

**Albemarle County Service Authority**  
Charlottesville, Virginia



**Operating and Capital Improvement Budget**

**Fiscal Year 2011**

Proposed: March 18, 2010

Adopted:

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# Fiscal Year 2011 Budget At A Glance

## MISSION STATEMENT

With pride and dedication we serve our customers by providing clean, safe water, exemplary wastewater services and fire protection systems. Together with our community partners, we maintain and improve infrastructure in a timely, cooperative, and financially responsible manner.



## BOARD OF DIRECTORS

Mr. Clarence Roberts, Chairman  
Rivanna District

Mr. John C. Martin, Vice Chairman  
White Hall District

Mr. Richard E. Carter  
Jack Jouett District

Mr. James E. Colbaugh  
Scottsville District

Mr. Marvin Hilton  
Samuel Miller District

Mr. David W. Thomas, Esq.  
Rio District

## VISION STATEMENT

Conserve today, sustain tomorrow, and protect water and environmental resources forever.



## GUIDING PRINCIPLES

Value Honesty and Integrity

Maintain the Public Trust

Provide Responsive Customer Service

Recognize Pride and Dedication

Promote Professional Excellence

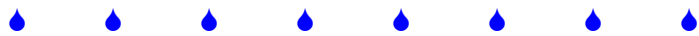
Foster Mutual Respect and Open Communication

Ensure a Safe Working Environment

Practice Strategic Foresight and Fiscal Responsibility

Collaborate Fully with our Community Partners

Commit to Conservation and Environment Stewardship



## BUDGET HIGHLIGHTS

This budget summary presents an overview of the Authority's cost for completing our mission in fiscal year 2011. In light of the area's current economic distress, our goals in the coming fiscal year are to

- Meet anticipated operating and capital improvement expenses **without increasing water and sewer volume charges**. Current operating expenses will be paid with current operating revenues.
- Moderate increased customer buy-in and connection fees while maintaining policy of "growth paying for growth."
- Maintain, improve, and extend system infrastructure.

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# Albemarle County Service Authority

## Operating and Capital Improvement Budget

Fiscal Year 2011

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March 18, 2010

Board of Directors  
Albemarle County Service Authority  
Charlottesville, Virginia

Gentlemen:

We are pleased to present the Proposed Operating and Capital Improvement Budget for Fiscal Year 2011 for your review. This budget was prepared in conjunction with historical trends and managerial "hunches;" however, the basis for revenue and expense projections as well as the recommendations for rate stabilization associated with user fees along with calculated increases in connection fees expressed in the budget was provided by the Water & Sewer Rate Model developed in 2004 and updated in 2009 by Municipal and Financial Services Group. Keeping in mind that the rate model is a tool, we used it again to address your concerns and inquiries regarding the budget as proposed.

The budget process is performance and zero based which means that all requests for funding in support of our mission start at zero, are necessary, productive, reasonable, and prudent in nature and practice, and are in keeping with the Authority's vision statement and guiding principles. It is a balanced budget which means that estimated and projected expenses equal estimated and projected revenues.

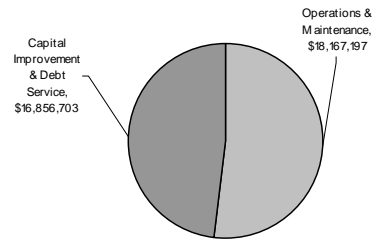
Since many of our expenses are fixed, attention shifted naturally to the revenues required to meet these expenses. The Authority's **gross revenue requirement for fiscal year 2011 is \$35,023,900**. In order to meet gross revenue requirements **without increasing water and sewer volume and service charges** in the midst of our community's economic recovery, a strong reliance on other estimated and projected revenues is required. This requirement is met by accurately assessing the value of the entire water and wastewater system and pricing customer buy-in and connection to the system accordingly, by accurately estimating other miscellaneous charges and fees, and, lastly, by applying the conservative use of established reserves and projected debt service. This process is graphically illustrated on the proceeding pages.

**Gross Revenue Requirement = \$35,023,900**

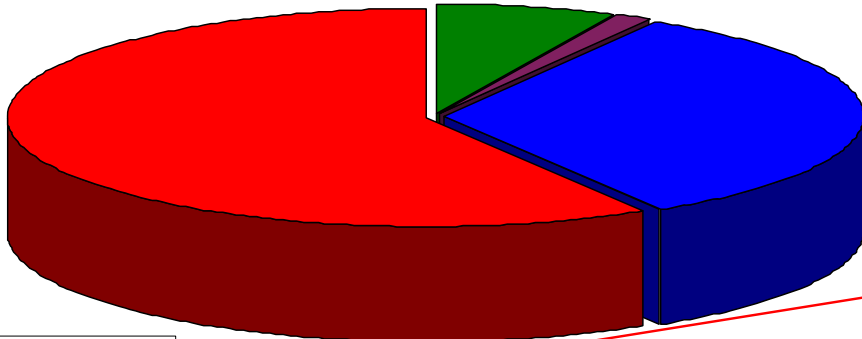
**Gross Revenue Requirements:  
 \$35,023,900**

Less the Estimated Availability of Funds from Customer Buy-in and Connection Fees, \$2,421,578

Less Other Estimated Charges and Fees, \$542,475



Less the Projected Debt Funding of Capital Project plus the Estimated Use of Reserves, \$11,575,000



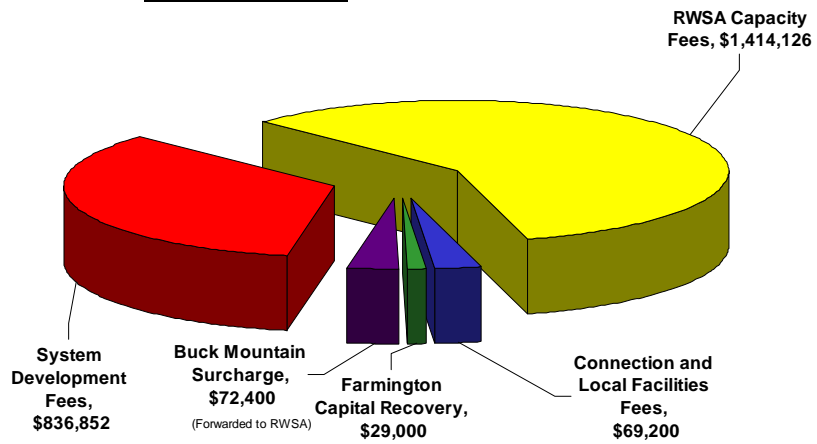
**Net Revenue Requirement, \$20,484,847**

\* This is the basis for the rates and service charges proposed for fiscal year 2011. It is the projected amount we must collect from our ratepayers

**Revenues**

The estimated availability of funds from customer buy-in and connection fees is \$2,421,578.

**Estimated Availability of Funds from Customer Buy-in and Connection Fees**

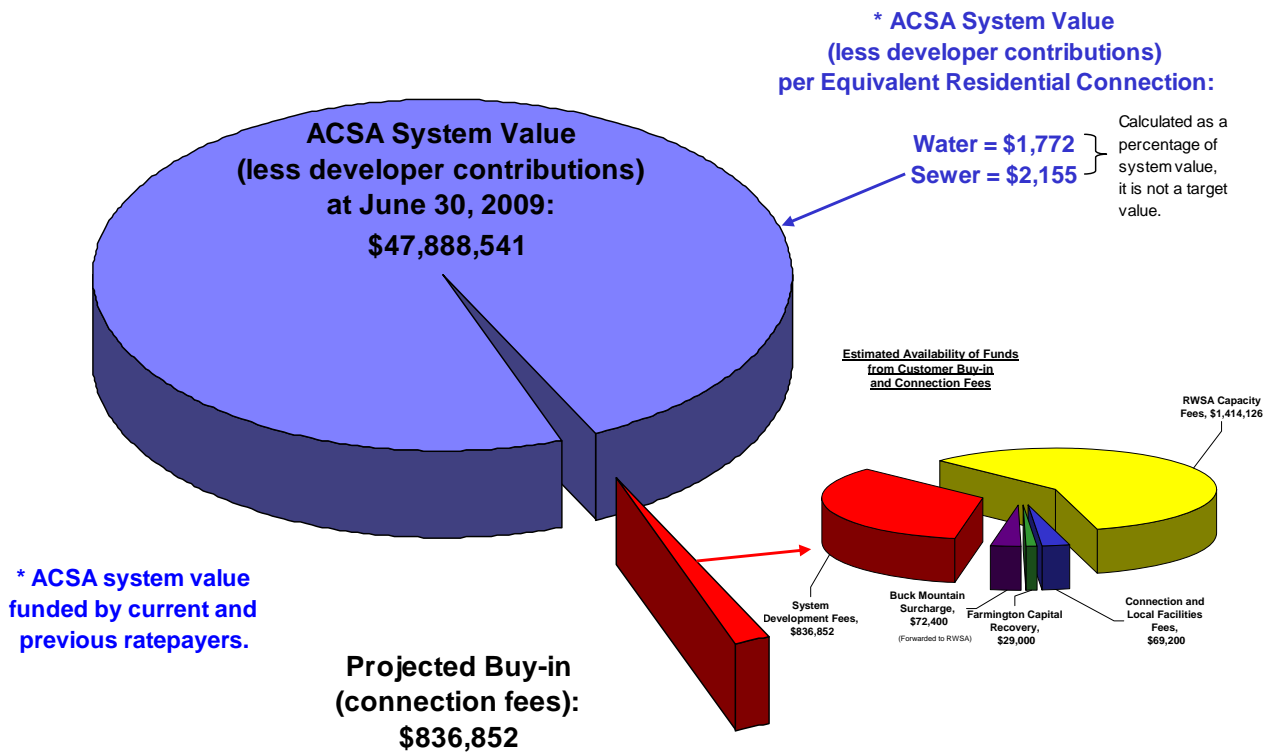




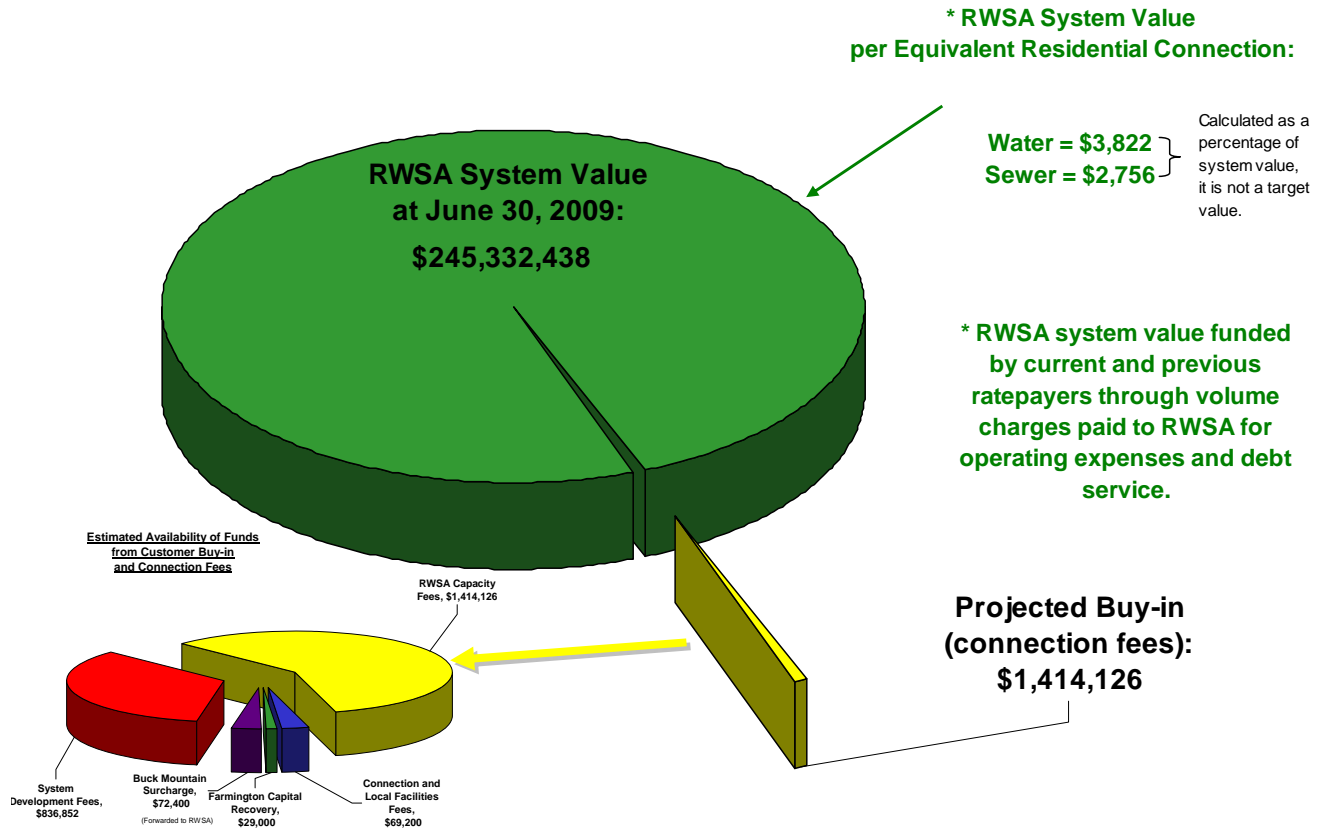
- System Connection Charges are based upon an estimated number of Equivalent Residential Connections less any applicable off-site credits, as follows:
  - 206 Water System Development connections
  - 206 Sewer System Development connections
  - 202 Water Rivanna Capacity connections
  - 202 Sewer Rivanna Capacity connections
  - One 5/8" meter equals one Equivalent Residential Connection
- Proposed Increase in System Development and Rivanna Capacity Fees – The following increases are based upon system value are as follows:

	<u>2010</u>	<u>2011</u>	<u>% Increase</u>
Water System Development Fees per ERC	\$ 1,640	\$ 1,772	8%
Water Rivanna Capacity Fees per ERC	\$ 3,725	\$ 3,822	3%
Sewer System Development Fees per ERC	\$ 1,995	\$ 2,155	8%
Sewer Rivanna Capacity Fees per ERC	\$ 2,680	\$ 2,756	3%

### ACSA Water & Sewer System Development FY 2011



## RSA Water & Sewer Capacity FY 2011



- Prepaid Connection Fees – According to current policy, payment of applicable fees will be accepted upon presentation of a current approved building permit. If this policy continues, an increase in connection fees will prompt many local builders/residents to prepay these fees before the new rates go into effect. Based upon anticipated development, more than 50% of the equivalent residential connections eligible for connection in fiscal year 2011 have already been prepaid. (Prior to the last increase in connection fees, we received 157 prepaid connection fees.)
- Interest Income projections are down significantly:
  - Interest earnings on long-term investments in the first two quarters of this fiscal year totaled \$122,908.66. For reporting purposes, however, these investments must be stated at fair value. According to GASB (Government Accounting Standards Board), “fair value is the amount the seller would be paid for an investment if it were to be sold currently in a transaction between a willing buyer and a willing seller.” As such, revenue is adjusted accordingly (meaning decreases in fair value reduce current interest earnings).

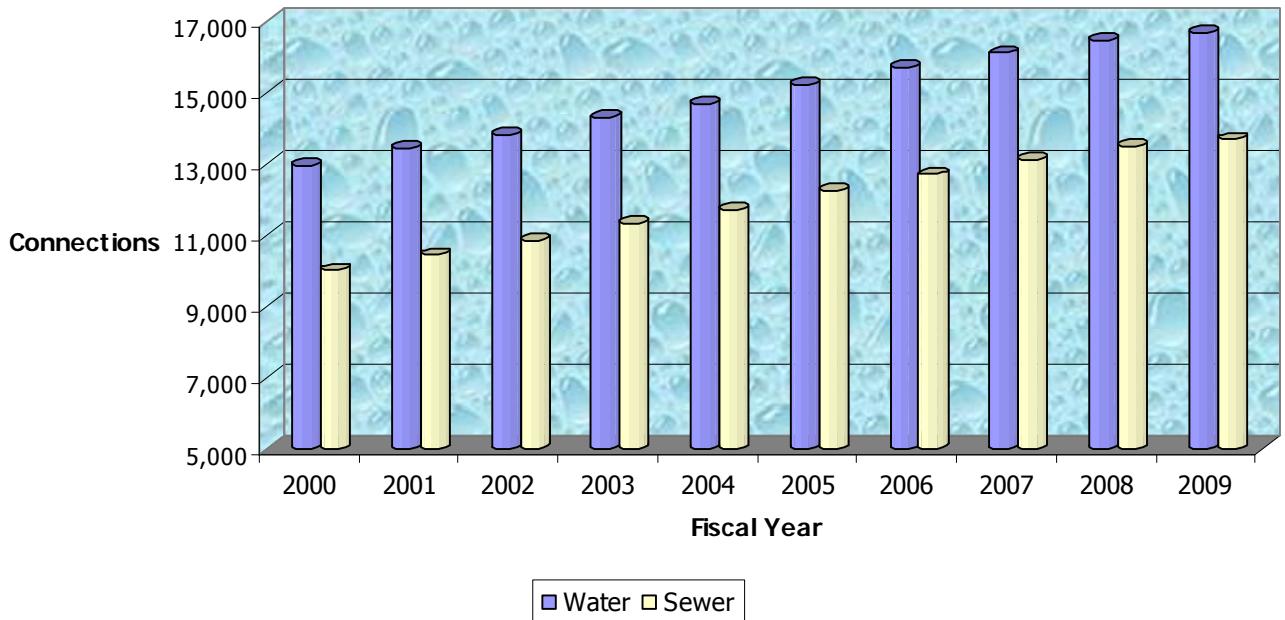
Annualized earnings at today’s rate and fair value are less than **\$82,000**.

Interest earnings on short-term investments this fiscal year-to-date have totaled \$8,208.91 and we anticipate \$1,900 more in the remaining months. The Local Government Investment Pool maintains a stable net asset value of \$1 per share so no adjustments to interest revenue are necessary.

Annualized earnings at today's rate are over **\$9,900**.

- Miscellaneous Charges are projected as follows:
  - Miscellaneous - \$17,450 (customer requested taps, service lines, etc.)
  - Returned Check Fees, Initial Bill Fees, Reconnection Fees, Interest Charges - \$76,000
  - Billed Hydrant Usage (Water) - \$75,000
  - Late Payment Penalties (10%) - \$210,000
- Use of Established Reserves and Debt Service – In order to stabilize rates while maintaining, improving, and extending infrastructure, the Authority will use approximately \$1.925 million of established 3R reserves. The Authority will confine long-term borrowing to capital improvements or projects, such as the North Fork Regional Pump Station, that cannot be financed with current revenues.
- Billed Water and Sewer Accounts and Service Charges – Three-year trend information suggests growth in billed water connections and service charges of 1%.

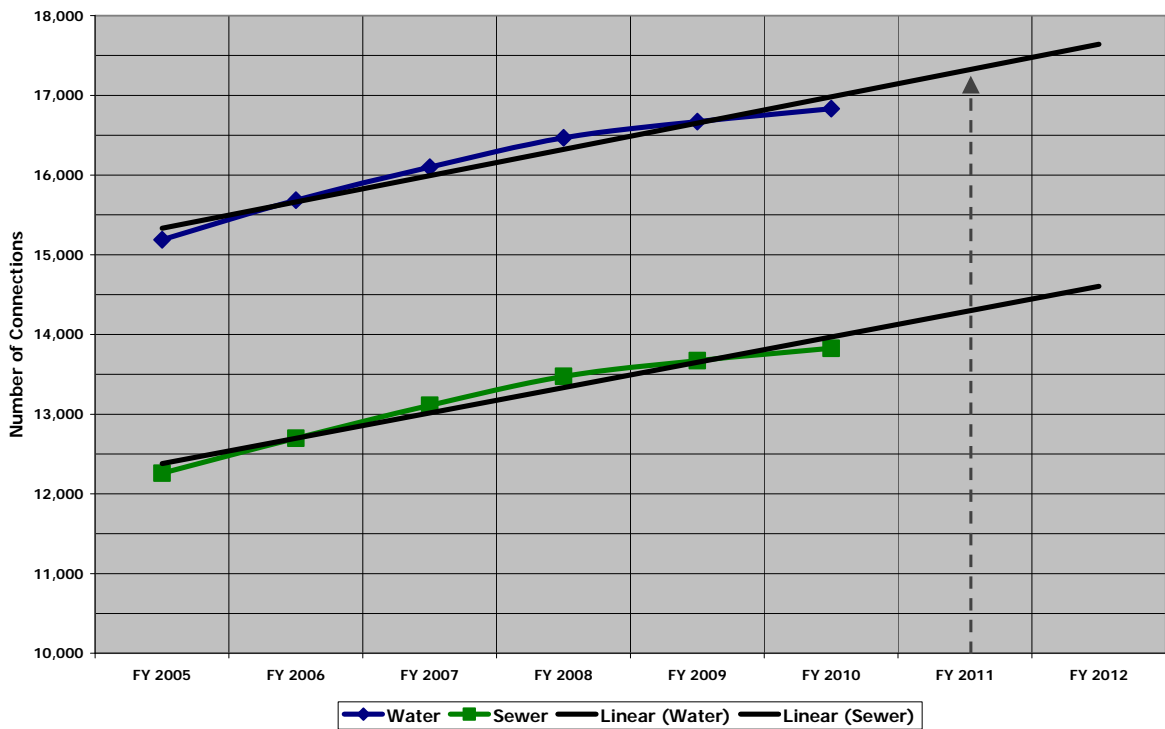
### Water & Sewer Connections



- Water and Sewer Volume is estimated as follows:
  - Projected Water Volume (in 1,000 gallons) – 1,620,837
    - Residential (in 1,000 gallons)
      - Level 1 – 445,126
      - Level 2 – 182,968
      - Level 3 – 47,077
      - Level 4 – 45,878
    - Non-Residential – 899,787
  - Projected Sewer Volume (in 1,000 gallons) – 1,288,355

The aforementioned estimates are based upon a consumption growth rate of zero over FY 2010 projections; however, trend since FY 2007 indicates the possibility of 1% higher usage.

ACSA Connection History & Trends

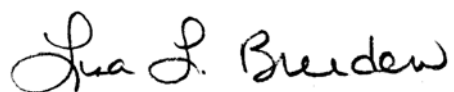


## Expenses

- RWSA. The costs associated with the purchase of water/wastewater (from Rivanna's FY 2010-2011 Budget Proposal, Subcommittee Draft) decreased by approximately 2.1% and represents 32.1% of all expenses.
- Departmental. After careful examination of all practices and expenses, direct and indirect, most departmental cost increases have been contained barring the following exceptions which are discussed in more detail at the end of the expenses section of the budget:
  - A broad-banding implementation pool, increased health and benefit dollar contributions, and continued full funding of life insurance premiums and retirement fund contributions
  - 2 new positions – one LAN Technician and one SCADA Technician
  - Two (2) message board trailers and one (1) sewer camera
- Reserve Calculations – Our rate model establishes revenue requirements and subsequent rates based upon a "set" reserve amount per year. The yearly operating reserve is set initially at 2% of current year operating expenses with a target balance equivalent to 90 days worth of operating expenses. The target 3R reserve contribution rate is set at 1% of total system value. In order to minimize rate fluctuations from year to year, the 3R reserve contribution amount has been capped at \$300,000. Furthermore, these amounts are adjusted proportionately with the utilization of prior year reserve funds and/or by any excess or shortage of revenue calculations based upon anticipated water and sewer volume.
- Capital Improvement Program – The capital improvement will be reviewed at the meeting on Thursday, March 18, as a separate agenda item.

In summary, we (staff) believe this proposed budget is a reflection of the Authority's vision and is responsive to the Authority's mission. On behalf of the entire staff, I am pleased to present this proposed budget of the Albemarle County Service Authority for fiscal year 2011 to the Board of Directors for your consideration.

Respectfully submitted,



Lisa L. Breeden  
Finance Director

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**Operating and Capital Improvement Budget**

**Fiscal Year 2011**

**REVENUE AND EXPENSE SUMMARY**

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## Revenue and Expense Summary FY 2011

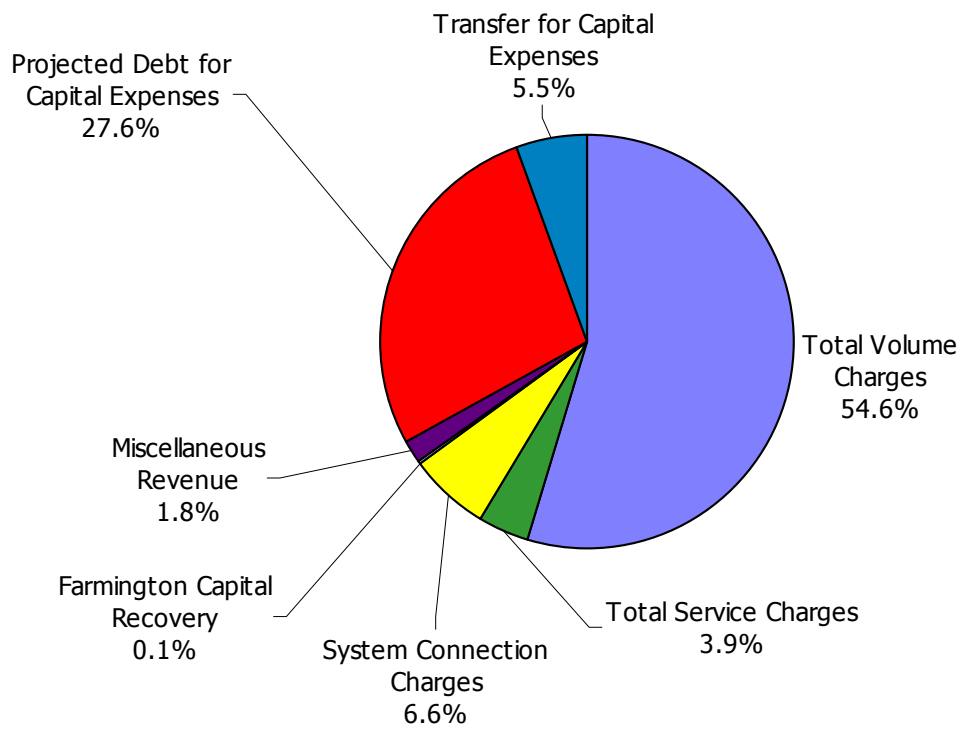
	FY 2010 Approved Budget	FY 2011 Proposed Budget	FY 2011 as % of FY 2010
<b>OPERATING REVENUE</b>			
Total Volume Charges	\$ 19,000,803	19,118,197	100.6%
Total Service Charges	1,353,119	1,366,650	101.0%
<b>Subtotal:</b>	<b>\$ 20,353,922</b>	<b>20,484,847</b>	<b>100.6%</b>
<b>NON-OPERATING REVENUE</b>			
System Connection Charges	\$ 1,827,330	2,320,178	127.0%
Farmington Capital Recovery	29,000	29,000	100.0%
Rental Income	40,000	40,000	100.0%
Interest Income	274,000	81,525	29.8%
Buck Mountain Surcharge	72,400	72,400	100.0%
Misc. Utility Charges	345,000	378,450	109.7%
Inspection Fees	27,500	27,500	100.0%
Plan Review Fees	15,000	15,000	100.0%
Transfer for Prior Year Appropriations	20,845	0	
Projected Debt for Capital Expenses	5,000,000	9,650,000	193.0%
Transfer for Capital Expenses	2,490,678	1,925,000	77.3%
<b>Subtotal:</b>	<b>\$ 10,141,753</b>	<b>14,539,053</b>	<b>143.4%</b>
<b>Total Revenue</b>	<b>\$ 30,495,675</b>	<b>35,023,900</b>	<b>114.8%</b>
<b>OPERATION AND MAINTENANCE EXPENSES</b>			
Purchase of Water/Wastewater	\$ 11,401,844	11,166,376	97.9%
Administration Department	1,371,177	1,549,761	113.0%
Finance Department	1,330,000	1,384,849	104.1%
Engineering Department	1,275,635	1,319,447	103.4%
Maintenance Department	2,256,158	2,387,497	105.8%
Operating Reserve	0	359,267	
<b>Subtotal:</b>	<b>\$ 17,634,814</b>	<b>18,167,197</b>	<b>103.0%</b>
<b>CAPITAL IMPROVEMENT AND DEBT SERVICE</b>			
800 Code Equipment Expenses	\$ 88,300	83,000	94.0%
Capital Improvement Expenses	11,993,250	15,673,700	130.7%
Repair, Renewal, & Rehabilitation Reserves	123,574	537,268	434.8%
Buck Mountain Surcharge	72,400	72,400	100.0%
Existing Debt Service and Amortization	372,700	369,197	99.1%
Projected Debt Service	210,637	121,138	57.5%
<b>Subtotal:</b>	<b>\$ 12,860,861</b>	<b>16,856,703</b>	<b>131.1%</b>
<b>Total Expenses</b>	<b>\$ 30,495,675</b>	<b>35,023,900</b>	<b>114.8%</b>
<b>Surplus (Deficit)</b>	<b>\$ 0</b>	<b>0</b>	

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# Operating and Capital Improvement Budget

Fiscal Year 2011

## REVENUES



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## Revenues and Other Sources of Funding FY 2011

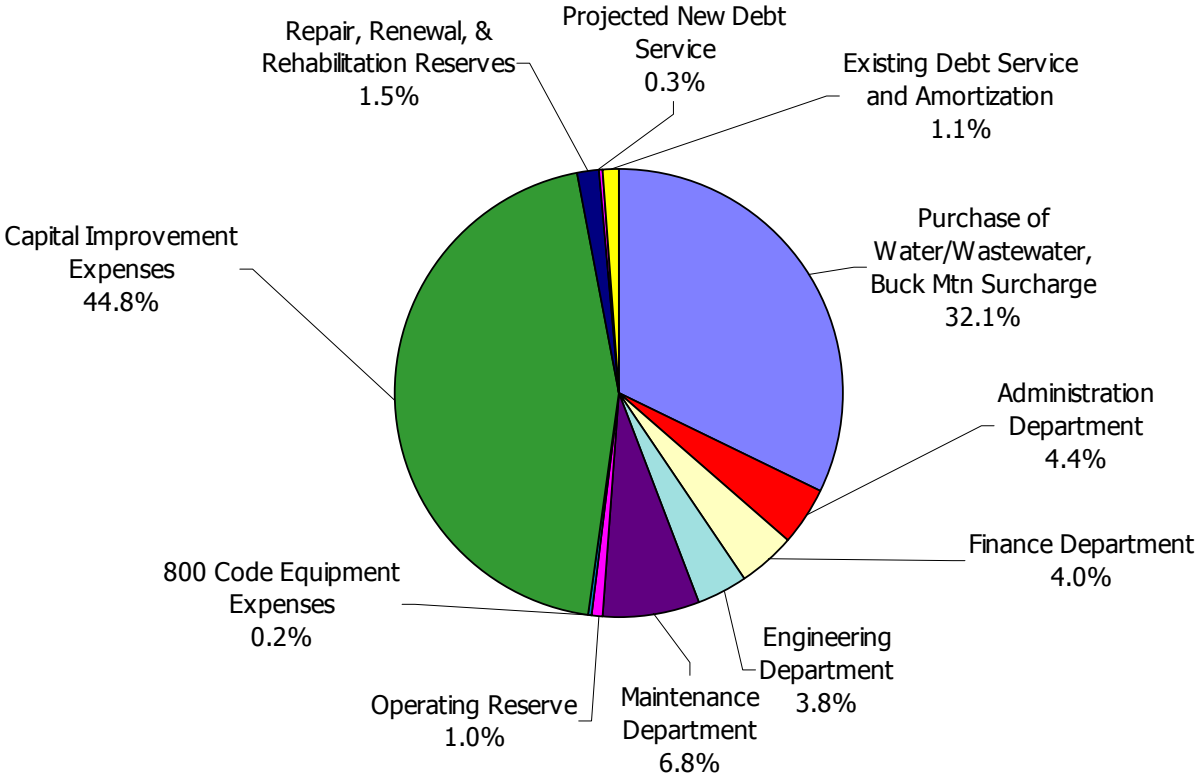
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# Operating and Capital Improvement Budget

Fiscal Year 2011

## EXPENSES



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## RWSA Expenses

	<u>FY 2010</u>	<u>FY 2011 Proposed</u>	<u>FY 2011 as % of FY 2010</u>
<b><i>RWSA EXPENSES</i></b>			
Buck Mountain Surcharge	\$ 72,400	72,400	100.0%
Purchase of Bulk Water	6,260,146	6,256,770	99.9%
Sewer Treatment Expense	5,141,698	4,909,606	95.5%
<b>Subtotal:</b>	<b>\$ 11,474,244</b>	<b>11,238,776</b>	<b>97.9%</b>
<b><i>RWSA EXPENSES BY SERVICE AREA</i></b>			
	<u>Rates FY 2010</u>	<u>Rates FY 2011</u>	
<b>WATER</b>			
Urban	\$3.323/TG	\$3.323/TG	100.0%
Crozet	\$52,403/mo	\$51,168/mo	97.6%
Scottsville	\$32,155/mo	\$33,062/mo	102.8%
Buck Mountain Surcharge		72,400	100.0%
<b>Total</b>	<b>\$ 6,332,546</b>	<b>6,329,170</b>	<b>99.9%</b>
<b>WASTEWATER</b>			
Urban	\$3.073/TG	\$3.068/TG	95.4%
Scottsville	\$25,420/mo	\$25,517/mo	101.2%
Stone-Robinson School	Actual	Actual	104.0%
Glenmore	\$24,252/mo	\$21,920/mo	90.4%
<b>Total</b>	<b>\$ 5,141,698</b>	<b>4,909,606</b>	<b>95.5%</b>

# Administration Department

Code	Description	FY 2010		FY 2010	FY 2010 Budget	FY 2011 Base Budget	Supple- mental Request #1	Supple- mental Request #2	FY 2011	FY 2011	FY 2011
		FY 2009 Expended	Actual Expenses To-Date(Jan)	Anticipated Expenses To-EOFY 2010					Total Proposed	as % of FY 2010	Total Approved
<b>PERSONAL SERVICES</b>											
503-510-205	Compensation of Board Members	\$ 21,456	11,018	18,900	18,900	27,000	0	0	27,000	142.9%	0
503-510-210	Salaries & Wages	468,221	280,450	480,771	475,100	488,600	35,000	40,000	563,600	118.6%	0
	Broad-Band Implementation Fund	0	0	0	0	13,967	0	0	13,967		0
503-510-220	Overtime	980	66	113	1,000	1,000	0	0	1,000	100.0%	0
503-510-220	Social Security	35,648	18,741	38,300	37,200	38,500	2,678	3,060	44,238	118.9%	0
503-510-230	Retirement	59,583	33,248	63,000	63,000	61,000	4,428	5,060	70,488	111.9%	0
503-510-240	Health & Benefit Dollars	56,435	33,411	59,600	59,600	64,970	8,040	8,040	81,050	136.0%	0
503-510-250	Life Insurance	3,705	1,965	4,200	4,200	5,350	389	444	6,183	147.2%	0
503-510-260	Workers' Compensation	552	658	658	625	870	62	71	1,003	160.4%	0
503-510-270	Meals	542	180	308	500	500	0	0	500	100.0%	0
503-510-280	Safety Incentive Program	375	50	600	700	750	0	0	750	107.1%	0
503-510-290	Employee Incentives	6,440	3,668	7,668	12,000	12,000	0	0	12,000	100.0%	0
	<b>Subtotal:</b>	<b>\$ 653,938</b>	<b>383,454</b>	<b>674,118</b>	<b>672,825</b>	<b>714,507</b>	<b>50,595</b>	<b>56,675</b>	<b>821,777</b>	<b>122.1%</b>	<b>0</b>
<b>OPERATING SUPPLIES</b>											
503-510-300	Office Supplies	\$ 13,669	5,097	10,800	17,000	14,630	250	250	15,130	89.0%	0
503-510-305	Copier Supplies	1,471	809	1,650	2,000	2,844	0	0	2,844	142.2%	0
503-510-310	Janitorial Supplies	3,721	2,111	3,000	2,800	4,487	0	0	4,487	160.3%	0
503-510-370	<sup>1</sup> Heating Fuel	3,674	1,922	3,295	4,300	0	0	0	0	0.0%	0
503-510-380	Small Tools & Equipment	31,574	2,307	32,500	32,500	34,850	4,500	3,000	42,350	130.3%	0
	<b>Subtotal:</b>	<b>\$ 54,108</b>	<b>12,245</b>	<b>51,245</b>	<b>58,600</b>	<b>56,811</b>	<b>4,750</b>	<b>3,250</b>	<b>64,811</b>	<b>110.6%</b>	<b>0</b>
<b>REPAIR &amp; MAINTENANCE SUPPLIES</b>											
503-510-425	<sup>1</sup> Building/Grounds Supplies	\$ 7,535	2,780	8,500	12,200	0	0	0	0	0.0%	0
	<b>Subtotal:</b>	<b>\$ 7,535</b>	<b>2,780</b>	<b>8,500</b>	<b>12,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>PROFESSIONAL &amp; CONTRACTUAL SERVICES</b>											
503-510-500	Legal	\$ 32,226	21,246	36,421	44,000	46,850	0	0	46,850	106.5%	0
503-510-510	Audit	30,000	30,000	30,000	32,400	30,900	0	0	30,900	95.4%	0
503-510-520	Fiscal Agent	2,500	2,500	2,500	17,500	17,500	0	0	17,500	100.0%	0
503-510-550	Consultants' Fees	64,906	6,599	16,600	16,600	36,608	0	0	36,608	220.5%	0
503-510-560	<sup>1</sup> Service Contracts	40,533	49,648	50,300	50,300	117,950	0	0	117,950	234.5%	0
503-510-561	<sup>1</sup> Building/Grounds Service Contracts	52,788	33,655	60,700	60,700	0	0	0	0	0.0%	0
503-510-575	Telephone/Communications	43,779	24,386	42,000	47,600	40,506	255	255	41,016	86.2%	0
503-510-585	Printing and Duplicating	5,767	20	7,000	20,000	12,650	0	0	12,650	63.3%	0
503-510-590	<sup>1</sup> Other Contractual Services	13,876	2,559	12,800	12,800	1,025	0	0	1,025	8.0%	0
	<b>Subtotal:</b>	<b>\$ 286,373</b>	<b>170,612</b>	<b>258,321</b>	<b>301,900</b>	<b>303,989</b>	<b>255</b>	<b>255</b>	<b>304,499</b>	<b>100.9%</b>	<b>0</b>
<b>REPAIRS AND MAINTENANCE</b>											
503-510-600	Equipment Repair and Maintenance	\$ 5,226	1,338	5,900	5,900	2,500	0	0	2,500	42.4%	0
503-510-620	<sup>1</sup> Building/Grounds Repair & Maintenance	4,908	1,631	6,000	6,000	0	0	0	0	0.0%	0
	<b>Subtotal:</b>	<b>\$ 10,134</b>	<b>2,969</b>	<b>11,900</b>	<b>11,900</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>21.0%</b>	<b>0</b>

# Administration Department

Code	Description	FY 2009 Expended	FY 2010	FY 2010	FY 2010 Budget	FY 2011	Supple-	Supple-	FY 2011	FY 2011	FY 2011
			Actual Expenses To-Date(Jan)	Anticipated Expenses To-EOFY 2010		Base Budget	mental Request #1	mental Request #2	Total Proposed	as % of FY 2010	Total Approved
<b>OTHER SERVICES AND CHARGES</b>											
503-510-705	Software	\$ 33,700	865	15,500	15,500	79,100	0	0	79,100	510.3%	0
503-510-710	Insurance	64,931	58,827	63,350	63,350	68,409	0	0	68,409	108.0%	0
503-510-720	Dues and Memberships	4,404	4,496	5,800	5,800	6,630	0	0	6,630	114.3%	0
503-510-730	Books and Periodicals	2,022	565	1,000	1,000	2,435	0	0	2,435	243.5%	0
503-510-740	Education and Training	26,181	10,478	40,000	40,000	33,070	1,000	1,000	35,070	87.7%	0
503-510-741	Board Member Education and Training	755	30	1,000	5,000	2,000	0	0	2,000	40.0%	0
503-510-745	Travel	14,531	4,649	20,950	20,950	24,030	150	150	24,330	116.1%	0
503-510-750	Advertising	20,116	7,709	13,200	13,200	21,000	0	0	21,000	159.1%	0
503-510-755	Conservation	48,135	32,954	66,500	66,500	45,000	0	0	45,000	67.7%	0
503-510-777	Electricity - Shop/Office	37,625	14,643	30,000	42,300	37,200	0	0	37,200	87.9%	0
503-510-780	Permits	34,055	25,630	35,000	35,000	35,000	0	0	35,000	100.0%	0
<b>Subtotal:</b>		<b>\$ 286,456</b>	<b>160,846</b>	<b>292,300</b>	<b>308,600</b>	<b>353,874</b>	<b>1,150</b>	<b>1,150</b>	<b>356,174</b>	<b>115.4%</b>	<b>0</b>
<b>CAPITAL OUTLAYS</b>											
503-510-800	Office Equipment	\$ 4,726	0	0	0	0	0	0	0	0.0%	0
503-510-810	Furniture and Fixtures	0	0	0	0	0	0	0	0	0.0%	0
503-510-830	Machinery and Equipment	0	0	0	0	0	0	0	0	0.0%	0
<b>Subtotal:</b>		<b>\$ 4,726</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>TOTAL ADMINISTRATION</b>		<b>\$ 1,303,270</b>	<b>732,906</b>	<b>1,296,384</b>	<b>1,366,025</b>	<b>1,431,681</b>	<b>56,750</b>	<b>61,330</b>	<b>1,549,761</b>	<b>113.5%</b>	<b>0</b>

Supplemental Request #1: SCADA Technician, Grade 11

Supplemental Request #2: LAN Technician, Grade 13

<sup>1</sup> All or most expenses moved to the Maintenance Department. Janitorial services were moved from Maintenance Services Contracts to Administration.

# Finance Department

Code	Description	FY 2009 Expended	FY 2010 Actual Expenses To-Date(Jan)	FY 2010 Anticipated Expenses To-EOFY 2010	FY 2010 Budget	FY 2011 Proposed	FY 2011 as % of FY 2010	FY 2011 Approved
<b>PERSONAL SERVICES</b>								
503-520-210	Salaries & Wages	\$ 600,044	368,918	610,918	605,700	595,000	98.2%	0
	Broad-Band Implementation Fund	0	0	0	0	36,355		0
503-520-220	Overtime Pay	9,116	1,547	5,500	8,000	10,000	125.0%	0
503-520-230	Social Security	44,481	25,874	47,200	47,000	46,500	98.9%	0
503-520-240	Retirement	77,341	46,756	80,256	80,200	75,100	93.6%	0
503-520-250	Health & Benefit Dollars	87,200	55,242	109,800	109,800	120,360	109.6%	0
503-520-260	Life Insurance	4,744	2,763	4,763	5,400	6,600	122.2%	0
503-520-270	Workers' Compensation	5,693	6,632	6,632	6,300	6,600	104.8%	0
	<b>Subtotal:</b>	<b>\$ 828,618</b>	<b>507,731</b>	<b>865,069</b>	<b>862,400</b>	<b>896,515</b>	<b>104.0%</b>	<b>0</b>
<b>OPERATING SUPPLIES</b>								
503-520-300	Office Supplies	\$ 10,540	4,283	11,000	11,500	10,175	88.5%	0
503-520-330	Personal Protective Equipment	14	122	122	100	625	625.0%	0
503-520-360	Fuel, Oil & Grease	12,476	5,869	14,369	20,200	18,000	89.1%	0
503-520-380	Small Tools & Equipment	6,238	251	1,151	1,600	1,800	112.5%	0
	<b>Subtotal:</b>	<b>\$ 29,268</b>	<b>10,525</b>	<b>26,642</b>	<b>33,400</b>	<b>30,600</b>	<b>91.6%</b>	<b>0</b>
<b>REPAIR &amp; MAINTENANCE</b>								
503-520-400	Vehicle Supplies	\$ 3,386	1,218	2,318	3,000	3,500	116.7%	0
503-520-410	Materials - Water	174,738	69,645	139,645	219,800	200,000	91.0%	0
	<b>Subtotal:</b>	<b>\$ 178,124</b>	<b>70,864</b>	<b>141,964</b>	<b>222,800</b>	<b>203,500</b>	<b>91.3%</b>	<b>0</b>
<b>PROFESSIONAL &amp; CONTRACTUAL SERVICES</b>								
503-520-535	Uniform Rental	2,883	1,739	3,139	3,400	3,503	103.0%	0
503-520-550	Consultants' Fees	0	0	500	500	500	100.0%	0
503-520-560	Service Contracts	26,820	21,259	30,759	32,100	37,020	115.3%	0
503-520-580	Postage	73,845	72,209	122,209	120,200	126,350	105.1%	0
503-520-585	Printing and Duplicating	16,797	7,235	13,735	14,900	20,229	135.8%	0
503-520-590	Other Contractual Services	14,967	8,202	20,702	8,600	25,975	302.0%	0
	<b>Subtotal:</b>	<b>\$ 135,313</b>	<b>110,644</b>	<b>191,044</b>	<b>179,700</b>	<b>213,577</b>	<b>118.9%</b>	<b>0</b>

# Finance Department

Code	Description	FY 2009 Expended	FY 2010 Actual Expenses To-Date(Jan)	FY 2010 Anticipated Expenses To-EOFY 2010	FY 2010 Budget	FY 2011 Proposed	FY 2011 as % of FY 2010	FY 2011 Approved
<b>REPAIRS AND MAINTENANCE</b>								
503-520-600	Equipment Repair and Maintenance	\$ 2,302	1,593	2,993	3,200	3,797	118.7%	0
503-520-650	Vehicle Repair and Maintenance	2,048	1,372	3,172	3,500	4,000	114.3%	0
	<b>Subtotal:</b>	<b>\$ 4,350</b>	<b>2,965</b>	<b>6,165</b>	<b>6,700</b>	<b>7,797</b>	<b>116.4%</b>	<b>0</b>
<b>OTHER SERVICES AND CHARGES</b>								
503-520-700	Rental of Equipment	\$ 1,238	688	1,188	1,300	1,320	101.5%	0
503-520-705	Software	3,825	3,846	3,846	4,000	4,500	112.5%	0
503-520-720	Dues and Memberships	283	123	323	350	375	107.1%	0
503-520-730	Books and Periodicals	1,245	1,008	1,500	1,550	1,625	104.8%	0
503-520-740	Education and Training	4,587	885	8,385	8,800	16,700	189.8%	0
503-520-745	Travel	3,864	17	2,017	5,000	8,340	166.8%	0
	<b>Subtotal:</b>	<b>\$ 15,041</b>	<b>6,565</b>	<b>17,258</b>	<b>21,000</b>	<b>32,860</b>	<b>156.5%</b>	<b>0</b>
<b>CAPITAL OUTLAYS</b>								
503-520-800	Office Equipment	\$ 2,400	0	0	0	0	0.0%	0
503-520-810	Furniture and Fixtures	0	0	0	0	0	0.0%	0
503-520-830	Machinery and Equipment	0	0	0	0	0	0.0%	0
	<b>Subtotal:</b>	<b>\$ 2,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
	<b>TOTAL FINANCE</b>	<b>\$ 1,193,113</b>	<b>709,295</b>	<b>1,248,142</b>	<b>1,326,000</b>	<b>1,384,849</b>	<b>104.4%</b>	<b>0</b>

# Engineering Department

Code	Description	FY 2009 Expended	FY 2010 Actual Expenses To-Date(Jan)	FY 2010 Anticipated Expenses To-EOFY 2010	FY 2010 Budget	FY 2011 Proposed	FY 2011 as % of FY 2010	FY 2011 Approved
<b>PERSONAL SERVICES</b>								
503-540-210	Salaries & Wages	\$ 792,119	507,882	870,656	848,500	849,500	100.1%	0
	Broad-Band Implementation Plan	0	0	0	0	49,845		0
503-540-220	Overtime Pay (will be reimbursed by 3R)	2,029	8,112	10,000	10,000	10,000	100.0%	0
503-540-230	Social Security	59,590	36,903	67,370	66,000	65,800	99.7%	0
503-540-240	Retirement	97,875	63,149	108,500	108,500	102,650	94.6%	0
503-540-250	Health & Benefit Dollars	95,866	66,429	126,300	126,300	138,150	109.4%	0
503-540-260	Life Insurance	6,003	3,731	7,300	7,300	9,005	123.4%	0
503-540-270	Workers' Compensation	15,595	15,475	15,475	14,700	12,800	87.1%	0
	<b>Subtotal:</b>	<b>\$ 1,069,078</b>	<b>701,683</b>	<b>1,205,601</b>	<b>1,181,300</b>	<b>1,237,750</b>	<b>104.8%</b>	<b>0</b>
<b>OPERATING SUPPLIES</b>								
503-540-330	Personal Protective Equipment	564	599	975	800	888	111.0%	0
503-540-360	Fuel, Oil & Grease	14,332	5,846	14,000	21,800	19,500	89.4%	0
503-540-380	Small Tools & Equipment	30,961	5,774	11,000	18,300	12,380	67.7%	0
	<b>Subtotal:</b>	<b>\$ 45,858</b>	<b>12,220</b>	<b>25,975</b>	<b>40,900</b>	<b>32,768</b>	<b>80.1%</b>	<b>0</b>
<b>REPAIR &amp; MAINTENANCE SUPPLIES</b>								
503-540-400	Vehicle Supplies	\$ 1,925	1,246	2,000	2,000	2,500	125.0%	0
	<b>Subtotal:</b>	<b>\$ 1,925</b>	<b>1,246</b>	<b>2,000</b>	<b>2,000</b>	<b>2,500</b>	<b>125.0%</b>	<b>0</b>
<b>PROFESSIONAL &amp; CONTRACTUAL SERVICES</b>								
503-540-535	Uniform Rental	\$ 2,498	1,614	2,767	2,100	2,354	112.1%	0
503-540-540	Engineering Services	2,400	0	0	0	0	0.0%	0
503-540-590	Other Contractual Services	9,162	4,646	16,000	18,200	16,400	90.1%	0
	<b>Subtotal:</b>	<b>\$ 14,060</b>	<b>6,248</b>	<b>18,767</b>	<b>20,300</b>	<b>18,754</b>	<b>92.4%</b>	<b>0</b>
<b>REPAIRS AND MAINTENANCE</b>								
503-540-600	Equipment Repair and Maintenance	\$ 583	2,182	2,450	2,600	3,450	132.7%	0
503-540-650	Vehicle Repair and Maintenance	1,113	649	1,400	2,200	1,540	70.0%	0
	<b>Subtotal:</b>	<b>\$ 1,696</b>	<b>2,831</b>	<b>3,850</b>	<b>4,800</b>	<b>4,990</b>	<b>104.0%</b>	<b>0</b>

# Engineering Department

Code	Description	FY 2009 <u>Expended</u>	FY 2010 Actual Expenses <u>To-Date(Jan)</u>	FY 2010 Anticipated Expenses <u>To-EOFY 2010</u>	FY 2010 <u>Budget</u>	FY 2011 <u>Proposed</u>	FY 2011 as % of <u>FY 2010</u>	FY 2011 <u>Approved</u>
<b>OTHER SERVICES AND CHARGES</b>								
503-540-720	Dues and Memberships	\$ 431	309	685	800	810	101.3%	0
503-540-740	Education and Training	7,332	2,318	10,100	11,500	10,950	95.2%	0
503-540-745	Travel	10,006	4,572	10,500	11,700	10,925	93.4%	0
	<b>Subtotal:</b>	<b>\$ 17,769</b>	<b>7,199</b>	<b>21,285</b>	<b>24,000</b>	<b>22,685</b>	<b>94.5%</b>	<b>0</b>
<b>CAPITAL OUTLAYS</b>								
503-540-800	Office Equipment	\$ 0	0	0	0	0	0.0%	0
503-540-810	Furniture and Equipment	0	0	0	0	0	0.0%	0
503-540-830	Machinery and Equipment	52,789	0	0	0	0	0.0%	0
	<b>Subtotal:</b>	<b>\$ 52,789</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
	<b>TOTAL ENGINEERING</b>	<b>\$ 1,203,175</b>	<b>731,426</b>	<b>1,277,478</b>	<b>1,273,300</b>	<b>1,319,447</b>	<b>103.6%</b>	<b>0</b>

# Maintenance Department

Code	Description	FY 2009 <u>Expended</u>	FY 2010	FY 2010	FY 2010 <u>Budget</u>	FY 2011	as % of <u>FY 2010</u>	FY 2011
			<u>Actual</u> Expenses <u>To-Date(Jan)</u>	<u>Anticipated</u> Expenses <u>To-EOFY 2010</u>		<u>Proposed</u>		<u>Approved</u>
<b>PERSONAL SERVICES</b>								
503-550-210	Salaries & Wages	\$ 961,391	637,527	1,092,903	1,089,500	1,091,500	100.2%	0
	Broad-Band Implementation Plan	0	0	0	0	63,470		0
503-550-220	Overtime Pay	44,051	21,520	40,000	57,000	57,000	100.0%	0
503-550-225	Standby Pay	4,418	2,449	4,200	4,000	4,000	100.0%	0
503-550-225	Social Security	73,711	47,539	87,000	88,200	88,200	100.0%	0
503-550-230	Retirement	124,176	81,665	145,500	145,500	137,850	94.7%	0
503-550-240	Health & Benefit Dollars	192,690	123,909	230,600	230,600	249,000	108.0%	0
503-550-250	Life Insurance	7,616	4,856	9,700	9,700	12,100	124.7%	0
503-550-260	Workers' Compensation	30,533	36,058	36,058	33,900	35,000	103.2%	0
503-550-270	Meals - Overtime	647	194	500	2,500	2,500	100.0%	0
	<b>Subtotal:</b>	<b>\$ 1,439,232</b>	<b>955,717</b>	<b>1,646,461</b>	<b>1,660,900</b>	<b>1,740,620</b>	<b>104.8%</b>	<b>0</b>
<b>OPERATING SUPPLIES</b>								
503-550-320	Shop Supplies	5,718	2,173	7,000	7,800	12,805	164.2%	0
503-550-330	Personal Protective Equipment	15,909	5,148	13,000	15,300	16,906	110.5%	0
503-550-360	Fuel, Oil & Grease	50,586	26,028	77,000	81,800	79,255	96.9%	0
503-550-370	<sup>1</sup> Heating Fuel	0	0	0	0	5,250	0.0%	0
503-550-380	Small Tools & Equipment	48,613	33,801	75,000	77,000	54,260	70.5%	0
	<b>Subtotal:</b>	<b>\$ 120,841</b>	<b>67,160</b>	<b>172,000</b>	<b>181,900</b>	<b>168,476</b>	<b>92.6%</b>	<b>0</b>
<b>REPAIR &amp; MAINTENANCE SUPPLIES</b>								
503-550-400	Vehicle Supplies	\$ 11,185	7,524	15,500	17,300	19,670	113.7%	0
503-550-410	Materials - Water	64,448	38,901	82,000	82,000	82,000	100.0%	0
503-550-415	Materials - Hydrants	11,671	3,784	7,500	12,500	12,500	100.0%	0
503-550-420	Materials - Sewer	9,079	1,107	6,500	12,000	12,000	100.0%	0
503-550-425	<sup>1</sup> Building & Grounds Supplies	0	0	0	0	11,875	0.0%	0
503-550-430	Equipment Supplies	8,109	8,014	14,000	15,000	21,060	140.4%	0
503-550-460	Water Pump Station Supplies	23,961	7,492	51,000	58,400	58,250	99.7%	0
503-550-480	Sewer Pump Station Supplies	18,124	10,359	39,000	41,500	38,600	93.0%	0
	<b>Subtotal:</b>	<b>\$ 146,577</b>	<b>77,182</b>	<b>215,500</b>	<b>238,700</b>	<b>255,955</b>	<b>107.2%</b>	<b>0</b>

<sup>1</sup> All or most expenses moved from the Administration Department to the Maintenance Department



# Maintenance Department

Code	Description	FY 2009 <u>Expended</u>	FY 2010	FY 2010	FY 2010 <u>Budget</u>	FY 2011	as % of <u>FY 2010</u>	FY 2011
			Actual Expenses <u>To-Date(Jan)</u>	Anticipated Expenses <u>To-EOFY 2010</u>		<u>Proposed</u>		<u>Approved</u>
<b>PROFESSIONAL &amp; CONTRACTUAL SERVICES</b>								
503-550-530	Labor - Outside Contract	\$ 8,338	5,156	15,000	14,700	29,700	202.0%	0
503-550-535	Uniform Rental	14,261	7,936	15,000	19,500	20,025	102.7%	0
503-550-561	<sup>1</sup> Building & Grounds Services	0	0	0	0	10,610	0.0%	0
503-550-590	<sup>1</sup> Other Contractual Services	0	0	0	0	10,131	0.0%	0
	<b>Subtotal:</b>	<b>\$ 22,599</b>	<b>13,092</b>	<b>30,000</b>	<b>34,200</b>	<b>70,466</b>	<b>206.0%</b>	<b>0</b>
<b>REPAIRS AND MAINTENANCE</b>								
503-550-600	Equipment Repair and Maintenance	\$ 26,063	-1,728	19,000	19,900	26,075	131.0%	0
503-550-620	<sup>1</sup> Building & Grounds Repair and Maintenance	0	0	0	0	6,000	0.0%	0
503-550-650	Vehicle Repair and Maintenance	27,657	6,135	20,000	30,500	25,825	84.7%	0
	<b>Subtotal:</b>	<b>\$ 53,721</b>	<b>4,407</b>	<b>39,000</b>	<b>50,400</b>	<b>57,900</b>	<b>114.9%</b>	<b>0</b>
<b>OTHER SERVICES AND CHARGES</b>								
503-550-700	Rental of Equipment	\$ 57	0	5,000	5,000	5,000	100.0%	0
503-550-760	Electricity - Water Pump Station	40,241	16,871	39,000	52,100	49,920	95.8%	0
503-550-761	Electricity - Sewer Pump Station	12,344	5,694	12,500	21,500	37,510	174.5%	0
503-550-780	Permits	545	360	800	2,100	1,650	78.6%	0
	<b>Subtotal:</b>	<b>\$ 53,187</b>	<b>22,926</b>	<b>57,300</b>	<b>80,700</b>	<b>94,080</b>	<b>116.6%</b>	<b>0</b>
<b>CAPITAL OUTLAYS</b>								
503-550-800	Office Equipment	\$ 0	0	0	0	0	0.0%	0
503-550-810	Furniture and Fixtures	0	0	0	0	0	0.0%	0
503-550-830	Machinery and Equipment	308,685	0	88,000	88,300	83,000	94.0%	0
	<b>Subtotal:</b>	<b>\$ 308,685</b>	<b>0</b>	<b>88,000</b>	<b>88,300</b>	<b>83,000</b>	<b>94.0%</b>	<b>0</b>
	<b>TOTAL MAINTENANCE</b>	<b>\$ 2,144,840</b>	<b>1,140,482</b>	<b>2,248,261</b>	<b>2,335,100</b>	<b>2,470,497</b>	<b>105.8%</b>	<b>0</b>

<sup>1</sup> All or most expenses moved from the Administration Department to the Maintenance Department

# Operating and Capital Improvement Budget

## Fiscal Year 2011

### Requests for Additional Staffing, the Purchasing of Equipment, Funding for the Broad-Banding Implementation Plan

#### Staffing:

- ◆ LAN Technician, Grade 13, Administration Department – As a result of growth in the Authority operations, demands for support and maintenance of computer software and systems have increased. The new programs that have been implemented for Cross Connection, FOG, Hydraulic Modeling, the addition of equipment for CCTV sewer monitoring and GIS Data collection have generated additional help desk as well as recurring daily tasks of updating these systems and security methods. These additional duties are exceeding the amount of time available for staff to maintain Authority systems optimally. It is now necessary to supplement the new systems with additional staff. (Requested by the Manager of Information Systems)
- ◆ SCADA Technician, Grade 11, Administration Department – During recent meetings with the term consultant for the SCADA project, discussion took place regarding support and training of Authority personnel that will be responsible for this new equipment and data collection process. These discussions led to the recommendation that we have a designated staff member hired who will be responsible for SCADA configuration and maintenance hired and involved with the project from the initial installation of equipment. Currently the project is in the design phase but the Strategic Plan objectives listed defined time lines and this project will be progressing during this next budget cycle. (Requested by the Manager of Information Systems)

#### Equipment:

- ◆ Message Board Trailers (2) – To be used (initially) during the Unidirectional Flushing Program specified in the strategic plan. Currently, notices are printed and hand delivered when these activities are planned. It is our intention to place these units at entrances to subdivisions as a method of notifying our customers of flushing activities and even as a notification for smoking sewers, etc.
- ◆ Cues Upgrade for #20 Pipe Ranger Crawler 6" – 15" Track Transporter – The replacement of the existing sewer camera in Unit 20 will allow us to merge information from both camera units into one storage base and files. Since we currently have two systems that cannot be integrated, we cannot store and compare data efficiently. We have been monitoring production from both camera crews since the camera van has been in service. As a result of the newer technology, we are able to inspect approximately 50% more sewer lines per month with the Cues System compared to the older Possom System. The replacement of the older equipment will provide us with an eventual cost savings on our sewer line inspections by locating our infiltration issues more quickly and by allowing us to inspect more pipe with less labor costs per foot. (Requested by the Operations Manager)

#### Broad-Banding Implementation Plan:

- ◆ Broad-Banding Implementation Fund – In January, 2010 the Board of Directors agreed to defer further development, and implementation, of the proposed Broad Banded Salary Structure until a new Director was in place; this was to give him the opportunity to assess the proposal recommended by staff and Carolyn Fowler, of HR Diversified Solutions. Gary O'Connell has been reviewing data and will continue to do so between April and June. In order to have in place appropriate funds for transition to a new pay structure, and increased focus on individual contributions to the mission of ACSA, a pool of funds has been earmarked in the proposed budget. This amount is made available by a decreased CIP and decreases in the property and casualty insurance of up to 8%.

**Operating and Capital Improvement Budget**

**Fiscal Year 2011**

**CAPITAL IMPROVEMENTS**

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**Proposed Capital Improvements Fiscal Years 2011 - 2015**

<b>CAPITAL IMPROVEMENT PROJECTS</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<u>Water System</u>	<b>Budget</b>	<b>Proposed</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
ACSA Facilities Improvement	64,000	43,250				
ACSA Facilities Paving	45,000	51,800				
Scottsville Street Upgrades		39,000				
Ragged Mountain Water Phase II & III, I	150,000					80,000
St. George Ave./Buck Rd Water Main Replacement	462,400	125,000	920,400	920,400		
Ashcroft Water Improvements	211,200	162,000				
West Leigh Drive Water Line Replacement						
West Leigh - Williston & Emerson Dr Water Line Replacement			313,000	313,000		
Owensville Rd Water Main						
Crozet Streetscape	53,500	53,500				
Camelot Pressure Reducing Valve						
Berwick Road Water Replacement	75,000		514,800			
Canterbury Hills Water Main Replacement	144,300	500,000				
Glenmore Water Tank Study - Glenmore Tank	125,000		401,100	1,704,300		
West Leigh Tank Study	125,000					
Hardware St Water Main Extension	512,300	434,500				
Buckingham Cl Water	122,400	300,000				
Ashcroft Pump Station	15,000	15,000				
Key West Water Replacement		40,000	425,000	715,000	715,000	715,000
Kearsarge - Flordon Water Connection			645,000			
Orchard Acres Water Replacement			510,900	1,024,550	1,024,550	
Western Ridge - Foxchase Water Connection			340,000			
Proffit Rd - Jefferson Village Replacement						705,500
Berkeley Water Replacement					1,378,800	1,378,800
Carrsbrook Transite Water Replacement					330,000	1,102,000
Baker Butler - Forest Lakes Water Connection					142,700	
Hollymeade Water Main Replacement Ph. 1	376,000	175,000	376,000	176,000		
Arden Place		24,600				
Jackson St Water Replacement		95,700				
Shoppers World Water Relocation	176,800		170,000			
West Leigh Transite Water Replacement				200,000	200,000	200,000
SCADA System	75,000	190,000	185,000	216,500		
Pump Station Upgrades	160,000					
Valve Insertion	81,200					
Large Meter Testing, Random Meter Testing	200,000	200,000	250,000			
Developer Participation	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Water Capital Projects</b>	<b>3,224,100</b>	<b>2,499,350</b>	<b>5,101,200</b>	<b>5,319,750</b>	<b>3,841,050</b>	<b>4,231,300</b>

**Proposed Capital Improvements Fiscal Years 2011 - 2015**

<b>CAPITAL IMPROVEMENT PROJECTS</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<u>Wastewater System</u>	<b>Budget</b>	<b>Proposed</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
ACSA Facilities Improvement	64,000	43,250				
ACSA Facilities Paving	45,000	51,800				
Georgetown Green Sewer Replacement	109,400		109,400			
Oak Hill		828,300	605,000			
Boar's Head Inn Sewer Replacement	61,500					
Crozet SSES	148,400					
North Fork Regional Pump Station Project	5,770,450	9,675,700	4,837,900		300,000	
Meadowcreek Drainage Basin Sewer Rehab	2,000,000	1,294,000				
Northfields Sewer	173,600				288,000	
Scottsville Sewer Ph. II	58,200	131,300				
Buckingham Cl Sewer	183,600	730,000				
Redfields Pump Station	19,000	19,000				
Glenmore Pump Station	11,000	11,000				
Biscuit Run Drainage Basin SSES		100,000	252,000			
Scottsville SSES		50,000				
Carrsbrook Collection System						320,000
Hessian Hills Sewer			81,300			
Miscellaneous Sewer Rehabilitation			350,000	350,000	350,000	350,000
Oak Forest Pump Station - Gravity Sewer					413,000	
Springfield Pump Station					207,500	
SCADA System	75,000	190,000	185,000	216,500		
Developer Participation	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Wastewater Capital Projects</b>	<b>8,769,150</b>	<b>13,174,350</b>	<b>6,470,600</b>	<b>616,500</b>	<b>1,608,500</b>	<b>720,000</b>

**Operating and Capital Improvement Budget**

**Fiscal Year 2011**

**ORGANIZATIONAL CHART**

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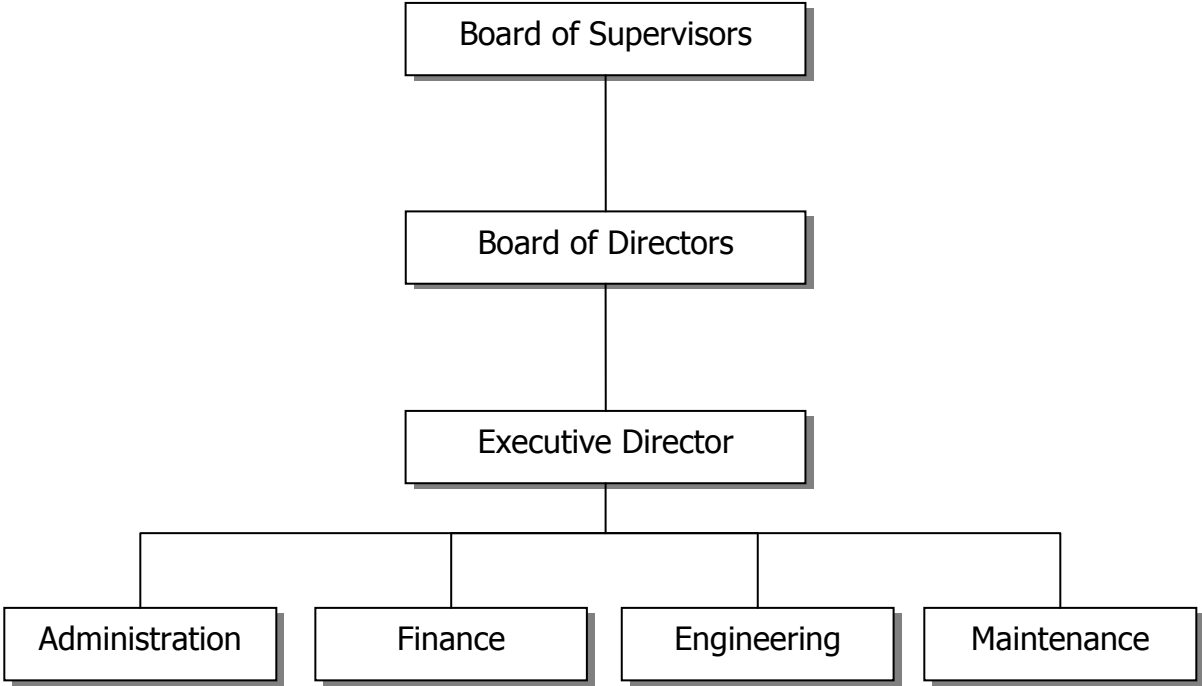
**STAFFING**

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**Albemarle County Service Authority**

**Organizational Chart**



## Departmental Staffing

	<u>Current Number of Positions</u>	<u>Proposed Number of Positions</u>
<b>ADMINISTRATION</b>		
Executive Director	1	1
Manager of Information Systems	1	1
Administration Supervisor	1	1
Applications Programmer	1	1
Information Systems Coordinator	1	1
LAN Technician	0	1
SCADA Technician	0	1
Administrative Associate	3	3
<b>FINANCE</b>		
Finance Director	1	1
Accountant	1	1
Meter Operations Supervisor	1	1
Customer Service Supervisor	1	1
Accounting Technician	2	2
Customer Service Representative	3	4
Meter Technician	4	4
Office Associate	1	0
<b>ENGINEERING</b>		
Engineering Director	1	1
Senior Civil Engineer	2	2
Civil Engineer	1	1
Modeling Engineer	1	1
Environmental Compliance Specialist	1	1
Regulatory Compliance Specialist	1	1
Construction Inspector	5	5
Senior Utility Location Technician	1	1
Utility Location Technician	1	1
Engineering Technician	1.6	1.6
<b>MAINTENANCE</b>		
Operations Manager	1	1
Operations Supervisor	1	1
Facilities Supervisor	1	1
Electrician/Pump Technician	1	1
System Quality Technician	2	2
Crew Leader	4	4
Equipment Operator	7	7
Utility Worker	13	13
<b>TOTAL</b>	<b>67.6</b>	<b>69.6</b>

**Operating and Capital Improvement Budget**  
**Fiscal Year 2011**

**RATE & FEE SCHEDULE**

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**Rate Projections**

			Projected Increase 1% Per Year (3-year average)			
	2010	2011	2012	2013	2014	2015
(in 1,000 gallons)						
Single Family-Residential Water Consumption	721,049	721,049	728,259	735,542	742,898	750,326
Multi-Family Residential Water Consumption		370,625	374,331	378,075	381,855	385,674
Commercial (Offices) Water Consumption		43,188	43,620	44,056	44,497	44,942
Commercial (Other) Water Consumption		266,912	269,581	272,277	275,000	277,750
Industrial Water Consumption		25,746	26,003	26,263	26,526	26,791
Institutional Water Consumption		147,939	149,418	150,913	152,422	153,946
Non Single Family-Residential Irrigation		45,377	36,903	37,272	37,645	38,022
Non Single Family-Residential Water Consumption	889,426	899,787	899,857	908,856	917,945	927,124
Total Water Consumption	1,610,475	1,620,836	1,628,117	1,644,398	1,660,842	1,677,451
Total Sewer Consumption	1,288,134	1,290,856	1,298,293	1,311,276	1,324,389	1,337,632
Net Revenue - Water (Users)	\$ 9,713,436	\$ 9,811,128	\$ 10,305,609	\$ 10,825,012	\$ 11,261,260	\$ 11,715,088
Net Revenue - Sewer (Users)	\$ 9,287,367	\$ 9,307,069	\$ 9,735,120	\$ 10,225,770	\$ 10,637,868	\$ 11,066,574
Service Charges	\$ 1,353,119	\$ 1,366,650	\$ 1,435,529	\$ 1,507,880	\$ 1,568,648	\$ 1,631,864
Potential Surplus (Deficit)		\$ 237,268	\$ (459,993)	\$ (1,026,762)	\$ (1,145,005)	\$ (314,474)

			% Increase			
			4%	4%	3%	3%
Billing Service Charge per Month	\$ 3.25	\$ 3.25	\$ 3.51	\$ 3.79	\$ 3.90	\$ 4.02
Meter Service Charge per Month (5/8" Meter) *	\$ 2.90	\$ 2.90	\$ 3.13	\$ 3.38	\$ 3.48	\$ 3.59
Total Service Charge (5/8" Meter) *	\$ 6.15	\$ 6.15	\$ 6.64	\$ 7.17	\$ 7.38	\$ 7.61

\* Meter service charges per month vary by meter size

			% Increase			
			4%	4%	3%	3%
Residential Water Rates per 1,000 Gallons						
Level 1: 0 - 3,000 gallons per Month	\$ 3.32	\$ 3.32	\$ 3.59	\$ 3.87	\$ 3.99	\$ 4.11
Level 2: 3,001 - 6,000 gallons per Month	\$ 6.64	\$ 6.64	\$ 7.18	\$ 7.74	\$ 7.98	\$ 8.22
Level 3: Over 6,001 - 9,000 gallons per Month	\$ 9.96	\$ 9.96	\$ 10.77	\$ 11.61	\$ 11.97	\$ 12.33
Level 4: Over 9,000 gallons per Month	\$ 13.28	\$ 13.28	\$ 14.36	\$ 15.48	\$ 15.96	\$ 16.44
Non Single-Family Residential Water Rate - per 1,000 Gallons	\$ 6.19	\$ 6.19	\$ 6.44	\$ 6.70	\$ 6.90	\$ 7.10
Sewer Rate per 1,000 Gallons	\$ 7.21	\$ 7.21	\$ 7.50	\$ 7.80	\$ 8.03	\$ 8.27

**Water Rates During Emergency Water Restrictions:**

	2010 & 2011	
	Warning	Emergency
Residential Water Rates per 1,000 Gallons		
Level 1: 0 - 3,000 gallons per Month	\$ 3.65	\$ 4.15
Level 2: 3,001 - 6,000 gallons per Month	\$ 7.30	\$ 9.96
Level 3: Over 6,000 gallons per Month	\$ 10.96	\$ 19.92
Level 4: Over 9,000 gallons per Month	\$ 14.61	\$ 26.56
Non Single-Family Residential Water Rate - per 1,000 Gallons	\$ 6.81	\$ 9.29

**Projected Capacity & Connection Fees**

			Projected			
	2010	2011	2012	2013	2014	2015
Water System - Projected CIP Costs	\$ 3,224,100	\$ 2,499,350	\$ 5,101,200	\$ 5,319,750	\$ 3,841,050	\$ 4,231,300
Wastewater System - Projected CIP Costs	\$ 8,769,150	\$ 13,174,350	\$ 6,470,600	\$ 616,500	\$ 1,608,500	\$ 720,000
			% Increase			
Water System Development Fees per ERC	\$ 1,640	\$ 1,772				8%
Water Rivanna Capacity Fees per ERC	\$ 3,725	\$ 3,822				3%
Sewer System Development Fees per ERC	\$ 1,995	\$ 2,155				8%
Sewer Rivanna Capacity Fees per ERC	\$ 2,680	\$ 2,756				3%
Water Local Facilities Fees	\$ -	\$ -				
Sewer Local Facilities Fees	\$ -	\$ -				
Water Local Facilities Fees (Undeveloped Lot)	\$ -	\$ -				
Sewer Local Facilities Fees (Undeveloped Lot)	\$ -	\$ -				

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**Operating and Capital Improvement Budget**

**Fiscal Year 2011**

**Operating Reserves**

**3R Reserves**

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**Anticipated Reserves**

	2010	2011	2012	Projected		2015
				2013	2014	
FY 2010 - Beginning Operating & Maintenance Reserve	\$ 3,015,000					
Water Reserves	\$ -	\$ 203,351	\$ 211,156	\$ 217,491	\$ 224,016	\$ 230,736
Sewer Reserves	\$ -	\$ 155,916	\$ 158,888	\$ 163,655	\$ 168,565	\$ 173,622
Accumulated Operating & Maintenance Reserve	\$ 3,015,000	\$ 3,374,267	\$ 3,744,311	\$ 4,125,457	\$ 4,518,038	\$ 4,922,396
FY 2011's % of Target Fund Balance		75.14%				
Equivalent Days		68				

	2010	2011	2012	Projected		2015
				2013	2014	
Beginning 3R Reserve	\$ 7,167,342					
Utilize Reserves for Anticipated Capital Projects	\$ (1,490,678)	\$ (1,925,000)	\$ (2,000,000)	\$ (500,000)	\$ (500,000)	\$ (500,000)
3R Reserve	\$ 123,574	\$ 537,268	\$ 300,000	\$ 300,000	\$ 600,000	\$ 600,000
Accumulated 3R Reserve	\$ 5,800,238	\$ 4,412,506	\$ 2,712,506	\$ 2,512,506	\$ 2,612,506	\$ 2,712,506
FY 2011's % of Target Contribution:		56.97%				

**Projected Debt Service**

Wastewater Capital Project	\$ -	\$ 9,650,000	\$ 4,850,000	\$ -	\$ -	\$ -
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**Base Assumptions**

Average Cost Increases:	3.0%
Interest Rate on Borrowings:	5.0%
Growth Rate Customer:	1.0%
Consumption Growth Rate:	1.0%
Interest Earned on Investments:	1.0%
Estimated Consumption:	270 gallons per day (1 ERC)
O&M Reserve:	Target 90 Days Operating Expense
Repair, Renewal & Replacement "3R" Reserve:	Target Contribution = 1% of System Assets

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