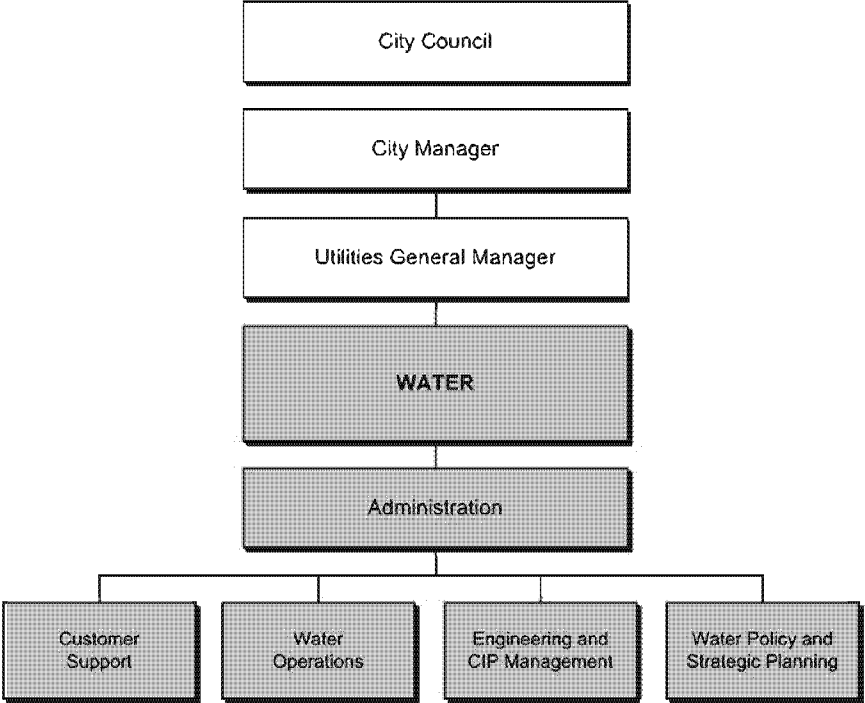


# Water

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## Mission Statement

To provide San Diego with safe, reliable, cost effective water and outstanding customer service in an environmentally sensitive manner.

## Department Description

San Diego boasts one of the largest and most complex water storage, treatment and delivery systems in the world. The water system extends over 404 square miles serving nearly 1.3 million residents with an average of 208 million gallons of water per day (MGD). Water is transported through approximately 3,320 miles of pipeline and 270,000 metered service connections. The City has nine reservoirs with a total capacity of 415,936 acre feet (AF - one AF equals 325,900 gallons) and three water treatment plants with a total capacity of nearly 330 MGD.

Since San Diego is considered a semi-arid region that lacks water as a natural resource, approximately 90 percent of the water used by residents is imported. One of the Water Department's primary responsibilities is to secure imported water supplies for the residents of San Diego while continuing to research alternative water supplies such as recycled water, groundwater, desalinization, etc. In addition to supplying water, the Department also performs a variety of functions and provides a number of services including water system repair and maintenance, lake recreation activities and water conservation education.

While the responsibilities of the City of San Diego Water Department have grown since it was established in 1901, its goal remains the same: to provide a safe and reliable water supply to the San Diego community.

## Division/Major Program Description

### Administration

The Administration Division is comprised of three major programs: Department Management, Human Resources and Business Operations, each of which provides a specialized service for the Water Department. Department Management directs and manages Depart-

# Water

## Division/Major Program Description

### Administration (continued)

ment activities, as well as acts as a liaison with local, State, and federal agencies; advises the Mayor, City Council and City Manager on water supply and other related issues; and provides public information for the Department. The Office of Human Resources consists of Analytical Support, Payroll, and Training. Analytical Support provides consistent, fair, and legally sound advice and services to Water Department employees. Payroll Services provides payroll and document processing for employees. The Training section creates and manages training to employees for safety, technical, and legally mandated programs. The Business Operations Program is comprised of four sections: Budget Administration and Fiscal Management, Inter-Agency Contracts and Grant Administration, Contract Procurement, and Information Services (IS) Support. Budget Administration and Fiscal Management provides budget administration, analysis and coordination for both the operation and maintenance budget and the Capital Improvements Program (CIP) budget including expenditure and revenue forecasts, bond debt analysis, and monitoring and maintaining Department reserves. Inter-Agency Contracts and Grant Administration, which also includes Data Library Management, provides administration, grant and legislative analysis, contract administration and electronic data storage of Water Department documents. Contract Procurement prepares, procures, and monitors agreements for all design, design-build, and specialty consultants required to implement the CIP. IS support administers IT budgets and service level agreements, performs long range technology business planning and provides technical assistance for the Water Department.

### Customer Support

The Customer Support Division is comprised of five major sections: Water Resources, Recycled Water, Customer Services, Field Services, and Meter Services. The Water Resources section develops and administers Citywide water conservation programs designed to promote permanent water savings. The Recycled Water section administers the reclaimed water program including marketing and developing the use of reclaimed water in designated areas in the City. The Customer Services section functions as a liaison between the Water and Metropolitan Wastewater Departments and the City's customers for water and sewer billing services. The Field Services section is responsible for field contact activities, including water meter reading, investigation of water and sewer billing complaints, and enforcement of water use codes. The Meter Services section is

## Division/Major Program Description

### Customer Support (continued)

responsible for the accuracy, maintenance, installation, and replacement of water meters within the City of San Diego.

### Engineering and CIP Management

The Engineering and CIP Management Division oversees the Planning, Design and Construction of the Department's Capital Improvements Program. The Division also provides engineering and other technical aspects associated with the upgrade and expansion of the City's water system. The Division is comprised of eight sections: Division Management, Planning and Project Development, Project Management-Water Treatment Plants, Project Management-North Section, Project Management South Section, Special Projects, Corrosion Engineering and Operations Liaison. Division Management provides direction and oversees Division activities. Planning and Project Development conducts water modeling and planning studies to determine system deficiencies, as well as to identify and develop future projects for the next phase of the Capital Improvements Program. Project Management-Water Treatment Plants oversees improvements to the Miramar and Alvarado water treatment plants. Project Management-North section oversees water system improvements geographically located north of Interstate 8. Project Management-South section oversees water system improvements geographically located south of Interstate 8, as well as improvements to the Otay Water Treatment Plant. Corrosion Engineering provides department-wide corrosion engineering plan checks and specialized inspections for all water related projects. Operations Liaison provides the operational perspective on all capital projects, as well as coordinates construction management for the North and South section projects and performs the operational plan checks for the Department. These efforts ensure timely and cost effective upgrade and expansion of the water system conducted with sensitivity to the environment and the customer needs.

### Water Operations

The Water Operations Division provides water service to the City of San Diego. The Division is comprised of eight major sections: Administration, Safety Program, System Engineering, Laboratory, Construction, Systems Operations, Reservoirs and Recreation and Storm Water/Watershed. Administration provides support to all sections within the Division. The Water Operations Division is currently in its first year of the five year Bid-to-Goal contract. The Safety program manages security of the water system, enforces compliance with environmental health regulations, and ensures a safe

# Water

## Division/Major Program Description

### Water Operations (continued)

workplace for Department employees. System Engineering duties include design, construction administration, project administration and inspection of the City's water supply. Additionally, this section manages funds used to import water from the County Water Authority. The Laboratory is responsible for monitoring and reporting the bacterial and chemical quality of the City's drinking water. It performs extensive analyses, following all State and federal mandates. The Construction section provides construction, maintenance and repair activities. It also provides construction support to the Capital Improvements Program. System Operations coordinates all raw and treated water supplies. Raw water is chemically treated, filtered, and disinfected to produce clear, odorless potable water meeting all applicable health regulations. This section also operates and maintains water pump stations, reservoirs, water storage facilities, and major transmission pipelines, as well as provides emergency services. Reservoirs and Recreation is responsible for water storage and recreation. This section utilizes the City's municipal water supply reservoirs for outdoor, water-based recreational activities which are compatible with safe, potable water. The Storm Water/Watershed section oversees compliance with the regulations of the San Diego Regional Water Quality Control Board's new Storm Water Permit.

### Water Policy and Strategic Planning

The Water Policy and Strategic Planning Division is responsible for developing the departmental Strategic Business Plan, implementing the Asset Management System, formulating and making water policy recommendations, providing public outreach for capital projects and evaluating new water supply resources. The Division is comprised of six major sections: Division Management, Strategic Planning, Water Policy, Water Reliability Program, Environmental and Permits, and Public Information. Division Management provides direction and oversees Division activities. The Strategic Planning group supports the Strategic Business Plan implementation activities, and is responsible for benchmarking and other continuous improvement efforts. Water Policy interacts with other agencies, tracks water policy issues and related legislation, and provides analysis of complex water resource issues that assist the City's decision-making bodies. The Water Reliability Program is charged with planning the development of local water supplies and overseeing the implementation of the City's Long-Range Water Resources Plan. Environmental and Permits provides guidance and

## Division/Major Program Description

### Water Policy and Strategic Planning (continued)

environmental review of projects and assists in securing necessary environmental permits for capital projects. Public Information provides information to target audiences and stakeholders and responds to requests for information on the projects in the Department's Capital Improvements Program.

## Service Efforts and Accomplishments

For over 100 years, the Water Department has had an unblemished record of water quality. To continue this high quality of service, the Water Department has embarked on the following projects:

### Strategic Business Plan

Developing the Strategic Business Plan allowed the Department to examine the forces that impact the industry and identify organizational strengths and areas for improvement. Public Utilities Advisory Commission approval of the plan in June 2004 allowed the Department to implement a program of enhanced organizational alignment and process improvements creating greater efficiency and effectiveness and helping the Department achieve its vision of being a Best-In-Class utility.

### Monthly Billing

In September 2003, the Department converted from bi-monthly to monthly billing of all water and sewer customers. This conversion has resulted in a more regular billing cycle for customers.

### Bid-to-Goal/ISO 14001 Program

The Water Department will be the first City department and agency in the nation to develop a Bid-to-Goal and International Organization of Standards (ISO) 14001 Program simultaneously. Designed to foster team orientation, improve productivity, decrease expenditures and assure accountability, the program also incorporates the ISO - Environmental Management System. The Mayor and City Council approved the Memorandum of Understanding in June of 2004.

### Water Treatment Plant Service Area Water Master Plan

This is a comprehensive planning study for the City's water transmission and distribution networks. This study will create a "road map" of the potable water system by comprehensively identifying system improvements to better serve customer needs to the year 2030.

### Alvarado Water Treatment Plant

This plant provides potable water to more than 500,000 residents. In 2004, the first phase of construction on the plant expansion and upgrade project was completed. With the first phase completed, the plant's treatment capacity has increased from 120 million gallons of water a day (MGD) to 150 MGD. The project is expected to be completed in 2011 at a cost of \$184 million.

### Black Mountain Road Reclaimed Water Gap Pipeline Project

This project was completed in June 2004 and closed the "gap" between the Black Mountain Road Reclaimed Water Pipeline to the south and the recycled water line installed in the Black Mountain Ranch Development by Santaluz/Taylor Woodrow to the north. This \$5.3 million, 11,000-foot pipeline will provide reclaimed water for irrigation, industrial and other non-drinking uses to the northern San Diego region.

### Miramar Water Treatment Plant

Expected completion dates for the Miramar Water Early Start Improvements Project and the Miramar Water Treatment Plant Upgrade and Expansion Project are 2004 and 2008, respectively. The total cost for both projects

# Water

## Service Efforts and Accomplishments

is estimated at \$190 million.

### Otay Water Treatment Plant

This project will include constructing two 7 million gallon treated water storage reservoirs, making improvements to the existing raw water pump stations, constructing a chlorine gas vapor scrubber system, modifying existing filters and constructing a third sedimentation basin. The total cost for this project is estimated at \$60 million, and is expected to be completed by 2010.

### Otay Water District Recycled Water Purchase

The Otay Water District has agreed to purchase an annual average of 6 MGD of recycled water produced by the City of San Diego's South Bay Water Reclamation Plant. Otay will purchase the water at the Mayor and City Council-adopted rate, currently \$350 per acre-foot, starting no later than January 2007. In addition, Otay will pay a onetime capacity reservation charge of \$3.6 million, covering the initial 20-year period of the agreement.

## Future Outlook

The mission of the Water Department is to provide San Diego with safe, reliable, cost effective water and outstanding customer service in an environmentally sensitive matter. In an effort to meet these goals, the Department is working to make neighborhoods that we can be proud of and keep San Diego a City worthy of our affection by the following future enhancements:

San Diego's population is expected to grow to over 1.9 million residents by 2030, resulting in an approximate 30 percent increase in water consumption. To meet expected demand, the Department is evaluating storage and supply options, including conservation, desalination, groundwater, water transfers and reclaimed water.

The Water Department is continuing efforts to ensure a secure supply to satisfy future water requirements for the City. The current Capital Improvements Program will upgrade and expand the existing water delivery infrastructure, and the Long-Range Water Resources Plan will provide a guide for strategic resource planning through 2030.

The City of San Diego Water Department has always been involved in water supply planning. A recent effort produced the Strategic Plan for Water Supply in 1997. The plan developed a comprehensive CIP that identified key investments in water treatment, storage and distribution and set goals for water conservation and reclamation to meet City water demands through 2015. The Long-Range Water Resources Plan is a more recent effort. This water resources planning document provides a flexible approach to meeting the City's water demands to the year 2030. The Mayor and City Council's acceptance of the Long-Range Water Resources Plan in December 2002 enabled the Department to continue to provide a reliable, safe water supply for the future.

Source water protection and watershed management are vital to preserving drinking water quality. The Department's watershed Geographic Information System (GIS) has mapped all nine watersheds and compiled an electronic archive/database of watershed characteristics. Source water protection guidelines for new development have been prepared; these guidelines establish design best management practices for new building projects in the areas upstream of the reservoirs. The Department is the lead agency in the Watershed Stewardship Initiative for the San Dieguito River Basin, funded by a Clean Water Act Section 205(j) grant. In addition, the Department is an active participant in other watershed management planning projects for the San Diego area including watershed management plans and watershed urban runoff management plans for four watersheds in the San Diego region. The Water Quality Laboratory has established 33 sampling sites on stream tributaries to the reservoirs and 22 sampling sites on the reservoirs and these sites are routinely monitored for pollutants. The Department played an active role in assessing the effects of the wildfires of October and November 2003.

The City of San Diego's Long-Range Water Resources Plan (2002-2030) was adopted by the Mayor and City



## Future Outlook

Council on December 9, 2002. This plan further builds on the previously approved 1997 Strategic Plan for Water Supply. The Strategic Plan set water conservation goals of 26,000 acre feet (AF) of water saved by 2005 and the Long-Range Plan set water savings goals of 32,000 AF by 2010, 36,000 AF by 2020 and 46,000 AF by 2030. Today, the Water Conservation Program directly accounts for over 21,000 AF of potable water savings per year.

Water conservation efforts continue in the Water Department including a website with new features for identifying low-water-use drought tolerant plants and a water conservation certificate verification system allowing property owners, buyers, real estate or escrow agents to verify if property has valid certificates on file certifying water-conserving structures prior to changing ownership.

## Budget Dollars at Work

80,375 Million gallons in water deliveries (raw and filtered)  
 76,383 Million gallons in City water consumption (including South Bay area)  
 3,317 Miles of water mains  
 270,022 Meters  
 3 Treatment plants  
 24,429 Fire hydrants  
 9 Impounding dams and reservoirs  
 282,184 Customer service calls answered

Water				
	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL	FY 2004-2005 CHANGE
Positions	855.74	860.74	<b>857.87</b>	(2.87)
Personnel Expense	\$ 52,142,071	\$ 62,777,150	\$ <b>69,525,769</b>	\$ 6,748,619
Non-Personnel Expense	\$ 278,565,950	\$ 295,624,210	\$ <b>289,090,165</b>	\$ (6,534,045)
<b>TOTAL</b>	<b>\$ 330,708,021</b>	<b>\$ 358,401,360</b>	<b>\$ 358,615,934</b>	<b>\$ 214,574</b>

## Department Staffing

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
<b>WATER DEPARTMENT FUND</b>			
<b>Water Department</b>			
Business Operations Section	54.00	54.00	<b>55.00</b>
Capital Improvement Projects	27.00	27.00	<b>27.00</b>
CIP Corrosion Engineering	0.00	0.00	<b>7.00</b>
CIP Division Management	1.00	1.00	<b>1.00</b>
CIP Operations Liaison	5.00	5.00	<b>5.00</b>
CIP Planning	13.00	13.00	<b>13.00</b>
Customer Services Office	58.00	57.00	<b>57.00</b>
Customer Support - Meter Services	69.00	67.00	<b>67.00</b>
Customer Support Division Administration	6.00	6.00	<b>6.00</b>
Department Management	2.74	2.74	<b>3.37</b>

# Water

## Department Staffing

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
<b>WATER DEPARTMENT FUND</b>			
<b>Water Department</b>			
Division Management	6.00	6.00	6.00
Field Services & Investigations	47.00	48.00	48.00
Human Resources	29.50	32.50	32.50
Lakes & Recreation/Reservoir Mgmt	45.00	44.00	46.00
Public Information	4.50	4.50	4.00
Recycled Water Program	8.50	8.50	8.50
Special Projects	1.00	1.00	1.00
Stormwater/Watershed	0.00	4.00	2.00
System Operations	132.00	151.00	174.00
Water Construction	181.00	160.00	139.00
Water Laboratory	51.00	50.00	50.00
Water Operations Administration	23.00	23.00	21.00
Water Resources Management	18.50	20.50	20.50
Water System Engineering	50.00	52.00	43.00
Wtr Pol Div - Administration	8.00	8.00	5.00
Wtr Pol Div - Div Management	6.00	5.00	5.00
Wtr Pol Div - Strat Planning	1.00	1.00	2.00
Wtr Pol Div - Water Policy	1.00	2.00	1.00
Wtr Pol Div-Water Reliability	7.00	7.00	8.00
<b>Total</b>	<b>855.74</b>	<b>860.74</b>	<b>857.87</b>

## Department Expenditures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
<b>WATER DEPARTMENT FUND</b>			
<b>Water Department</b>			
Business Operations Section	\$ 13,136,101	\$ 16,474,957	\$ 73,569,228
Capital Improvement Projects	\$ 63,606,782	\$ 67,476,994	\$ 57,563,517
CIP Corrosion Engineering	\$ -	\$ -	\$ 1,082,512
CIP Division Management	\$ 258,242	\$ 357,614	\$ 2,166,726
CIP Operations Liaison	\$ 1,156,916	\$ 1,231,549	\$ 1,994,228
CIP Planning	\$ 1,284,032	\$ 1,432,831	\$ 1,688,766
CIP Project Management South	\$ 32,422	\$ 72,698	\$ 73,503
CIP Project Management WTP	\$ 46,020	\$ 99,024	\$ 111,115
Contract Procurement	\$ -	\$ -	\$ 1,466
Customer Services Office	\$ 5,926,254	\$ 6,806,556	\$ 6,566,528
Customer Support - Meter Services	\$ 5,233,730	\$ 6,584,731	\$ 7,565,636
Customer Support Division Administration	\$ 930,543	\$ 704,233	\$ 1,434,838
Department Management	\$ 681,878	\$ 710,510	\$ 895,148
Division Management	\$ 1,431,687	\$ 2,442,508	\$ 2,460,602
Enterprise Fund Management	\$ 25,597,583	\$ 27,584,686	\$ -

## Department Expenditures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
<b>WATER DEPARTMENT FUND</b>			
<b>Water Department</b>			
Field Services & Investigations	\$ 2,971,147	\$ 3,129,999	\$ 3,489,536
Human Resources	\$ 2,568,209	\$ 2,774,220	\$ 3,071,204
Lakes & Recreation/Reservoir Mgmt	\$ 3,581,547	\$ 5,533,208	\$ 5,866,169
Project Management - North	\$ 32,976	\$ 33,231	\$ 32,786
Public Information	\$ 401,809	\$ 442,964	\$ 475,234
Recycled Water Program	\$ 757,466	\$ 914,932	\$ 967,075
Special Projects	\$ 111,488	\$ 120,981	\$ 131,347
Stormwater/Watershed	\$ 173,811	\$ 548,934	\$ 426,296
System Operations	\$ 14,653,325	\$ 17,972,645	\$ 19,560,762
Water Construction	\$ 13,353,537	\$ 13,922,405	\$ 15,829,978
Water Laboratory	\$ 5,320,916	\$ 5,567,758	\$ 5,559,237
Water Operations Administration	\$ 19,597,541	\$ 18,599,937	\$ 22,546,587
Water Resources Management	\$ 3,213,670	\$ 3,481,280	\$ 3,748,060
Water System Engineering	\$ 110,184,908	\$ 113,407,276	\$ 114,321,775
Wtr Pol Div - Administration	\$ 32,374,847	\$ 37,732,026	\$ 1,915,537
Wtr Pol Div - Div Management	\$ 534,398	\$ 492,972	\$ 858,619
Wtr Pol Div - Strat Planning	\$ 94,068	\$ 104,287	\$ 202,105
Wtr Pol Div - Water Policy	\$ 76,551	\$ 173,051	\$ 107,186
Wtr Pol Div-Water Reliability	\$ 1,383,617	\$ 1,470,363	\$ 2,332,628
<b>Total</b>	<b>\$ 330,708,021</b>	<b>\$ 358,401,360</b>	<b>\$ 358,615,934</b>

## Significant Budget Adjustments

### WATER DEPARTMENT FUND

Water Department	Positions	Cost
<b>Salary and Benefit Adjustments</b>	0.00	\$ 6,026,826
Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.		
<b>Water Purchases</b>	0.00	\$ 1,979,000
Increase in funding to reflect increased volume and cost of imported water, which approximates 94 percent of total water demands.		
<b>Street Restoration</b>	0.00	\$ 1,500,000
Additional funding to comply with new Municipal Code provisions requiring more comprehensive street repairs resulting from excavations of water facilities.		

# Water

## Significant Budget Adjustments

### WATER DEPARTMENT FUND

Water Department	Positions	Cost
<b>Support for Operating Reserve</b>  The Operating Reserve is a budgeted amount required by bond agreements that is calculated to provide for 45 days of operation in the event of major disruption to the Water Fund revenue stream. The reserve is budgeted at 12.5 percent of the Water Department operating budget, excluding monies for CIP projects, debt service payments, reserves and water purchases.	0.00 \$	883,925
<b>Support for Chollas Heights Reservoir</b>  Funding to establish reclaimed water storage ability in the Chollas Heights Reservoir and to provide for facility maintenance and potable or reclaimed water replenishment.	0.00 \$	840,000
<b>Non-Discretionary</b>  Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00 \$	760,698
<b>Support for Recycled Water Study 2005</b>  Funding to perform evaluation of an enhanced Water Reuse Program to include a variety of options including groundwater storage, expanded distribution system, reclaimed water reservoirs, live stream discharge, wetlands creation and reservoir augmentation. The evaluation will include a general assessment of associated project costs and benefits.	0.00 \$	710,427
<b>Support for Overtime</b>  Establish an overtime budget level for the Water Operations Division that approximates an industry standard of five percent of total salaries.	0.00 \$	408,854
<b>Support for Unallocated Reserve</b>  Additional funding to reflect commensurate increases in operating and CIP budgets. Maintains the Unallocated Reserve at less than one percent of total budget.	0.00 \$	192,000
<b>Funding for Water Master Plan</b>  Funding to support planning studies for the City's water transmission and distribution networks. These planning studies will create a "road map" of the potable water system by comprehensively identifying system improvements to serve customer needs to the year 2030.	0.00 \$	157,179

## Significant Budget Adjustments

### WATER DEPARTMENT FUND

Water Department	Positions	Cost
<b>Support for State Revolving Fund Loan Payment</b>	0.00 \$	112,500
Payment of interest on Department of Health Services Safe Drinking Water State Revolving Fund Loan that will assist in financing the Alvarado Water Treatment Plant, Earl Thomas Reservoir Replacement.		
<b>Support for Professional Engineer Pay</b>	0.00 \$	32,372
Adjustment to reflect funding for the Professional Engineer Registration entitlement paid to all qualified engineers.		
<b>Support for Funding for Service Level Agreement</b>	(0.50) \$	7,223
Net increase in funding associated with community outreach and the facilitation of information on water improvements provided by the Engineering and Capital Projects Department. This funding was previously budgeted in the Water Department under personnel expenses and includes the reduction of 0.50 Public Information Officer. Funding will now be provided in non-personnel expenses.		
<b>Citywide Personnel Reductions</b>	(2.37) \$	(261,733)
Reduction of 1.00 Public Information Officer, 1.00 Deputy Director and 0.37 Executive Secretary. These administrative staff reductions result from the reallocation of various functions to existing staff. The Administration of the Urban Forestry Initiative is now handled by the Water Conservation Program. Public Information duties are being handled by existing administrative staff. Clerical support for the General Utilities Manager is now handled as clerical support for the Deputy City Manager.		
<b>Removal of Fiscal Year 2004 Onetime Expense</b>	0.00 \$	(454,507)
Adjustment reflects a onetime expense reduction for the implementation of a monthly water and sewer billing system during Fiscal Year 2004.		
<b>Support for Information Technology</b>	0.00 \$	(870,092)
Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.		
<b>Reduction in Support to Comply with Finance Plan</b>	0.00 \$	(1,645,323)
Reductions in non-personnel expenses to partially offset non-discretionary increases such as rent, insurance, and energy in order to comply with the Water Department's Finance Plan.		
<b>Support for Capital Improvements Program</b>	0.00 \$	(10,164,775)
Adjustment for funding of potable and reclaimed water CIP projects.		

# Water

## Expenditures by Category

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
<b>PERSONNEL</b>			
Salaries & Wages	\$ 39,280,917	\$ 45,438,969	\$ <b>48,676,360</b>
Fringe Benefits	\$ 12,861,154	\$ 17,338,181	\$ <b>20,849,409</b>
<b>SUBTOTAL PERSONNEL</b>	\$ 52,142,071	\$ 62,777,150	\$ <b>69,525,769</b>
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 252,985,595	\$ 268,777,461	\$ <b>265,192,019</b>
Information Technology	\$ 13,887,552	\$ 16,178,682	\$ <b>13,272,466</b>
Energy/Utilities	\$ 10,093,041	\$ 9,078,245	\$ <b>9,807,858</b>
Equipment Outlay	\$ 1,599,762	\$ 1,589,822	\$ <b>817,822</b>
<b>SUBTOTAL NON-PERSONNEL</b>	\$ 278,565,950	\$ 295,624,210	\$ <b>289,090,165</b>
<b>TOTAL</b>	\$ 330,708,021	\$ 358,401,360	\$ <b>358,615,934</b>

## Key Performance Measures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
Average cost to satisfy requests for CIP project information.	\$2,626	\$2,953	\$ <b>3,168</b>
Average cost to complete planning studies	\$84,882	\$80,878	\$ <b>93,641</b>
Average cost per water laboratory test (1)	\$64	\$52	\$ <b>64</b>
Average cost per meter read (2)	\$0.67	\$0.68	\$ <b>0.76</b>
Average cost per customer contact (3)	\$3.68	\$4.00	\$ <b>4.94</b>

## Salary Schedule

### WATER DEPARTMENT FUND

#### Water Department

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1014	Water Systems Technician IV	0.00	<b>55.00</b>	\$ 47,085	\$ 2,589,683
1015	Water Systems Technician Supervisor	0.00	<b>22.00</b>	\$ 54,152	\$ 1,191,344
1016	Water Systems District Manager	0.00	<b>6.00</b>	\$ 63,789	\$ 382,731
1104	Account Clerk	6.00	<b>6.00</b>	\$ 34,769	\$ 208,612
1106	Sr Management Analyst	8.00	<b>8.00</b>	\$ 66,198	\$ 529,585
1107	Administrative Aide II	11.00	<b>11.00</b>	\$ 46,228	\$ 508,511
1136	Asst Chemist	16.00	<b>16.00</b>	\$ 59,913	\$ 958,610
1153	Asst Engineer-Civil	32.00	<b>32.00</b>	\$ 63,507	\$ 2,032,217

(1) Additional tests required due to increased regulations and impacts of San Diego Firestorm 2003.

(2) FY 2005 Budget increase due to non-discretionary increases.

(3) Figures do not include expenditures that were added to support the Community Service Centers.

## Salary Schedule

### WATER DEPARTMENT FUND

#### Water Department

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1193	Asst Reservoir Keeper	8.00	<b>8.00</b>	\$ 38,090	\$ 304,720
1218	Assoc Management Analyst	24.00	<b>24.00</b>	\$ 58,746	\$ 1,409,893
1220	Assoc Chemist	5.00	<b>5.00</b>	\$ 69,165	\$ 345,823
1221	Assoc Engineer-Civil	32.00	<b>32.00</b>	\$ 73,768	\$ 2,360,589
1223	Assoc Engineer-Electrical	1.00	<b>1.00</b>	\$ 74,124	\$ 74,124
1225	Assoc Engineer-Mechanical	1.00	<b>1.00</b>	\$ 74,124	\$ 74,124
1226	Assoc Personnel Analyst	2.00	<b>0.00</b>	\$ -	\$ -
1227	Assoc Planner	2.00	<b>2.00</b>	\$ 61,286	\$ 122,571
1235	Multimedia Production Coordinator	1.00	<b>1.00</b>	\$ 54,401	\$ 54,401
1237	Payroll Specialist I	1.00	<b>1.00</b>	\$ 35,978	\$ 35,978
1238	Payroll Supv	1.00	<b>1.00</b>	\$ 44,283	\$ 44,283
1243	Info Systems Administrator	1.00	<b>1.00</b>	\$ 81,962	\$ 81,962
1275	Building Services Supv	1.00	<b>1.00</b>	\$ 50,969	\$ 50,969
1288	Carpenter	2.00	<b>2.00</b>	\$ 47,983	\$ 95,965
1293	Cement Finisher	1.00	<b>1.00</b>	\$ 49,714	\$ 49,714
1330	Cashier	4.00	<b>4.00</b>	\$ 34,274	\$ 137,095
1348	Info Systems Analyst II	7.00	<b>7.00</b>	\$ 59,624	\$ 417,369
1349	Info Systems Analyst III	3.00	<b>3.00</b>	\$ 66,296	\$ 198,887
1356	Code Compliance Officer	4.00	<b>4.00</b>	\$ 41,115	\$ 164,461
1357	Code Compliance Supv	1.00	<b>1.00</b>	\$ 47,297	\$ 47,297
1369	Water Distribution Operator	6.00	<b>6.00</b>	\$ 45,524	\$ 273,145
1370	Water Distribution Operations Supv	1.00	<b>1.00</b>	\$ 55,416	\$ 55,416
1393	Customer Services Supv	2.00	<b>2.00</b>	\$ 62,030	\$ 124,060
1394	Customer Services Representative	38.00	<b>38.00</b>	\$ 39,135	\$ 1,487,120
1398	Ranger/Diver I	4.00	<b>4.00</b>	\$ 46,695	\$ 186,779
1399	Ranger/Diver II	2.00	<b>2.00</b>	\$ 51,900	\$ 103,800
1400	Ranger/Diver Supv	1.00	<b>1.00</b>	\$ 59,848	\$ 59,848
1401	Info Systems Technician	6.00	<b>6.00</b>	\$ 46,827	\$ 280,961
1423	Sr Drafting Aide	9.00	<b>9.00</b>	\$ 48,667	\$ 438,007
1436	Equipment Technician I	39.00	<b>38.00</b>	\$ 39,450	\$ 1,499,099
1437	Equipment Mechanic	1.00	<b>1.00</b>	\$ 48,836	\$ 48,836
1438	Equipment Technician II	22.00	<b>0.00</b>	\$ -	\$ -
1440	Equipment Operator II	14.00	<b>14.00</b>	\$ 45,571	\$ 637,997
1441	Equipment Technician III	1.00	<b>0.00</b>	\$ -	\$ -
1443	Electronics Technician	1.00	<b>1.00</b>	\$ 50,484	\$ 50,484
1445	Equipment Operator III	1.00	<b>1.00</b>	\$ 47,571	\$ 47,571

# Water

## Salary Schedule

### WATER DEPARTMENT FUND

#### Water Department

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>		<i>Total</i>
1465	Field Representative	21.00	<b>18.00</b>	\$	35,843	\$ 645,171
1488	General Water Utility Supv	1.00	<b>0.00</b>	\$	-	\$ -
1508	Irrigation Specialist	0.00	<b>3.00</b>	\$	41,679	\$ 125,037
1512	Heavy Truck Driver II	2.00	<b>2.00</b>	\$	41,241	\$ 82,482
1520	Hydrography Aide	1.00	<b>1.00</b>	\$	44,297	\$ 44,297
1522	Instrumentation & Control Supv	1.00	<b>1.00</b>	\$	62,862	\$ 62,862
1523	Instrumentation & Control Tech	7.00	<b>7.00</b>	\$	56,062	\$ 392,434
1535	Clerical Assistant II	9.00	<b>9.00</b>	\$	32,749	\$ 294,739
1556	Recycling Program Manager	1.00	<b>1.00</b>	\$	82,899	\$ 82,899
1560	Lake Aide II	14.00	<b>14.00</b>	\$	28,965	\$ 405,509
1575	Data Entry Operator	1.00	<b>1.00</b>	\$	35,670	\$ 35,670
1580	Laboratory Technician	10.00	<b>10.00</b>	\$	44,956	\$ 449,557
1599	Lakes Program Manager	1.00	<b>1.00</b>	\$	81,934	\$ 81,934
1612	Org Effectiveness Specialist III	1.00	<b>1.00</b>	\$	65,301	\$ 65,301
1614	Org Effectiveness Specialist II	2.00	<b>4.00</b>	\$	59,972	\$ 239,888
1615	Org Effectiveness Supv	1.00	<b>1.00</b>	\$	74,396	\$ 74,396
1620	Meter Reader	17.00	<b>17.00</b>	\$	31,265	\$ 531,513
1622	Biologist III	5.00	<b>5.00</b>	\$	69,239	\$ 346,194
1624	Biologist II	9.00	<b>9.00</b>	\$	59,845	\$ 538,601
1648	Payroll Specialist II	6.00	<b>6.00</b>	\$	38,254	\$ 229,526
1650	Sr Personnel Analyst	1.00	<b>1.00</b>	\$	71,509	\$ 71,509
1652	Plant Technician I	5.00	<b>5.00</b>	\$	41,488	\$ 207,439
1653	Plant Technician II	3.00	<b>0.00</b>	\$	-	\$ -
1654	Plant Technician III	3.00	<b>0.00</b>	\$	-	\$ -
1666	Plant Process Control Electrician	3.00	<b>3.00</b>	\$	56,074	\$ 168,223
1668	Plant Process Control Supv	1.00	<b>1.00</b>	\$	62,062	\$ 62,062
1669	Plant Technician Supv	3.00	<b>0.00</b>	\$	-	\$ -
1725	Principal Drafting Aide	4.00	<b>4.00</b>	\$	55,774	\$ 223,095
1727	Principal Engineering Aide	10.00	<b>10.00</b>	\$	55,189	\$ 551,890
1734	Principal Water Utility Supv	5.00	<b>0.00</b>	\$	-	\$ -
1746	Word Processing Operator	28.50	<b>28.50</b>	\$	34,857	\$ 993,431
1752	Project Officer II	1.00	<b>1.00</b>	\$	85,223	\$ 85,223
1776	Public Information Clerk	4.00	<b>4.00</b>	\$	34,873	\$ 139,491
1777	Public Info Officer	4.50	<b>3.00</b>	\$	47,443	\$ 142,329
1798	Golf Course Manager	1.00	<b>1.00</b>	\$	62,976	\$ 62,976
1804	Sr Biologist	1.00	<b>1.00</b>	\$	79,688	\$ 79,688



## Salary Schedule

### WATER DEPARTMENT FUND

#### Water Department

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1816	Claims & Insurance Manager	2.00	<b>2.00</b>	\$ 80,962	\$ 161,924
1817	Reservoir Keeper	9.00	<b>9.00</b>	\$ 44,064	\$ 396,576
1825	Safety Representative I	1.00	<b>1.00</b>	\$ 46,503	\$ 46,503
1826	Safety Representative II	2.00	<b>2.00</b>	\$ 55,793	\$ 111,585
1844	Sr Account Clerk	1.00	<b>1.00</b>	\$ 39,953	\$ 39,953
1854	Sr Chemist	1.00	<b>1.00</b>	\$ 79,688	\$ 79,688
1855	Sr Civil Engineer	10.00	<b>10.00</b>	\$ 85,566	\$ 855,660
1860	Sr Customer Services Rep	6.00	<b>6.00</b>	\$ 41,215	\$ 247,292
1861	Sr Engineering Aide	11.00	<b>11.00</b>	\$ 48,775	\$ 536,525
1863	Sr Electrical Engineer	1.00	<b>1.00</b>	\$ 85,552	\$ 85,552
1869	Sr Meter Reader	1.00	<b>1.00</b>	\$ 36,143	\$ 36,143
1870	Senior Water Utility Supv	18.00	<b>1.00</b>	\$ 52,699	\$ 52,699
1872	Sr Planner	2.00	<b>2.00</b>	\$ 70,785	\$ 141,570
1876	Executive Secretary	1.37	<b>1.00</b>	\$ 48,366	\$ 48,366
1879	Sr Clerk/Typist	4.00	<b>4.00</b>	\$ 39,789	\$ 159,156
1884	Water Production Superintendent	1.00	<b>1.00</b>	\$ 91,193	\$ 91,193
1899	Stock Clerk	1.00	<b>1.00</b>	\$ 33,211	\$ 33,211
1902	Storekeeper I	2.00	<b>2.00</b>	\$ 37,864	\$ 75,728
1917	Supv Management Analyst	5.00	<b>5.00</b>	\$ 74,732	\$ 373,660
1921	Supv Field Representative	2.00	<b>2.00</b>	\$ 38,117	\$ 76,234
1925	Supv Meter Reader	1.00	<b>1.00</b>	\$ 41,214	\$ 41,214
1926	Info Systems Analyst IV	2.00	<b>2.00</b>	\$ 74,572	\$ 149,144
1927	Supv Personnel Analyst	1.00	<b>1.00</b>	\$ 80,572	\$ 80,572
1940	Supv Public Info Officer	3.00	<b>3.00</b>	\$ 66,096	\$ 198,288
1946	Tank Service Technician I	7.00	<b>7.00</b>	\$ 35,904	\$ 251,328
1947	Tank Service Technician II	3.00	<b>3.00</b>	\$ 38,830	\$ 116,490
1971	Training Supv	1.00	<b>1.00</b>	\$ 65,495	\$ 65,495
1972	Safety & Training Manager	2.00	<b>2.00</b>	\$ 74,508	\$ 149,016
1974	Utility Supv	1.00	<b>0.00</b>	\$ -	\$ -
1978	Utility Worker I	108.00	<b>107.00</b>	\$ 33,170	\$ 3,549,199
1985	Welder	3.00	<b>3.00</b>	\$ 48,967	\$ 146,902
1986	Water Operations Supv	3.00	<b>3.00</b>	\$ 69,274	\$ 207,822
1987	Sr Water Operations Supv	4.00	<b>4.00</b>	\$ 78,784	\$ 315,136
1988	Water Plant Operator	17.00	<b>17.00</b>	\$ 64,832	\$ 1,102,138
1991	Water Utility Supv	27.00	<b>1.00</b>	\$ 47,754	\$ 47,754
1992	Water Utility Worker	71.00	<b>71.00</b>	\$ 36,486	\$ 2,590,471

# Water

## Salary Schedule

### WATER DEPARTMENT FUND

#### Water Department

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>		<i>Salary</i>	<i>Total</i>
2153	Deputy City Manager	0.37	<b>0.37</b>	\$	179,016	\$ 66,236
2181	Asst Department Director	0.00	<b>1.00</b>	\$	121,351	\$ 121,351
2194	Water Department Director	1.00	<b>1.00</b>	\$	137,684	\$ 137,684
2214	Deputy Director	5.00	<b>4.00</b>	\$	115,085	\$ 460,340
2250	Asst Deputy Director	2.00	<b>2.00</b>	\$	103,917	\$ 207,834
2270	Program Manager	6.00	<b>6.00</b>	\$	101,514	\$ 609,086
	Bilingual - Regular	0.00	<b>0.00</b>	\$	-	\$ 8,642
	Confined Space Pay	0.00	<b>0.00</b>	\$	-	\$ 172,712
	Emergency Medical Tech	0.00	<b>0.00</b>	\$	-	\$ 23,019
	Ex Perf Pay-Classified	0.00	<b>0.00</b>	\$	-	\$ 50,136
	Ex Perf Pay-Unclassified	0.00	<b>0.00</b>	\$	-	\$ 3,030
	Overtime Budgeted	0.00	<b>0.00</b>	\$	-	\$ 1,459,139
	Reg Pay For Engineers	0.00	<b>0.00</b>	\$	-	\$ 409,118
	Standby Pay	0.00	<b>0.00</b>	\$	-	\$ 88,426
	Tech Cert Pay	0.00	<b>0.00</b>	\$	-	\$ 1,152
	Temp CIP City Force Wages	0.00	<b>0.00</b>	\$	-	\$ 1,174,326
	Temporary Help	0.00	<b>0.00</b>	\$	-	\$ 3,743,939
	<b>Total</b>	<b>860.74</b>	<b>857.87</b>			<b>\$ 48,676,364</b>
<b>WATER TOTAL</b>		<b>860.74</b>	<b>857.87</b>			<b>\$ 48,676,364</b>

## Five-Year Expenditure Forecast

	FY 2005 FINAL	FY 2006 FORECAST	FY 2007 FORECAST	FY 2008 FORECAST	FY 2009 FORECAST	FY 2010 FORECAST
Positions	857.87	857.87	857.87	857.87	857.87	857.87
Personnel Expense	\$ 69,525,769	\$ 71,611,542	\$ 73,759,888	\$ 75,972,685	\$ 78,251,866	\$ 80,599,422
Non-Personnel Expense	\$289,090,165	\$304,132,582	\$310,308,123	\$339,908,809	\$370,961,161	\$384,573,764
TOTAL EXPENDITURES	\$358,615,934	\$375,744,124	\$384,068,011	\$415,881,494	\$449,213,027	\$465,173,186

### Water

#### Fiscal Year 2006

Note: Fiscal Year 2005 Budget totals include 27.00 positions and monies allocated to the Capital Improvements Program of \$57,563,517 as well as funding for Bond Debt in the amount of \$34,861,458 and 45 Day Operating Reserve totaling \$17,174,551.

Increase in funding for water purchases (commodity and fixed charges). This increase will maintain funding levels for the water purchase budget at 94 percent of demand.

Decrease in funding for the Capital Improvements Program.

Increase in funding for debt service related to the continuation of the Capital Improvements Program.

#### Fiscal Year 2007

Increase in funding for water purchases (commodity and fixed charges). This increase will maintain funding levels for the water purchases budget at 94 percent of demand.

Increase in funding for debt service related to the continuation of the Capital Improvements Program.

Decrease in funding for the Capital Improvements Program.

#### Fiscal Year 2008

Increase in funding for water purchases (commodity and fixed charges). This increase will maintain funding levels for the water purchase budget at 94 percent of demand.

Increase in funding for the Capital Improvements Program.

Increase in funding for debt service related to the continuation of the Capital Improvements Program.

#### Fiscal Year 2009

Increase in funding for water purchases (commodity and fixed charges). This increase will maintain funding levels for the water purchase budget at 94 percent of demand.

Increase in funding for the Capital Improvements Program.

Increase in funding for debt service related to the continuation of the Capital Improvements Program.

# Water

## Five-Year Expenditure Forecast

	Water
<b>Fiscal Year 2010</b>	<p>Increase in funding for water purchases (commodity and fixed charges). This increase will maintain funding levels for the water purchase budget at 94 percent of demand.</p> <p>Decrease in funding for the Capital Improvements Program.</p> <p>Increase in funding for debt service related to the continuation of the Capital Improvements Program.</p>

# Revenue and Expense Statement

## WATER DEPARTMENT FUND 41500

	FY 2003* BUDGET	FY 2004* BUDGET	FY 2005* FINAL
<b>BEGINNING BALANCE AND RESERVE</b>			
Balance from Prior Year	\$ 14,750,165	\$ 22,858,000	\$ 47,761,030
Prior Year Continuing Appropriations	\$ 112,800,000	\$ 84,956,111	\$ 94,131,324
Prior Year Encumbrances Cancelled	\$ 1,500,000	\$ 2,500,000	\$ 2,500,000
Reserve Balance	\$ 44,164,510	\$ 50,471,043	\$ 38,216,746
<b>TOTAL BALANCE</b>	<b>\$ 173,214,675</b>	<b>\$ 160,785,154</b>	<b>\$ 182,609,100</b>
<b>REVENUE</b>			
Capacity Charges	\$ 16,901,900	\$ 17,243,300	\$ 16,916,000
Change in Anticipated Contributions	\$ -	\$ 93,276	\$ -
Change in Anticipated Financing Proceeds	\$ (10,501,504)	\$ -	\$ -
Contributions in Aid	\$ 350,000	\$ 2,936,632	\$ 175,000
Damages Recovered	\$ 310,400	\$ 290,200	\$ 290,200
Financing Proceeds	\$ 88,036,504	\$ 78,326,200	\$ 66,074,570
Grant Receipts	\$ 977,973	\$ 3,754,963	\$ 4,372,495
Interest Earnings	\$ 9,740,200	\$ 9,408,000	\$ 4,532,000
Lakes Recreation	\$ 1,109,100	\$ 1,422,200	\$ 1,402,600
Land and Building Rentals	\$ 3,530,172	\$ 3,742,872	\$ 3,871,032
New Water Services	\$ 1,468,700	\$ 1,648,000	\$ 2,100,000
Other Revenue	\$ 361,600	\$ 1,255,454	\$ 379,685
Reclaimed Water	\$ 1,889,300	\$ 2,661,000	\$ 3,279,000
Reimbursement from Capital Outlay Fund	\$ 376,100	\$ 114,700	\$ 114,700
Sale of Discarded Materials	\$ 18,400	\$ 14,000	\$ 14,000
Sale of Water	(1) \$ 209,164,239	\$ 225,460,239	\$ 243,698,739
Service Charges	\$ 445,400	\$ 453,400	\$ 509,000
Service Rendered to Others	\$ 7,376,254	\$ 7,362,716	\$ 7,723,195
<b>TOTAL REVENUE</b>	<b>\$ 331,554,738</b>	<b>\$ 356,187,152</b>	<b>\$ 355,452,216</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 504,769,413</b>	<b>\$ 516,972,306</b>	<b>\$ 538,061,316</b>
<b>CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>			
CIP Expenditures/Budget	\$ 63,606,782	\$ 68,026,994	\$ 57,563,517
<b>TOTAL CIP EXPENSE</b>	<b>\$ 63,606,782</b>	<b>\$ 68,026,994</b>	<b>\$ 57,563,517</b>
<b>OPERATING EXPENSE</b>			
Debt Service	\$ 29,437,000	\$ 34,861,258	\$ 34,861,458
Department Expenditures/Encumbrances	\$ 112,267,409	\$ 125,831,453	\$ 132,794,692
SRF Loan Expense	\$ -	\$ -	\$ 112,500
Transfers to Other Funds	\$ 4,148,803	\$ 4,492,029	\$ 4,489,216
Unallocated Reserve	\$ 2,347,000	\$ 2,347,000	\$ 2,539,000
Water Purchases (Commodity)	\$ 88,441,336	\$ 82,862,000	\$ 83,257,000

(1) Sale of water reflects change from cash to accrual accounting.

# Water

## Revenue and Expense Statement

### WATER DEPARTMENT FUND 41500

	FY 2003* BUDGET	FY 2004* BUDGET	FY 2005* FINAL
<b>OPERATING EXPENSE</b>			
Water Purchases (Fixed Charges)	\$ 15,907,664	\$ 24,240,000	\$ 25,824,000
<b>TOTAL OPERATING EXPENSE</b>	\$ 252,549,212	\$ 274,633,740	\$ 283,877,866
<b>TOTAL EXPENSE</b>	\$ 316,155,994	\$ 342,660,734	\$ 341,441,383
<b>RESERVE</b>			
Capital Reserve	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Change in Financing and Grant Related Proceeds	\$ -	\$ -	\$ (21,039,599)
Expenditures of Prior Year Enc. & Cont. Approp.	\$ 112,800,000	\$ 84,956,111	\$ 94,131,324
Operating Reserve	\$ 14,552,027	\$ 16,290,626	\$ 17,174,551
Phase Funded	\$ 26,041,532	\$ 48,881,639	\$ 55,752,351
Rate Stabilization Fund	\$ 3,500,000	\$ 10,500,000	\$ 10,500,000
Secondary Purchase Reserve	\$ 10,434,900	\$ 6,426,120	\$ 6,544,860
<b>TOTAL RESERVE</b>	\$ 172,328,459	\$ 172,054,496	\$ 168,063,487
<b>TOTAL RESERVE</b>	\$ 172,328,459	\$ 172,054,496	\$ 168,063,487
<b>BALANCE</b>	\$ 16,284,960	\$ 2,257,076	\$ 28,556,446
<b>TOTAL EXPENSE, RESERVE AND BALANCE</b>	\$ 504,769,413	\$ 516,972,306	\$ 538,061,316

\* At the time of publication audited financial statements for Fiscal Year 2003 were not available. Therefore, the Fiscal Years 2003 and 2004 columns reflect final budget amounts from the Fiscal Year 2003 and 2004 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.