



# Operating and Capital Improvement Budget

Fiscal Year 2014

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

**Proposed: March 21, 2013**

**Adopted: June 20, 2013**

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# Fiscal Year 2014

## Proposed 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

Dr. Lizbeth A. Palmer,  
Vice-Chairman  
White Hall District

Mr. Richard E. Carter  
Jack Jouett District

Ms. Holly Hueston  
Scottsville District

Mr. Bill Kittrell  
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 costs for completing our mission in Fiscal Year 2014. Our goals in the coming fiscal year are:

- To meet anticipated operating and capital improvement expenses, and to ensure that current operating expenses will be paid with current operating revenues;
- To provide for new customer buy-in and connection fees due to large system capital improvements, which maintain our policy of "growth paying for growth;" and
- To maintain, to improve, and to extend system infrastructure in order to meet the water and sewer needs of the County's jurisdictional area.

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# Albemarle County Service Authority

## Operating and Capital Improvement Budget

Fiscal Year 2014

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March 15, 2013

Board of Directors  
Albemarle County Service Authority  
Charlottesville, Virginia

Board Members:

It is our pleasure to present the 50<sup>th</sup> annual Operating and Capital Improvement Budget proposed for Fiscal Year 2014 for the Board's discussion, review, and ultimate approval in June. This proposal contains very good news for our customers in that water and sewer monthly user rates will not increase. In fact, the average single-family residential user will see a rate decrease of about 1%. Two-thirds of our proposed operating budget is used to pay the Rivanna Water and Sewer Authority (RWSA) for the purchase of bulk water and wastewater treatment, which includes funding for a \$155 million Capital Improvement Program (CIP).

This budget was carefully developed and prepared in conjunction with historical trends, in light of the Strategic Plan that is currently being discussed, and in anticipation of future events. 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. Keep in mind that the rate model is a tool that we rely upon from year to year for continuity in our revenue and rate making process.

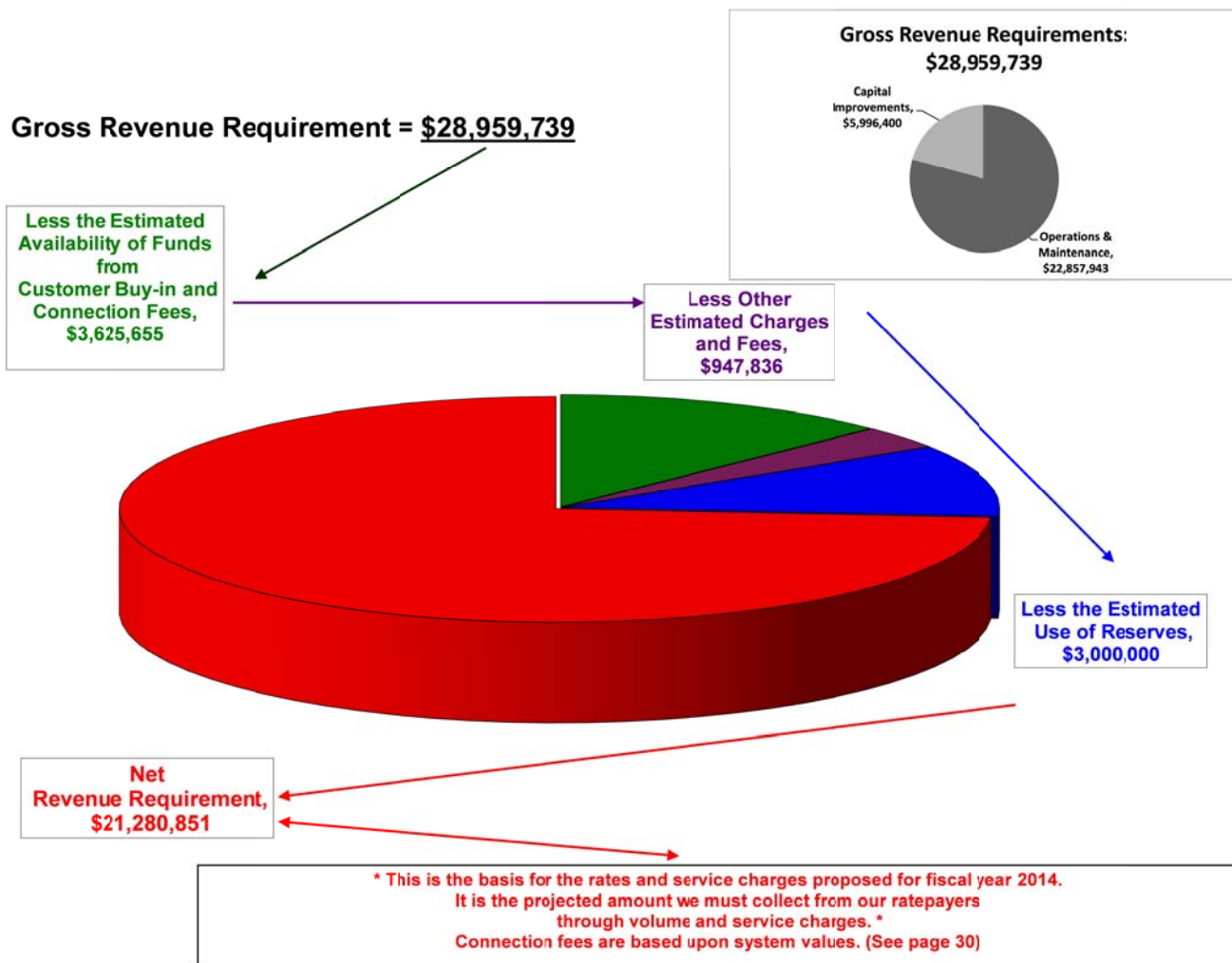
The budget process is performance and zero based which means that all requests for funding in support of our mission start at zero, are necessary, productive, reasonable, and prudent in nature and practice, and are in keeping with the Authority's vision statement, guiding principles, and Strategic Plan. Our goal in this process is to present a balanced budget, meaning that estimated and projected revenues equal estimated and projected expenses that provide a high level of customer service at good value.

The Operating and Capital Improvement Budget for Fiscal Year 2014 proposes:

- ◆ maintaining current user rates for non-single family customers,
- ◆ decreasing water user rates for single-family residential customers,
- ◆ continuing major reinvestment (\$6 million) in maintaining a quality infrastructure through proactive utility system maintenance and rehabilitation, including several new, major water line replacement projects,
- ◆ investing in our employees who are the foundation of our quality customer services and system maintenance, with continued emphasis on professional development,

- education and training for skill competency, and an emphasis on a strongly managed performance based pay system, and
- supporting the initial implementation of the ACSA's new Strategic Plan (under consideration) for 2013-2018, which commits to "serve and conserve today, sustain tomorrow, and protect our resources forever."

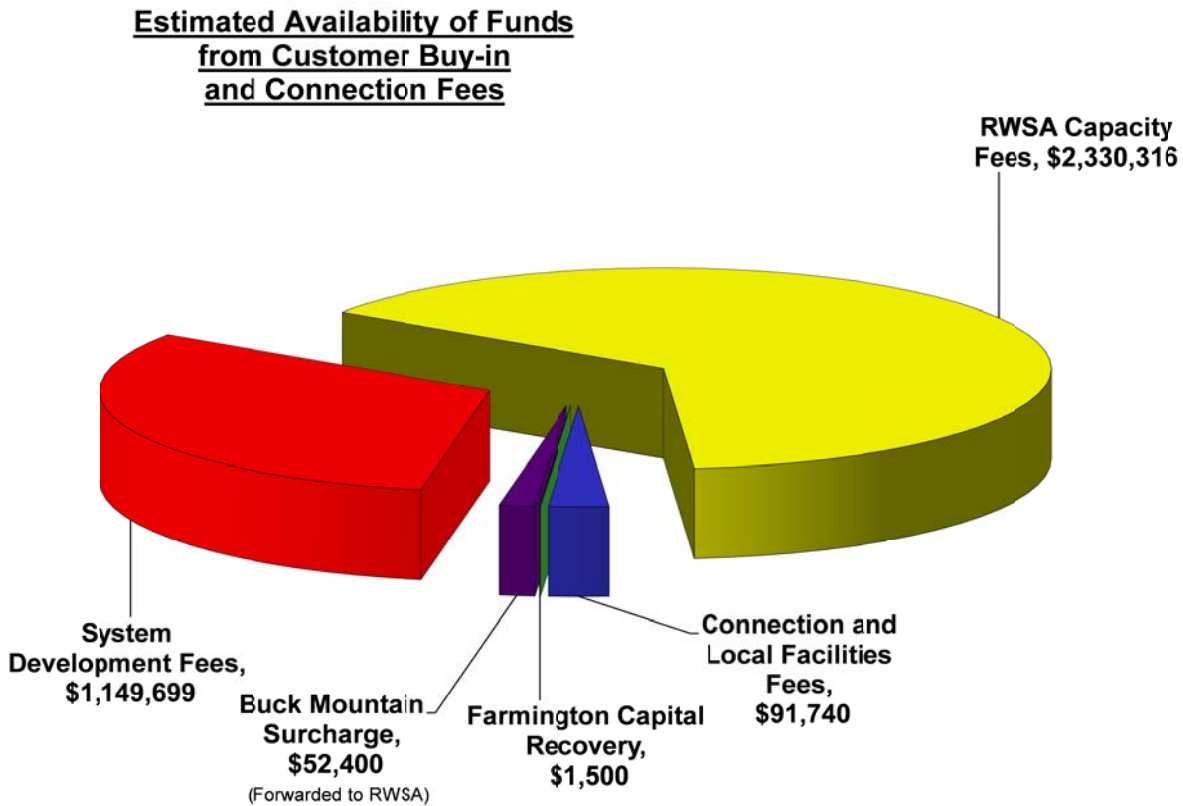
Since many of our expenses are fixed, especially the wholesale rate charged by the RWSA, attention shifted naturally to the revenues required to meet these expenses. The ACSA's **gross revenue requirement for fiscal year 2014 is \$28,959,739, including projected capital improvements expenses of \$5,996,400.** In order to meet gross revenue requirements with minimal increases to user rates and fees, 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 illustrated graphically on this and proceeding pages.





**Revenues**

The estimated availability of funds from customer buy-in and connection fees is \$3,625,655.



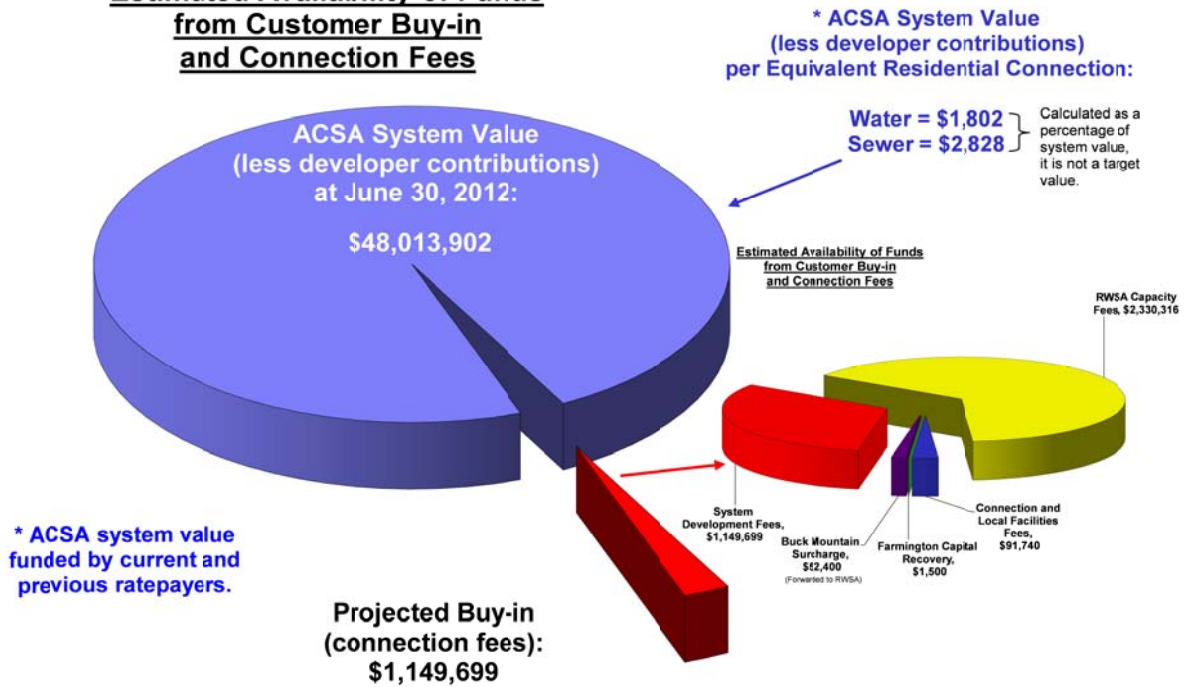
- ◆ System Connection Charges are based upon an estimated number of Equivalent Residential Connections (ERC) less any applicable off-site credits, as follows:
  - ◆ 295 Water System Development connections
  - ◆ 283 Sewer System Development connections
  - ◆ 295 Water Rivanna Capacity connections
  - ◆ 283 Sewer Rivanna Capacity connections
  - ◆ One 5/8" meter equals one Equivalent Residential Connection

- ◆ Proposed Increase in System Development and Rivanna Capacity Fees – The following changes are based upon system value as follows:

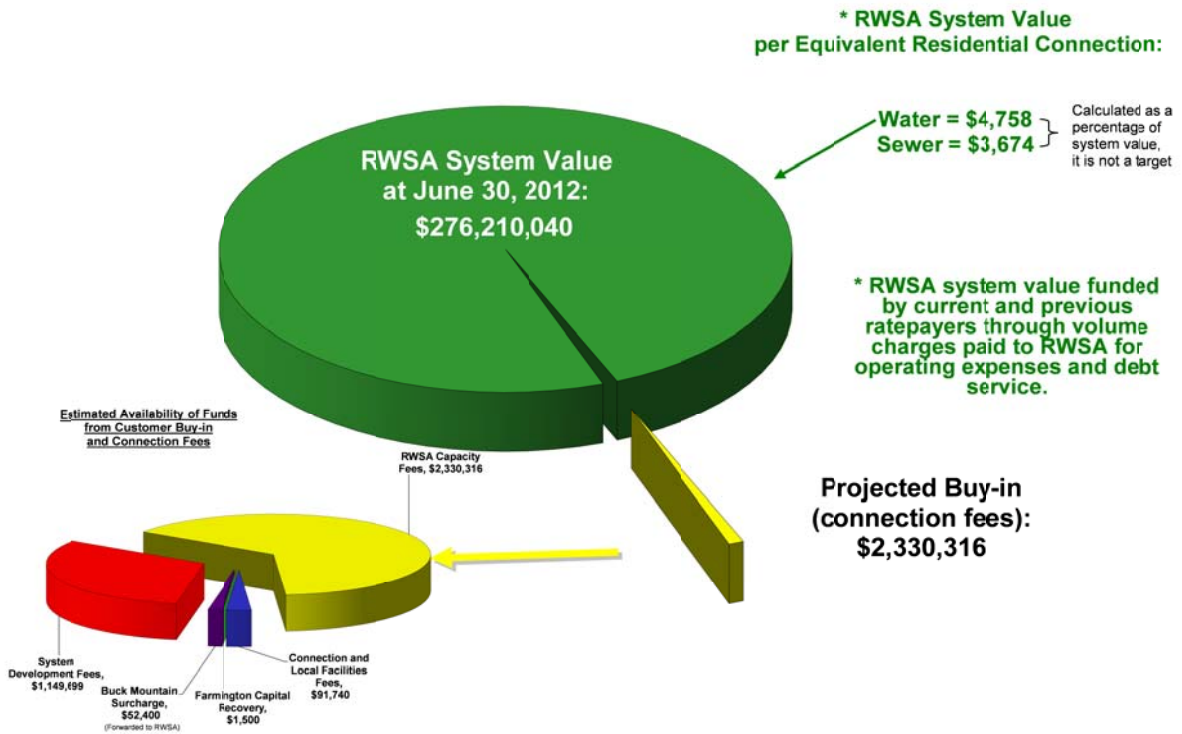
	<u>2013</u>	<u>2014</u>	<u>% Increase</u>
Water System Development Fees per ERC	\$ 1,802	\$ 1,802	0%
Water Rivanna Capacity Fees per ERC	\$ 4,758	\$ 4,758	0%
Sewer System Development Fees per ERC	\$ 2,436	\$ 2,828	16%
Sewer Rivanna Capacity Fees per ERC	\$ 3,506	\$ 3,674	5%
<b>Total</b>	<b>\$ 12,502</b>	<b>\$ 13,062</b>	<b>4%</b>

### ACSA Water & Sewer System Development FY 2014

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



### RWSA Water & Sewer Capacity FY 2014



- ◆ 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 95% of the equivalent residential connections eligible for connection in fiscal year 2014 have already been prepaid.

- ◆ Interest Income projections are :

- ◆ Interest earnings on long-term investments in the first two quarters of this fiscal year totaled \$42,000. 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 **\$118,000**.

- ◆ Interest earnings on short-term investments this fiscal year-to-date have totaled almost \$14,000 and we anticipate \$4,000 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.

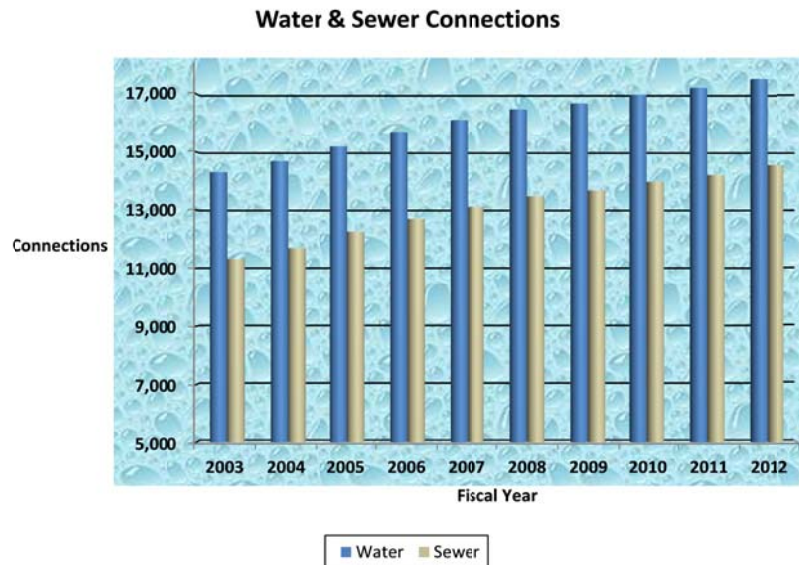
Annualized earnings at today’s rate are over **\$17,300**.

- ◆ Miscellaneous Charges are projected as follows:

- ◆ Miscellaneous - \$84,000 (customer requested taps, service lines, etc.)
- ◆ Returned Check Fees, Initial Bill Fees, Reconnection Fees, Interest Charges - \$133,000
- ◆ Billed Hydrant Usage (Water) - \$73,000
- ◆ Late Payment Penalties (10%) - \$520,000

- ◆ Use of Established Reserves and Debt Service – In order to stabilize rates while maintaining, improving, and extending infrastructure, the Authority will use approximately \$3 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 and Sewer Volume is estimated as follows:
  - ◆ Projected Water Volume (in 1,000 gallons) – 1,632,580
    - ◆ Residential (in 1,000 gallons)
      - ◆ Level 1 – 459,569
      - ◆ Level 2 – 177,303
      - ◆ Level 3 – 43,837
      - ◆ Level 4 – 42,680
    - ◆ Non-Residential – 909,189
  - ◆ Projected Sewer Volume (in 1,000 gallons) – 1,310,249

The aforementioned estimates are based upon a comparison of previous years' consumption amounts and changes in user-type usage patterns plus an estimated amount of consumption for new connections. Drought years and unusually wet years (outliers) are filtered out of the projections.

<u>Projected 2013</u>	<u>Five-Year Average</u>	<u>Three-Year Average</u>	<u>Projected FY 2014</u>
<b>725,257,831</b>	<b>719,039,249</b>	<b>716,227,134</b>	<b>723,389,405</b>
354,729,424	355,725,548	354,510,581	358,055,686
51,291,975	59,058,823	58,966,044	59,555,705
259,537,792	249,424,593	249,497,400	251,992,374
32,279,521	54,834,040	49,781,800	50,279,618
193,906,619	180,947,120	187,431,267	189,305,579
<b>891,745,331</b>	<b>899,990,125</b>	<b>900,187,092</b>	<b>909,188,963</b>
<b>1,617,003,162</b>	<b>1,619,029,374</b>	<b>1,616,414,226</b>	<b>1,632,578,368</b>

## Expenses

- ◆ RWSA. The costs associated with the purchase of water/wastewater (from RWSA's FY 2013-2014 Budget Proposal) increased by approximately .9% and represents 65% of all ACSA operating and capital improvement expenses.
- ◆ Departmental. After careful examination of all practices and expenses, direct and indirect, most departmental cost increases are within current budgets or adjustments to reflect cost increases/decreases. Two personnel related expenses are larger than this budget is proposing to fund:
  - ◆ An overall increase in the personal services section of each department. This proposed budget recommends funds for a 3% increase in salaries to be implemented through our performance based pay plan, continued funding of retirement contributions and life insurance premiums, and an increase of 7% in the employer-contribution to health care as purchased from the County of Albemarle.
  - ◆ One new position – a Pump Station/Electrical Apprentice is recommended, that corresponds to the needs of the ACSA's maintenance and improvements as we grow and expand, and
  - ◆ Additional equipment to improve operational efficiency, system reliability, and emergency preparedness.
- ◆ 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, this year's 3R reserve contribution amount has been capped at \$939,313. 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 – This year's capital improvement program includes water projects of almost \$5 million and wastewater projects of more than \$1 million.
- ◆ Our Strategic Plan Future Statement – As we look ahead and beyond the next budget year, we face continuing large system improvements and many major maintenance projects on existing facilities are needed, both at the ACSA and, as well, at our wholesaler, the RWSA. To provide clean and safe water and wastewater treatment, and to protect our natural environment and streams, we will need to continue making major expenditures in order to meet these capital needs. As the community grows, and as

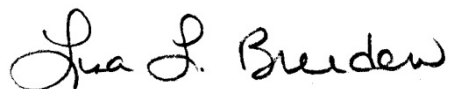
development increases, we will see a continuing reliance on new connection fees paying for the growth and capacity needed by our water and sewer system.

In summary, we believe this budget is a reflection of the ACSA's vision to "serve and conserve" and is responsive to the ACSA's mission. On behalf of the entire staff, we are pleased to present this proposed budget of the ACSA for fiscal year 2014 to the Board of Directors for your consideration and approval. We are particularly proud to present this budget in the year in which the ACSA celebrates its 50<sup>th</sup> anniversary. Many have come before us to help establish the solid utility foundation for what is today the Albemarle urban retailer for water and sewer service, as well as for our customers in Crozet and Scottsville. We look forward to working with the Board as we implement this budget

Respectfully submitted,



Gary B. O'Connell  
Executive Director



Lisa L. Breeden  
Finance Director

# Revenue and Expense Summary

## FY 2014

	FY 2013 Approved Budget	FY 2014 Proposed & Adopted Budget	FY 2014 as % of FY 2013
<b>OPERATING REVENUES</b>			
Total Volume Charges	\$ 19,731,857	19,618,071	99.4%
Total Service Charges	1,646,317	1,662,780	101.0%
<b>Total Operating Revenues</b>	<b>\$ 21,378,174</b>	<b>21,280,851</b>	<b>99.5%</b>
<b>NON-OPERATING REVENUES</b>			
System Connection Charges	4,017,626	3,571,756	88.9%
Farmington Capital Recovery	28,340	1,500	5.3%
Rental Income	30,000	42,000	140.0%
Interest Income	118,000	118,000	100.0%
Buck Mountain Surcharge	52,400	52,400	100.0%
Misc. Utility Charges	516,740	562,656	108.9%
Inspection Fees	16,300	22,000	135.0%
Plan Review & FOG Permit Fees	33,000	48,250	146.2%
Build America Bond Subsidy	161,354	154,930	96.0%
<b>Total Non-Operating Revenues</b>	<b>\$ 4,973,760</b>	<b>4,573,492</b>	<b>92.0%</b>
<b>Total Operating &amp; Non-Operating Revenues</b>	<b>\$ 26,351,934</b>	<b>25,854,343</b>	<b>98.1%</b>
<b>OPERATING EXPENSES</b>			
Purchase of Water/Wastewater	\$ 13,031,214	13,154,585	100.9%
Administration Department	1,520,773	1,497,308	98.5%
Finance Department	1,550,500	1,598,488	103.1%
Engineering Department	1,404,106	1,429,530	101.8%
Maintenance Department	2,772,170	2,912,053	105.0%
Operating Reserve	460,737	319,033	69.2%
<b>Total Operating Expenses</b>	<b>\$ 20,739,500</b>	<b>20,910,998</b>	<b>100.8%</b>
<b>NON-OPERATING EXPENSES</b>			
800 Code Equipment Expenses	127,427	151,520	118.9%
Repair, Renewal, & Rehabilitation Reserves	920,895	939,313	102.0%
Buck Mountain Surcharge	52,400	52,400	100.0%
Existing Debt Service and Amortization	860,012	853,658	99.3%
Transfer for Capital Expenses	3,651,700	2,996,400	82.1%
<b>Total Non-Operating Expenses</b>	<b>\$ 5,612,434</b>	<b>4,993,291</b>	<b>89.0%</b>
<b>Total Operating &amp; Non-Operating Expenses</b>	<b>\$ 26,351,934</b>	<b>25,904,289</b>	<b>98.3%</b>
<b>Operating &amp; Non-Operating Surplus (Deficit)</b>	<b>\$ 0</b>	<b>-49,946</b>	
<b>CAPITAL IMPROVEMENTS FUNDING</b>			
Transfer from Operating Revenues	\$ 3,651,700	2,996,400	82.1%
Transfer from 3R Reserves	1,500,000	3,000,000	200.0%
Build America Bond Funding	380,000	0	0.0%
<b>Total Capital Improvements Funding</b>	<b>\$ 5,531,700</b>	<b>5,996,400</b>	<b>108.4%</b>
<b>CAPITAL IMPROVEMENTS EXPENSES</b>			
Water - Capital Improvement Projects	\$ 3,596,800	4,986,400	138.6%
Wastewater - Capital Improvement Projects	1,934,900	1,010,000	52.2%
<b>Total Capital Improvements Expenses</b>	<b>\$ 5,531,700</b>	<b>5,996,400</b>	<b>108.4%</b>
<b>Capital Improvements Surplus (Deficit)</b>	<b>\$ 0</b>	<b>0</b>	

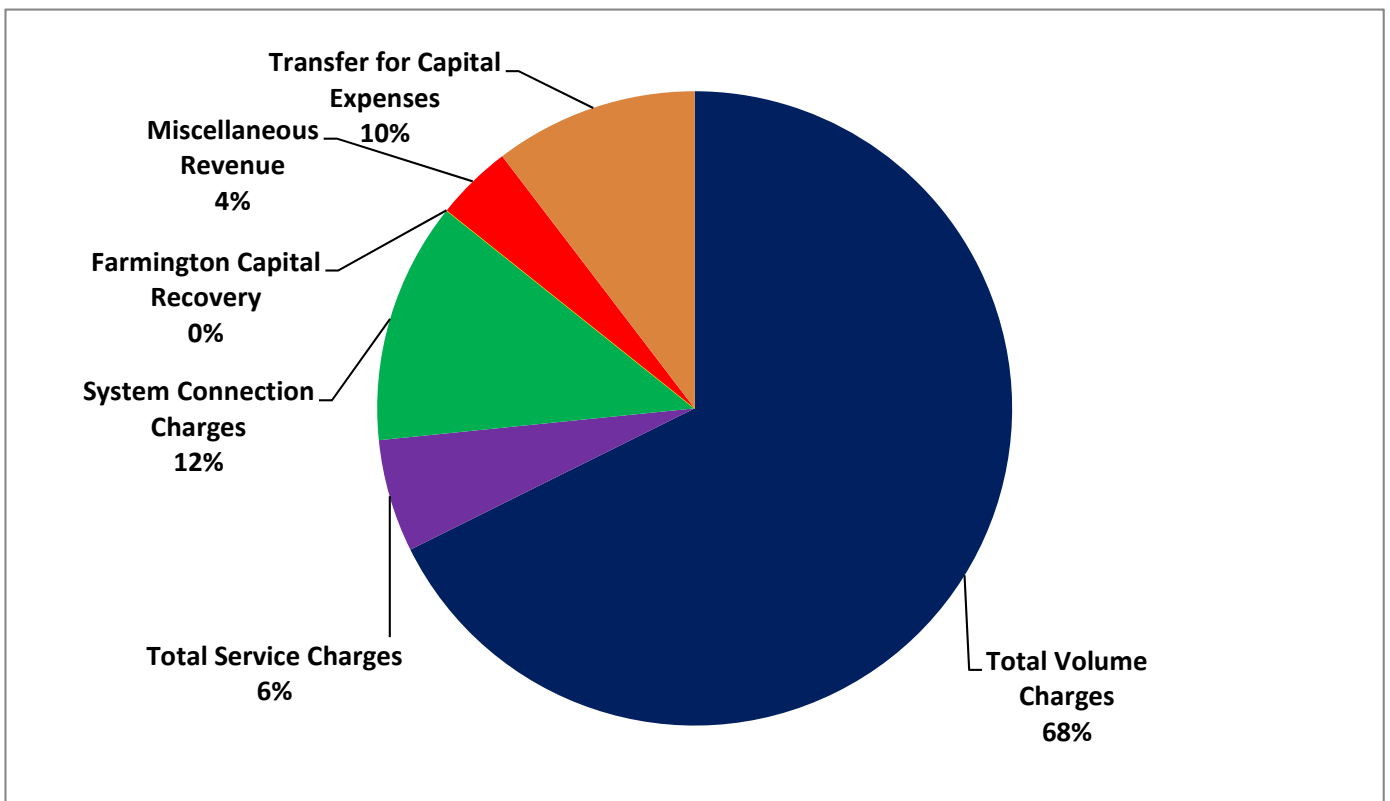
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# Operating and Capital Improvement Budget

Fiscal Year 2014

## REVENUES



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# Revenues and Other Sources of Funding

## FY 2014

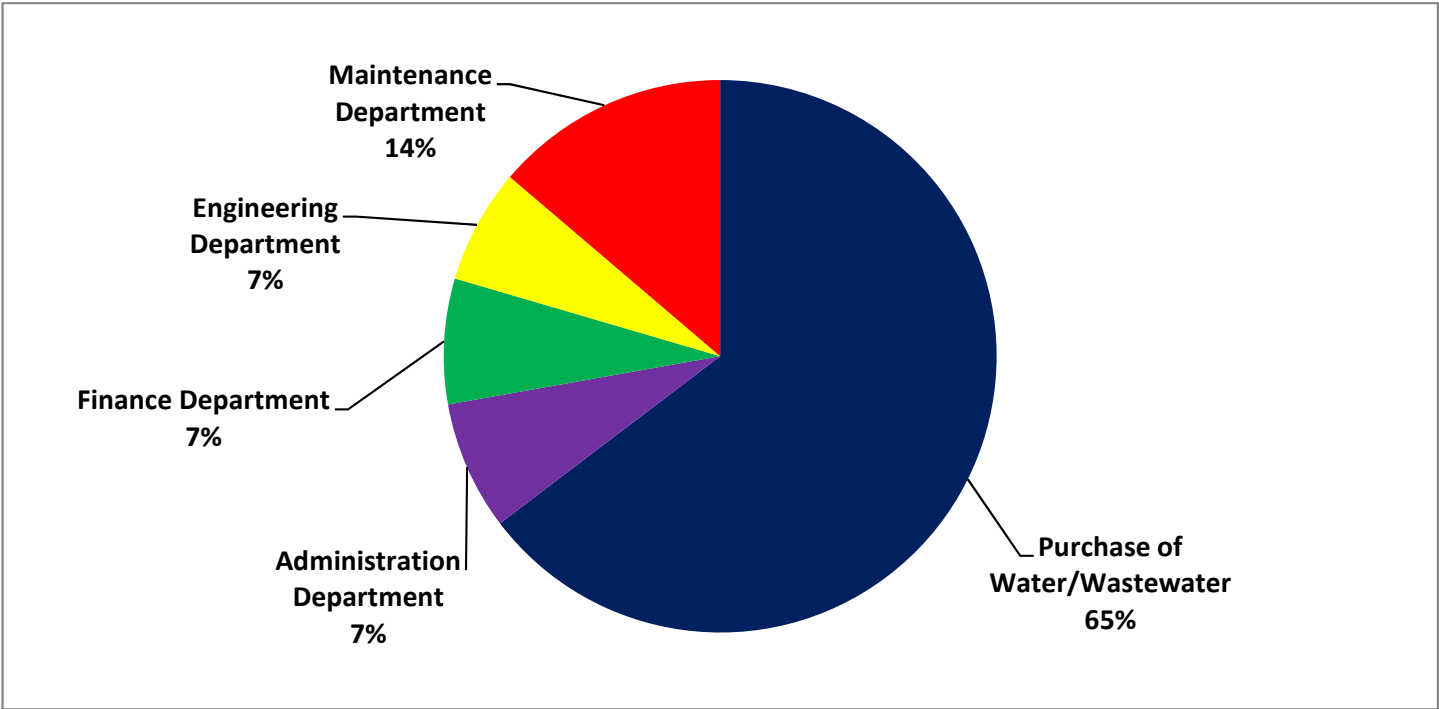
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<b>Total Operating Revenues</b>	<b>\$ 21,378,174</b>	<b>21,280,851</b>	<b>99.5%</b>
<b>NON-OPERATING REVENUES</b>			
System Connection Charges	4,017,626	3,571,756	88.9%
Farmington Capital Recovery	28,340	1,500	5.3%
Rental Income	30,000	42,000	140.0%
Interest Income	118,000	118,000	100.0%
Buck Mountain Surcharge	52,400	52,400	100.0%
Misc. Utility Charges	516,740	562,656	108.9%
Inspection Fees	16,300	22,000	135.0%
Plan Review & FOG Permit Fees	33,000	48,250	146.2%
Build America Bond Subsidy	161,354	154,930	96.0%
<b>Total Non-Operating Revenues</b>	<b>\$ 4,973,760</b>	<b>4,573,492</b>	<b>92.0%</b>
<b>Total Operating &amp; Non-Operating Revenues</b>	<b>\$ 26,351,934</b>	<b>25,854,343</b>	<b>98.1%</b>
<b>CAPITAL IMPROVEMENTS FUNDING</b>			
Transfer from Operating Revenues	\$ 3,651,700	2,996,400	82.1%
Transfer from 3R Reserves	1,500,000	3,000,000	200.0%
2010 Bond Proceeds (majority unspent in FY 2011)	380,000	0	0.0%
<b>Total Capital Improvements Funding</b>	<b>\$ 5,531,700</b>	<b>5,996,400</b>	<b>108.4%</b>

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**Operating and Capital Improvement Budget**

**Fiscal Year 2014**

**EXPENSES**



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## RWSA Expenses

	<b>FY 2013 Approved Budget</b>	<b>FY 2014 Proposed &amp; Adopted</b>	<b>FY 2014 as % of FY 2013</b>
<b><i>RWSA EXPENSES</i></b>			
Buck Mountain Surcharge	\$ 52,400	52,400	100.0%
Purchase of Bulk Water	6,899,939	6,884,413	99.8%
Sewer Treatment Expense	6,131,275	6,270,172	102.3%
<b>Subtotal:</b>	<b>\$ 13,083,614</b>	<b>13,206,985</b>	<b>100.9%</b>
<b><i>RWSA EXPENSES BY SERVICE AREA</i></b>			
	<b>Rates FY 2013</b>	<b>Rates FY 2014</b>	
<b>WATER</b>			
Urban	\$3.460/TG	\$3.333/TG	
Crozet	\$82,916/mo	\$84,630/mo	
Scottsville	\$36,280/mo	\$41,047/mo	
Buck Mountain Surcharge			
	72,400	52,400	72.4%
<b>Total</b>	<b>\$ 6,418,633</b>	<b>6,936,813</b>	<b>108.1%</b>
<b>WASTEWATER</b>			
Urban	\$3.732/TG	\$3.565/TG	
Scottsville	\$27,619/mo	\$28,295/mo	
Stone-Robinson School	Actual	Actual	
Glenmore	\$23,436/mo	\$24,189/mo	
	22,233	24,298	109.3%
	278,953	290,268	104.1%
<b>Total</b>	<b>\$ 5,330,061</b>	<b>6,270,172</b>	<b>117.6%</b>

# Administration Department

Code	Description	FY 2012 Expended	FY 2013	FY 2013	FY 2013 Budget	FY 2014	FY 2014	FY 2014
			Actual Expenses To-Date(Jan)	Anticipated Expenses To-EOFY 2013		Total Proposed	as % of FY 2013	Total Adopted
<b>PERSONAL SERVICES</b>								
503-510-205	Compensation of Board Members	\$ 12,877	5,303	9,091	29,160	27,810	95.4%	27,810
503-510-210	Salaries & Wages	548,611	346,160	593,417	586,000	643,000	109.7%	643,000
503-510-220	Overtime	57	278	477	1,000	1,000	100.0%	1,000
503-510-230	Social Security	40,912	23,460	40,218	45,800	49,795	108.7%	49,795
503-510-240	Retirement	68,392	31,692	54,329	55,200	60,600	109.8%	60,600
503-510-250	Health & Benefit Dollars	85,678	42,449	72,770	90,300	105,400	116.7%	105,400
503-510-260	Life Insurance	1,513	3,996	6,851	7,650	8,400	109.8%	8,400
503-510-270	Workers' Compensation	620	600	900	900	840	93.3%	840
503-510-280	Meals	301	90	600	600	600	100.0%	600
503-510-290	Safety Incentive Program	375	1,368	2,000	2,000	2,000	100.0%	2,000
503-510-295	Employee Incentives	24,033	19,787	33,920	35,000	35,000	100.0%	35,000
	<b>Subtotal:</b>	<b>\$ 783,371</b>	<b>475,182</b>	<b>814,572</b>	<b>853,610</b>	<b>934,445</b>	<b>109.5%</b>	<b>934,445</b>
<b>OPERATING SUPPLIES</b>								
503-510-300	Office Supplies	\$ 14,040	6,571	17,264	18,000	18,000	100.0%	18,000
503-510-305	Copier Supplies	1,455	604	2,848	2,848	2,716	95.4%	2,716
503-510-310	Janitorial Supplies	2,220	1,427	3,000	3,899	4,062	104.2%	4,062
503-510-380	Small Tools & Equipment	31,189	3,424	22,750	22,750	44,900	197.4%	44,900
503-510-390	EMS Program	0	0	0	0	4,000	0.0%	4,000
	<b>Subtotal:</b>	<b>\$ 48,905</b>	<b>12,025</b>	<b>45,862</b>	<b>47,497</b>	<b>73,678</b>	<b>155.1%</b>	<b>73,678</b>
<b>PROFESSIONAL &amp; CONTRACTUAL SERVICES</b>								
503-510-500	Legal	\$ 67,210	37,999	63,000	63,000	63,000	100.0%	63,000
503-510-510	Audit	30,000	30,000	30,000	35,000	35,000	100.0%	35,000
503-510-520	Fiscal Agent	1,500	1,500	2,000	2,000	1,500	75.0%	1,500
503-510-550	Consultants' Fees	24,239	9,317	37,681	37,681	26,825	71.2%	26,825
503-510-560	<sup>1</sup> Service Contracts	55,864	59,659	78,589	78,589	90,236	114.8%	90,236
503-510-575	Telephone/Communications	49,018	26,623	47,466	47,466	45,866	96.6%	45,866
503-510-585	Printing and Duplicating	5,577	2,212	8,150	8,150	10,150	124.5%	10,150
503-510-590	<sup>1</sup> Other Contractual Services	904	263	5,000	5,000	4,900	98.0%	4,900
	<b>Subtotal:</b>	<b>\$ 234,312</b>	<b>167,573</b>	<b>271,886</b>	<b>276,886</b>	<b>277,477</b>	<b>100.2%</b>	<b>277,477</b>
<b>REPAIRS AND MAINTENANCE</b>								
503-510-600	Equipment Repair and Maintenance	\$ 0	0	0	1,650	0	0.0%	0
	<b>Subtotal:</b>	<b>\$ 0</b>	<b>0</b>	<b>0</b>	<b>1,650</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>



## Administration Department

Code	Description	FY 2012 Expended	FY 2013	FY 2013	FY 2013 Budget	FY 2014	FY 2014	FY 2014
			Actual Expenses To-Date(Jan)	Anticipated Expenses To-EOFY 2013		Total Proposed	as % of FY 2013	Total Adopted
<b>OTHER SERVICES AND CHARGES</b>								
503-510-705	Software	\$ 35,585	400	14,000	14,000	8,695	62.1%	8,695
503-510-710	Insurance	53,959	34,091	58,000	58,000	34,091	58.8%	34,091
503-510-720	Dues and Memberships	7,456	6,863	8,175	8,175	8,205	100.4%	8,205
503-510-730	Books and Periodicals	3,377	2,359	2,359	2,090	2,600	124.4%	2,600
503-510-740	Education and Training	58,030	18,931	58,795	58,795	59,238	100.8%	59,238
503-510-741	Board Member Education and Training	39	11	5,000	5,000	5,000	100.0%	5,000
503-510-745	Travel	12,961	8,566	37,350	37,350	38,015	101.8%	38,015
503-510-750	Advertising	8,961	3,051	18,100	18,100	35,600	196.7%	35,600
503-510-755	Conservation	50,480	22,895	39,249	88,000	74,000	84.1%	74,000
503-510-777	<sup>1</sup> Electricity - Shop/Office	38,526	0	0	0	0		0
503-510-780	Permits	35,274	38,745	51,621	51,621	51,660	100.1%	51,660
<b>Subtotal:</b>		<b>\$ 304,648</b>	<b>135,912</b>	<b>292,649</b>	<b>341,131</b>	<b>317,104</b>	<b>93.0%</b>	<b>317,104</b>
<b>CAPITAL OUTLAYS</b>								
503-510-800	Office Equipment	\$ 0	0	0	0	0	0.0%	0
503-510-810	Furniture and Fixtures	0	0	0	0	11,320	0.0%	11,320
503-510-830	Machinery and Equipment	0	0	0	0	0	0.0%	0
<b>Subtotal:</b>		<b>\$ 0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,320</b>	<b>0.0%</b>	<b>11,320</b>
<b>TOTAL ADMINISTRATION</b>		<b>\$ 1,371,236</b>	<b>790,693</b>	<b>1,424,968</b>	<b>1,520,774</b>	<b>1,508,628</b>	<b>99.2%</b>	<b>1,508,628</b>

<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 2012 Expended	FY 2013 Actual Expenses To-Date(Jan)	FY 2013 Anticipated Expenses To-EOFY 2013	FY 2013 Budget	FY 2014 Total Proposed	FY 2014 as % of FY 2013	FY 2014 Adopted
<b>PERSONAL SERVICES</b>								
503-520-210	Salaries & Wages	\$ 616,737	402,626	690,216	703,615	719,100	102.2%	719,100
503-520-220	Overtime Pay	13,752	8,826	15,130	15,000	15,000	100.0%	15,000
503-520-230	Social Security	44,838	28,713	49,223	55,669	56,900	102.2%	56,900
503-520-240	Retirement	76,852	36,829	63,136	67,338	68,900	102.3%	68,900
503-520-250	Health & Benefit Dollars	124,959	57,998	99,425	143,620	154,200	107.4%	154,200
503-520-260	Life Insurance	1,701	4,594	7,875	9,342	9,550	102.2%	9,550
503-520-270	Workers' Compensation	4,042	4,230	6,273	6,273	6,650	106.0%	6,650
	<b>Subtotal:</b>	<b>\$ 882,880</b>	<b>543,816</b>	<b>931,277</b>	<b>1,000,857</b>	<b>1,030,300</b>	<b>102.9%</b>	<b>1,030,300</b>
<b>OPERATING SUPPLIES</b>								
503-520-300	Office Supplies	\$ 8,694	4,367	8,390	9,039	10,085	111.6%	10,085
503-520-330	Personal Protective Equipment	480	0	200	200	610	305.0%	610
503-520-360	Fuel, Oil & Grease	17,611	7,873	13,496	22,728	20,556	90.4%	20,556
503-520-380	Small Tools & Equipment	1,404	99	8,610	8,610	8,730	101.4%	8,730
	<b>Subtotal:</b>	<b>\$ 28,190</b>	<b>12,338</b>	<b>30,696</b>	<b>40,577</b>	<b>39,981</b>	<b>98.5%</b>	<b>39,981</b>
<b>REPAIR &amp; MAINTENANCE</b>								
503-520-400	Vehicle Supplies	\$ 3,228	0	4,500	4,500	3,500	77.8%	3,500
503-520-410	Materials - Water	181,694	84,055	228,467	228,467	235,676	103.2%	235,676
	<b>Subtotal:</b>	<b>\$ 184,922</b>	<b>84,055</b>	<b>232,967</b>	<b>232,967</b>	<b>239,176</b>	<b>102.7%</b>	<b>239,176</b>
<b>PROFESSIONAL &amp; CONTRACTUAL SERVICES</b>								
503-520-535	Uniform Rental	2,532	1,517	2,707	3,131	3,128	99.9%	3,128
503-520-550	Consultants' Fees	250	0	500	500	500	100.0%	500
503-520-560	Service Contracts	35,410	19,727	35,105	43,800	44,280	101.1%	44,280
503-520-580	Postage	81,720	75,075	127,460	127,460	123,700	97.1%	123,700
503-520-585	Printing and Duplicating	20,836	10,506	20,306	25,365	27,620	108.9%	27,620
503-520-590	Other Contractual Services	19,834	8,529	20,501	26,525	25,525	96.2%	25,525
	<b>Subtotal:</b>	<b>\$ 160,582</b>	<b>115,354</b>	<b>206,579</b>	<b>226,781</b>	<b>224,753</b>	<b>99.1%</b>	<b>224,753</b>

## Finance Department

Code	Description	FY 2012 Expended	FY 2013 Actual Expenses To-Date(Jan)	FY 2013 Anticipated Expenses To-EOFY 2013	FY 2013 Budget	FY 2014 Total Proposed	FY 2014 as % of FY 2013	FY 2014 Adopted
<b>REPAIRS AND MAINTENANCE</b>								
503-520-600	Equipment Repair and Maintenance	\$ 2,658	719	7,310	7,310	6,222	85.1%	6,222
503-520-650	Vehicle Repair and Maintenance	3,163	0	4,500	4,500	3,500	77.8%	3,500
	<b>Subtotal:</b>	<b>\$ 5,821</b>	<b>719</b>	<b>11,810</b>	<b>11,810</b>	<b>9,722</b>	<b>82.3%</b>	<b>9,722</b>
<b>OTHER SERVICES AND CHARGES</b>								
503-520-700	Rental of Equipment	\$ 1,224	714	1,224	1,248	1,620	129.8%	1,620
503-520-705	Software	3,801	4,094	4,094	4,500	13,450	298.9%	13,450
503-520-720	Dues and Memberships	335	409	500	375	520	138.7%	520
503-520-730	Books and Periodicals	794	543	1,840	1,840	2,140	116.3%	2,140
503-520-740	Education and Training	9,639	3,585	17,090	17,090	19,300	112.9%	19,300
503-520-745	Travel	5,803	0	9,740	9,740	17,525	179.9%	17,525
	<b>Subtotal:</b>	<b>\$ 21,596</b>	<b>9,345</b>	<b>34,488</b>	<b>34,793</b>	<b>54,555</b>	<b>156.8%</b>	<b>54,555</b>
<b>CAPITAL OUTLAYS</b>								
503-520-800	Office Equipment	\$ 0	0	60,000	60,000	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>\$ 0</b>	<b>0</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
	<b>TOTAL FINANCE</b>	<b>\$ 1,283,991</b>	<b>765,628</b>	<b>1,507,817</b>	<b>1,607,785</b>	<b>1,598,488</b>	<b>99.4%</b>	<b>1,598,488</b>

# Engineering Department

Code	Description	FY 2012 Expended	FY 2013 Actual Expenses To-Date(Jan)	FY 2013 Anticipated Expenses To-EOFY 2013	FY 2013 Budget	FY 2014 Total Proposed	FY 2014 as % of FY 2013	FY 2014 Adopted
<b>PERSONAL SERVICES</b>								
503-540-210	Salaries & Wages	\$ 874,655	564,737	968,120	949,935	970,000	102.1%	970,000
503-540-220	Overtime Pay (will be reimbursed by 3R)	1,791	5,584	9,572	10,000	10,000	100.0%	10,000
503-540-230	Social Security	65,413	41,558	71,242	74,287	75,400	101.5%	75,400
503-540-240	Retirement	104,921	50,569	86,690	89,476	91,000	101.7%	91,000
503-540-250	Health & Benefit Dollars	142,671	65,599	112,456	153,400	162,700	106.1%	162,700
503-540-260	Life Insurance	2,322	6,308	10,814	12,481	12,600	101.0%	12,600
503-540-270	Workers' Compensation	7,654	5,809	9,513	9,513	10,400	109.3%	10,400
<b>Subtotal:</b>		<b>\$ 1,199,428</b>	<b>740,164</b>	<b>1,268,407</b>	<b>1,299,092</b>	<b>1,332,100</b>	<b>102.5%</b>	<b>1,332,100</b>
<b>OPERATING SUPPLIES</b>								
503-540-330	Personal Protective Equipment	1,132	631	1,083	1,200	810	67.5%	810
503-540-360	Fuel, Oil & Grease	21,286	9,867	16,914	25,911	23,055	89.0%	23,055
503-540-380	Small Tools & Equipment	12,194	4,377	10,500	11,060	10,262	92.8%	10,262
<b>Subtotal:</b>		<b>\$ 34,613</b>	<b>14,875</b>	<b>28,497</b>	<b>38,171</b>	<b>34,127</b>	<b>89.4%</b>	<b>34,127</b>
<b>REPAIR &amp; MAINTENANCE SUPPLIES</b>								
503-540-400	Vehicle Supplies	\$ 2,576	3,011	3,200	2,500	3,200	128.0%	3,200
<b>Subtotal:</b>		<b>\$ 2,576</b>	<b>3,011</b>	<b>3,200</b>	<b>2,500</b>	<b>3,200</b>	<b>128.0%</b>	<b>3,200</b>
<b>PROFESSIONAL &amp; CONTRACTUAL SERVICES</b>								
503-540-535	Uniform Rental	\$ 853	508	871	1,153	1,043	90.5%	1,043
503-540-590	Other Contractual Services	15,954	5,120	15,500	21,365	20,315	95.1%	20,315
<b>Subtotal:</b>		<b>\$ 16,807</b>	<b>5,628</b>	<b>16,371</b>	<b>22,518</b>	<b>21,358</b>	<b>94.8%</b>	<b>21,358</b>
<b>REPAIRS AND MAINTENANCE</b>								
503-540-600	Equipment Repair and Maintenance	\$ 2,503	907	3,800	4,120	3,975	96.5%	3,975
503-540-650	Vehicle Repair and Maintenance	2,028	2,377	2,700	1,650	2,475	150.0%	2,475
<b>Subtotal:</b>		<b>\$ 4,531</b>	<b>3,284</b>	<b>6,500</b>	<b>5,770</b>	<b>6,450</b>	<b>111.8%</b>	<b>6,450</b>

# Engineering Department

Code	Description	FY 2012 Expended	FY 2013 Actual Expenses To-Date(Jan)	FY 2013 Anticipated Expenses To-EOFY 2013	FY 2013 Budget	FY 2014 Total Proposed	FY 2014 as % of FY 2013	FY 2014 Adopted
<b>OTHER SERVICES AND CHARGES</b>								
503-540-720	Dues and Memberships	\$ 732	519	650	1,125	1,150	102.2%	1,150
503-540-730	Books and Periodicals	0	0	600	900	700	77.8%	700
503-540-740	Education and Training	7,698	2,791	16,200	21,450	20,050	93.5%	20,050
503-540-745	Travel	8,643	3,559	8,500	12,580	10,395	82.6%	10,395
<b>Subtotal:</b>		<b>\$ 17,073</b>	<b>6,869</b>	<b>25,950</b>	<b>36,055</b>	<b>32,295</b>	<b>89.6%</b>	<b>32,295</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	0	0	0	0	0	0.0%	0
<b>Subtotal:</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 ENGINEERING</b>		<b>\$ 1,275,028</b>	<b>773,830</b>	<b>1,348,924</b>	<b>1,404,106</b>	<b>1,429,530</b>	<b>101.8%</b>	<b>1,429,530</b>

## Maintenance Department

Code	Description	FY 2013		FY 2013		FY 2013	FY 2014	Supple- mental	FY 2014	FY 2014	FY 2014
		FY 2012	Actual	Anticipated	Base						
		Expended	Expenses	Expenses	Budget	Budget	#1	Proposed	FY 2013	Adopted	
<b>PERSONAL SERVICES</b>											
503-550-210	Salaries & Wages	\$ 1,048,157	710,434	1,217,886	1,123,155	1,252,000	33,000	1,285,000	114.4%	1,285,000	
503-550-220	Overtime Pay	22,586	22,475	38,528	57,000	57,000	0	57,000	100.0%	57,000	
503-550-225	Standby Pay	1,871	1,603	2,748	4,000	4,000	0	4,000	100.0%	4,000	
503-550-230	Social Security	75,984	51,635	88,517	90,625	101,050	2,525	103,575	114.3%	103,575	
503-550-240	Retirement	131,036	63,056	108,095	141,195	119,500	3,148	122,648	86.9%	122,648	
503-550-250	Health & Benefit Dollars	253,055	123,043	210,932	302,300	294,200	7,800	302,000	99.9%	302,000	
503-550-260	Life Insurance	2,925	8,080	13,852	3,125	16,550	436	16,986	543.5%	16,986	
503-550-270	Workers' Compensation	19,355	24,862	35,610	35,610	39,100	977	40,077	112.5%	40,077	
503-550-280	Meals - Overtime	68	132	226	2,500	2,500	0	2,500	100.0%	2,500	
	<b>Subtotal:</b>	<b>\$ 1,555,037</b>	<b>1,005,319</b>	<b>1,716,394</b>	<b>1,759,510</b>	<b>1,885,900</b>	<b>47,885</b>	<b>1,933,785</b>	<b>109.9%</b>	<b>1,933,785</b>	
<b>OPERATING SUPPLIES</b>											
503-550-320	Shop Supplies	5,363	3,570	12,515	12,515	18,911		18,911	151.1%	18,911	
503-550-330	Personal Protective Equipment	12,551	6,167	16,374	16,374	17,125	705	17,830	108.9%	17,830	
503-550-360	Fuel, Oil & Grease	81,632	39,516	82,055	82,055	92,914	0	92,914	113.2%	92,914	
503-550-370	Heating Fuel	3,417	1,729	8,140	8,140	8,285	0	8,285	101.8%	8,285	
503-550-380	Small Tools & Equipment	42,186	12,707	48,600	48,600	75,140	0	75,140	154.6%	75,140	
	<b>Subtotal:</b>	<b>\$ 145,148</b>	<b>63,688</b>	<b>167,684</b>	<b>167,684</b>	<b>212,375</b>	<b>705</b>	<b>213,080</b>	<b>127.1%</b>	<b>213,080</b>	
<b>REPAIR &amp; MAINTENANCE SUPPLIES</b>											
503-550-400	Vehicle Supplies	\$ 12,483	3,898	20,440	20,440	25,055	0	25,055	122.6%	25,055	
503-550-410	Materials - Water	57,569	32,843	75,000	75,000	79,000	0	79,000	105.3%	79,000	
503-550-415	Materials - Hydrants	21,173	23,667	23,667	22,100	38,000	0	38,000	171.9%	38,000	
503-550-420	Materials - Sewer	5,097	2,985	12,000	12,000	12,000	0	12,000	100.0%	12,000	
503-550-425	Building & Grounds Supplies	11,925	7,334	10,975	10,975	31,994	0	31,994	291.5%	31,994	
503-550-430	Equipment Supplies	14,857	3,141	17,390	17,390	23,145	0	23,145	133.1%	23,145	
503-550-460	Water Pump Station Supplies	29,902	7,724	62,650	62,650	37,500	0	37,500	59.9%	37,500	
503-550-480	Sewer Pump Station Supplies	13,385	6,196	32,800	32,800	62,500	0	62,500	190.5%	62,500	
	<b>Subtotal:</b>	<b>\$ 166,390</b>	<b>87,786</b>	<b>254,922</b>	<b>253,355</b>	<b>309,194</b>	<b>0</b>	<b>309,194</b>	<b>122.0%</b>	<b>309,194</b>	

Supplemental Request: Additional Staffing

## Maintenance Department

Code	Description	FY 2012 Expended	FY 2013	FY 2013	FY 2013 Budget	FY 2014	Supple-	FY 2014	FY 2014	FY 2014 Adopted
			Actual Expenses To-Date(Jan)	Anticipated Expenses To-EOFY 2013		Base Budget	mental Request #1	Total Proposed	as % of FY 2013	
<b>PROFESSIONAL &amp; CONTRACTUAL SERVICES</b>										
503-550-530	Labor - Outside Contract	\$ 36,885	18,374	79,630	79,630	108,530	0	108,530	136.3%	108,530
503-550-535	Uniform Rental	14,553	7,621	19,173	19,173	21,348	709	22,057	115.0%	22,057
503-550-561	Building & Grounds Services	34,221	21,072	40,115	40,115	89,630	0	89,630	223.4%	89,630
503-550-575	Telephone	0	0	0	0	0	516	516	0.0%	516
503-550-590	<sup>1</sup> Other Contractual Services	6,265	2,016	9,303	9,303	10,597	131	10,728	115.3%	10,728
	<b>Subtotal:</b>	<b>\$ 91,924</b>	<b>49,081</b>	<b>148,221</b>	<b>148,221</b>	<b>230,105</b>	<b>1,356</b>	<b>231,461</b>	<b>156.2%</b>	<b>231,461</b>
<b>REPAIRS AND MAINTENANCE</b>										
503-550-600	Equipment Repair and Maintenance	\$ 11,894	10,549	25,655	25,655	35,275	0	35,275	137.5%	35,275
503-550-620	<sup>1</sup> Building & Grounds Repair and Maintenance	16,246	12,333	6,000	6,000	16,150	0	16,150	269.2%	16,150
503-550-650	Vehicle Repair and Maintenance	21,518	8,798	24,395	24,395	22,661	0	22,661	92.9%	22,661
	<b>Subtotal:</b>	<b>\$ 49,659</b>	<b>31,680</b>	<b>56,050</b>	<b>56,050</b>	<b>74,086</b>	<b>0</b>	<b>74,086</b>	<b>132.2%</b>	<b>74,086</b>
<b>OTHER SERVICES AND CHARGES</b>										
503-550-700	Rental of Equipment	\$ 445	324	7,750	7,750	7,500	0	7,500	96.8%	7,500
503-550-760	Electricity - Water Pump Station	38,762	20,413	48,606	48,606	30,042	0	30,042	61.8%	30,042
503-550-761	Electricity - Sewer Pump Station	14,373	12,776	23,329	23,329	67,600	0	67,600	289.8%	67,600
503-550-777	<sup>1</sup> Electricity - Shop & Office	0	18,116	31,056	33,300	40,260	0	40,260	120.9%	40,260
503-550-780	Permits	300	1,290	2,600	2,600	5,045	0	5,045	194.0%	5,045
	<b>Subtotal:</b>	<b>\$ 53,880</b>	<b>52,919</b>	<b>113,341</b>	<b>115,585</b>	<b>150,447</b>	<b>0</b>	<b>150,447</b>	<b>130.2%</b>	<b>150,447</b>
<b>CAPITAL OUTLAYS</b>										
503-550-800	Office Equipment	\$	0	0	0	0	0	0	0.0%	0
503-550-810	Furniture and Fixtures		0	0	0	0	0	0	0.0%	0
503-550-830	Machinery and Equipment	77,221	12,927	14,000	14,000	140,200	0	140,200	1001.4%	140,200
	<b>Subtotal:</b>	<b>\$ 77,221</b>	<b>12,927</b>	<b>14,000</b>	<b>14,000</b>	<b>140,200</b>	<b>0</b>	<b>140,200</b>	<b>1001.4%</b>	<b>140,200</b>
	<b>TOTAL MAINTENANCE</b>	<b>\$ 2,139,259</b>	<b>1,303,400</b>	<b>2,470,612</b>	<b>2,514,405</b>	<b>3,002,307</b>	<b>49,946</b>	<b>3,052,253</b>	<b>121.4%</b>	<b>3,052,253</b>

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

# Operating and Capital Improvement Budget

Fiscal Year 2014

## Request for Additional Staffing and Equipment

### Staffing:

Pump Station/Electrical Apprentice – The Maintenance Department is requesting a Pump Station/Electrical Apprentice position due to the growth of pump stations in our system. We currently have 11 water pump stations, 12 sewer pump stations, and 16 pressure reducing vaults throughout the service area that need to be maintained and monitored on a continuous basis. The technology and the complex components that are being incorporated into the new stations, such as the new Camelot and North Fork Regional Stations, along with the upgrades and modernization of our older stations makes it difficult for our regular maintenance staff to keep up the skills necessary to perform troubleshooting and diagnostic testing during afterhours emergencies, and to be able to keep up with regular necessary maintenance at our 23 pump stations. The addition of this position as well will provide another layer of redundancy (emergency protection and backup) for having a skilled competent person afterhours emergencies and coverage, as well as daily backup for regularly scheduled maintenance functions. This position also is part of our longer term “succession plan” (part of the proposed strategic plan) to have enough employees cross-trained in specialized positions for the long-term future as retirements occur.

### Equipment:

Emergency Bypass Pump (portable) – The ACSA has eight (8) pump stations of various size (gallons per minute – GPM) requirements that we need to keep up and running to maintain system pressure and provide our customers with water. This especially critical in electrical outages, which often occur in our service area. Should we have a major system failure and all our pumps burn up due to no water, this portable bypass pump can bring our system back on-line while the pumps are being repaired or replaced in a timely manner. We may eliminate the issuance of boil water notices and emergency water disruptions through being able to maintain a continuous water supply, even under emergency conditions. As part of our emergency response planning this is a component that we are recommending. We can also use this pump whenever we want to upgrade a pump station or should we want to take the station off-line for repairs.

Water Pump Station Security Fencing – As part of our emergency preparedness planning, we have identified the need to better secure our water pump stations. This is a growing concern in the water industry, and we want to be proactive and preventive. This proposal would install security fencing at six water pump stations in our service area, many of our pump stations already have this fencing but these six do not.

Sewer System Camera and Crawler – We are recommending the purchase of a backup sewer camera and crawler for several reasons. These are the CCTV robotic cameras that are used daily in our sewer system evaluations; we operate two (2) CCTV crews, vans and cameras. We now have two (2) camera vans that are operating with the identical camera systems. The environment and the conditions that the cameras are exposed to require the cameras to be taken out of service and shipped to a repair facility several times a year, during these situations the camera vans cannot be used. We have no sewer system camera evaluation going on in this regular occurrence and are looking at an additional camera to cycle in as a productivity tool. As part of our strategic planning actions, we have a goal of CCTVing our system on a continuous basis. The loss of approximately six weeks of camera operation every year impacts our goal of continually inspecting the sewer system, identifying proactively problems and issues, and getting the repairs made. This really is a purchase to increase productivity, and eventually to assure that our sewer system operates correctly, and avoids any sewer overflows that can damage the environment and rivers.



**Operating and Capital Improvement Budget**

**Fiscal Year 2014**

**CAPITAL IMPROVEMENTS**

**Proposed Capital Improvements Fiscal Years 2014 - 2018**

<b>CAPITAL IMPROVEMENT PROJECTS</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<u>Water System</u>	<b>Budget</b>	<b>Proposed</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
<u>Water System</u>						
Facility Improvements - Maintenance Shop/Main Office	85,000	183,000	150,000			
ACSA Facilities Improvement	50,000	60,000				
ACSA Facilities Paving			55,500			
Scottsville Street Upgrades	40,000					
Ragged Mountain Water Phase I			80,000			
St. George Ave./Buck Rd Water Main Replacement	600,000	1,200,000				
Ashcroft #1 Water Improvements	320,000					
Glenmore Water Tank Study - Glenmore Tank	75,000	325,000	1,450,000			
Water Tank Improvements	42,800	326,200				
Hardware St Water Main Extension	392,800					
Ivy Road - Flordon Water Connection	136,800	165,000	345,000			
Buckingham Cl Water	530,000					
Ashcroft Pump Station #1	250,000					
Key West Water Replacement	341,000	1,591,000	968,000			
Crozet Water Main Replacement	150,700	450,000	900,000		197,400	1,132,600
Orchard Acres Water Replacement			200,000	1,500,000		
Western Ridge - Foxchase Water Connection	25,000	356,200				
Proffit Rd - Jefferson Village Replacement					137,300	845,700
Rt 785 Water Replacement					185,700	
Berkeley Water Replacement			130,000	900,000		
Northfields Transite Water Replacement					644,000	1,472,400
Baker Butler - Forest Lakes Water Connection					186,500	
Airport Acres Water System						774,700
Key West - Dunlora Water Connection				668,600		
Hollymeade Water Main Replacement	196,000	80,000				
Jackson St Water Replacement		40,000				
West Leigh Transite Water Replacement			160,000	160,000	160,000	
Glenorchy - Viewmont Ct Water Extension				85,000		
Ednam Pump Station Upgrade	37,900	55,000	55,000			
Sunrise Acres Water Replacement					216,000	
Kearsarge - Ednam Water Connection						205,000
Arc Flash Hazard Risk Assessment		105,000	105,000			
SCADA System	273,800		189,350	243,550		
Developer Participation	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Water Capital Projects</b>	<b>3,596,800</b>	<b>4,986,400</b>	<b>4,837,850</b>	<b>3,607,150</b>	<b>1,776,900</b>	<b>4,480,400</b>

The projects proposed in this capital improvement program reflect the intent of the Albemarle County Service Authority at the date of adoption. Any number of factors could change the viability of any proposed project and, furthermore, projects not included in the program may be undertaken.

## Proposed Capital Improvements Fiscal Years 2014 - 2018

<b>CAPITAL IMPROVEMENT PROJECTS</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<u>Wastewater System</u>	<b>Budget</b>	<b>Proposed</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Facility Improvements - Maintenance Shop/Main Office	85,000	165,000	150,000			
ACSA Facilities Improvement	50,000					
ACSA Facilities Paving			55,500			
Oak Hill Sewer, Phase II				605,000		
Penn Park Lane Sewer Replacement					141,100	
Scottsville Sewer Phase II	115,000					
PVCC Drainage Basis SSES			180,200	350,000		
Berkeley Phase II Sewer Lining					252,000	
North Fork Regional Pump Station Project	380,000					
Ednam Drainage Basin SSES		100,000	150,000			
Glenmore WWTP Capacity Study		50,000				
Northfields Sewer Phase V					612,000	
Buckingham CI Sewer					730,000	
Glenmore Pump Station	11,000					
Biscuit Run Drainage Basin SSES	28,400					
Deerwood Sewer					82,800	
Hessian Hills Sewer					124,200	
Miscellaneous Sewer Rehabilitation	400,000	400,000	400,000	400,000	400,000	400,000
Oak Forest Pump Station - Gravity Sewer					413,000	
Woodbrook Drainage Basis SSES	144,200	245,000				
Brookwood Road Sewer Extension				21,000		
Buck Rd Sewer Extension				40,000		
Cling Lane Sewer Extension				35,700		
Orchard Dr Sewer Extension				66,000		
Park Rd Sewer Extension				80,400		
Airport Acres Sewer						308,900
Airport Acres Offsite Sewer						140,000
Greenbrier Dr Sewer Replacement					472,900	
Arc Flash Hazard Risk Assessment	211,000					
SCADA System	460,300		48,000	24,500		
Developer Participation	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Wastewater Capital Projects</b>	<b>1,934,900</b>	<b>1,010,000</b>	<b>1,033,700</b>	<b>1,672,600</b>	<b>3,278,000</b>	<b>898,900</b>

The projects proposed in this capital improvement program reflect the intent of the Albemarle County Service Authority at the date of adoption. Any number of factors could change the viability of any proposed project and, furthermore, projects not included in the program may be undertaken.

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**Operating and Capital Improvement Budget**

**Fiscal Year 2014**

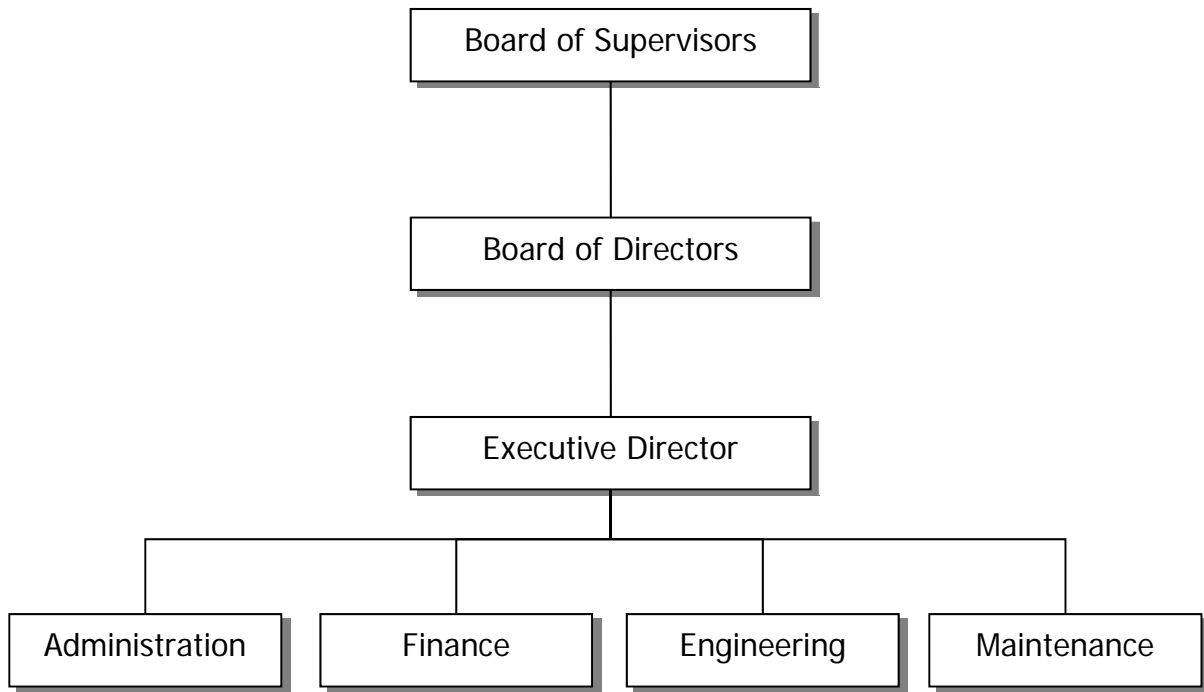
**ORGANIZATIONAL CHART**

**&**

**STAFFING**

# Albemarle County Service Authority

## Organizational Chart



## Departmental Staffing

	<u>Current Number of Positions</u>	<u>Proposed &amp; Adopted Number of Positions</u>
<b>ADMINISTRATION</b>		
Executive Director	1	1
Manager of Information Systems	1	1
Human Resources & Administration Manager	1	1
Applications Programmer	1	1
Information Systems Coordinator	1	1
LAN Technician	1	1
SCADA Technician	1	1
Administrative Associate	3	3
<b>FINANCE</b>		
Finance Director	1	1
Accountant	2	2
Meter Operations Supervisor	1	1
Customer Service Supervisor	1	1
Accounting Technician	2	2
Customer Service Representative	4	4
Meter Technician	4	4
<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	2.6	2.6
<b>MAINTENANCE</b>		
Operations Manager	1	1
Operations Supervisor	1	1
Facilities Supervisor	1	1
Electrician/Pump Technician	1	1
Electrician/Pump Technician Apprentice	0	1
System Quality Technician	2	2
Crew Leader	4	4
Equipment Operator	7	7
Utility Worker	13	13
<b>TOTAL</b>	<b>71.6</b>	<b>72.6</b>

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**Operating and Capital Improvement Budget**

**Fiscal Year 2014**

**RATES, FEES, AND RESERVES**

## Rate Projections

			Projected Increase 1% Per Year (3-year average)				
	2013	2014	2015	2016	2017	2018	
(in 1,000 gallons)							
Single Family-Residential Water Consumption	725,258	723,390	730,624	737,930	745,309	752,763	
Multi-Family Residential Water Consumption	353,080	356,982	360,552	364,157	367,799	371,477	
Commercial (Offices) Water Consumption	42,544	53,125	53,656	54,193	54,735	55,282	
Commercial (Other) Water Consumption	231,113	230,532	232,837	235,166	237,517	239,893	
Industrial Water Consumption	32,279	50,280	50,783	51,291	51,804	52,322	
Institutional Water Consumption	177,840	177,867	179,646	181,442	183,257	185,089	
Non Single Family-Residential Irrigation	54,889	40,404	40,808	41,216	41,628	42,045	
Non Single Family-Residential Water Consumption	891,745	909,190	918,282	927,465	936,739	946,107	
<b>Total Water Consumption</b>	<b>1,617,003</b>	<b>1,632,580</b>	<b>1,648,906</b>	<b>1,665,395</b>	<b>1,682,049</b>	<b>1,698,869</b>	
<b>Total Sewer Consumption</b>	<b>1,305,917</b>	<b>1,310,249</b>	<b>1,323,351</b>	<b>1,336,585</b>	<b>1,349,951</b>	<b>1,363,450</b>	
Net Revenue - Water (Users)	\$ 9,950,539	\$ 9,778,972	\$ 10,267,921	\$ 10,781,317	\$ 11,428,196	\$ 12,228,170	
Net Revenue - Sewer (Users)	\$ 9,781,318	\$ 9,813,765	\$ 10,500,729	\$ 11,235,780	\$ 12,134,642	\$ 13,105,413	
Service Charges	\$ 1,646,317	\$ 1,662,780	\$ 1,712,663	\$ 1,764,043	\$ 1,816,965	\$ 1,871,474	
Potential Surplus (Deficit)	\$ -	\$ -					
				%			
				<b>Increase</b>			
Billing Service Charge per Month	\$ 3.25	\$ 3.25	\$ 3.35	\$ 3.45	\$ 3.55	\$ 3.66	
Meter Service Charge per Month (5/8" Meter) *	\$ 2.90	\$ 2.90	\$ 2.99	\$ 3.08	\$ 3.17	\$ 3.26	
Total Service Charge (5/8" Meter) *	\$ 6.15	\$ 6.15	\$ 6.33	\$ 6.52	\$ 6.72	\$ 6.92	
			0%	3%	3%	3%	
* Meter service charges per month vary by meter size							
Residential Water Rates per 1,000 Gallons				5%	5%	6%	7%
Level 1: 0 - 3,000 gallons per Month	\$ 3.44	\$ 3.33	\$ 3.50	\$ 3.67	\$ 3.89	\$ 4.16	
Level 2: 3,001 - 6,000 gallons per Month	\$ 6.88	\$ 6.66	\$ 6.99	\$ 7.34	\$ 7.78	\$ 8.33	
Level 3: Over 6,001 - 9,000 gallons per Month	\$ 10.32	\$ 9.99	\$ 10.49	\$ 11.01	\$ 11.67	\$ 12.49	
Level 4: Over 9,000 gallons per Month	\$ 13.76	\$ 13.32	\$ 13.99	\$ 14.69	\$ 15.57	\$ 16.66	
				4%	4%	4%	4%
Non Single-Family Residential Water Rate - per 1,000 Gallons	\$ 6.43	\$ 6.43	\$ 6.69	\$ 6.95	\$ 7.23	\$ 7.52	
				7%	7%	8%	8%
Sewer Rate per 1,000 Gallons	\$ 7.49	\$ 7.49	\$ 8.01	\$ 8.58	\$ 9.26	\$ 10.00	
<i>Water Rates During Emergency Water Restrictions:</i>							
Residential Water Rates per 1,000 Gallons							
Level 1: 0 - 3,000 gallons per Month	\$ 4.15	\$ 4.15	\$ 4.36	\$ 4.58	\$ 4.85	\$ 5.19	
Level 2: 3,001 - 6,000 gallons per Month	\$ 9.96	\$ 9.96	\$ 10.46	\$ 10.98	\$ 11.64	\$ 12.45	
Level 3: Over 6,000 gallons per Month	\$ 19.92	\$ 19.92	\$ 20.92	\$ 21.96	\$ 23.28	\$ 24.91	
Level 4: Over 9,000 gallons per Month	\$ 26.56	\$ 26.56	\$ 27.89	\$ 29.28	\$ 31.04	\$ 33.21	
Non Single-Family Residential Water Rate - per 1,000 Gallons	\$ 9.29	\$ 9.29	\$ 9.66	\$ 10.05	\$ 10.45	\$ 10.87	

**Projected Capacity & Connection Fees**

	Projected						
	2013	2014	2015	2016	2017	2018	
Water System - Projected CIP Costs	\$ 3,596,800	\$ 4,986,400	\$ 4,837,850	\$ 3,607,150	\$ 1,776,900	\$ 4,480,400	
Wastewater System - Projected CIP Costs	\$ 1,934,900	\$ 1,010,000	\$ 1,033,700	\$ 1,672,600	\$ 3,278,003	\$ 898,900	
			%	Average Total Increase of 10% per Fiscal Year			
	2013	2014	Increase	2015	2016	2017	2018
Water System Development Fees per ERC	\$ 1,802	\$ 1,802	0%	\$ 1,902	\$ 2,007	\$ 2,118	\$ 2,235
Water Rivanna Capacity Fees per ERC	\$ 4,758	\$ 4,758	0%	\$ 5,347	\$ 6,008	\$ 6,752	\$ 7,588
Sewer System Development Fees per ERC	\$ 2,436	\$ 2,828	16%	\$ 2,984	\$ 3,150	\$ 3,324	\$ 3,508
Sewer Rivanna Capacity Fees per ERC	\$ 3,506	\$ 3,674	5%	\$ 4,129	\$ 4,640	\$ 5,214	\$ 5,859
<b>Total</b>	<b>\$ 12,502</b>	<b>\$ 13,062</b>	<b>4%</b>	<b>\$ 14,362</b>	<b>\$ 15,804</b>	<b>\$ 17,407</b>	<b>\$ 19,189</b>

**Projected Service Connection (Tap) Charges**

	2013	2014	
<b>Primary Water Meters:</b>			
5/8" Meter and Connection	\$ 1,026	\$ 1,026	0%
1" Meter and Connection	\$ 1,091	\$ 1,091	0%
Over 1" Meter and Connection	Actual Cost	Actual Cost	
5/8" Meter Only	\$ 184	\$ 184	0%
1" Meter Only	\$ 277	\$ 277	0%
Over 1" Meter Only	Actual Cost	Actual Cost	
<b>Auxiliary Meters (All)</b>	Actual Cost	Actual Cost	
<b>Wastewater Taps (All)</b>	Actual Cost	Actual Cost	

**Miscellaneous Charges**

	2013	2014	
<b>Delinquent Turn Off/On Fee per trip</b>			
Trip During Normal Work Hours	\$ 26	\$ 26	0%
After Work Hours & Weekends	\$ 72	\$ 72	0%
<b>Reconnection Fee:</b>			
5/8" - 1 1/2" Meter	\$ 26	\$ 26	0%
2" - 4" Meter	\$ 33	\$ 33	0%
Larger than 4" Meter	Actual Cost	Actual Cost	
<b>Meter Tampering Fee</b>	\$ -	\$ 250	new
<b>Special Service Fee</b>			
Trip During Normal Work Hours	\$ 26	\$ 26	0%
After Work Hours & Weekends	\$ 72	\$ 72	0%
<b>Construction Plan Review Charge</b>	\$45 per hour	\$45 per hour	0%
As-built Plan Review - Engineer Review	\$45 per hour	\$45 per hour	0%
As-built Plan Review - Inspector Review	\$30 per hour	\$30 per hour	0%
<b>Construction Inspection Fees (Water and/or Sewer Lines):</b>			
Lines greater than 400 linear feet	\$.72/linear ft.	\$.72/linear ft.	0%
Lines less than 400 linear feet	Actual Cost	Actual Cost	
Reinspection of New Water/Sewer Lines	\$ 30	\$ 30	0%
Inspection of New Pumping Stations	Actual Cost	Actual Cost	
<b>Irrigation System Application and Processing Fees:</b>			
a. Plan Review and Meter Sizing	\$ 25	\$ 25	0%
b. Cost Estimate Preparation	\$ 100	\$ 100	0%
<b>Line Tapping Fee:</b>			
Type E-4, Tap Size 3/4"-1", Line Size 1.25"-3"	\$ 140	\$ 140	0%
Type B-100, Tap Size 3/4"-1", Line Size 4"-24"	\$ 140	\$ 140	0%
Type A-2, Tap Size 1.5"- 2", Line Size 6"- 24"	\$ 210	\$ 210	0%
Type CL-12, Tap Size 4"-12", Line Size 4"-24"	\$84.00/inch	\$84.00/inch	0%
<b>Installation of Tapping Sleeves &amp; Tapping Valves:</b>			
Stainless Steel instead of Mechanical Joint			
4" - 8"	\$ 350	\$ 350	0%
10" - 12"	\$ 440	\$ 440	0%
14" - 24"	\$ 525	\$ 525	0%

## Operating and 3R Reserves

### Anticipated Reserves

	2013	2014	2015	Projected		
				2016	2017	2018
FY 2013 - Beginning Operating & Maintenance Reserve	\$ 4,433,064					
Water Reserves	\$ 194,737	\$ 134,844	\$ 22,035	\$ 22,145	\$ 22,256	\$ 22,367
Sewer Reserves	\$ 266,000	\$ 184,189	\$ 30,093	\$ 30,244	\$ 30,395	\$ 30,547
Accumulated Operating & Maintenance Reserve	\$ 4,893,801	\$ 5,212,834	\$ 5,264,962	\$ 5,317,351	\$ 5,370,001	\$ 5,422,915
FY 2014's % of Target Fund Balance:		100.00%				
Equivalent Days:		90				

	2013	2014	2015	Projected		
				2016	2017	2018
Beginning 3R Reserve	\$ 12,674,276					
Utilize Reserves for Anticipated Capital Projects	\$ (1,500,000)	\$ (3,000,000)	\$ (2,000,000)	\$ (1,500,000)	\$ (1,000,000)	\$ (1,000,000)
3R Reserve	\$ 920,895	\$ 939,313	\$ 958,099	\$ 977,261	\$ 996,806	\$ 1,016,743
Accumulated 3R Reserve	\$ 12,095,171	\$ 10,034,484	\$ 8,992,583	\$ 8,469,844	\$ 8,466,651	\$ 8,483,393
FY 2014's % of Target Contribution:		88.80%				

### Projected Debt Service

Wastewater Capital Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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### Base Assumptions

Average Cost Increases:	3.0%
Interest Rate on Borrowings:	2.9%
Growth Rate Customer:	1.0%
Consumption Growth Rate:	< 1%
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

<b>Rate &amp; Revenue Comparisons</b>						
Customer Type	Revenue Comparison FY 2013			Revenue Comparison FY 2014		
	Projected Usage (1000 gal.)	Rates	Projected Revenue	Projected Usage (1000 gal.)	Rates	Projected Revenue
Monthly Service Charge		Varies	<u>\$ 1,646,317</u>		Varies	<u>\$ 1,662,780</u>
<b>All Single-Family Residential Water</b>						
Level 1 Domestic	453,183	\$3.44	\$ 1,558,950	454,042	\$3.33	\$ 1,511,960
Irrigation	6,776		\$ 23,309	5,527		\$ 18,405
Level 2 Domestic	169,897	\$6.88	\$ 1,168,891	171,776	\$6.66	\$ 1,144,028
Irrigation	6,776		\$ 46,619	5,527		\$ 36,810
Level 3 Domestic	36,812	\$10.32	\$ 379,900	38,311	\$9.99	\$ 382,727
Irrigation	6,776		\$ 69,928	5,527		\$ 55,215
Level 4 Domestic	35,905	\$13.76	\$ 494,053	35,231	\$13.32	\$ 469,277
Irrigation	9,133		\$ 125,670	7,449		\$ 99,221
<b>Total Single-Family Residential Water</b>	<b>725,258</b>		<b>\$ 3,867,320</b>	<b>723,390</b>		<b>\$ 3,717,642</b>
<b>Non Single-Family Residential Water (Domestic)</b>	836,856	\$6.43	\$ 5,380,984	868,783	\$6.43	\$ 5,586,275
Level 1 Irrigation	1,120	\$3.44	\$ 3,853	824	\$3.33	\$ 2,744
Level 2 Irrigation	3,765	\$6.88	\$ 25,903	2,772	\$6.66	\$ 18,462
Level 3 Irrigation	4,528	\$10.32	\$ 46,729	3,333	\$9.99	\$ 33,297
Level 4 Irrigation	45,476	\$13.76	\$ 625,750	33,475	\$13.32	\$ 445,887
<b>Total Non-Single-Family Residential Water</b>	<b>891,745</b>		<b>\$ 6,083,220</b>	<b>909,187</b>		<b>\$ 6,086,665</b>
<b>Total Projected Water Usage &amp; Revenue</b>	<b>1,617,003</b>		<b>\$ 9,950,540</b>	<b>1,632,577</b>		<b>\$ 9,804,306</b>
<b>Total Projected Sewer Usage &amp; Revenue</b>	<b>1,305,917</b>	\$7.49	<b>\$ 9,781,239</b>	<b>1,310,249</b>	\$7.49	<b>\$ 9,813,765</b>
<b>Total Operating Revenue</b>			<b>\$ 21,378,175</b>			<b>\$ 21,280,852</b>

**FY 2014 RATES PROPOSED - Comparison of Average Monthly Bills (per unit)**

<b>Rates:</b>	<u>Current</u>	<u>Proposed</u>
Service Charge	\$6.15	\$6.15
Water, SFR - Level 1	\$3.44	\$3.33
Water, SFR - Level 2	\$6.88	\$6.66
Water, SFR - Level 3	\$10.32	\$9.99
Water, SFR - Level 4	\$13.76	\$13.32
Water, Non-Residential	\$6.43	\$6.43
All Sewer	\$7.49	\$7.49

Varies, based upon meter size.

*Please note:*

1) The figures for average monthly usage are based upon end of Fiscal Year 2012 information.

2) The service charge is calculated per meter, not per unit.

**Single-Family Residential**

Avg. Monthly Usage	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
3,800			
Service Charge	\$6.15	\$6.15	0.00%
Water - Level 1	\$10.32	\$9.99	-3.20%
Water - Level 2	\$5.50	\$5.33	-3.20%
Water - Level 3	\$0.00	\$0.00	0.00%
Sewer	\$28.46	\$28.46	0.00%
	<u>\$50.44</u>	<u>\$49.93</u>	<u>-1.00%</u>

**Commercial (Other)**

Avg. Monthly Usage per Unit	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
18,500			
Service Charge	\$6.15	\$6.15	0.00%
Water	\$118.96	\$118.96	0.00%
Sewer	\$138.57	\$138.57	0.00%
	<u>\$263.68</u>	<u>\$263.68</u>	<u>0.00%</u>

**Multi-Family Residential (per unit)**

Avg. Monthly Usage per Unit	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
3,300			
Service Charge	\$6.15	\$6.15	0.00%
Water	\$21.22	\$21.22	0.00%
Sewer	\$24.72	\$24.72	0.00%
	<u>\$52.10</u>	<u>\$52.10</u>	<u>0.00%</u>

**Industrial**

Avg. Monthly Usage per Unit	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
68,200			
Service Charge	\$6.15	\$6.15	0.00%
Water	\$438.53	\$438.53	0.00%
Sewer	\$510.82	\$510.82	0.00%
	<u>\$955.49</u>	<u>\$955.49</u>	<u>0.00%</u>

**Commercial (Offices)**

Avg. Monthly Usage per Unit	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
11,600			
Service Charge	\$6.15	\$6.15	0.00%
Water	\$74.59	\$74.59	0.00%
Sewer	\$86.88	\$86.88	0.00%
	<u>\$167.62</u>	<u>\$167.62</u>	<u>0.00%</u>

**Institutional**

Avg. Monthly Usage per Unit	<u>Current</u>	<u>Proposed</u>	<u>Increase</u>
10,800			
Service Charge	\$6.15	\$6.15	0.00%
Water	\$69.44	\$69.44	0.00%
Sewer	\$80.89	\$80.89	0.00%
	<u>\$156.49</u>	<u>\$156.49</u>	<u>0.00%</u>

## Calculation Details

### ACSA System Development Fees

	<u>Water System</u>	<u>Sewer System</u>	<u>Total</u>
ACSA Asset Value (FY 2012 Audited Figures + FY 2013 YTD)	\$ 65,988,369	\$ 65,988,369	\$ 131,976,738
Less: Contributed Capital (From Developers + FY 2013 YTD)	<u>(41,981,418)</u>	<u>(41,981,418)</u>	<u>(83,962,836)</u>
ACSA Paid in Equity	\$ 24,006,951	\$ 24,006,951	\$ 48,013,902
Plus Future Planned Improvements Attributable to Growth	\$ 5,741,000	\$ 16,320,850	
Equivalent Number of Customers (Current System)	16,408	13,248	
Newly Served Customers (Future Planned Improvements)	90	1,012	

### System Development Fee - Proposed Charge per ERC

	\$ 1,802	\$ 2,828
Current System Development Fee - Charge per ERC	\$ 1,802	\$ 2,436
% Increase	0%	16%

### Rivanna Capacity Fees

	<u>Water System</u>	<u>Sewer System</u>	<u>Total</u>
RWSA Capital Asset Value (1)	\$ 67,360,948	\$ 153,069,569	\$ 220,430,517
**Less Construction in Progress (attributable to new capacity)	(6,595,689)	(4,106,681)	\$ (10,702,370)
Debt to Maintain not included in CIP (2)	<u>38,895,858</u>	<u>27,586,035</u>	\$ 66,481,893 *
Total Capital Assets	\$ 99,661,117	\$ 176,548,923	\$ 276,210,040

New Capacity & Expansion included in CIP	6,595,689	4,106,681
Debt less CIP for New Capacity & Expansion (2)	<u>23,447,761</u>	<u>493,319</u>
	\$ 30,043,450	\$ 4,600,000

Additional ERC's to be served (New ERCs = 6.7 mgd / 270 gpd)	24,815	20,611
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	<u>Water System</u>	<u>Sewer system</u>
ACSA Portion of Rivanna Assets - 56% (4)	\$ 55,810,226	\$ 98,867,397
Total Current and Available ERC's	<u>38,578</u>	<u>32,356</u>
	<b>\$ 1,447</b>	<b>\$ 3,056</b>

ACSA Portion of Expansion: Water is 85%, Sewer is 46% (3)	\$ 53,454,764	\$ 5,853,812
ACSA Share of Total ERC's	<u>16,130</u>	<u>9,481</u>
	<b>\$ 3,314</b>	<b>\$ 617</b>

### Rivanna Capacity Fee - Proposed Charge per ERC

	\$ 4,758	\$ 3,674
Current Rivanna Capacity Fee - Charge per ERC	\$ 4,758	\$ 3,506
% Increase	0%	5%

Notes:

- (1) - From Rivanna 2012 CAFR
- (2) - New Debt figures derived from Cost Allocation Agreement, 01/01/2012
- (3) - Renegotiation of Percentages from the South Rivanna Expansion and Community Water Supply 2003 Agreement
- (4) - Allocation of Assets based upon % of capacity used (56% for ACSA)

\* The schedule for Rivanna Capacity fees has been modified (slightly) to account, not for ACSA's share of annual debt service payments, but for ACSA's share of total debt, refunding and new, as an increase in total capital assets.

## Our Vision

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

## Our Mission

*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 our infrastructure in a timely, cooperative, and financially responsible manner.*

## Our 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 Environmental Stewardship*