

FISCAL YEAR  
2021/2022



# budget

## Mission:

TO COLLABORATIVELY MANAGE GROUNDWATER BASINS  
SUSTAINABLY, IMPORT WATER RESPONSIBLY AND TO ADDRESS  
RISKS PROACTIVELY USING SOUND SCIENCE

13846 CONFERENCE CENTER DR. APPLE VALLEY, CA 92307  
760.946.7000

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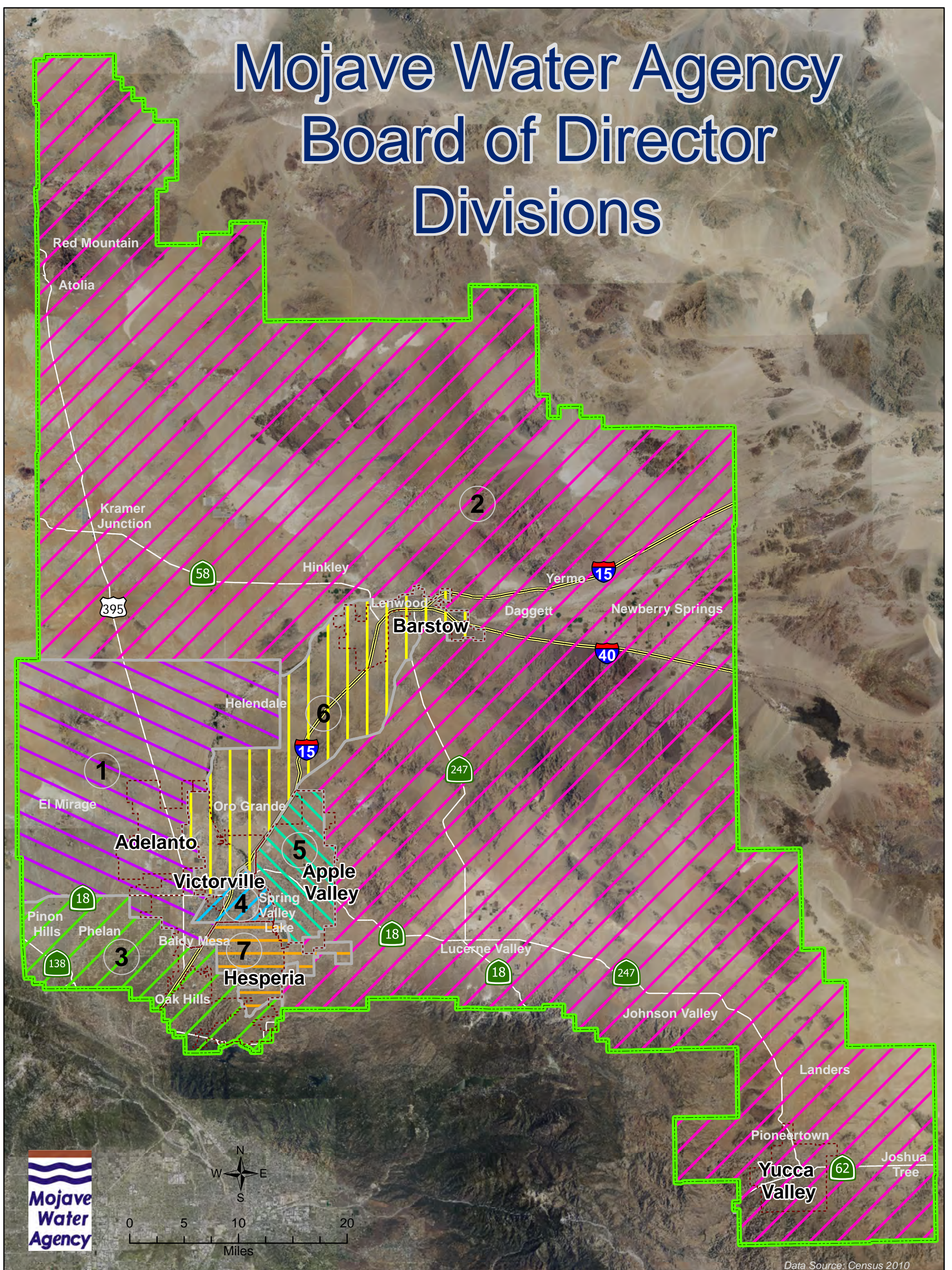
## **Priority Initiatives**

How the 2021 Strategic Plan is integrated into the FY21/22 budget

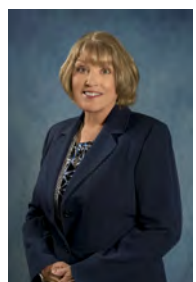
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# Mojave Water Agency Board of Director Divisions

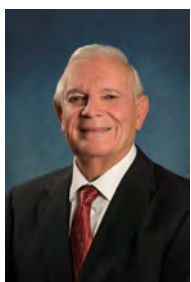


Data Source: Census 2010



Kimberly Cox

**Division 1**  
443 square miles  
Population 66,503



Jim Ventura

**Division 2**  
3,867 square miles  
Population 62,829



Ken Anderson

**Division 3**  
181 square miles  
Population 64,046



Mike Page

**Division 4**  
24 square miles  
Population 66,375



Rick Roelle

**Division 5**  
73 square miles  
Population 63,025



Jeanette Hayhurst

**Division 6**  
239 square miles  
Population 65,535



Michael Limbaugh

**Division 7**  
51 square miles  
Population 65,337





# Introduction

On behalf of the Mojave Water Agency, I am pleased to present for your consideration our Fiscal Year 2021-2022 Operating and Five-Year Capital Improvement budgets.

As the Agency keeps moving forward in a time when unprecedented is now commonplace, the budget presented addresses how to best position ourselves to be a resilient organization in times of great uncertainty. The Agency faces financial challenges, such as increasing DWR costs and aging infrastructure. Groundwater basin management continues to grapple with declining groundwater supplies with a growing population. In addition, external factors such as environmental restrictions, decline in water supply reliability and climate change will significantly impact how the Agency is able to fulfil its purpose. The agency will rise to the challenge of the times to serve our communities through a combination of strategy and discipline which are reflected in this budget.

Although there are great challenges, there are also many opportunities presented as the Agency comes to a new era. During the COVID-19 pandemic, the Agency has taken strides to develop a new strategic plan with a clear vision for the organization. This strategic plan will guide the use and development of resources that are presented.

The strategic plan and its corresponding initiatives weave into every facet of the organization and will guide how we use resources in this budget and into the future.

The FY21/22 budget presents a number of initiatives that will enable us to set the Agency up for sustained success. The budget includes initiatives such as groundwater banking, a refreshed strategic financial plan, an asset management program, a staffing plan and a master plan. All of these planning efforts will enable the Agency to build on the strong foundational activities to help those we serve navigate successfully into the future.

We would like to thank the Board of Directors for their leadership and prudent financial management that has positioned the Agency to meet the challenges and seize the opportunities to secure our future.

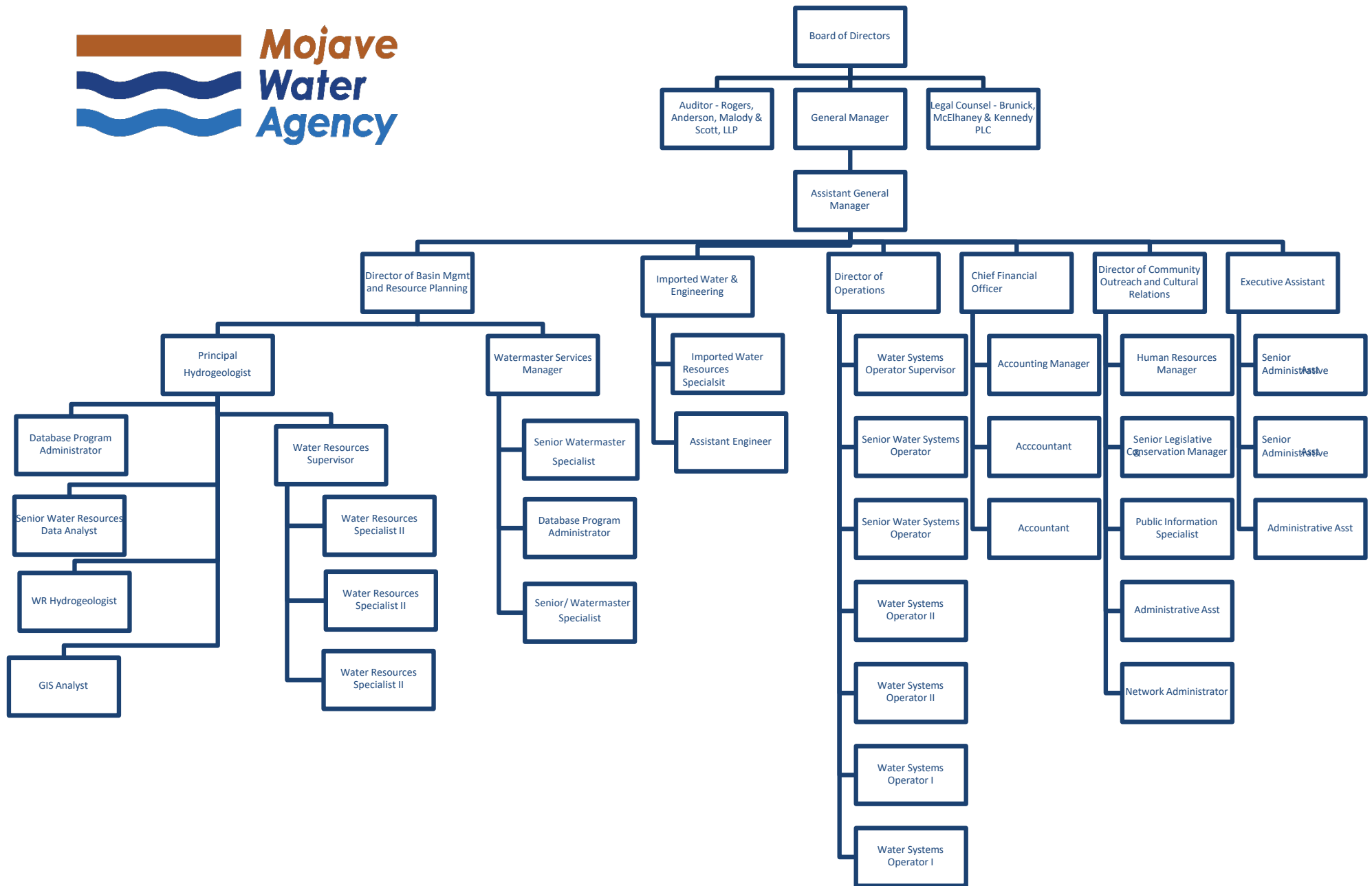
A handwritten signature in black ink, appearing to read "Kathy A. Cortner".

**KATHY CORTNER**  
**GENERAL MANAGER**



	FY 2020/2021 Budget	Actual YTD 2/28/2021	FY 2020/2021 Projected	Variance Fav (Unfav)	FY 2021/2022 Budget	Budget vs. Budget Variance	FY 2022/2023 Budget
<b>Beginning Cash Reserves</b>	<b>\$ 87,852,674</b>	<b>\$ 94,587,831</b>	<b>\$ 94,587,831</b>	<b>\$ 6,735,157</b>	<b>\$ 102,449,080</b>	<b>\$ 14,596,406</b>	<b>\$ 111,185,699</b>
<u>Revenues</u>							
Water Sales (net of Reliability Assessment)	2,654,230	1,777,577	2,654,230	-	2,810,937	156,707	2,702,250
Reliability Assessment	2,220,380	1,654,529	2,220,380	-	2,209,660	(10,720)	2,209,660
SWP Water Transfers	5,069,000	-	3,816,500	(1,252,500)	8,000,000	2,931,000	8,000,000
MWA 1 - 11.5¢	12,160,018	7,216,980	12,015,149	(144,869)	12,576,968	416,950	13,159,278
MWA 2 (a) 3¢	11,907,016	7,176,169	11,994,169	87,153	12,608,614	701,598	13,160,677
MWA 2 (b) 2.5¢	9,922,514	5,966,997	9,995,141	72,627	10,507,179	584,665	10,967,231
General Property Tax	7,741,590	4,100,150	7,336,112	(405,478)	7,697,587	(44,003)	8,024,734
ID M Property Tax Assessment	-	199,889	320,480	320,480	-	-	-
ID M Debt Service Support	-	-	-	-	494,850	494,850	-
Interest	1,212,406	869,307	1,202,776	(9,630)	1,379,972	167,566	1,520,002
Grants	4,909,802	-	4,684,802	(225,000)	2,525,000	(2,384,802)	-
Miscellaneous	22,000	26,706	26,706	4,706	22,000	-	22,000
<b>Total Revenues</b>	<b>\$ 57,818,956</b>	<b>\$ 29,857,611</b>	<b>\$ 56,266,445</b>	<b>\$ (1,552,511)</b>	<b>\$ 60,832,767</b>	<b>\$ 3,013,811</b>	<b>\$ 59,765,832</b>
<u>Expenditures</u>							
DWR Min OMP&R	12,003,796	8,171,738	12,482,025	(478,229)	13,948,972	(1,945,176)	15,540,041
DWR Bond and Capital	8,936,379	8,796,831	8,740,637	195,742	9,156,738	(220,359)	9,797,710
SWC Member Allocation	230,000	230,366	230,366	(366)	239,000	(9,000)	239,000
Delta Conveyance	100,000	-	-	100,000	100,000	-	100,000
Tax Collection Exp	109,000	57,936	98,000	11,000	98,000	11,000	100,000
Water Purchases	2,037,588	482,321	1,971,940	65,648	2,484,974	(447,386)	2,038,925
Departmental Expenses	12,820,723	6,662,807	10,574,957	2,245,766	13,003,414	(182,691)	13,263,481
DWR Loans							
Agency Grant Expenses	1,150,000	56,354	850,000	300,000	500,000	650,000	-
Pass-through Grant Expenses	2,050,000	-	2,475,000	(425,000)	1,625,000	425,000	-
ID M	2,845,967	2,882,100	2,845,967	-	2,863,150	(17,183)	1,917,700
Dudley Ridge Debt	2,336,713	581,521	2,336,713	-	2,334,275	2,438	2,334,567
Berrenda Mesa Debt	1,719,800	1,740,400	1,719,800	-	1,702,625	17,175	1,699,042
Capital	12,424,000	4,387,957	9,621,352	2,802,648	4,040,000	8,384,000	13,065,000
<b>Total Expenditures</b>	<b>\$ 58,763,966</b>	<b>\$ 34,084,480</b>	<b>\$ 53,946,757</b>	<b>\$ 4,817,209</b>	<b>52,096,148</b>	<b>\$ 6,667,818</b>	<b>60,095,466</b>
<b>A/R &amp; A/P Adj.</b>		<b>\$ 5,731,761</b>	<b>\$ 5,731,761</b>				
<b>Ending Cash Reserves</b>	<b>\$ 86,907,664</b>	<b>\$ 96,092,723</b>	<b>\$ 102,639,280</b>	<b>\$ 15,731,616</b>	<b>\$ 111,185,699</b>	<b>\$ 24,278,035</b>	<b>\$ 110,856,065</b>







# Background

The Mojave Water Agency (the Agency) was established in 1960 in response to concerns over the regional overdraft condition that was occurring due to the annual use of ground water resources exceeded the long-term average annual supply. It was recognized that an alternative source of water would be needed to support existing and future water needs for the Mojave region. Consequently, the Agency secured a contract with the California Department of Water Resources to become one of 29 State Water Contractors with rights to take delivery of State Water Project (SWP) water from the California Aqueduct. The Agency initially secured an entitlement of up to 50,800 acre-feet of water per year, which was increased by purchases of an additional 25,000 acre-feet of entitlement in 1998 and 14,000 acre-feet in 2009. Access to water from the SWP is a primary management asset the Agency will leverage to provide future water supplies to the region.

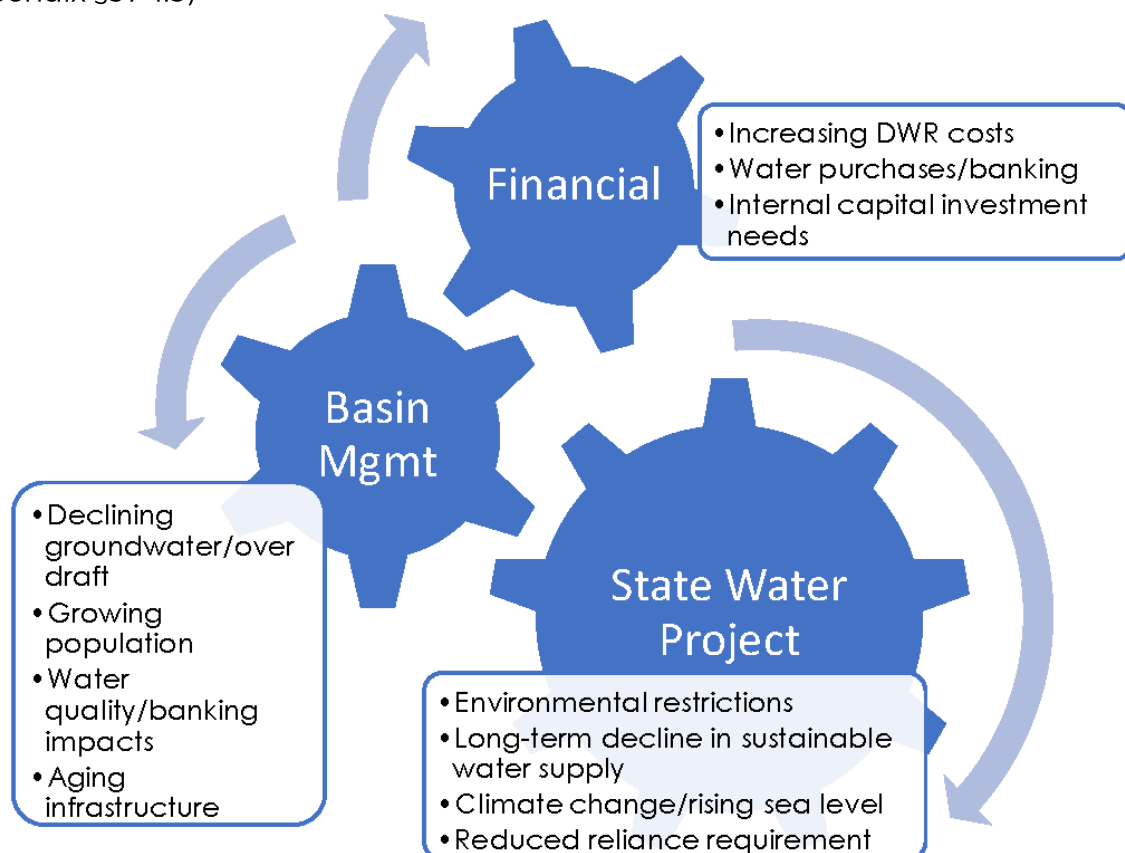
## PURPOSE

The primary purpose for creation of the Agency is summarized in its enabling legislation (the “MWA Act”): Within the limits of its power and authority set forth in this act, the purpose of the agency shall be to do any and every act necessary to be done so that sufficient water may be available for any present or future beneficial use of the lands and inhabitants of the agency, including, but not limited to, the construction, maintenance, alteration, purchase, and operation of any and all works or improvements within the agency necessary or proper to carry out any object or purpose of this act and the gathering of data for, and the development and implementation of, after consultation and coordination with all public and private water entities who are in any way affected, management and master plans to mitigate the cumulative overdraft of groundwater basins, to monitor the condition of the groundwater basins, to pursue all necessary water conservation measures, and to negotiate for additional water supplies from all state, federal, and other sources. (California Water Code Appendix §97-1.5)

## STRATEGIC PLAN

In tandem with creating the new budget, the Agency has also begun a new era with an updated strategic plan, and the associated vision, mission, and objectives.

The figure to the right represents the key risks to the Agency that the Strategic Plan and resources are allocated to help the Agency address in the future.







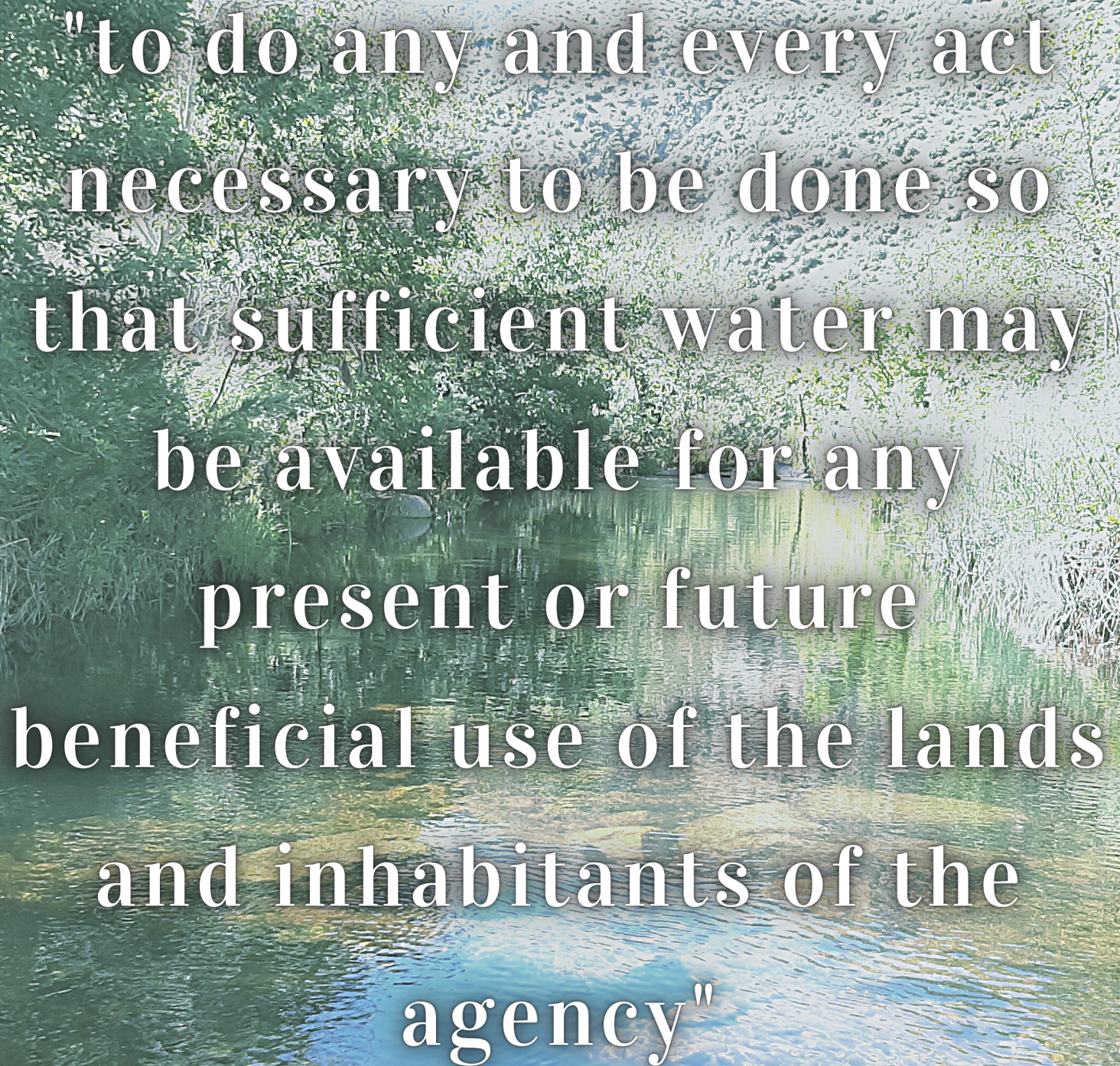
The Strategic Plan serves as a guiding beacon to help the Agency focus on what is most important: achieving the Agency Vision and Mission. Directors, executive staff, and staff will work to achieve the goals and objectives by implementing regularly updated priority initiatives.

The Agency's newly adopted mission, is to "collaboratively manage groundwater basins sustainably, import water responsibly, and address risks proactively using sound science."

The priority initiatives that were identified in the strategic plan are outlined in the following pages along with descriptions of external or staff resources that are being allotted in the FY21/22 to make bring those initiatives to fruition.

While some projects are ongoing, some that are highlighted below will receive concerted staff effort in FY21/22 that will build toward the Agency meeting the stated goals and objectives.





"to do any and every act  
necessary to be done so  
that sufficient water may  
be available for any  
present or future  
beneficial use of the lands  
and inhabitants of the  
agency"

EXCERPT FROM MWA'S AUTHORIZING LEGISLATION  
CALIFORNIA WATER CODE APPENDIX SECTION 97-1.5

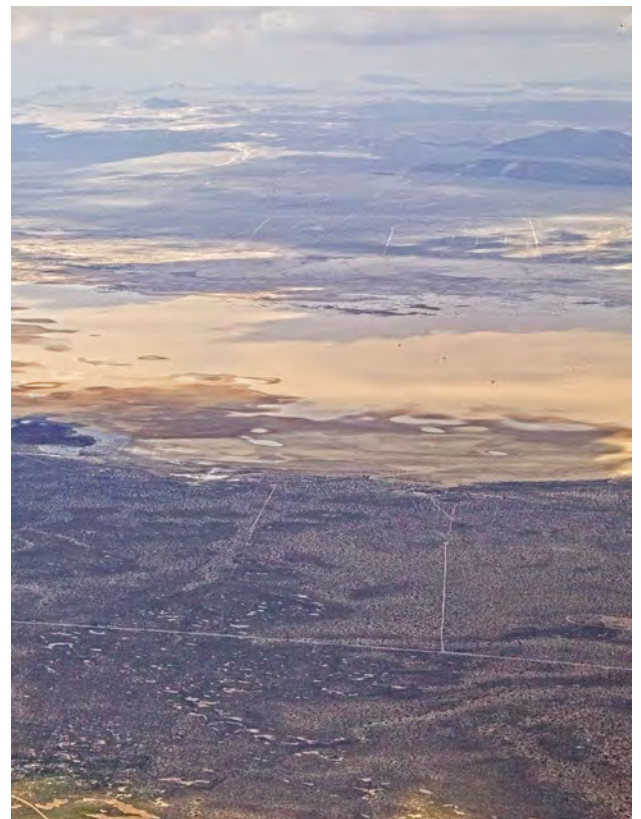


## A NEW ERA FOR MOJAVE WATER AGENCY

Since the adoption of the strategic plan in 2006, California has entered a new era of water resource management, with new and changing risks affecting the Agency's ability to continue fulfilling its legislative mandate, both near and long-term. These new risks affect imported water supply from the SWP, groundwater basin management flexibility, and financial revenues and obligations. The strategic plan is designed to drive and inform the budgeting process, as well as creating initiatives to be revisited along with the annually to proactively manage risks to accomplishing the Agency's purpose.

Most recently, California and the World are now seeing glimmers of hope as the COVID-19 pandemic is slowing in its devastating impact and vaccines and case rates are declining. Unlike the slow recovery from the devastating effects of the Great Recession and financial crisis of 2007-08, the housing market is now surging as the high desert offers up opportunity for workers who are now facing new realities for work and commutes and a new normal for all to return to. Overall, properties are experiencing an appreciation in value and are forecasted to recover to post-recession valuations.

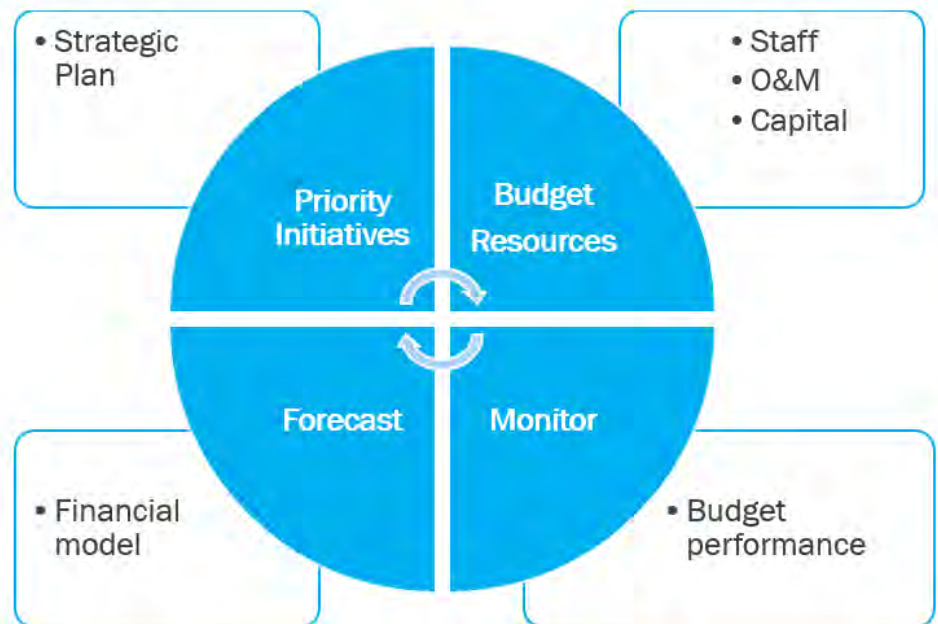
This is having a positive effect on the Agency's major source of revenue, property taxes, used to pay for the costs of the State Water Project system as well as overall administration of the Agency. Fortunately, because of past fiscal conservatism, the Agency was able to weather through the past economic downturn. Recent economic indicators are predicting that the Agency will continue to see a steady increase in its property tax revenue base for the foreseeable future. As we look forward, assessed values are forecasted to slowly continue to increase with no indications of another housing bubble on the horizon. The Agency uses subject matter experts to provide the basis for its tax revenue projections using both Beacon Economics (long-term) and well as HdL Coren & Cone (short-term/Agency service area specific).





# Budget Preparation

The year of 2020/2021 was a year of transition for the Agency, to adapt to the changing times, the Agency embarked on a strategic planning process that culminated in a dynamic strategic plan adopted by the Board in 2021. The primary purpose of the Strategic Plan provides a guiding beacon for the organization and is a critical piece in the feedback loop for the management of the Agency's finances. The mission and vision were revised to withstand the test of time, and further levels of detail are provided from 2 main goals to dozens of initiatives to provide a tactical guide to continually move with the rest of the external factors that drive the Agency's work.



In addition to the Agency's strategic plan, resources are allocated based on the guidance of regional documents to guide the Agency's role in water resources management in the region. This includes, but is not limited to, the Urban Water Management Plan and the Integrated Regional Water Management Plan. Regional and strategic plans, in addition to legislative mandates are the foundation on which budget resources are allocated.

The Strategic Plan contains the Agency's Vision and Mission Statements, defines our goals as a public agency, and establishes our culture as an organization of individuals. The Strategic Plan forms our response to the challenges that we must address in managing this vital resource by providing a venue to develop specific goals and objectives for the organization. Those objectives set the stage for measurable actions that are outlined in the priority initiatives that were developed. Some initiatives are time-bound and others are on-going. The time-bound initiatives provide use with measurable actions that will be monitored and transparently reported throughout the year along with any obstacles impeding their completion. The ongoing initiatives are critical actions that will be further refined and continually improved upon by staff toward the objectives in the strategic plan.

Throughout the strategic plan development process, staff kept an eye towards resources required that underpin all of the budget figures. The budget process each year reassesses and confirms that all the efforts and projects in progress and planned truly reflect the goals of the Agency and the Board of Directors, which reflect the needs of the stakeholders and community within the Agency's fiscal constraints.

## REVIEW AND CONTROL

The budget is a management tool intended to aid in the planning efforts of the Agency and to serve as a control in expenditures to ensure the fiscal health and financial future of the Agency. When managed properly, public trust is developed and maintained. To aid in the management of the budget, certain “rules” or “controls” have been established that require appropriate levels of approval on the expenditure of Agency funds as well as reporting requirements of financial information to the Board and the public.

Once the budget is approved, financial statements are issued to report the results of operations, which include the budget amounts to measure the performance, efficiency, and planning. This report is provided to both the Personnel, Finance & Security Committee of the Board monthly, as well as to the full Board on a quarterly basis and provides a check and balance of the expenditure of public funds.

In addition to reporting the results of operations each month, spending limits have been established in the Agency Purchasing Policy as follows:

- Over \$ 25,000 Requires Board approval
- Over \$ 15,000 Requires General Manager approval
- Over \$ 2,000 Requires either Assistant General Manager or Chief Financial Officer approval
- Over \$ 1,000 Requires approval of a Department Manager
- Up to \$ 1,000 Requires approval of any exempt employee.

Once the budget is adopted, managers are expected to stay within the constraints of the departmental budgets they submitted. Line items in the department budget can be modified during the year; however, the total departmental budget cannot be exceeded without the Chief Financial Officer and General Manager’s approval.

In addition, the budget provides the annual authorization for employee pay. The Fiscal year 2021/2022 Budget includes a 2% adjustment in pay ranges (increasing potential future pay, not to be confused with actual pay raises), and a merit pool amount of 5% that will be allocated to employees based on performance. In addition, employees now contribute 100% of their share of Cal PERS retirement benefits. The following page includes the organization chart for the Fiscal Year 2021/2022.



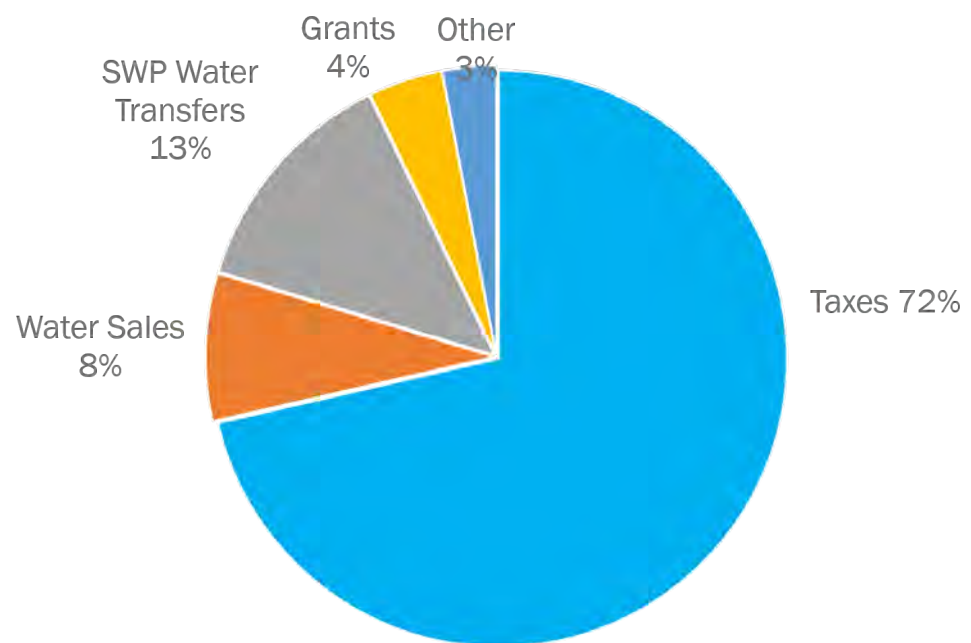
# Analysis of Revenue & Expenses

In the midst of a global pandemic, the Agency has kept its eye towards the future and how to best position itself to accomplish its mission, set new objectives and establish the boots-on-the-ground efforts to lead the Agency into the future. The financial direction of the agency has now shifted into a new phase of study, planning, and design with the adoption of the 2021 Strategic Plan.

Among the priority initiatives is the imperative to revisit the Agency's financial strategic plan, first adopted by the Board in 2017. This plan had a variety risks and challenges that were evaluated, as well as tools to mitigate those financial risks. As time has passed, so too has the environment in which MWA operates, so it will be looked at once again, and then annually, to ensure the Agency stays on course. The Agency contracts with Raftelis Financial Consultants to support the dynamic financial model and strategize tools to mitigate against future cost increases that will be integral to the new financial strategic plan and the development of the FY22/23 budget.

## REVENUE PROJECTIONS

MWA's primary revenue source is taxes. There are four main types of taxes that are collected on MWA's behalf, MWA 1, MWA 2(a) and MWA 2(b) as well as general property taxes. The tax revenues are set by the Board of Directors or a vote of the people and remain relatively predictable throughout the years.



In FY21/22, the State Water Project water transfers was solidified as a revenue stream (first revenues were received in FY19/20). The water transfers allow us to provide water at market and/or negotiated rates to other water contractors based on multi-year contracts, under certain allocations from the SWP or to do so on a spot-market basis when Table A allocation amounts fall below certain thresholds. This revenue source, though unstable, could represent on average 13% of annual revenue. Water Sales, Grants, Interest, and other smaller sources of income represent the remainder of the pie.



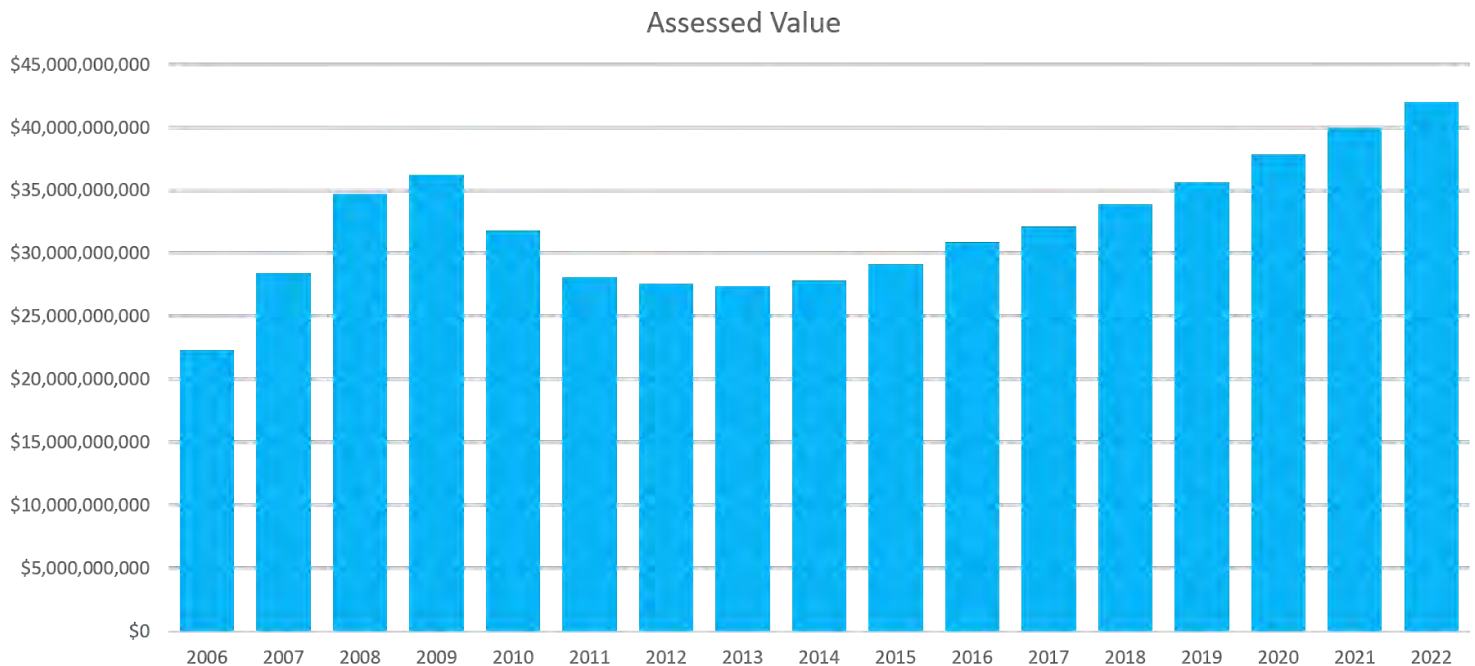
## REVENUE (IN THOUSANDS)

Item	FY20/21 Budgeted	FY20/21 Projected	FY21/22 Budget	Δ FY21 to FY22
Taxes	\$41,731	\$41,341	\$43,390	↑ 5%
Water Sales	\$4,875	\$4,875	\$5,021	→
SWP Water Transfers	\$5,069	\$0.0	\$8,000	↑ ?
Grants	\$4,910	\$4,685	\$2,525	↓
Interest	\$1,212	\$1,202	\$1,380	→
Misc.	\$22	\$12	\$517	→
<b>Total</b>	<b>\$57,819</b>	<b>\$52,450</b>	<b>\$60,833</b>	<b>↑</b>



## TAX RECEIPTS

The near-term MWA economic outlook is expected to see an increase in assessed valuations as the effects of Covid-19 continues to create uncertainties in the state and local economies, however, housing prices are seeing growth that was not anticipated. The Agency uses two firms to assist in the property tax projections. First, HdL Coren & Cone provides the short- term 1-year outlook based on actual valuation data prepared by the County Assessor along with current local economic data.

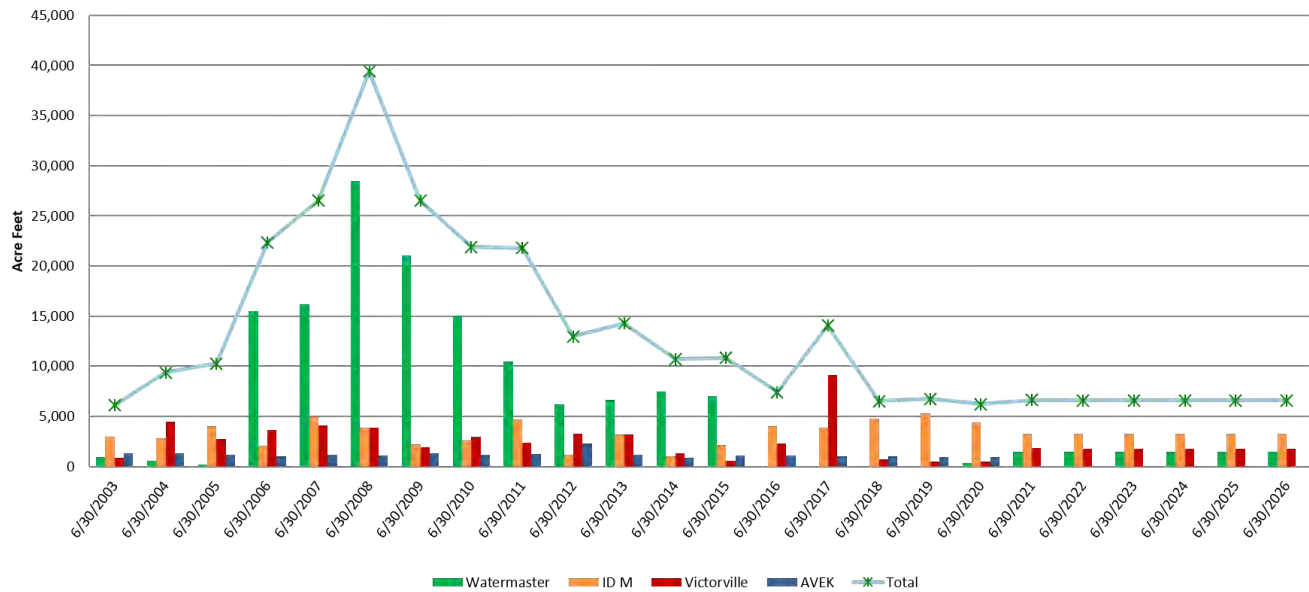


Second, Beacon Economics provides a 10-year long-term forecast extending out to the 2029-2030 fiscal year using standard time-series econometric techniques based on historic correlations and forecasts of future economic trends.

From the 2021 Quarterly Home Sales from HdL, "California's median home price reached a new record high in March, up nearly 24 percent from a year ago, and home sales should improve...as more COVID-19 restrictions are being lifted and people are more comfortable selling their homes". While the tax base is not entirely residential homes, the housing market is anticipated to increase the amount of taxes collected in the upcoming fiscal year. The Agency estimates assessed values to increase by 4.9% for fiscal year 2021/2022.



## WATER SALES



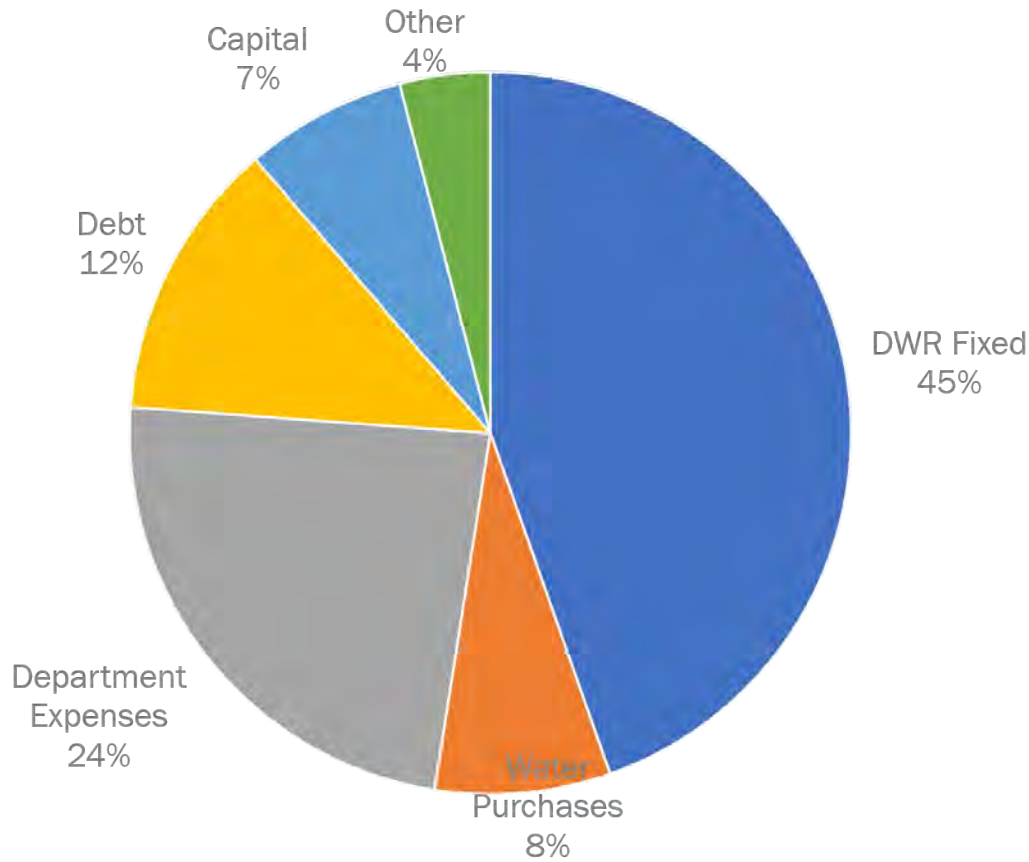
Over the past several years, Replacement Water Obligations to the Watermaster have been in decline since the height in 2007/2008. The Agency's successful Water Conservation Incentive Program is one factor attributable to this decline. Below is the trend in total pumping in the Alto Subarea, where most of the Replacement Obligations occur. Verified production has seen slight increases over the last couple of years but mandatory water conservation is likely the cause for the most recent decline. Because of this decline, and the local ability to market individual "Free Production Allowances" pursuant to the Mojave Basin Judgment, water sales to the Watermaster are anticipated to be minimal for the next several years. At the publication of this budget document, there is the possibility that there may be an uptick in sales, but the data is not available to make this a concrete projection to rely on for a revenue source.

As of April 2021, the DWR increased the State Water Project allocation for the 2021 calendar year for most recipients to 5% or a maximum of 10% based on the lack of precipitation, runoff, and current water supply conditions. DWR may revise the allocation and subsequent allocations if warranted by the year's developing hydrologic and water supply conditions. Allocations from the State Water Project System for 2022 and beyond are unknown. The budget assumes that future allocations plus carryover water will be sufficient to support water sales demand for all other customers.

## WATER TRANSFER AND EXCHANGES

In addition to water sales internally, the Agency has been participating in a water transfers and exchanges to sell or exchange water above what is needed locally to other State Water Contractors. New water management tools are now available to MWA as a part of a contract amendment, and while their impact will undoubtedly be positive, the amount of income is unknown and unstable from year-to-year. For budgeting purposes, an estimated averaged based on water allocation probabilities was assumed to be \$8 Mil. per year. The amount received is based on an average for multi-year water transfers and does not include spot transfers that may occur in times with below 35% allocations from SWP. The bounds set in our water transfers and exchanges are a key area for policy development in the upcoming fiscal year and will enable the Agency to make strategic decisions to enable sufficient revenue to flow through MWA to sustain our water supply for generations.

## EXPENSES



## EXPENSES (IN THOUSANDS)

Item	FY20/21 Budgeted	FY20/21 Projected	FY21/22 Budget	Δ FY21 to FY22
Operating Budget				
DWR Water Infrastructure	\$21,270	\$21,542	\$23,445	↑
DWR Water Import	\$2,037	\$1,972	\$2,485	↑
Departmental Expenses	\$12,821	\$10,575	\$13,003	→
Capital Budget (PAY Go)	\$12,424	\$9,621	\$4,040	↓
Grants & Misc.	\$3,309	\$3,423	\$2,223	↓
Debt	\$6,902	\$6,902	\$6,901	↓
<b>Total</b>	<b>\$58,764</b>	<b>\$53,125</b>	<b>\$52,096</b>	



## STATE WATER PROJECT FIXED COSTS

While adapting to and addressing the SWP and groundwater basin management risks, the Agency is facing uncertainty in long-term financial planning. As SWP water supply availability and reliability decline, the costs associated with measures to maintain SWP water supply reliability increase, including costs for complying with regulations, adapting to new regulations, adapting to climate change, and repairing and maintaining infrastructure. The Agency anticipates significantly increased costs associated with maintenance and protection of available SWP water supplies including costs for the planning, construction, and operation of the Delta Conveyance Project and costs associated with regulatory requirements for permits under the state and federal endangered species acts. There is also uncertainty around creatively managing the Agency's available imported water, to balance the costs of importing water with the risks of foregoing imported water for sales to other State Water Contractors. The Agency's own aging infrastructure adds additional financial responsibility and risk. The Agency works to creatively steward financial resources to maintain a high level of service to our region while managing costs responsibly.

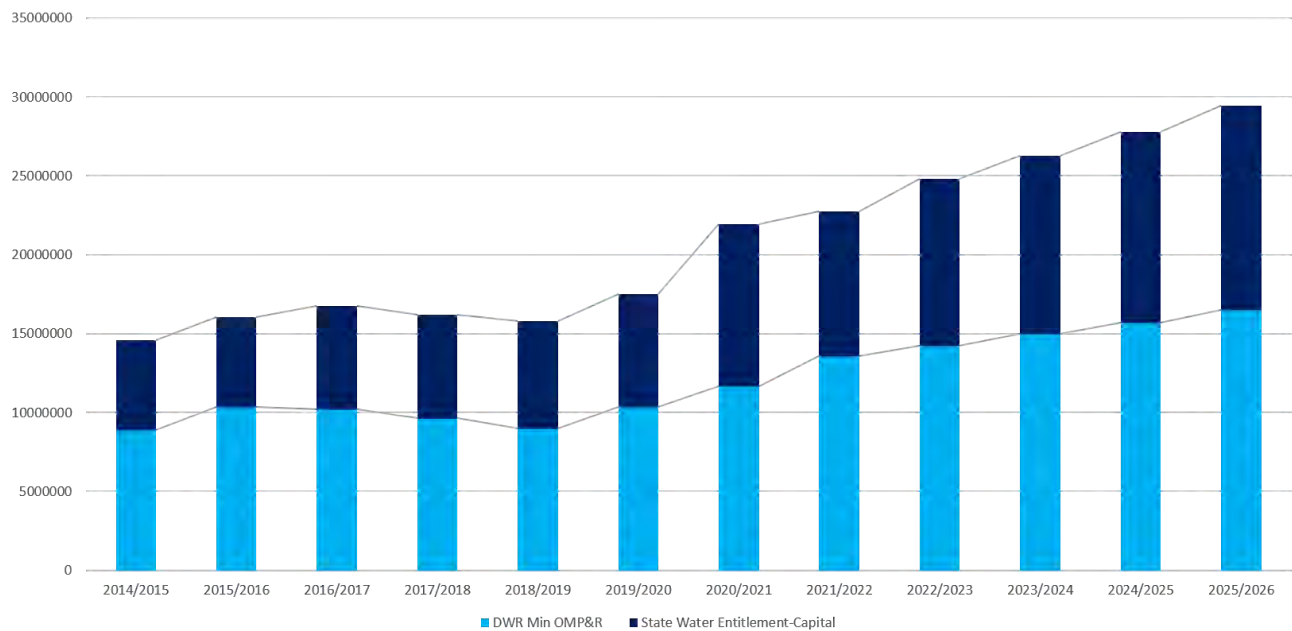
In 2020, the Agency's costs for the SWP saw a gradual increase, which was an indicator of what it to come. For the CA Delta Conveyance Project, the Board has authorized two years of funding for in the amount of \$3,060,660 (\$1,549,223 for calendar year 2021, \$1,511,437 for 2022). This is to pay for expenses related to DCP planning/permitting work performed by DWR and the Delta Conveyance Design & Construction Authority. In addition to the CA Delta Conveyance, repair and upgrade work to current DWR facilities such as Oroville, biological opinions, and proposed changes affecting the California electricity market will impact Mojave's cost for water importation. Also, the costs for maintaining the State Water Projects are being compressed as bonds are not being issued with maturity dates past 2035 until the contract extension agreement is fully executed.

The Department of Water Resources (DWR) Fixed Costs are difficult to anticipate, due largely to the unknowns on the State Water Project system as a result of recent court rulings on the Delta smelt and salmon, aging infrastructure plus potential additional environmental threats to the water supply. However, over the past few years the Agency has seen a steady increase in costs. One reason for a recent increase in the capital portion of the fixed cost is the shortening of the financing period for the replacement of aging infrastructure. The existing contracts State Water Project Contractors have with DWR are set to expire in 2035. DWR will not issue debt beyond the year 2035 until these contracts are finalized. This has resulted in the financing of major infrastructure for shorter and shorter periods, which is causing the increase in annual debt service payments.

The Board will be re- evaluating mitigation measures to deal with the large increase and anticipated future increases with the help of Raftelis and the financial model they developed. Current property tax revenues due to a favorable economic environment are currently sufficient to cover DWR costs for the upcoming fiscal year as this conversation continues to unfold.

MWA also continues to work with the Department of Water resources on proactive fiscal management and cost control measures

# STATE WATER PROJECT FIXED COST PROJECTIONS



## DEPARTMENT OF WATER RESOURCES VARIABLE COSTS

The variable portion of the rates represents the power costs for moving water throughout the State Water Project system. With the phase out of costs associated with the Off-Aqueduct Power Charge for Water Delivery, the remaining component of the Department of Water Resources (DWR) rates set each year is the Variable (Power) Rate. This is combined with any additional pumping costs required to move water within the Agency's own system once it leaves the aqueduct. In addition, the Agency adds a Reliability Charge that is currently used to pay the debt service for additional Table A water the Agency purchased in 2009 from Dudley Ridge Water District.

Historically, DWR rates were fairly predictable and the Agency was able to rely on the DWR cost estimate provided each year in the annual Statement of Charges to set rates. However, with the advent of the Energy Crisis in 2000/2001, new volatility in the market created added volatility in the DWR power costs and the Agency was forced to include a 10% contingency to the estimated rate it sets for Watermaster. In the near future, some of the contracts and cheaper energy sources secured by the DWR are set to expire, being replaced with higher cost renewable power (AB 32), which adds to the volatility and uncertainty of future rates. As of this date, the alternative sources are not completely known, however presentations made at Committees with DWR indicate that the rates will continue to go up.

To help mitigate this volatility in the water rate, the Board utilizes the following guidelines in setting its rates:

- Smooth future rates increases by DWR so that rate increases do not exceed 5% in any year, except due to extreme circumstances.
- Ensure the Reliability Assessment at a minimum covers pledged debt service.

Rate setting is a critical imperative set to take place in FY21/22.



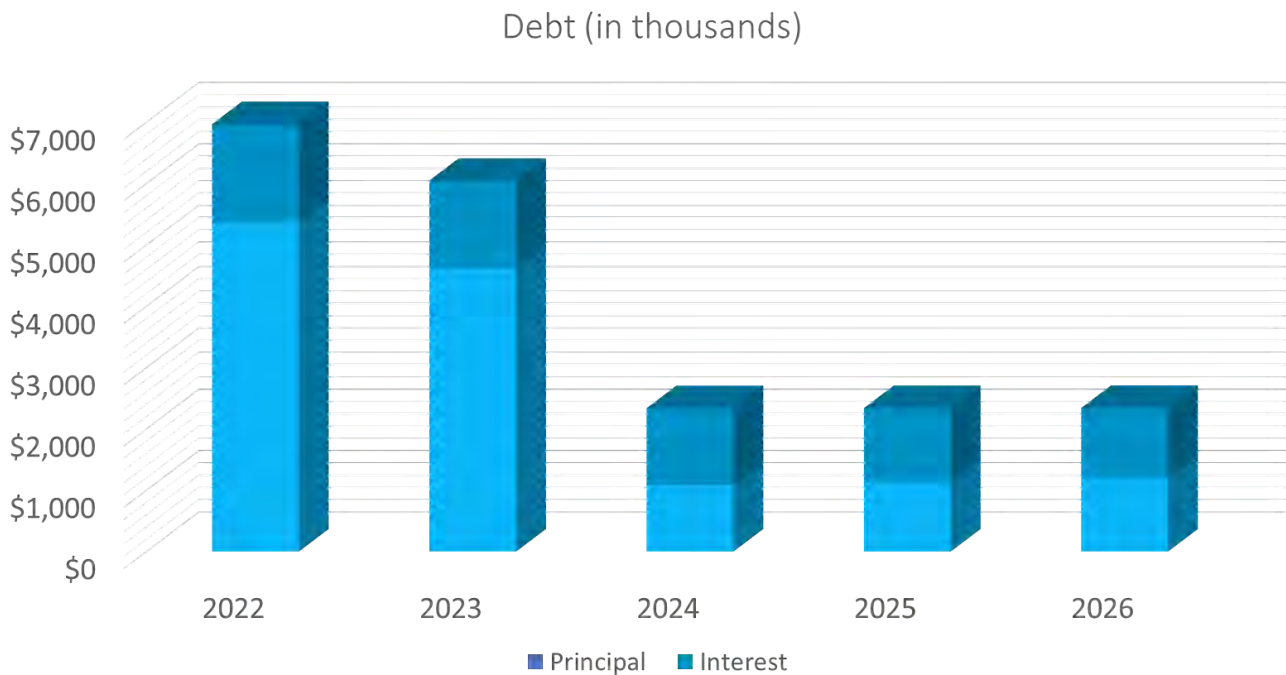
## DEPARTMENTAL EXPENSES

Departmental expenditures are projected to remain relatively flat in FY 2021/22. The Agency plans to focus staff efforts on the foundation activities essential to the ongoing administration, data management and monitoring and legal requirements of the organization at current service levels as well as the bevy of initiatives outlined in the strategic plan. The strategic initiatives section outlines the initiatives and any funding required to complete those initiatives in the upcoming fiscal year. They are all organized around achieving the nine (9) objectives outlined in the strategic plan and in this document. Progress will continually be evaluated to improve and re-center the organization on achieving its goals.

Staff expenses are increasing based on the merit performance evaluation system, the increasing contributions to CalPERS system for unfunded liabilities related to pensions and other post employment benefits that is coupled with decreased returns on investments due to the record low interest rates on investments that have been seen.



## DEBT SERVICE



The Agency has three outstanding debt issuances. The outstanding debts are as follows:

1. ID M – In 1990, a portion of the Agency voted in favor of forming Improvement District “M” and to incur bonded indebtedness for the construction of the Morongo Basin pipeline extension to bring water from the California Aqueduct in Hesperia to Yucca Valley. The outstanding debt was refunded in September of 2016, and reissued as the Improvement District M of the Mojave Water Agency, General Obligation Bonds, Election of 1990, Refunding Series 2016. The total debt service will be \$2,897,900 in fiscal year 2021/2022 with a portion of the debt collected on the tax roll from the property owners in that area and the balance collected from the project participants as follows:

- a. Hi-Desert Water District 59%
- b. Joshua Basin Water District 27%
- c. Bighorn-Desert View Water Agency 9%
- d. San Bernardino County No. 70 1%
- e. Mojave Water Agency 4%

2. In 1997, the Agency issued debt for the purchase of 25,000 acre feet of Table A entitlement from the Berrenda Mesa Water District at a total cost of \$25 million, increasing the total Table A entitlement of the Agency to 75,800 acre feet. This debt is paid with MWA 1 and 2(a) property tax revenue as approved by the courts through a validation action. The 2004 COPs were refunded in June of 2014 to reduce the annual cost, and reissued as the Mojave Water Agency, Refunding Revenue Bonds, Series 2014A. The annual debt service for Fiscal Year 2021/2022 will be \$1,729,375.

3. In 2009, Agency issued COP's for additional 14,000 acre feet of Table A entitlement water from the Dudley Ridge Water District for a total cost of \$73.5 million, increasing the total Table A entitlement of the Agency to 89,800 (7,000 acre feet transfer in 2010, 3,000 in 2015 and the final 4,000 in 2020). The outstanding debt was refunded in July of 2017, and reissued as the Mojave Water Agency, Refunding Revenue Bonds, Series 2017A. The debt service for fiscal year 2021/2022 will be \$2,338,400.



collaboratively managing groundwater basins sustainably, import water responsibly, and address risks proactively using sound science

## GOAL 1

Support our communities to fulfill their water needs associated with their land use plans.

## GOAL 2

Cultivate an effective & resilient organization needed to fulfill our mission.



1

## SUSTAINABLY MANAGE GROUNDWATER BASINS

Manage groundwater basins sustainably

2

## MAINTAIN IMPORTED WATER SUPPLY

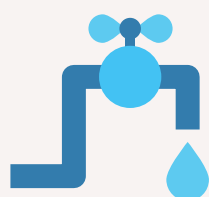
Identify and maintain access to imported water supplies in sufficient quantities that, when combined with local supplies, will meet Urban Water Management Planning Act requirements which support local communities' land use plans.



4

## URBAN WATER EFFICIENCY

Achieve urban water use efficiency of XX gallons per capita per day.



3

## RELIABLE WATER SUPPLY & INFRASTRUCTURE

Develop, manage, and maintain water portfolio and infrastructure to provide reliable water supplies.



5

## EFFECTIVE ORGANIZATION & CULTURE

Cultivate organizational culture that successfully recruits, retains, trains, and develops effective team members and leaders to fulfill our mission.



6

## ROBUST TECHNOLOGY, SCIENCE & DATA

Employ robust technology, science, and data management systems to support effective operations and decision making to address highest risks.



7

## STEWARD FINANCES SUSTAINABLY

Responsibly steward the availability of financial resources required to fulfill our mission.



8

## ACTIVE RISK MITIGATION

Create and maintain an active risk register and risk mitigation strategies.



9

## COLLABORATIVE RELATIONSHIPS

Cultivate effective and collaborative working relationships with partner agencies, other responsible parties, and the public.





# SUSTAINABLY MANAGE GROUNDWATER BASINS

Manage groundwater basins sustainably



## 1.1. Update scope of work for Cal Rural to support small water systems in the region by June 30, 2021.

MWA will develop an expanded scope of work to better understand the needs of our small water system partners. The Agency will incorporate the ideas developed utilizing the small water systems sub-committee to the Technical Advisory Committee. The Public Information Department and Water Resources Department allocated \$100,000 to the small water systems assistance program in FY21/22 through a contract with Cal Rural to enable sustainable groundwater basin management in the region.

## 1.2. Develop an understanding of our communities' land use plans and future requirements for water to enable MWA to support those plans (to inform MWA Master Plan) by June 30, 2023.

An understanding of local Land Use Plans is necessary to inform the upcoming MWA Capital Improvement Master Plan. A robust Master Plan will enable the Agency to better serve the communities within the MWA service area by facilitating budget projections and positioning capital projects for grant funding. An understanding of area Land Use Plans will help translate UWMP growth projections to specific infrastructure needs and timing.

## 1.3. Update the Integrated Regional Water Management Plan by June 30, 2024.

MWA and the Mojave IRWM Group will update and adopt a new Integrated Regional Water Management Plan for 2024. Water is our essential natural resource and should be managed to ensure the availability of sufficient supplies to meet the local agricultural, domestic, industrial, and environmental needs. The IRWM Plan helps MWA work cooperatively with local agencies to manage available local and imported water supplies to improve the quantity, quality, and reliability of those supplies. The IRWM Plan allows local agencies to realize efficiencies by coordinating and integrating their assets and seeking mutual solutions to water management issues. Reliability of water supplies can be significantly improved by diversifying water portfolios, taking advantage of local and regional opportunities, and considering a broad variety of water management strategies. They promote important public values, environmental stewardship and public health of natural resources within watersheds.

## 1.4. Develop an understanding of the use of minimal producers and parties operating outside of the Judgement in the Este Subarea by August 31, 2021.

In response to community concerns over water use in excess of 10 acre-feet per year by individuals in the basin and water use occurring on illegal marijuana farms, MWA will begin to catalogue locations and estimate water use (starting in the Este Subarea) for the new production occurring in the basin in order to understand the magnitude of the problem and evaluate options for mitigating these uses. Some options may involve actions by MWA, Watermaster, County of San Bernardino, various state agencies or the state legislature. Consulting funds (\$75,000) along with funds for the Kister's database (\$50,000) are allocated to this, along with multiple other initiatives to support understanding the condition of our groundwater basins for sustainable management.



**1.5. Support Watermaster in its function to fulfill ongoing court mandates and requirements under the Sustainable Groundwater Management Act (SGMA). (Ongoing)**

MWA acting in its capacity as the Mojave Basin Area Watermaster manages the basin in compliance with a Court Judgment entered in 1996 related to water rights and water use in the Mojave Basin Area. In order to manage and achieve production safe yield in the basin the Court makes decisions to adjust free pumping by individuals in the basin which will help bring the basin closer to the goal of balancing supply and demand and purchasing imported water to supplement the basin. Achieving a balance between supply and demands will bring the basin into compliance with SGMA requirements for the year 2040. It is estimated that all subareas within the Mojave Basin Area will be in balance by 2030 assuming appropriate court actions are taken.

**1.6. Support responsible parties within the MWA Service area to fulfill their obligations under SGMA. (Ongoing)**

MWA maintains relationships with responsible parties in its service area that may be required in the future to implement sustainable groundwater management to meet SGMA requirements by the year 2040. All basins within the MWA service area will be required to become sustainable and MWA will participate and assist parties or groups as needed or provide expertise, partnerships and data to help meet SGMA goals in the various areas of the Agency regulated by SGMA.

**1.7. Gather, synthesize, and interpret data to monitor aquifer conditions and groundwater trends related to sustainability. (Ongoing)**

Data Driven Policies and Science Based Decision Making have been the long-standing values of the Agency. Groundwater basin management is not possible without a sound scientific understanding of groundwater conditions. Robust data collection, organization, and analysis are the fuel of sound science. Sound science leads to understanding our dynamic groundwater basins. Insufficient/inadequate data inhibit scientific analysis and lead to bad policy. Understanding our groundwater basins informs decisions that lead to good policy, best use of our water resources, and best management of our financial resources. Upper Basin model runs are budgeted in the amount of \$250,000 to interpret data as well as to inform groundwater banking and policies in initiatives 3.1 and 3.2.

**1.8. Update the Ames / Reche Groundwater Plan annually and ensure production safe yield is achieved and maintained. (Ongoing)**

The Ames / Reche Agreement is the management document for the adjudicated portion of the Morongo Subarea. This management agreement was stipulated to by Morongo-area stakeholders and is administered by the MWA. MWA's responsibilities in the administration of this agreement are; ongoing monitoring, data analysis, annual reports, and, if warranted, a 5-year ramp down recommendation.



Identify and maintain access to imported water supplies in sufficient quantities that, when combined with local supplies, will meet Urban Water Management Planning Act requirements which support local communities' land use plans.

### **2.1. Update the Urban Water Management Plan by June 30, 2021.**

The UWMP is a requirement under the Urban Water Management Planning Act and is a critical planning document for the MWA and its service area. Demonstrating the Agency has adequate water supplies to support the service area's land use plans in a high priority for the Agency. Consulting expenses were budgeted in the FY 20/21 Water Resources Department Budget.

### **2.2. Monitor progress (e.g., expected annual deliveries from SWP and expected unit costs) in the Delta Conveyance Project and make recommendation whether to continue investment by January 1, 2023.**

A North Delta diversion was envisioned for the SWP at its inception but was not initially constructed. The Delta Conveyance Project is the current formulation of a North Delta diversion for the SWP, and the MWA is contributing its proportionate share of the funding for the planning and environmental work for the project. The decision to participate in the project is in the horizon and it is a priority for the GM and AGM to follow along and engage with the current planning efforts to determine if it is recommended that the Agency participate in the full project. This work is being performed under staff time. (Objectives 2, 3, 7, 9)

### **2.3. Participate in the CVP/SWP Biological Opinion/ITP litigation and potential remand/reconsultation processes to manage associated operational and environmental requirements and costs and bring recommended action to the Board by December 31, 2023.**

The CVP/SWP Biological Opinions and SWP ITP have major effects on both SWP water supply and SWP costs. MWA is coordinating with other SWC's to engage in and track litigation and potential updates to protect our imported water supply as well as understand and manage associated costs. Participation is a priority for the General Manager and Assistant General Manager.

### **2.4. Coordinate with other SWP Contractors to track implementation and equity of the Coordinated Operations Agreement (COA). (Ongoing)**

Implementation of the Coordinated Operations Agreement affects the quantity and reliability of SWP water supply and, as a result, MWA's imported water supply. As an agreement with direct effects on all SWP contractors, it is important that MWA continue to engage in tracking the implementation to support the interests of those in our service area. Participation is a priority for the General Manager and Assistant General Manager.

### **2.5. Participate in the Voluntary Agreement development process and the process to update the Delta Water Quality Control Plan. (Ongoing)**

The update to the Delta Water Quality Control Plan has the potential to results in significant reductions in SWP water supply. MWA is coordinating with other SWC's and other water users to track a potential Voluntary Agreement that would serve as the update to the Delta Water Quality Control Plan. Participation is a priority for the General Manager and Assistant General Manager.





## RELIABLE WATER SUPPLY & INFRASTRUCTURE

Develop, manage, and maintain water portfolio and infrastructure to provide reliable water supplies.



- 3.1. Develop an Agency Service Area Groundwater Banking Policy that addresses variability in local and imported supply by December 31, 2021.**

Managing the Agency's pre-stored imported water is a critical component of providing a reliable water supply for the MWA service area. A Groundwater Banking Policy will inform the target minimum and operational banking storage that will provide MWA the ability to meet customer demands of imported water from year to year independent of SWP annual allocations. This work is being performed under staff time as well as \$250,000 for Upper Basin model runs in consulting under the Water Resources Department. The model runs also supports initiatives 1.7 and 3.2.

- 3.2. Develop an Agency SWP Table A Water Supply Policy to guide optimal use of available imported supplies by December 31, 2021.**

In conjunction with the Agency's Groundwater Banking Policy, the Imported Water Policy will inform the decisions on how the MWA will use its annual Table A allocation. Table A will be managed to ensure that pre-stored imported water balances are sufficient to meet local demands while excess supplies are marketed to others to mitigate DWR fixed costs. This work is being performed under staff time.

- 3.3. Identify opportunities for 3<sup>rd</sup> party banking partnerships to help fulfill *Objective 7* by August 31, 2021.**

Third party banking relationships will enable MWA to develop a regional water bank. This will in turn provide significant benefits to both the Agency and regional partners. MWA will benefit from revenue, leave-behind water, and drought resiliency. Banking partners will benefit from the reliability of a banked water supply that guards against infrastructure system outages and drought conditions.

- 3.4. Develop groundwater recharge facilities in Este Sub-Area by December 31, 2021.**

The MWA has a court-mandated obligation to provide replacement water to the Este Subarea. This obligation is established in the Mojave River Basin Area Adjudication. Historically, the Agency has not had the necessary infrastructure to deliver replacement water from the SWP to this Subarea.

- 3.5. Develop an Asset Management Program, including identification of desired level of service, by June 30, 2022.**

Maintenance of the Agency's infrastructure is critical for the reliability of water import and storage. The asset management program will identify MWA's level of service to monitor and optimize the repair, rehabilitation, and replacement for the lowest lifecycle cost. The plan development is projected to include a contract for \$200,000 in addition to staff time in the Engineering, Operations and Finance department.

- 3.6. Develop groundwater recharge facilities demonstration project in Oeste Sub-Area by June 30, 2022.**

This project will construct a Demonstration recharge project in Oeste to meet legacy and near-future replacement obligations in the Oeste Subarea. This initiative is funded in the capital improvements plan for \$1.6 M total cost.

**3.7. Identify all management agencies and requirements that could affect inflows into Mojave Basin Watershed by June 30, 2022.**

The Mojave River is the primary source of natural water supply to the Mojave Basin. The upper watershed of the Mojave River is vital to the sustainability of the downstream communities in the High Desert. Despite the essential importance of the Upper Mojave River Watershed, the Agency has historically not been involved in watershed management nor had a functional understanding of stakeholder entities and the water-related agreements of the area. A thorough understanding of the various water entities and management agreements in the upper watershed is necessary to protect the most significant natural water source of the High Desert.

**3.8. Develop a Capital Improvement Program (Master Plan) to align with water needs from future land use plans by June 30, 2023.**

A methodical and well-organized Capital Improvement Master Plan will enable the Agency to better serve the communities within the MWA service area. This will be accomplished by facilitating budget projections and positioning capital projects for grant funding. This will also include an understanding of area Land Use Plans to help translate UWMP growth projections to specific infrastructure needs and timing. The capital budget includes \$350,000 for the planned services required to develop this program.

**3.9. Develop an initial annual operations plan and level of service requirements by December of each year consistent with the Groundwater Banking Policy, Imported Water Supply Policy, and SWP Allocations and update monthly as allocations change. (Ongoing)**

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**3.10. Establish, monitor, and / or maintain agreements on how the headwaters will be managed to manage the upper watershed for the benefit of all parties. (Ongoing)**

The Mojave River is the primary source of natural water supply to the Mojave Basin Adjudicated Area. The upper watershed of the Mojave River is vital to the sustainability of downstream communities in the High Desert. Despite the essential importance of the Upper Mojave River Watershed the Agency has historically not been involved in watershed management nor had a functional understanding of stakeholder entities and water-related agreements of the area. A functional understanding of the various water entities and management agreements in the upper watershed is necessary to protect most significant natural water source of the High Desert.





## URBAN WATER EFFICIENCY

Achieve urban water use efficiency of XX gallons per capita per day.



### 4.1. Update scope of work with Mojave Desert Resource Conservation District (MDRCD) focusing on conservation efforts by June 30, 2021.

MWA will work to understand how to utilize the relationship developed between the MDRCD and the MWA. Develop the conservation metrics MDRCD can help the region develop. Continue to work with MDRCD to assist our agriculture community and reducing their water needs. Additionally, work with watermaster in assisting with Exhibit H Biofunds and the projects that can benefit.

### 4.2. Develop a regional water use efficiency target in collaboration with local water utilities by December 31, 2021.

Continue to utilize AWAC to develop a consistent water conservation messaging plan. Working with the various retail water partners as well as the educational resources from our local institutions. This is a high priority effort of the Water Conservation staff in the Water Resources and Public Information Departments. Water conservation in the Public Information Department includes Limited Strategic Partnerships for \$140,000, as well as the WaterWELL program for \$40,000.

### 4.3. Collaborate with Alliance for Water Awareness and Conservation (AWAC) members to develop an implementation plan by December 31, 2022 to achieve regional efficiency target.

Continue to utilize AWAC to develop a consistent water conservation messaging plan. Working with the various retail water partners as well as the educational resources from our local institutions. This is a high priority effort of the Water Conservation staff in the Water Resources and Public Information Departments.

### 4.4. Collaborate with AWAC members to develop and implement education and outreach program consistent with the implementation plan by December 31, 2022.

Continue to utilize AWAC to develop a consistent water conservation messaging plan. Working with the various retail water partners as well as the educational resources from our local institutions. This is a high priority effort of the Water Conservation staff in the Water Resources and Public Information Departments.

# 5

## EFFECTIVE ORGANIZATION & CULTURE

Cultivate organizational culture that successfully recruits, retains, trains, and develops effective team members and leaders to fulfill our mission.



- 5.1. Document current functions the Agency is serving in terms of intended outcomes and key activities and rank based on how they help fulfill strategic objectives by December 31, 2022.

Tracking the Agency's functions and outcomes is key to informing future updates to the Agency's Strategic Plan. This is a priority task for the Assistant General Manager.

- 5.2. Estimate staffing resource needs (including consideration of organization processes, roles, responsibilities and use of technology and/or consultants) to fulfill priority initiatives and ongoing high priority functions by December 31, 2022 and update annually.

A thorough review of staffing resources needs including an estimate of staff time, Agency resources, and outsourcing needs enables the Agency to implement identified priority initiatives and functions efficiently and successfully. This is a priority task for the Assistant General Manager with \$6,000 support in consulting services to review for initiatives 5.2, 5.3 and 5.4.

- 5.3. Develop a strategic staffing resource plan by December 31, 2022 which identifies needed talent, experience, and skills and a process to recruit and retain (e.g., competitive salary, benefits, and attractive working environment) the appropriate people.

Once staffing resource needs are identified, a strategic staffing resource plan ensures the Agency can recruit and retain appropriate staff and support to implement identified priority initiatives and functions efficiently and successfully. This is a priority task for the Assistant General Manager.

- 5.4. Identify potential opportunities for growth within the Agency and define specific developmental pathways for each employee informed by individual interests and Agency resource needs by December 31, 2021.

A review and update of the Agency's position structure and organization will enable the Agency to recruit and retain staff by providing flexibility in position seniority and opportunities for growth. This is a priority task for the Assistant General Manager with \$6,000 support in consulting services to review.

- 5.5. Develop a program to partner with local colleges to foster future staff (e.g., intern program, special studies/projects) by December 31, 2021.

The program will create formal relationships with local colleges and universities to develop internships at MWA for future water professionals. This is important to provide hands-on experience for those entering the water industry, assist MWA staff with projects, as well as assist in recruitment of new MWA employees. This is a staff effort led by the Public Information Department.

- 5.6. Implement the strategic staffing resource plan. (Ongoing)

Once a clearly defined strategic staffing resource plan including position and organizational structure is developed and adopted, the Agency will continually endeavor to implement it to enable successful and efficient implementation of identified priority initiatives and functions. This is a priority task for the Assistant General Manager.





## ROBUST TECHNOLOGY, SCIENCE & DATA

Employ robust technology, science, and data management systems to support effective operations and decision making to address highest risks.



### 6.1. Evaluate needs, opportunities, challenges, and constraints for long-term weather monitoring stations in key/strategic locations by June 30, 2022.

Weather and climate are the primary drivers of water resources. The MWA exists in an arid desert region. Given the arid nature of the Mojave Desert, water is our most important shared resource. Historically, the Agency has relied on a network of weather stations funded by outside entities. Over time funding for these weather stations has dwindled. To maintain vital weather/climate monitoring stations MWA will install and maintain a network of meteorologic monitoring points. The capital budget includes \$100,000 for the construction of strategic weather monitoring stations.

### 6.2. Develop an Information Technology Strategic Plan that defines information needed for managing highest risks, supporting routine decisions, providing transparency, and improving customer support and evaluates current Agency technology and recommends updates where needed by December 31, 2022.

The information technology is foundational to making the best policy data-driven decision that will convert the expansive amount of data collected into information to be analyzed and presented to policy-makers as well as all end users of this data. Both internally and externally, technology will be examined to bring innovation, integrity, and security to the data that MWA is responsible for. The plan will also look at how to best leverage existing and future investments given the rapidly-evolving technology environment. Consulting services of \$25,000 are allocated to this effort in FY21/22 and \$50,000 is included to provide implementation and support services outside of MWA's internal staff expertise.

### 6.3. Implement new technology to include hardware and software, to provide efficient data recording, monitoring and management of the Agency's assets and infrastructure to provide information on the timing and costs of replacement or repair by June 30, 2023.

The IT strategic plan will be integrated with the asset management program to identify technology needs and the resources that are required to keep data secure and accessible for end-users.

### 6.4. Continue cultivating partnership with USGS to maintain the highest quality of data. (Ongoing)

MWA has a long-standing cooperative relationship with the USGS. This relationship started in the early days of the Agency providing a vital link to scientific analysis that was lacking in the region. As the Agency has grown, MWA's relationship to the USGS has, appropriately, evolved. Today MWA provides most of its data collection and scientific analysis in-house. However, the USGS still provides specialized scientific analysis and data collection techniques that are beyond MWA's in-house capabilities. In addition, the USGS provides training and oversight of Agency data-collection techniques. This ensures the highest scientific standards for the Agency and area stakeholders. Additionally, the USGS hosts MWA's data on the National Water Information Service (NWIS) thereby making these data available to our Stakeholders. The ongoing cooperative relationship between MWA and USGS elevates and legitimizes the Agency to the public, regional stakeholders, and State-wide industry leaders. A partnership agreement valued at \$400,000 per year is included in the budget to continue to obtain this information and expertise.



## STEWARD FINANCES SUSTAINABLY

Responsibly steward the availability of financial resources required to fulfill our mission.



### 7.1. Update the Financial Strategic Plan including a reevaluation of Agency water rates by June 30, 2022.

Fulfilling the agency's mission requires careful and strategic management of finances. The Agency has a low level of control over taxes and fixed costs associated with the State Water Project, both of which are our primary revenue and expenditures. Given that, the Agency must keep an eye towards the future needs and any actions that may need to be done to fulfill our purpose. A financial strategic plan was adopted by the Board will be updated in this initiative to explore all feasible revenue sources and cost control measures to sustain the organization for area inhabitants in the future. The finance staff will work with financial consultants to update key financial model assumptions and engage in strategic conversation to update the plan, projected to be \$100,000 in consulting fees in addition to staff time for project management.

### 7.2. Annually update expected revenue needs for the future 20 years. (Ongoing)

Fundamental to supporting priority initiatives and foundational activities is the supporting revenue. The finance staff will continue to keep an eye towards future expenditures and what revenues will be required to support MWA. This is a priority task for the Chief Financial Officer.

### 7.3. Identify and pursue grant opportunities to increase the Agency's ability to fulfill Vision and Mission. (Ongoing)

Continue to develop relationships with various federal and state funding agencies to help with the procurement of grants and other funding resources. Consulting support of \$80,000 is allotted to the grant application and administrative processes required to leverage Agency dollars to secure outside funding for high value projects in the capital and operating budget.





## ACTIVE RISK MITIGATION

Create and maintain an active risk register and risk mitigation strategies.



### **8.1. Create risk register and initial risk mitigation strategies for all Agency objectives by December 31, 2021.**

The Agency has identified new and changing risks to the Agency's imported water supply, basin management flexibility, and financial future. Creation of a risk register will enable to the Agency to track and respond to current and foreseen risks. This is a priority task for the Assistant General Manager.

### **8.2. Annually update risk register and identify initiatives necessary to address and mitigate identified risks. (Ongoing)**

The risks to the Agency's imported water supply, basin management flexibility, and financial future are continuously changing due to the changing landscape of California water resource management. Annual updates to the Agency's risk registrar will ensure that the Agency is aware of an adapting to new and changing risks. This is a priority task for the Assistant General Manager.



## COLLABORATIVE RELATIONSHIPS

Cultivate effective and collaborative working relationships with partner agencies, other responsible parties, and the public.



- 9.1. Develop plan for engagement with the Class 8 Contractors to provide a unified voice on water supply and costs by June 30, 2021.

Collaboration and coordination with other SWP contractors in our region enables the Agency to successfully advocate for our region's needs and influence policies that affect our region. This is a priority task for the General Manager and Assistant General Manager.

- 9.2. Develop a communications and outreach plan to include ongoing efforts in engagement and public relations by December 31, 2021.

As the Agency faces new challenges, a new Communications and Outreach Plan that reflects the new Strategic Plan is needed to help reinforce the revised vision, values and initiatives through programs, communication, and education strategies. The Public Information Department includes a facility tours program in the amount of \$7,000, a demonstration garden program for \$75,000, website updates for \$5,000 and annual symposiums, conferences and summits in the amount of \$40,000.

- 9.3. Continue cultivating partnerships with key government agencies, organizations, and other stakeholders (e.g., SWP Contractors, USBR, Lahontan RWQCB, Colorado RWQCB, USGS, etc.). (Ongoing)

The Agency's past success and its future success rests with the quality and breadth of its partnerships with other agencies and stakeholder groups. Developing new relationships and investing in current relationships will enable the Agency to accomplish its goals while strengthening the communities we serve and create a stronger bond of unity.





# Capital Projects

A capital project is a project that helps maintain or improve an Agency asset or infrastructure. It includes the construction, expansion, rehabilitation, or replacement project for an existing facility or facilities. Projects exceed \$50,000 and have a useful-life greater than 2 years but typically more than 20 years.

## CAPITAL PROJECT TYPES

Capital projects are organized and prioritized by different types or categories: groundwater recharge & supply projects, Mojave River Pipeline Projects, R3 Projects, repair and replacement projects, facility projects and vehicles and equipment. In fiscal year 21/22, MWA is undertaking major efforts in groundwater recharge & supply projects, as well as repair and replacement projects.

The MWA groundwater banking efforts are a significant investment being made to ensure that groundwater basins are managed sustainably and that we met future needs for water supply for those in our service area.

As the Agency completes the asset management program, those determinations of risk and criticality will inform the other major categories of capital investments, which are repair & replacement projects, facility projects as well as vehicle and equipment purchases. The asset management program will help the agency to lay out a capital improvement program that will met needs far into the future as well as minimizing the lifecycle costs of current and future infrastructure or equipment that the Agency invests in.

Project Category & Name	Project Life-to-Date	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY 26+	Total Project Cost
Groundwater Recharge & Supply Projects	\$ 1,162,751	\$ 2,310,000	\$ 9,130,000	\$ 4,880,000	\$ 4,400,000	\$ 4,400,000	\$ 87,650,000	\$ 113,932,751
Oeste DEMONSTRATION Recharge Facility - Phelan	\$ 360,000	\$ 800,000						\$ 1,160,000
MWA Groundwater Banking Program Evaluation	\$ 508,751	\$ 800,000	\$ 250,000					\$ 1,558,751
MWA Groundwater Bank Phase 1A (West Victorville) - Traveling Moss Screen	\$ 294,000	\$ 450,000	\$ 4,000,000					\$ 4,744,000
MWA Groundwater Bank Phase 1B (West Victorville) - Engineering			\$ 1,250,000	\$ 1,250,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 3,700,000
MWA Groundwater Bank Phase 1C (West Victorville) - Construction			\$ 3,630,000	\$ 3,630,000				\$ 7,260,000
MWA Groundwater Bank Phase 1D (West Victorville) - Wells and Pipelines					\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 12,000,000
MWA Groundwater Bank Phase 2 - Oro Grand Wash							\$ 27,750,000	\$ 27,750,000
MWA Groundwater Bank Phase 3- Oeste							\$ 27,750,000	\$ 27,750,000
MWA Groundwater Bank Phase 4- Antelope Wash							\$ 27,750,000	\$ 27,750,000
Regional Recharge Projects		\$ 260,000						\$ 260,000
R3 Projects			\$ 1,550,000				\$ 14,400,000	\$ 15,950,000
Le Panto Pipeline Replacement			\$ 350,000				\$ 4,800,000	\$ 5,150,000
Le Panto Reservoir Replacement			\$ 600,000				\$ 6,000,000	\$ 6,600,000
R3 Pipeline to Well #6			\$ 600,000				\$ 3,600,000	\$ 4,200,000
Repair and Replacement Projects	\$ 593,239	\$ 970,000	\$ 1,440,000	\$ 2,335,000	\$ 2,325,000	\$ 1,750,000	\$ 2,500,000	\$ 11,913,239
Annual Budget for Repair and Replacement Projects	\$ 170,747	\$ 620,000	\$ 1,440,000	\$ 2,335,000	\$ 2,325,000	\$ 1,750,000	\$ 2,500,000	\$ 11,140,747
SCADA Upgrade	\$ 422,492	\$ 350,000						\$ 772,492
Facility Projects		\$ 450,000	\$ 490,000		\$ 100,000			\$ 1,040,000
Master Plan (WR)		\$ 350,000	\$ 350,000					\$ 700,000
MWA Cisco Wireless Gateway Replacement (IT)			\$ 50,000					\$ 50,000
MWA Nutanix Virtual Server System (IT)					\$ 100,000			\$ 100,000
MWA Security Camera System Upgrade (entire system) (IT)			\$ 90,000					\$ 90,000
Weather Stations (WR)		\$ 100,000						\$ 100,000
Vehicles & Equipment	\$ 80,000	\$ 310,000	\$ 455,000	\$ 300,000	\$ 475,000	\$ 370,000		\$ 1,990,000
Vehicles & Equipment	\$ 80,000	\$ 310,000	\$ 455,000	\$ 300,000	\$ 475,000	\$ 370,000		\$ 1,990,000
Total	\$ 1,835,990	\$ 4,040,000	\$ 13,065,000	\$ 7,515,000	\$ 7,300,000	\$ 6,520,000	\$ 104,550,000	\$ 144,825,990



Vehicles & Equipment Detail	FY20/21 Projection	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY 26+	Total Project Cost
Vehicles & Equipment	\$ 130,000	\$ 310,000	\$ 455,000	\$ 300,000	\$ 475,000	\$ 370,000		\$1,925,000
Dump trailer boxes (2)	\$ -	\$ 15,000						\$15,000
Dump Truck (currently looking into CARB requirements)	\$ -		\$ 220,000					\$220,000
Equipment Wash Down Rack	\$ -					\$ 50,000		\$50,000
Excavator (used)(needs to be CARB compliant)	\$ -					\$ 250,000		\$250,000
F150 Crew Cab	\$ -	\$ 60,000	\$ 60,000		\$ 50,000			\$170,000
F250 with Utility Bed	\$ -					\$ 70,000		\$70,000
F350 with Utility Bed	\$ -		\$ 65,000					\$65,000
Frontloader (950 or 938)(needs to be CARB compliant)	\$ -			\$ 300,000				\$300,000
Heavy duty service truck	\$ -	\$ 235,000						\$235,000
Hydro Hammer compaction unit (new)	\$ -		\$ 110,000					\$110,000
Moss Collection and Dump Trailer	\$ 15,000							\$15,000
Skip loader	\$ 115,000							
Tractor and Lowboy Trailer	\$ -				\$ 200,000			\$200,000
Water Truck	\$ -				\$ 225,000			\$225,000
Total	\$ 130,000	\$ 310,000	\$ 455,000	\$ 300,000	\$ 475,000	\$ 370,000		\$1,925,000

## Groundwater Recharge & Supply Projects

### Oeste Demonstration Recharge Facility – Phelan (Project 449)

This project will construct a Demonstration recharge project in Oeste to meet legacy and near-future replacement obligations in the Oeste Subarea.

### MWA Groundwater Banking Program Evaluation (Project 446)

This project is investigating the feasibility of a regional water bank for MWA. Regional water banking has the potential to provide a source of revenue and imported water to the Agency. If deemed feasible this project will then outline what the optimal program would be. This would include transfer and exchange agreements, water storage agreements, water market conditions, revenue projections and infrastructure requirements.

### MWA Groundwater Bank Phase 1 (Project 550 & 538)

Water banking has been identified to develop alternative/additional sources of revenue which will ensure the Agency will be able to fulfil its mission long-term. The West Victorville water bank area will be developed as the first phase of the upcoming MWA Groundwater Bank. This phase of the project will be built along the existing and underutilized Mojave River Pipeline just North of the California Aqueduct. The Water bank has been broken into several phased recharge and extraction banking areas to distribute the financial burden to the capital budget over several years. Utilizing existing turn out and pipeline infrastructure will realize significant cost savings to the Agency. The project will provide “leave behind” water to local aquifers, provide significant water quality benefits, and increase drought resiliency to both the MWA and regional banking partners.

### MWA Groundwater Bank Phase 1A (West Victorville) – Traveling Moss Screen (Project 538)

The Mojave River Pipeline does not have a debris screen at the turnout. All other MWA aqueduct facilities do. Groundwater Recharge Basins in the West Victorville water banking area will clog quicker and require more maintenance without debris screening. This project will install a moss screen at the turnout to remedy this situation.

### MWA Groundwater Bank Phase 1B (West Victorville) – Engineering (Project 550)

This portion of the West Victorville phase of the water bank will provide the necessary engineering design services for the project. This will include design, CEQA, NEPA, permitting, bid services, and construction management.

### MWA Groundwater Bank Phase 1C (West Victorville) – Construction (Project 550)

This portion of the West Victorville phase of the water bank will provide the necessary earthwork construction of the recharge basins.



#### MWA Groundwater Bank Phase 1D (West Victorville) - Wells and Pipelines (Project 550)

This portion of the West Victorville phase of the water bank will provide well drilling, well equipping, and pipeline construction to facilitate the return of banked water to the SWP for use by regional banking partners.

#### MWA Groundwater Bank Phase 2 -Oro Grand Wash (Project 551)

Water banking has been identified to develop alternative/additional sources of revenue which will ensure the Agency will be able to fulfil its mission long-term. The Oro Grande Wash phase of the water bank will be built around the existing and underutilized Amethyst Basin Recharge Facility. The Water bank has been broken into several phased recharge and extraction banking areas to distribute the financial burden to the capital budget over several years. Utilizing existing turn out and pipeline infrastructure will realize significant cost savings to the Agency. The project will provide “leave behind” water to local aquifers, provide significant water quality benefits, and increase drought resiliency to both the MWA and regional banking partners.

#### MWA Groundwater Bank Phase 3- Oeste (Project 552)

Water banking has been identified to develop alternative/additional sources of revenue which will ensure the Agency will be able to fulfil its mission long-term. The Oeste phase of the water bank will be built near the California Aqueduct in the Oeste Subarea. This phase of the project will serve the dual purpose of regional water banking but also provided recharge/replacement water to the Oeste Subarea as required by the Mojave Basin Area Judgment. Currently, no recharge facilities exist in this subarea. The Water bank has been broken into several phased recharge and extraction banking areas to distribute the financial burden to the capital budget over several years. The project will provide “leave behind” water to local aquifers, provide significant water quality benefits, and increase drought resiliency to both the MWA and regional banking partners.

#### MWA Groundwater Bank Phase 4- Antelope Wash (Project 553)

Water banking has been identified to develop alternative/additional sources of revenue which will ensure the Agency will be able to fulfil its mission long-term. The Antelope Wash phase of the water bank will be built around the existing and underutilized Antelope Siphon and along the oversized portion of the Morongo Basin Pipeline. In addition, the Antelope Wash Recharge Facility will be a joint use facility with the County Flood Control detention near Ranchero Road in Victorville. The Water bank has been broken into several phased recharge and extraction banking areas to distribute the financial burden to the capital budget over several years. Utilizing existing turn out and pipeline infrastructure will realize significant cost savings to the Agency. The project will provide “leave behind” water to local aquifers, provide significant water quality benefits, and increase drought resiliency to both the MWA and regional banking partners.

#### Regional Recharge Projects (Project 523)

Investigative hydro-geotechnical field studies for future off-river recharge. This includes various scientific techniques used to quantify. The recharge feasibility and includes construction of groundwater monitoring wells. These studies will be done in support of the Agency’s water banking program outlined in Agency planning documents. Once specific recharge sites are identified, planning and environmental studies will be initiated.

## R3 Projects

### Le Panto Pipeline Replacement (Project 539)

The existing R<sup>3</sup> Facilities utilize a 30" pipeline from the Le Panto Reservoir to Turnout #6. This pipeline is currently leased from the City of Victorville. The Agency is planning on designing and constructing a new connecting pipeline from the Le Panto reservoir site to turnout #6 so the leased pipeline can be reincorporated back into the Victorville water delivery facilities.

### Le Panto Reservoir Replacement (Project 540)

The existing R<sup>3</sup> Facilities utilize a 5 MG reservoir (Le Panto) Reservoir. This reservoir is currently leased from the City of Victorville. The Agency is planning on designing and constructing a new reservoir/pump station so the leased Le Panto Reservoir can be reincorporated back into the Victorville water delivery facilities.

### R3 Pipeline to Well #6 (Project 541)

R<sup>3</sup> Well #6 is located on the east side of the Mojave River and currently serves Liberty Utilities (Apple Valley). Preliminary design work is being completed for connecting this well with a pipeline to the west side of the river R<sup>3</sup> facilities to maximize the use of this well site.

## Repair and Replacement Projects

### Annual Budget for Repair and Replacement Projects (Project 529)

This item is to earmark funds in the current fiscal year budget for the rehabilitation and/or replacement of components of the water production and distribution system, such as valves, pumps, electrical equipment, and piping.

### SCADA Upgrade (Project 520)

With the construction of R<sup>3</sup> and Oro Grande Wash Projects, a new SCADA system has been installed which can be expanded to incorporate the Morongo Basin and Mojave River Pipelines. The SCADA system on the Morongo Pipeline was installed in 2000 and the Mojave River Pipeline's initial installation began in 1997. Both SCADA systems have equipment that is no longer supported by the manufacturer(s) and need to be updated and/or replaced. Both systems will be migrated to the existing R<sup>3</sup> ClearScada software, which will control and monitor the Mojave River and Morongo Basin pipelines.

## Facility Projects

### Master Plan (WR)(Project 340)

Develop a master plan for capital improvement projects. This plan will develop a logical and methodical strategy for future capital development needs of the Agency based on UWMP growth and water demand projections.

### MWA Cisco Wireless Gateway Replacement (IT)(Project 546)

This system provides wireless access to the Agency network and/or the Internet for Agency staff and visitors. The current system was last upgraded in 2014. The system end of support will occur on the last day of July 2023. This system should be upgraded in the fiscal year 2022-23. It is important to keep this equipment up to date and supported so that it will receive security updates and prompt replacement in the event of a failure.

### MWA Nutanix Virtual Server System (IT)(Project 547)

This system runs all the Agency's application, database, and file servers. This system is critical to day to day operations of the Agency as well as storing all the data for the Agency. End of support will occur in January 2025. This system will need to be upgraded during the 2024 calendar year to maintain support. This system is critical to that Agency and needs current support, so it continues to receive important security and reliability updates as well as quick hardware replacement in the event of a failure.

### MWA Security Camera System Upgrade (entire system) (IT)(Project 524)

This system provides staff with the ability to monitor who is entering and exiting Agency facilities. The last upgrade to the current Video Surveillance Operations Manager server occurred in 2016. The cameras at Headquarters were installed in 2011 and the Deep Creek Cameras were installed in 2013. The end of support for the VSOM server is the end of January 2022. An update to this system ensures the Agency is running a supported system.

### Weather Stations (WR)(Project 543)

The Agency maintains a small network of weather stations in partnership with key partner stakeholders within the MWA service area. These weather stations are aging and failing. In addition, a long-term CIMIS station in Baja vital for Watermaster data is being decommissioned by its sponsor. This project will assess replace these weather stations with robust and quality industry standard facilities.

## Vehicles & Equipment

Vehicle and equipment to be replaced in FY21/22 include dump trailer boxes and two services vehicles that have reached the end of their useful lives. The crew cab and heavy duty service vehicles are critical for agency operations and staff safety while performing their duties.



Summary	Acct	Description	FY 2018/19 Actual*	FY 2019/20 Actual*	FY 2020/21 Budget*	Actual YTD 11/30/2020	FY 2020/21 Projected	FY 2021/22 Budget	FY 2022/23 Budget
DWR (Fund 600)	5215	State Water Project Minimum OMP&R	8,980,737	10,380,364	12,003,796	4,879,589	12,482,025	13,948,972	15,540,041
	1111	State Water Project Bond & Capital	6,814,720	7,120,494	8,936,379	4,492,419	8,740,637	9,156,738	9,797,710
		Subtotal	15,795,457	17,500,858	20,940,175	9,372,008	21,222,662	23,105,710	25,337,751
SWC Member Allocation (Fund 600)	5731	Legal Fees	-	-	-	-	-	-	-
	5219	SWC Member Allocation	198,535	179,388	230,000	213,880	219,390	230,000	230,000
		Subtotal	198,535	179,388	230,000	213,880	219,390	230,000	230,000
SWP Contractors Authority (Fund 600)	5220	DSPC	-	-	-	-	-	-	-
	5221	Member Dues	4,790	4,790	-	-	8,221	9,000	9,000
		Subtotal	4,790	4,790	-	-	8,221	9,000	9,000
Delta Conveyance (Fund 600)	5223	Finance Authority Administration	36,364	74,610	100,000	50,000	100,000	100,000	100,000
		Subtotal	36,364	74,610	100,000	50,000	100,000	100,000	100,000
Water Purchase (Fund 300 & 600)	1455	Inventory	732,537	3,836,261	1,005,439	(198,260)	939,791	1,357,652	745,965
	5211	COGS: Variable Trans. & Off Aqueduct	1,140,782	353,633	1,032,149	485,558	1,032,149	1,127,322	1,162,303
		Subtotal	1,873,319	4,189,894	2,037,588	287,298	1,971,940	2,484,974	1,908,268
Departmental Expenses (Fund 100)	5600	Salaries	3,760,696	4,046,277	4,042,065	1,484,949	3,463,380	4,390,073	4,521,776
	5612	Overtime	40,210	46,498	53,500	13,399	43,447	53,500	53,500
	5613	Flex Benefits Plan	441,584	553,339	734,965	282,785	618,534	726,110	747,893
	5614	Payroll Taxes	118,157	127,500	137,773	55,346	119,601	147,609	152,037
	5615	Misc. Benefit	33,416	29,522	33,600	8,031	23,723	37,200	34,248
	5616	Workers' Compensation Expense	63,029	68,146	69,741	50,633	69,132	62,383	64,254
	5618	Health Insurance - Dental/Vision - Employees	90,934	101,295	87,275	33,132	76,812	86,716	89,317
	5620	Health Expense Reimb. FSA	99,281	53,130	-	(2,485)	-	-	-
	5621	Retirement Contribution	180,909	190,655	203,290	79,998	176,461	220,691	227,312
	5623	PERS: Employees	740,703	844,244	985,986	657,093	883,467	1,068,343	1,100,394
		SUBTOTAL WAGES & BENEFITS	5,568,919	6,060,606	6,348,195	2,662,881	5,474,557	6,792,625	6,990,731
	5900	Director Fees	120,548	112,933	150,000	33,580	150,000	150,000	150,000
	5910	Dir. Flex Benefits Plan	99,952	124,121	123,970	52,449	123,970	123,970	123,970
	5911	In Lieu of Retirement	1,264	-	-	-	-	-	-
	5912	Health Insurance - Dental/Vision - Directors	-	5,257	9,500	3,785	9,500	9,500	9,500
	5935	Dir. Legislative Travel	5,236	2,661	15,000	-	-	15,000	15,000
	5940	Dir. Travel: Conferences & Expenses	16,118	6,398	35,000	350	1,000	35,000	35,000
	5960	Dir. Travel Within Boundaries	9,930	9,978	21,000	940	3,000	21,000	21,000
	5617	Human Resources Relations	61	4,276	12,500	1,699	6,200	12,500	12,500
	5622	OPEB	69,070	9,204	175,169	72,407	167,382	171,697	173,564
	5700	Office Rent	-	-	-	-	-	-	-
	5701	Equip. Lease/Rent	61,867	35,586	59,000	13,703	36,762	40,500	41,700
	5702	Safety Supplies	15,309	26,427	20,000	5,388	18,750	20,900	19,600
	5703	Recruiting Expense	9,823	9,569	17,500	7,979	12,900	17,500	10,000
	5704	Temporary Services	798	1,144	60,000	-	-	45,000	45,000
	5705	Building Maintenance	104,412	138,565	157,000	33,309	99,382	162,300	166,100
	5706	Utilities	955,141	963,137	1,100,000	348,863	837,271	1,186,820	1,057,500
	5708	Postage & Mailing Costs	1,373	6,872	6,000	(131)	4,000	6,000	6,300
	5709	Office Supplies & Expenses	30,198	28,344	35,000	9,278	22,267	35,000	36,750
	5710	Small Tools	15,721	27,848	27,250	11,210	26,200	21,300	21,300
	5711	Books & Subscriptions	976	1,913	11,550	359	1,550	3,550	3,050
	5712	Telephone	80,297	83,746	81,200	26,698	64,278	85,400	89,150
	5713	Printing	2,391	131	10,500	-	10,000	10,300	10,300
Departmental Expenses (Fund 100) (Continued)	5719	Equipment Maintenance	129,422	251,943	485,500	41,988	306,500	371,500	407,500
	5719	Equipment Maintenance - Emergency (O&M)	-	23,098	100,000	(284)	-	-	-
	5720	Computer Equipment & Maintenance	82,833	60,466	95,000	66,365	95,000	70,000	70,000
	5721	Data Collections	83,839	69,939	125,000	61,098	110,000	125,000	120,000
	5722	Insurance	101,215	129,739	131,412	112,905	112,905	131,412	137,983
	5724	Licenses/Dues & Fees	351,494	361,210	362,700	239,376	364,546	381,396	388,911
	5725	Auto Expenses	69,650	89,497	92,600	36,193	102,908	110,500	153,650
	5726	Travel Expenses	95,879	98,453	170,500	3,637	19,601	151,100	167,200
	5727	Water Conferences	-	-	-	-	-	-	-
	5728	Education, Training & Conferences	42,454	49,558	88,350	15,485	45,817	79,400	65,905
	5729	Consulting	585,586	700,563	1,532,700	239,111	1,265,488	1,407,200	754,000
	5729	Consulting - Grant Funded (60-5729-5000)	50,114	176,468	350,000	46,323	350,000	-	-
	5731	Legal	117,087	156,099	150,000	74,017	177,641	150,000	157,500
	5732	Legislative Advocacy	144,813	151,426	160,000	58,248	160,000	160,000	160,000
	5733	Audit & Accounting	28,700	32,550	36,800	14,975	36,800	37,500	39,375
	5734	Environmental	2,864	-	30,000	700	4,500	7,000	7,000
	5735	Water Quality	36,340	49,016	43,000	14,047	43,000	64,000	47,500
	5736	Engineering, General	172,493	86,097	113,500	12,108	93,500	93,500	93,500
	5737	USGS	397,120	394,490	400,000	70,193	400,000	400,000	380,000
	5740	Water Purchases - R <sup>3</sup> Operational Water	11,649	13,101	13,500	-	13,500	14,000	14,500
	5741	Aerial Photos	31,594	31,594	33,000	38,126	28,595	34,500	36,500
	5742	Public Relations	100,872	97,751	154,000	19,056	113,200	112,000	140,000
	5743	Water Conservation	154,208	225,621	350,000	36,203	325,000	458,000	400,000
	5743	Water Conservation - Grant Funded (30-5743-5000)	254,825	-	800,000	-	500,000	500,000	-
	5800	Election Costs	7,530	-	20,000	-	20,000	-	20,000
	5801	IDM: 4% Debt Service Support	32,576	-	-	-	-	20,000	-
	5803	MWA 50% Watermaster Support	-	-	-	-	-	-	-
	5805	Contingency	-	-	-	-	-	-	-
	5810	Other Expenses	23,237	35,669	29,000	9,186	26,446	29,000	30,200
		Total Before Transfers Out	10,277,798	10,943,064	14,341,896	4,493,803	11,783,916	13,872,870	12,829,239
	5610	Labor & Benefits to WM	-	-	-	-	-	(369,456)	(380,479)
	5744	Overhead Burden Out	-	-	-	-	-	-	-
		Total Capital Labor & OH Out	-	-	-	-	-	(369,456)	(380,479)
		TOTAL NET DEPT EXPENSES:	10,277,798	10,943,064	14,341,896	4,493,803	11,783,916	13,503,414	12,448,760
Tax Collection Exp (All Funds)	5820	General Fund	26,135	28,000	30,000	15,911	26,000	28,000	30,000
	5820	Debt Service Fund	3,394	4,000	4,000	2,023	4,000	4,000	4,000
	5820	SWP Fund	60,973	63,000	65,000	37,272	61,000	63,000	65,000
	5820	ID M	8,677	9,000	10,000	4,625	5,000	1,000	1,000
		Subtotal	99,179	104,000	109,000	59,831	96,000	96,000	100,000
DWR Loans (Fund 300)	5850	Interest Expense	-	-	-	-	-	-	-
	2700	Principal Pmt - 860-880	-	-	-	-	-	-	-
		Subtotal	-	-	-	-	-	-	-
ID M (Fund 800)	5850	Interest Expense	317,475	239,375	135,967	50,792	135,967	83,150	12,700
	2629	Principal Pmt	2,615,000	2,615,000	2,710,000	-	2,710,000	2,780,000	1,905,000
	5810	Reserve Fund Release	-	-	-	-	-	-	-
		Subtotal	2,932,475	2,854,375	2,845,967	50,792	2,845,967	2,863,150	1,917,700
COP-Dudley Ridge (Fund 300)	5854	Interest Expense	1,479,838	1,436,900	1,391,713	600,271	1,391,713	1,344,275	1,294,567
	2623	Principal Pmt	900,000	900,000	945,000	-	945,000	990,000	1,040,000
		Subtotal	2,379,838	2,336,900	2,336,713	600,271	2,336,713	2,334,275	2,334,567
COP-Berrenda Mesa (Fund 600)	5854	Interest Expense	309,450	238,592	174,800	50,008	174,800	97,625	14,042
	2641	Principal Pmt	1,475,000	1,475,000	1,545,000	-	1,545,000	1,605,000	1,685,000
		Subtotal	1,784,450	1,713,592	1,719,800	50,008	1,719,800	1,702,625	1,699,042
TOTAL EXPENSES (net of CIP & Pass-thru grants)			35,382,205	39,901,471	44,661,139	15,177,891	42,304,609	46,429,148	46,085,088

\* Watermaster budget and actuals have been added to prior year numbers for comparison purposes

## Administration (AD) - Department#10

## Department Budget Summary

		FY 18/19 Actual	FY 19/20 Actual	FY 20/21 Budget	Actual YTD as of 11/30/2020	FY 20/21 Projected	FY 21/22 Budget	FY 22/23 Budget
	<b>ADMINISTRATIVE EXPENSES:</b>							
5600	Dept Wages	915,975	950,876	939,666	327,035	886,445	1,144,989	1,179,339
5612	Dept Overtime	1,511	487	500	83	500	500	500
5613	Flex Benefits Plan	94,167	119,495	185,955	64,397	154,932	177,100	182,413
5614	Payroll Taxes	31,293	32,897	32,643	13,823	31,102	38,341	39,491
5615	Misc Benefit	15,416	14,522	15,600	4,062	15,600	21,600	22,248
5616	Workers Compensation Expense	4,262	4,356	4,879	3,078	4,879	4,265	4,393
5618	Health Insurance - Dental/Vision - Employees	29,191	39,254	22,587	8,532	21,041	22,619	23,298
5620	Health Ins Reimb - FSA	23,486	12,684	-	(209)	-	-	-
5621	Deferred Comp Contributions	44,179	45,326	49,483	17,676	46,171	59,749	61,541
5623	PERS Retirement	155,207	182,981	238,608	168,145	233,846	221,772	228,425
	<b>TOTAL WAGES &amp; BENEFITS</b>	<b>1,314,687</b>	<b>1,402,878</b>	<b>1,489,921</b>	<b>606,622</b>	<b>1,394,516</b>	<b>1,690,935</b>	<b>1,741,648</b>
5900	Director Fees	120,548	112,933	150,000	33,580	150,000	150,000	150,000
5910	Dir. Flex Benefits Plan	99,952	124,121	123,970	52,449	123,970	123,970	123,970
5911	In Lieu of Retirement	1,264	-	-	-	-	-	-
5912	Health Insurance - Dental/Vision - Directors	-	5,257	9,500	3,785	9,500	9,500	9,500
5935	Dir. Legislative Travel	5,236	2,661	15,000	-	-	15,000	15,000
5940	Dir. Travel: Conferences & Expenses	16,118	6,398	35,000	350	1,000	35,000	35,000
5960	Dir. Travel Within Boundaries	9,930	9,978	21,000	940	3,000	21,000	21,000
5622	OPEB	69,070	9,204	175,169	72,407	167,382	171,697	173,564
5701	Equip. Lease/Rent	55,706	22,715	24,000	9,484	22,762	24,000	25,200
5702	Safety Supplies	4,729	575	-	-	-	-	-
5705	Building Maintenance	64,142	89,684	87,000	22,659	54,382	82,000	86,100
5706	Utilities	138,118	144,295	150,000	67,970	163,128	150,000	157,500
5708	Postage & Mailing Costs	1,373	6,872	6,000	(131)	4,000	6,000	6,300
5709	Office Supplies & Expenses	30,198	28,344	35,000	9,278	22,267	35,000	36,750
5711	Books & Subscriptions	237	161	500	299	500	500	500
5712	Telephone	74,320	77,449	75,000	23,324	55,978	75,000	78,750
5722	Insurance	101,215	129,739	131,412	112,905	112,905	131,412	137,983
5724	Licenses/Dues & Fees (ACWA, LAFCO & Misc)	79,010	78,631	82,000	55,071	75,071	82,000	86,100
5725	Auto Expenses	680	1,489	2,000	170	408	2,000	2,100
5726	Travel Expenses	53,607	62,732	94,000	1,292	8,101	95,000	99,750
5728	Education, Training & Conferences	10,509	13,327	7,850	2,217	5,317	8,100	8,505
5729	Consulting	108,056	121,813	269,700	71,277	319,700	197,200	110,000
5731	Legal	117,087	156,099	150,000	74,017	177,641	150,000	157,500
5733	Audit & Accounting	28,700	32,550	36,800	14,975	36,800	37,500	39,375
5800	Election Costs	7,530	-	20,000	-	20,000	-	20,000
5801	IDM: 4% Debt Service Support	32,576	-	-	-	-	20,000	-
5810	Other Expenses (trustee fees)	22,918	34,885	24,066	24,066	22,046	24,000	25,200
	<b>NON-LABOR EXPENSES</b>	<b>1,252,829</b>	<b>1,271,912</b>	<b>1,724,900</b>	<b>618,188</b>	<b>1,555,858</b>	<b>1,645,879</b>	<b>1,605,647</b>
	<b>TOTAL DEPT EXPENSES</b>	<b>2,567,516</b>	<b>2,674,790</b>	<b>3,214,821</b>	<b>1,224,810</b>	<b>2,950,374</b>	<b>3,336,814</b>	<b>3,347,295</b>

DO NOT USE 5803 on  
ADMIN tab. WM  
Support is accounted for  
on the WaterMaster tab -

## Information Technology (IT) - Department 20

## Department Budget Summary

		FY18/19 Actual	FY19/20 Actual	FY 20/21 Budget	Actual YTD as of 11/30/2020	FY20/21 Projected	FY 21/22 Budget	FY 22/23 Budget
	<b>ADMINISTRATIVE EXPENSES:</b>							
5600	Dept Wages	97,104	106,408	98,452	39,400	98,164	102,431	105,504
5612	Dept Overtime	9,832	13,502	15,000	4,187	14,000	15,000	15,000
5613	Flex Benefits Plan	15,060	16,385	17,710	7,493	17,710	17,710	18,241
5614	Payroll Taxes	3,020	3,191	3,369	1,328	3,323	3,484	3,589
5616	Workers Compensation Expense	446	440	409	185	409	381	392
5618	Health Insurance - Dental/Vision - Employees	4,130	2,619	2,583	1,102	2,480	2,646	2,725
5620	Health Ins Reimb - FSA	2,792	2,317	-	-	-	-	-
5621	Deferred Comp Contributions	4,788	4,962	4,923	2,151	5,106	5,122	5,276
5623	PERS Retirement	28,198	33,535	37,248	36,530	45,380	51,395	52,937
	<b>TOTAL WAGES &amp; BENEFITS</b>	<b>165,370</b>	<b>183,359</b>	<b>179,694</b>	<b>92,376</b>	<b>186,572</b>	<b>198,169</b>	<b>203,664</b>
5710	Small Tools	128	-	1,000	-	200	1,000	1,000
5720	Computer Equipment & Maintenance	82,833	60,466	95,000	66,365	95,000	70,000	70,000
5724	Licenses/Dues & Fees	233,896	237,590	240,000	176,115	250,000	257,100	260,000
5726	Travel Expenses	136	-	8,000	139	500	2,000	8,000
5728	Education, Training & Conferences	4,495	5,989	12,000	-	-	6,000	12,000
5729	Consulting	67,992	81,955	75,000	19,464	60,000	150,000	75,000
5741	Aerial Photos	21,063	21,063	22,000	19,063	19,063	23,000	25,000
	<b>NON-LABOR EXP</b>	<b>410,543</b>	<b>407,063</b>	<b>453,000</b>	<b>281,146</b>	<b>424,763</b>	<b>509,100</b>	<b>451,000</b>
	<b>TOTAL DEPARTMENT EXPENSES</b>	<b>575,913</b>	<b>590,422</b>	<b>632,694</b>	<b>373,522</b>	<b>611,335</b>	<b>707,269</b>	<b>654,664</b>



## Community Outreach and Employee Relations (PI)- Department #30

## Department Budget Summary

		FY18/19 Actual	FY19/20 Actual	FY20/21 Budget	Actual YTD as of 11/30/2020	FY20/21 Projected	FY21/22 Budget	FY22/23 Budget
	<b>ADMINISTRATIVE EXPENSES:</b>							
5600	Dept Wages	486,498	492,082	527,132	186,393	513,243	632,442	651,415
5612	Dept Overtime	1,039	1,222	2,000	-	1,000	2,000	2,000
5613	Flex Benefits Plan	55,281	67,757	88,550	30,020	70,889	88,550	91,207
5614	Payroll Taxes	15,160	15,214	17,855	6,606	17,121	20,909	21,536
5615	Misc Benefit	6,000	6,000	6,000	3,646	7,800	9,600	6,000
5616	Workers Compensation Expense	2,972	3,390	3,183	1,786	3,183	2,363	2,434
5618	Health Insurance - Dental/Vision - Employees	10,104	9,486	9,540	3,580	8,585	9,815	10,109
5620	Health Ins Reimb - FSA	13,092	6,562	-	(476)	-	-	-
5621	Deferred Comp Contributions	22,997	23,602	26,357	10,110	23,993	31,622	32,571
5623	PERS Retirement	78,281	69,525	90,919	54,349	85,897	122,058	125,720
	<b>TOTAL WAGES &amp; BENEFITS</b>	<b>691,424</b>	<b>694,840</b>	<b>771,536</b>	<b>296,014</b>	<b>731,711</b>	<b>919,359</b>	<b>942,992</b>
5617	Human Resources Relations	61	4,276	12,500	1,699	6,200	12,500	12,500
5702	Safety Supplies	167	12,729	6,000	4,029	7,500	7,000	6,000
5703	Recruiting Expense	441	9,569	17,500	7,979	12,900	17,500	10,000
5704	Temporary Services	798	489	-	-	-	-	-
5710	Small Tools	-	-	-	-	-	-	-
5711	Books & Subscriptions	658	1,389	1,000	-	-	1,000	1,000
5713	Printing	2,391	131	10,000	-	10,000	10,000	10,000
5724	Licenses/Dues/ Fees/Legal Consort.	7,299	11,608	8,000	6,614	8,000	8,000	8,000
5725	Auto Expenses	151	567	-	-	-	-	-
5726	Travel Expenses	17,054	12,388	19,000	348	1,000	18,300	20,000
5728	Education, Training & Conferences	6,518	4,864	12,500	1,679	3,500	18,250	13,000
5729	Consulting	9,225	-	-	-	-	80,000	-
5732	Legislative Advocacy	144,813	151,426	160,000	58,248	160,000	160,000	160,000
5742	Public Relations	100,872	97,751	154,000	19,056	113,200	112,000	140,000
5743	Water Conservation	154,208	225,621	350,000	36,203	325,000	458,000	400,000
5743	Water Conservation - Grant Funded	254,825	-	800,000	-	500,000	500,000	-
	<b>NON-LABOR EXP</b>	<b>699,481</b>	<b>532,808</b>	<b>1,550,500</b>	<b>135,855</b>	<b>1,147,300</b>	<b>1,402,550</b>	<b>780,500</b>
	<b>TOTAL DEPARTMENT EXPENSES</b>	<b>1,390,905</b>	<b>1,227,648</b>	<b>2,322,036</b>	<b>431,869</b>	<b>1,879,011</b>	<b>2,321,909</b>	<b>1,723,492</b>

Engineering (ENG) - Department# 40  
Department Budget Summary

		FY18/19 Actual	FY19/20 Actual	FY20/21 Budget	Actual YTD as of 11/30/2020	FY20/21 Projected	FY21/22 Budget	FY22/23 Budget
	<b>ADMINISTRATIVE EXPENSES:</b>							
5600	Dept Wages	273,021	329,226	320,061	90,402	169,053	356,819	367,524
5612	Dept Overtime	-	-	-	-	-	-	-
5613	Flex Benefits Plan	24,480	34,171	53,130	12,150	24,411	53,130	54,724
5614	Payroll Taxes	8,926	10,131	10,823	2,950	5,569	11,889	12,246
5615	Misc Benefit	6,000	3,000	6,000	-	-	-	6,000
5616	Workers Compensation Expense	693	4,756	5,496	1,025	5,496	1,831	1,886
5618	Health Insurance - Dental/Vision - Employees	3,860	4,331	4,815	1,198	1,981	4,904	5,051
5620	Health Ins Reimb - FSA	5,300	3,873	-	(19)	-	-	-
5621	Deferred Comp Contributions	13,379	15,430	16,003	4,721	8,654	17,841	18,376
5623	PERS Retirement	66,472	75,459	65,818	7,812	14,022	32,231	33,198
	<b>TOTAL WAGES &amp; BENEFITS</b>	<b>402,131</b>	<b>480,377</b>	<b>482,146</b>	<b>120,239</b>	<b>229,186</b>	<b>478,645</b>	<b>499,005</b>
5703	Recruiting Expense	2,752	-	-	-	-	-	-
5704	Temporary Services	-	-	-	-	-	25,000	25,000
5711	Books & Subscriptions	-	-	8,500	-	-	-	-
5724	Licenses/Dues & Fees	385	232	700	107	775	296	311
5725	Auto Expenses	2,802	956	5,100	-	-	1,000	1,050
5726	Travel Expenses	2,051	1,115	3,000	-	-	3,000	3,150
5728	Education, Training & Conferences	-	200	6,000	-	-	2,000	2,100
5729	Consulting	9,279	59,912	350,000	40,788	220,788	420,000	420,000
	<b>NON-LABOR EXP</b>	<b>52,466</b>	<b>65,208</b>	<b>393,300</b>	<b>40,895</b>	<b>221,563</b>	<b>451,296</b>	<b>451,611</b>
	<b>TOTAL DEPT EXPENSES</b>	<b>454,597</b>	<b>545,585</b>	<b>875,446</b>	<b>161,134</b>	<b>450,749</b>	<b>929,941</b>	<b>950,616</b>

Operation Maintenance (OM) - Department# 50

Department Budget Summary

		FY 18/19 Actual	FY 19/20 Actual	FY20/21 Budget	Actual YTD as of 11/30/2020	FY20/21 Projected	FY21/22 Budget	FY22/23 Budget
	<b>ADMINISTRATIVE EXPENSES:</b>							
5600	Dept Wages	582,474	649,440	713,322	251,850	659,502	744,794	767,138
5612	Dept Overtime	24,121	28,939	32,000	6,182	25,000	32,000	32,000
5613	Flex Benefits Plan	91,821	109,669	141,680	52,449	134,187	141,680	145,930
5614	Payroll Taxes	16,110	18,873	24,034	8,265	20,554	24,946	25,694
5616	Workers Compensation Expense	24,937	29,167	31,357	26,250	31,357	32,239	33,206
5618	Health Insurance - Dental/Vision - Employees	14,726	16,086	18,128	6,911	16,578	18,307	18,856
5620	Health Ins Reimb - FSA	17,112	8,864	-	(244)	-	-	-
5621	Deferred Comp Contributions	27,426	29,493	34,353	13,377	33,219	35,927	37,005
5623	PERS Retirement	91,106	107,280	111,321	65,698	111,837	115,854	119,330
	<b>TOTAL WAGES &amp; BENEFITS</b>	<b>889,833</b>	<b>997,811</b>	<b>1,106,195</b>	<b>430,738</b>	<b>1,032,234</b>	<b>1,145,747</b>	<b>1,179,159</b>
5701	Equip. Lease/Rent	6,161	12,871	35,000	4,219	14,000	16,500	16,500
5702	Safety Supplies	7,872	12,652	11,000	1,359	8,750	11,300	11,000
5703	Recruiting Expense	4,304	-	-	-	-	-	-
5704	Temporary Services	-	-	40,000	-	-	-	-
5705	Building Maintenance	40,270	48,881	70,000	10,650	45,000	80,300	80,000
5706	Utilities	817,023	818,842	950,000	280,893	674,143	1,036,820	900,000
5710	Small Tools	13,832	25,608	24,000	10,552	24,000	18,200	18,200
5711	Books & Subscriptions	-	-	1,000	60	500	1,000	1,000
5712	Telephone	5,977	6,297	6,200	3,374	8,300	10,400	10,400
5719	Equipment Maintenance	121,890	249,370	478,000	41,082	299,000	364,000	400,000
5724	Licenses/Dues & Fees	25,549	29,055	29,000	1,159	29,500	31,000	32,000
5725	Auto Expenses	49,443	68,933	60,000	30,313	82,000	82,000	75,000
5726	Travel Expenses	1,100	2,205	4,500	-	-	4,500	2,000
5728	Education, Training & Conferences	4,712	5,815	10,000	4,485	9,000	10,300	10,300
5729	Consulting	21,446	99,296	90,000	5,944	65,000	74,000	74,000
5734	Environmental	2,864	-	30,000	700	4,500	7,000	7,000
5735	Water Quality	36,340	49,016	43,000	14,047	43,000	64,000	47,500
5740	Water Purchases - R <sup>3</sup> Operational Water	11,649	13,101	13,500	-	13,500	14,000	14,500
	<b>NON-LABOR EXP</b>	<b>1,170,432</b>	<b>1,465,040</b>	<b>1,995,200</b>	<b>408,553</b>	<b>1,320,193</b>	<b>1,825,320</b>	<b>1,699,400</b>
	<b>TOTAL DEPARTMENT EXPENSES</b>	<b>2,060,265</b>	<b>2,462,851</b>	<b>3,101,395</b>	<b>839,291</b>	<b>2,352,427</b>	<b>2,971,067</b>	<b>2,878,559</b>



# Water Resources - Department #60

## Department Budget Summary

		FY 18/19 Actual	FY 19/20 Actual	FY20/21 Budget	Actual YTD as of 11/30/2020	FY20/21 Projected	FY21/22 Budget	FY22/23 Budget
	<b>ADMINISTRATIVE EXPENSES:</b>							
5600	Dept Wages	971,351	1,039,498	978,744	297,322	689,908	977,885	1,007,222
5612	Dept Overtime	-	317	-	-	-	-	-
5613	Flex Benefits Plan	112,613	149,708	177,100	69,888	151,626	177,100	182,413
5614	Payroll Taxes	29,948	32,563	33,519	12,364	27,185	33,495	34,500
5615	Misc Benefit	6,000	6,000	6,000	323	323	6,000	
5616	Workers Compensation Expense	27,440	23,484	22,022	16,523	22,022	19,092	19,665
5618	Health Insurance - Dental/Vision - Employees	20,692	20,936	21,129	6,575	17,502	19,485	20,070
5620	Health Ins Reimb - FSA	26,802	12,934	-	(1,422)	-	-	-
5621	Deferred Comp Contributions	46,928	49,240	48,937	16,512	36,141	48,894	50,361
5623	PERS Retirement	222,438	257,927	288,907	191,047	235,713	338,908	349,075
	<b>TOTAL WAGES &amp; BENEFITS</b>	<b>1,464,212</b>	<b>1,592,607</b>	<b>1,576,358</b>	<b>609,132</b>	<b>1,180,420</b>	<b>1,620,859</b>	<b>1,663,306</b>
5702	Safety Supplies	2,541	471	2,500	-	2,500	2,500	2,500
5703	Recruiting Expense	2,326	-	-	-	-	-	-
5704	Temporary Services	-	655	20,000	-	-	20,000	20,000
5710	Small Tools	1,761	2,240	2,000	658	2,000	2,000	2,000
5711	Books & Subscriptions	81	334	500	-	500	1,000	500
5719	Equipment Maintenance	7,532	2,573	7,500	906	7,500	7,500	7,500
5720	Computer & Equipment Maintenance	-	-	-	-	-	-	
5721	Data Collections	83,839	69,939	125,000	61,098	110,000	125,000	120,000
5724	Licenses/Dues & Fees	5,355	4,094	3,000	310	1,200	3,000	2,500
5725	Auto Expenses	16,096	17,230	25,000	5,446	20,000	25,000	75,000
5726	Travel Expenses	21,707	17,276	34,000	1,858	10,000	22,000	28,000
5728	Education, Training & Conferences	16,220	19,325	34,000	6,354	26,000	30,000	14,000
5729	Consulting	369,588	337,587	748,000	101,638	600,000	486,000	75,000
5729	Consulting - Grant Funded (60-5729-5000)	50,114	176,468	350,000	46,323	350,000	-	-
5737	USGS	397,120	394,490	400,000	70,193	400,000	400,000	380,000
5810	Other Expenses	319	784	5,000	-	4,400	5,000	5,000
	<b>NON-LABOR EXP</b>	<b>974,599</b>	<b>1,043,466</b>	<b>1,756,500</b>	<b>294,784</b>	<b>1,534,100</b>	<b>1,129,000</b>	<b>732,000</b>
	<b>TOTAL DEPT EXPENSES</b>	<b>2,438,811</b>	<b>2,636,073</b>	<b>3,332,858</b>	<b>903,916</b>	<b>2,714,520</b>	<b>2,749,859</b>	<b>2,395,306</b>

Watermaster - Department #90

Department Budget Summary

		FY 18/19 Actual	FY 19/20 Actual	FY20/21 Budget	Actual YTD as of 11/30/2020	FY20/21 Projected	FY21/22 Budget	FY22/23 Budget
	<b>ADMINISTRATIVE EXPENSES:</b>							
5600	Dept Wages	434,273	478,747	464,688	292,547	447,065	430,713	443,634
5612	Dept Overtime	3,707	2,031	4,000	2,947	2,947	4,000	4,000
5613	Flex Benefits Plan	48,162	56,154	70,840	46,388	64,779	70,840	72,965
5614	Payroll Taxes	13,700	14,631	15,530	10,010	14,747	14,545	14,981
5616	Workers Compensation Expense	2,279	2,553	2,395	1,786	1,786	2,212	2,278
5618	Health Insurance - Dental/Vision - Employees	8,231	8,583	8,493	5,234	8,645	8,940	9,208
5620	Health Ins Reimb - FSA	10,697	5,896	-	(115)	-	-	-
5621	Deferred Comp Contributions	21,212	22,602	23,234	15,451	23,177	21,536	22,182
5623	PERS Retirement	99,001	117,537	153,165	133,512	156,772	186,125	191,709
	<b>TOTAL WAGES &amp; BENEFITS</b>	<b>641,262</b>	<b>708,734</b>	<b>742,345</b>	<b>507,760</b>	<b>719,918</b>	<b>738,911</b>	<b>760,957</b>
5702	Safety Supplies	-	-	500	-	-	100	100
5710	Small Tools	-	-	250	-	-	100	100
5711	Books & Subscriptions	-	29	50	-	50	50	50
5713	Printing	-	-	500	-	-	300	300
5725	Auto Expenses	478	322	500	264	500	500	500
5726	Travel Expenses	224	2,737	8,000	-	-	6,300	6,300
5728	Education, Training & Conferences	-	38	6,000	750	2,000	4,750	6,000
5736	Engineering, General	137,296	83,304	93,500	12,108	93,500	93,500	93,500
5741	Aerial Photos	10,531	10,531	11,000	19,063	9,532	11,500	11,500
	<b>NON-LABOR EXP</b>	<b>148,529</b>	<b>96,961</b>	<b>120,300</b>	<b>32,185</b>	<b>105,582</b>	<b>117,100</b>	<b>118,350</b>
	<b>TOTAL DEPT EXPENSES</b>	<b>789,791</b>	<b>805,695</b>	<b>862,645</b>	<b>539,945</b>	<b>825,500</b>	<b>856,011</b>	<b>879,307</b>
5610	Labor & Benefits from Watermaster	(320,550)	(353,876)	(371,173)	(125,862)	(359,959)	(369,456)	(380,479)
	<b>Total Capital Labor &amp; OH Out</b>	<b>(320,550)</b>	<b>(353,876)</b>	<b>(371,173)</b>	<b>(125,862)</b>	<b>(359,959)</b>	<b>(369,456)</b>	<b>(380,479)</b>
	<b>TOTAL NET DEPT EXPENSES:</b>	<b>469,241</b>	<b>451,819</b>	<b>491,472</b>	<b>414,083</b>	<b>465,541</b>	<b>486,555</b>	<b>498,828</b>

**Mojave Water Agency Salary Plan**  
**July 1, 2021**

Classification	Salary Range	Annual				Monthly				Bi-Weekly				Hourly			
		Bottom	Mid	Top	Max *	Bottom	Mid	Top	Max *	Bottom	Mid	Top	Max *	Bottom	Mid	Top	Max *
Office Assistant	6	37,585	43,849	52,619	57,881	3,132	3,654	4,385	4,823	1,445.58	1,686.52	2,023.82	2,226.20	18.07	21.08	25.30	27.83
Account Clerk	10	41,487	48,402	58,082	63,890	3,457	4,033	4,840	5,324	1,595.65	1,861.60	2,233.92	2,457.31	19.95	23.27	27.92	30.72
Administrative Assistant																	
Pump Maintenance Technician	18	50,548	58,973	70,767	77,844	4,212	4,914	5,897	6,487	1,944.15	2,268.18	2,721.81	2,993.99	24.30	28.35	34.02	37.42
Senior Accounting Technician																	
Water Resources Specialist I																	
Water Systems Operator I																	
Watermaster Specialist I																	
Water Resources Data Analyst I																	
Senior Administrative Assistant	22	55,795	65,095	78,114	85,925	4,650	5,425	6,509	7,160	2,145.98	2,503.64	3,004.37	3,304.81	26.82	31.30	37.55	41.31
Water Resources Specialist II																	
Water Systems Operator II																	
Watermaster Specialist II																	
GIS Technician																	
Accountant	27	63,127	73,649	88,378	97,216	5,261	6,137	7,365	8,101	2,427.98	2,832.64	3,399.17	3,739.08	30.35	35.41	42.49	46.74
Public Information Specialist																	
Water Resources Planning Analyst I																	
Senior Water Resources Specialist	28	64,706	75,490	90,588	99,647	5,392	6,291	7,549	8,304	2,488.68	2,903.46	3,484.15	3,832.56	31.11	36.29	43.55	47.91
Senior Watermaster Specialist																	
Water Systems Operator, Senior																	
Network Administrator	31	69,681	81,294	97,553	107,309	5,807	6,775	8,129	8,942	2,680.03	3,126.70	3,752.05	4,127.25	33.50	39.08	46.90	51.59
Senior CAD Systems Technician																	
GIS Analyst																	
Senior Accountant	33	73,208	85,410	102,492	112,741	6,101	7,117	8,541	9,395	2,815.71	3,284.99	3,941.99	4,336.19	35.20	41.06	49.27	54.20
Water Resources Data Analyst II																	
Water Resources Planning Analyst II																	
Assistant Engineer																	
Executive Assistant	34	75,039	87,545	105,054	115,560	6,253	7,295	8,755	9,630	2,886.10	3,367.12	4,040.54	4,444.60	36.08	42.09	50.51	55.56
Senior Water Resources Data Analyst	39	84,899	99,049	118,859	130,745	7,075	8,254	9,905	10,895	3,265.36	3,809.59	4,571.50	5,028.65	40.82	47.62	57.14	62.86
Senior Water Resources Planning Analyst																	
Water Resources Hydrogeologist																	
Database Program Administrator	40	87,022	101,525	121,831	134,014	7,252	8,460	10,153	11,168	3,346.99	3,904.83	4,685.79	5,154.37	41.84	48.81	58.57	64.43
Water Systems Operator Supervisor																	
Water Resources Supervisor																	
Water Conservation and Forecast Manager	44	96,056	112,065	134,478	147,926	8,005	9,339	11,207	12,327	3,694.45	4,310.20	5,172.24	5,689.46	46.18	53.88	64.65	71.12
Senior Hydrogeologist/Engineer	45	98,457	114,867	137,840	151,624	8,205	9,572	11,487	12,635	3,786.82	4,417.95	5,301.54	5,831.70	47.34	55.22	66.27	72.90
Senior Hydrogeologist																	
Senior Engineer																	
Imported Water Resources Specialist																	
Finance Manager	47	103,442	120,682	144,818	159,300	8,620	10,057	12,068	13,275	3,978.52	4,641.61	5,569.93	6,126.93	49.73	58.02	69.62	76.59
Human Resources Manager																	
Public Information Officer																	
Senior Legislative and Conservation Manager																	
Information System Manager	53	119,961	139,954	167,945	184,739	9,997	11,663	13,995	15,395	4,613.87	5,382.85	6,459.41	7,105.36	57.67	67.29	80.74	88.82
Senior Project Manager/Engineering Controller																	
Water Resources Principal Hydrogeologist																	



**Mojave Water Agency Salary Plan  
July 1, 2021**

Classification	Salary Range	Annual				Monthly				Bi-Weekly				Hourly			
		Bottom	Mid	Top	Max *	Bottom	Mid	Top	Max *	Bottom	Mid	Top	Max *	Bottom	Mid	Top	Max *
Director of Community Outreach and Cultural Relations Director of Operations Superintendent of Operations Watermaster Services Manager Imported Water and Engineering Manager	<b>59</b>	139,117	162,304	194,764	214,241	11,593	13,525	16,230	17,853	5,350.67	6,242.45	7,490.94	8,240.03	66.88	78.03	93.64	103.00
Chief Financial Officer Director of Basin Management and Resource Planning Director of Engineering	<b>61</b>	146,160	170,520	204,624	225,087	12,180	14,210	17,052	18,757	5,621.55	6,558.47	7,870.17	8,657.19	70.27	81.98	98.38	108.21
Assistant General Manager Director Engineering & Operations	<b>67</b>	169,501	197,751	237,302	261,032	14,125	16,479	19,775	21,753	6,519.27	7,605.82	9,126.98	10,039.68	81.49	95.07	114.09	125.50
General Manager	<b>75</b>	206,521	240,941	289,129	318,042	17,210	20,078	24,094	26,503	7,943.10	9,266.95	11,120.34	12,232.38	99.29	115.84	139.00	152.90

\* Non-Compounding compensation: this is earned each year. Following the annual performance evaluation, employees increase or decrease in pay will be determined based on the performance evaluation score percent multiplied by the Top of the range. NOTE: Any current employee, as of November 17, 2017, whose new pay range results in a reduction of salary from their current range will retain the salary under the Grade and Rate Range schedule adopted July 1, 2017.