan Projects** – Various concurrent and phased projects to rehabilitate and leverage existing assets and facilities associated with the activated sludge treatment process.
- **Centrifuge Building Improvements** – Various rehabilitation and improvement projects associated with final solids handling, odor control and conveyance systems at the centrifuge building in the treatment plant.
- **Cherry Street Pump Station** – Analysis and design of capacity upgrades to the existing pump station in support of local development.
- **Digester No. 2 Inspection and Rehab** -This project will include inspection and analysis of the exact condition of existing Digester No.2 and provide design for rehabilitation of the structure to maintain existing solids handling capacity.
- **WAS Thickeners Replacement**– This project will replace the existing WAS thickeners to maintain existing solids handling capacity and provide improved treatment.

Key elements of the FY 2020 capital improvement program include **construction** of the following projects:

- **Digester No. 7** – The Plant Solids Capacity/Assessment Study identified a need for reliable solids capacity in the primary digester system and recommended the District construct new Primary Digester No. 7.
- **Standby Power Generation System Upgrade** – The plant’s standby diesel generators are at the end of their useful lives, and the generator controls are obsolete and complicated to update and maintain. This project will replace the existing equipment with new generators and updated controls.
- **Alvarado Influent Pump Station Improvements** – This project will replace the station’s wastewater pumps, variable frequency drives (VFDs), and electrical switchboard because they are at the end of their useful lives, and replacement parts are difficult to obtain because of lack of availability of original equipment and manufacturers’ support.
- **Emergency Outfall Outlet Improvements (Depending on Site Conditions)** – The study and environmental impacts assessment for improvements to the Old Alameda Creek Outfall, potentially enabling the District to enhance our existing State Water resources Control Board discharge permit.
- **Force Main Corrosion Repairs, Phase 3** – The project consists of removing and replacing manways and appurtenances of air release valves, blow offs and access manways; welding new steel components; sandblasting and painting / coating existing and new components; implementing biological control measures / BMPs and site restoration; access improvements to three sites; and bollard improvements and other miscellaneous repairs throughout the District’s service area.
- **Headworks Screens Replacement** – This project will install new mechanical bar screens at the Headworks Building to improve removal of debris from the wastewater prior to the plant’s downstream processes, and to restore capacity and redundancy of the system.
- **Gravity Sewer Rehab/Replacement at Various Locations throughout the Tri-Cities** – The project will install full-length cured-in-place pipe (CIPP) lining of damaged sewer mains at several locations in the District’s service area.

DEBT SERVICE

Debt service is related to capital projects and is accounted for in the Sewer Service Fund (Structural Renewal and Replacement [Fund 80]) and the Capacity Fund (Fund 90). The District has nine outstanding loans from the State Water Resources Control Board's Clean Water State Revolving Fund (SRF). Details about debt service payments are presented below:

Related Project	Sewer Service Fund – Structural Renewal and Replacement		Capacity Fund		Total Debt Service – FY 2020	Maturity Date
	FY 2019	FY 2020	FY 2019	FY 2020		
Irvington Equalization	\$ 681,123	\$ 681,123	\$ 227,041	\$ 227,041	\$ 908,164	8/30/2023
Willow/Central Avenue	108,385	108,385	0	0	108,385	11/16/2027
Lower Hetch Hetchy	139,634	139,634	0	0	139,634	11/17/2028
Newark Pump Station	342,703	342,703	342,702	342,702	685,405	1/26/2030
Cedar Blvd. Corridor Rehab.	127,349	127,349	0	0	127,349	2/26/2030
Primary Clarifier Rehab.	442,337	442,337	147,446	147,446	589,783	1/15/2033
Substation 1	157,327	157,327	0	0	157,327	2/28/2032
Boyce Road Lift Station	205,532	205,532	205,532	205,532	411,064	7/31/2033
Thickener Control Building	581,227	581,227	193,742	193,742	774,969	3/31/2037
Total Debt Service	\$2,785,617	\$2,785,617	\$1,116,463	\$1,116,463	\$3,902,080	

SPECIAL PROJECT EXPENDITURES

DESCRIPTION	Adopted Budget FY19	Estimated Actual FY19	Estimated Carryover	New \$ (Provision)	Adopted Budget FY20
Administrative & Regulatory					
Anticipated Biosolids Coalition Membership Dues	\$25,000	\$0	\$25,000	\$0	\$25,000
Anticipated Election Costs (Fremont, Newark & Union City; 164,200 registered voters)	0	0	0	820,600	820,600
GIS JPA	27,000	27,000	0	27,000	27,000
IBB Labor Negotiations Facilitation	20,000	305	0	0	0
Public Outreach Programs	100,000	81,000	19,000	131,000	150,000
Public Information Program	90,000	51,000	39,000	36,000	75,000
Property Acquisition	0	0	0	1,500,000	1,500,000
Recruitment	0	0	0	30,000	30,000
Sub-Total Administrative & Regulatory	\$262,000	\$159,305	\$83,000	\$2,544,600	\$2,627,600
Studies & Other					
Air Permitting Consultant Assistance	50,000	0	0	0	0
Alvarado Sub-Surface Investigation (Plant Groundwater Monitoring)	10,000	5,933	4,067	3,933	8,000
Financial Master Plan	25,000	10,000	15,000	10,000	25,000
Forcemain Condition Assessment	10,000	4,094	5,906	24,094	30,000
IT Master Plan	200,000	86,000	114,000	0	114,000
Lateral Pilot Program - Condition Assessment	25,000	14,775	0	0	0
Local Limits Study	10,000	0	0	0	0
MBR Pilot Program	100,000	0	0	0	0
Newark Basin Master Plan/PACP Update	225,000	255,751	0	30,000	30,000
Odor Control Alternatives Studies	100,000	171,637	0	50,000	50,000
Plant Asset Condition Assessment Update	50,000	23,689	0	0	0
Plant Master Plan	100,000	100,000	0	75,000	75,000
Plant Solids System/Capacity Assessment	0	8,821	0	0	0
Seismic Evaluation	8,000	0	0	0	0
Treatment Plant IT Network Master Plan	135,000	0	130,000	0	130,000
Water Reclamation Pilot Program (Fill Station)	100,000	0	0	0	0
ACWD/SFPUC Joint Reclaimed Water Study	0	0	0	95,000	95,000
Capacity Fee Study	0	0	0	50,000	50,000
CIP Front End Specs Update	0	0	0	100,000	100,000
Cogen Options Evaluation	0	0	0	150,000	150,000
Cost of Service Analysis (COSA)	0	0	0	85,000	85,000
Forcemain Geotech Investigation at Alameda Creek	0	0	0	100,000	100,000
Irvington Basin MP Update	0	0	0	60,000	60,000
Odor Control Pilot Study	0	0	0	250,000	250,000
Old Alameda Creek Report of Waste Discharge (ROWD)	0	0	0	300,000	300,000
Pump Stations Odor Control Study	0	0	0	75,000	75,000
Sub-Total Studies & Other	1,148,000	680,700	268,973	1,458,027	1,727,000
Total Special Projects	\$1,410,000	\$840,005	\$351,973	\$4,002,627	\$4,354,600

**Annual Contract Purchases of Supplies, Services, and Vehicle and
Equipment Renewal /Replacement
Over \$100,000
for Fiscal Year 2020**

	<i>Estimated Expenditure</i>
Supplies:	
Sodium Hypochlorite, 1-year contract with successful bidder	\$686,000
Ferrous Chloride, 1-year contract with successful bidder	547,000
Hydrogen Peroxide, 1-year contract with Evoqua	487,000
Polymer, emulsion, 2-year contract with 3 optional 1-year renewals	454,000
Polymer, mannich, 2-year contract with 3 optional 1-year renewals	106,000
Total Supplies	\$2,280,000
Services:	
CalPERS Retirement contribution payments for employees	\$5,412,301
State Water Resources Control Board - Debt payments for nine SRF loans	3,902,080
CalPERS Medical - payments for employee coverage	3,515,632
PG&E - Alvarado site (\$1,500,000) and Newark P.S. (\$245,000)	1,745,000
EBDA Operations & Maintenance payments	1,614,002
Biosolids, year four of five with Synagro	929,000
OPEB Retiree Medical Trust payments (ADC)	908,022
Gas Media, 2-year contract with HydroChemPSC	378,500
Insurance (Property & Contents, Fleet, General Liability)	323,500
Musgraves Consulting LLC contract for Business Services	180,000
DGS natural gas service, PG&E billed through DGS	160,000
Grit screening and disposal, 1-year contract	110,000
Total Services	\$19,178,037
Vehicle and Equipment Renewal/Replacement:	
12" portable pump	\$130,000
Total Vehicles & Equipment	\$130,000

**UNION SANITARY DISTRICT 20-Year CIP
FISCAL YEARS 2020-2039 (Figures x \$1,000)**

Fund %	Rank	Status	Project Name	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	10-Year Total	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	20-Year Total	
ADMINISTRATIVE FACILITIES																										
800	3		Additional CS (Vehicle) Storage									250		250											250	
800	1	Prog/Des	Campus Bldgrs (Admin, FMC, Ops)	500	10,400	42,100	19,400							72,400											72,400	
800	1		Field Ops Bldg. Seismic Upgrade and Leak Repairs		200	1,500	1,600							3,300											3,300	
800	3		FMC Storage		300									300											300	
800	3	Des/Constr	Plant Paving	200	250	250			300	200	200			950	200	200	200	200		200					1,950	
800	2		Radio Repeater Antenna Replacement									150		150											150	
800	50	3	Solar Panels/Inverters Replacement at Alvarado											0				150							150	
800	50	3	Solar Panels/Inverters Replacement at Alvarado											0				150							150	
800	50	2	Solar Panels/Inverters Replacement at Carport		50									50	300										350	
800	50	2	Solar Panels/Inverters Replacement at Carport		50									50	300										350	
800	50	2	Solar Panels/Inverters Replacement at Irvington			150								150	900										1,050	
800	50	2	Solar Panels/Inverters Replacement at Irvington			150								150	900										1,050	
Total for ADMINISTRATIVE FACILITIES																										
				700	10,500	42,650	19,400	300	200	300	1,500	1,800	400	77,750	200	600	2,000	0	500	0	200	0	200	0	81,450	
			Total Priority 1 Administrative Facilities	500	10,400	42,100	19,400	0	200	0	1,500	1,600	0	75,700	0	0	0	0	0	0	0	0	0	0	0	75,700
			Total Priority 2 Administrative Facilities	0	100	300	0	0	0	0	0	0	150	550	0	600	1,600	0	0	0	0	0	0	0	0	2,950
			Total Priority 3 Administrative Facilities	200	0	250	0	300	0	300	0	200	250	1,500	200	0	200	0	500	0	200	0	200	0	0	2,800
			Total Fund 800 - Administrative Facilities	700	10,450	42,500	19,400	300	200	300	1,500	1,800	400	77,550	200	300	1,100	0	350	0	200	0	200	0	0	79,900
			Total Fund 900 - Administrative Facilities	0	30	150	0	0	0	0	0	0	0	200	0	300	900	0	150	0	0	0	0	0	0	1,550
COLLECTION SYSTEM																										
800	2		Cast Iron/Pipe Lining		500		500		500	500	500			2,500				500		500		500			4,500	
800	1	Design	Central Avenue Sanitary Sewer Relocation	50	1,000									1,050				1,500		1,500		1,500			1,050	
800	2	Design	Gravity Sewer Rehab/Replacement	1,500	1,500	1,500	1,500		1,500	1,500	1,500			7,500	1,500	1,500	1,500	1,500		1,500		1,500			15,000	
800	1		RCP Sewer Rehab (Alvarado Basin)		350	3,500			350	3,500				3,850											3,850	
800	1		RCP Sewer Rehab (Irvington Basin)		300	3,000								3,300											3,300	
800	1		RCP Sewer Rehab (Newark Basin)			350	3,500			350	3,500			3,850											3,850	
800	3		Stevenson at Davis St.			200	1,500			200	1,500			1,700											1,700	
Total for COLLECTION SYSTEM																										
				1,550	1,500	1,800	3,500	1,500	850	5,000	1,050	6,500	500	23,750	1,500	500	1,500	500	1,500	500	1,500	500	1,500	0	0	33,250
			Total Priority 1 Collection System	50	1,000	300	3,000	0	350	3,500	350	3,500	0	12,050	0	0	0	0	0	0	0	0	0	0	0	12,050
			Total Priority 2 Collection System	1,500	500	1,500	500	1,500	500	1,500	1,500	1,500	500	10,000	1,500	500	1,500	1,500	1,500	1,500	500	1,500	500	1,500	0	19,500
			Total Priority 3 Collection System	0	0	0	0	0	0	200	1,500	0	1,700	0	0	0	0	0	0	0	0	0	0	0	0	1,700
			Total Fund 800 - Collection System	1,550	1,500	1,800	3,500	1,500	850	5,000	1,050	6,500	500	22,050	1,500	500	1,500	500	1,500	1,500	500	1,500	500	1,500	0	31,550
			Total Fund 900 - Collection System	0	0	0	0	0	0	200	1,500	0	1,700	0	0	0	0	0	0	0	0	0	0	0	0	1,700
TRANSPORT SYSTEM																										
800	50	2	Alameda Creek Crossing Lift Station										250	250											4,250	
800	50	2	Alameda Creek Crossing Lift Station										250	250											4,250	
800	2	Constr	Catholic Protection Improvements - Transport	300		500			150	150				1,100				150				150			1,550	
800	1	Design	Cherry St. PS	400	1,400	1,200								3,000											3,000	
800	2		Equalization Storage @ Irvington							75	250	550		875											875	
800	2		Equalization Storage @ Newark						1,500	4,600	10,800			16,900											16,900	
800	1	Constr	Foremain Corrosion Repairs - Phase 3	500	500									1,000											1,000	
800	1	Constr	Foremain Corrosion Repairs - Phase 4	500	500									1,050											1,050	
800	3		Foremain Rehabilitation										0	1,000	13,000	13,000	13,000	13,000		13,000					53,000	

**UNION SANITARY DISTRICT 20-Year CIP
FISCAL YEARS 2020-2039 (Figures x \$1,000)**

Fund	%	Rank	Status	Project Name	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	10-Year Total	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	20-Year Total	
800		3		Hayward Marsh Decommissioning		100	1,000								1,100											1,100	
800	50	2		Irvington PS Pumps and VFDs				425	425	2,050	900				3,375											3,375	
900	50	2		Irvington PS Pumps and VFDs				425	425	2,050	900				3,375											3,375	
800	50	2		Newark and Irvington PS Chemical System Impr	100	1,050	1,600								2,750											2,750	
900	50	2		Newark and Irvington PS Chemical System Impr	100	1,050	1,600								2,750											2,750	
800	50	2		Newark PS Pumps and VFDs						550	2,500	1,050			4,100											4,100	
900	50	2		Newark PS Pumps and VFDs						550	2,500	1,050			4,100											4,100	
800		3		Pump Station Asset Condition Assessment R&R			2,150			3,850	1,000	200			7,900	4,750			100		5,900		10,250			28,200	
800		3		Transport System Misc. Projects		250	250	250	250	250	250	250	250	250	2,250	250	250	250	250	250	250	250	250	250	250	4,750	
800	50	1	Planning	Wet Weather Flow Management	500	300									800											800	
900	50	1	Planning	Wet Weather Flow Management	500	300									800											800	
Total for TRANSPORT SYSTEM					2,400	5,500	6,650	2,400	1,100	8,350	3,050	3,125	10,250	14,200	57,025	5,000	6,400	16,250	13,250	13,500	19,150	250	10,650	250	250	141,975	
Total Priority 1 Transport System					1,900	3,050	1,700	0	0	0	0	0	0	0	0	6,650	0	0	0	0	0	0	0	0	0	0	6,650
Total Priority 2 Transport System					500	2,100	3,700	0	850	4,250	1,800	2,675	10,000	13,950	39,825	0	5,150	3,000	0	150	0	0	150	0	0	0	48,275
Total Priority 3 Transport System					0	350	1,250	2,400	250	4,100	1,250	450	250	250	10,550	5,000	1,250	13,250	13,250	13,350	19,150	250	10,500	250	250	87,050	
Total Fund 800 - Transport System					1,400	2,750	3,850	2,400	675	6,300	2,150	1,000	2,900	1,550	24,975	5,000	3,900	14,750	13,250	13,500	19,150	250	10,650	250	250	105,925	
Total Fund 900 - Transport System					1,000	2,750	2,800	0	425	2,050	900	2,125	7,350	12,650	32,050	0	2,500	1,500	0	0	0	0	0	0	0	0	36,050

Fund	%	Rank	Status	Project Name	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	10-Year Total	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	20-Year Total	
TREATMENT PLANT																											
900		2	Des/Constr	Aeration Blower 11 and East Blower Bldg Improveme	400	1,900	2,000								4,300												4,300
800	50	2		Aeration Internal Lift Pumps		250	1,250								1,500												1,500
900	50	2		Aeration Internal Lift Pumps		250	1,250								1,500												1,500
800	50	2	Constr	Alvarado Influent PS Improvements-Phase 1	2,100	2,100									4,200											4,200	
900	50	2	Constr	Alvarado Influent PS Improvements-Phase 1	2,100	2,100									4,200											4,200	
800		2		Alvarado Influent PS Improvements-Phase 2		500			3,400						3,900											3,900	
800		2	Des/Constr	Alvarado Influent Valve Box Gate Valves 1-2	100	700									800											800	
800		2	Des/Constr	Cathodic Protection Improvements - Plant	75	900			500	150	150	150	150	150	1,775	150	150	150	150	150	150	150	150	150	150	2,525	
800	50	2	Design	Centrifuge Building Improvements	200	1,900	1,200								3,300											3,300	
900	50	2	Design	Centrifuge Building Improvements	200	1,900	1,200								3,300											3,300	
800	50	2		Centrifuge Replacement		350	500	3,700							8,250											8,250	
900	50	2		Centrifuge Replacement		350	500	3,700							8,250											8,250	
800		2		Centrifuge System Equipment Replacement		600			2,400						5,400											5,400	
800	50	1		Cogen Engine No. 1 60K Block Replacement					550	550					650											1,200	
900	50	1		Cogen Engine No. 1 60K Block Replacement					550	550					650											1,200	
800	50	1		Cogen Engine No. 2 60K Block Replacement			500								500	600							750			1,850	
900	50	1		Cogen Engine No. 2 60K Block Replacement			500								500	600							750			1,850	
800	50	2		Cogen Retrofit			100	1,000							1,100											1,100	
900	50	2		Cogen Retrofit			100	1,000							1,100											1,100	
800		2		Contact Tank Improvements					250						250											250	
800		2		Control Box No. 1 Improvements			650	4,400	1,950	7,000					7,000											7,000	
800		2		Degritter Building Roof (Seismic) Replacement											0	600	3,400	1,400								5,400	
800	50	2		Degritting at Headworks and Improvements			950	5,400	2,300	8,650					8,650											8,650	
900	50	2		Degritting at Headworks and Improvements			950	5,400	2,300	8,650					8,650											8,650	

**UNION SANITARY DISTRICT 20-Year CIP
FISCAL YEARS 2020-2039 (Figures x \$1,000)**

Fund	%	Rank	Status	Project Name	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	10-Year Total	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	20-Year Total
900		3		Digester Additional Capacity											0											0
800		3		Digester No. 1 Insp. & Rehab		400	3,600								4,000						600	5,700				10,300
800		1	Des/Constr	Digester No. 2 Insp. & Rehab	1,500	1,000									2,500				600	5,300						8,400
800		3		Digester No. 3 Insp. & Rehab											0	450	4,150									4,600
800		3		Digester No. 4 Insp. & Rehab					450	4,100					4,550											4,550
800		3		Digester No. 5 Insp. & Rehab						450	4,300				4,750											4,750
800		3		Digester No. 6 Insp. & Rehab		400	3,300								3,700									600		4,300
800		3		Digester No. 7 Insp. & Rehab											0							550	5,200			5,750
900		1	Des/Constr	Digester No. 7	2,000	13,000	10,000								25,000				950	750						25,000
800		3		Diffuser Replacement											0											1,700
800	50	2	Des/Constr	Emergency Outfall Outlet Improvements	500	150									650											650
900	50	2	Des/Constr	Emergency Outfall Outlet Improvements	500	150									650											650
900		2		Flares Replacement		700	5,300								6,000											6,000
900		2		Flares Replacement											0											0
800		2		Headworks Gates											0	500	3,500									4,000
800	60	1	Constr	Headworks Screens Replacement	1,680	420									2,100											2,100
900	40	1	Constr	Headworks Screens Replacement	1,120	280									1,400											1,400
800		2		MCC Replacement		100	900								1,550											1,550
800	50	1	Design	MP - Aeration Basin Modifications	1,000	5,100	11,200	2,800							31,300											31,300
900	50	1	Design	MP - Aeration Basin Modifications	1,000	5,100	11,200	2,800							31,300											31,300
800	50	1	MP - Secondary Clarifiers	MP - Secondary Clarifiers	1,900	3,450	18,250								50,950											50,950
900	50	1	MP - Secondary Clarifiers	MP - Secondary Clarifiers	1,900	3,450	18,250								50,950											50,950
800		1	MP - Effluent Facilities	MP - Effluent Facilities	2,000	3,000									47,800											47,800
900		1	MP - Plant Equalization Storage	MP - Plant Equalization Storage	550	1,650	17,300								19,500											19,500
800	50	3	MP - Nutrient Removal (Level 2 Year-round)	MP - Nutrient Removal (Level 2 Year-round)											0						2,600	10,750	34,000	45,400		92,750
900	50	3	MP - Nutrient Removal (Level 2 Year-round)	MP - Nutrient Removal (Level 2 Year-round)											0						2,600	10,750	34,000	45,400		92,750
800		2		Order Scrubber System Improvements						850	1,700	7,500	5,700	1,500	17,250	400	3,000	1,300	7,000	4,400	7,800	3,700	800	6,300	55,150	
800		2		Plant 1 and 2 Water System Improvements		100	900								1,000											1,000
800		2		Plant 5kV Switchgear					700	2,800					3,500											3,500
900		2		Plant 5kV Switchgear											0											0
800		2		Plant 12kV Switchgear					700	3,500					4,200											4,200
900		2		Plant 12kV Switchgear											0											0
800	50	3		Plant Additional Power Source											0											5,000
900	50	3		Plant Additional Power Source											0											5,000
800		2		Plant Asset Condition Assessment R&R		100	150	2,000	500		1,000				3,750	200	300	4,500	1,150	2,650	400	200	0	400	0	13,550
800		2		Plant Asset Condition Assessment Projects		2,400				3,000				800	6,200	3,350										16,550
800	50	2		Plant Fiber Optic Network		50	150			75	500				775											775
900	50	2		Plant Fiber Optic Network		50	150			75	500				775											775
800		2	Des/Constr	Plant Grating Replacement	50										50											50
800		2		Plant Mechanical and Electrical Projects		500	500	500	500	500	500	500	500	500	4,500	500	500	500	500	500	500	500	500	500	500	9,500
800		2		PLC Replacement		250				300				350	900				400							1,750

