



Fiscal Year 2022 Annual Operating and Capital Improvement Budget

**(July 1, 2021 to
June 30, 2022)**



Pictured on Cover: Observatory Water Treatment Plant, South Rivanna Water Treatment Plant, and Crozet Water Treatment Plant

Section I: Budget Overview:

Budget Letter.....	1
Facts At A Glance.....	8
ACSA Leadership	9
Strategic Goals and Strategies.....	10

Section II: Financial Structure, Policy and Process:

Fund Descriptions, Fund Structure, Basis of Budgeting and Accounting, Financial Policies.....	12
Budget Process	14

Section III: Budget Summaries:

Financial Summary	16
Operating Budget Highlights.....	17
Water and Sewer Rates	18
Frequently Asked Questions	19
Revenue and Expense Summary.....	20
Budget Revenues	21
Revenue Highlights	22
Changes in Net Position	23
Long-range Financial Plans.....	24

Section IV: Operating Budgets:

Operating Budget	25
Rivanna Water and Sewer Authority Expenses	26
Operating Budget Detail	27
Administration Department Budget	29
Finance Department Budget	33
Engineering Department Budget	37
Information Technology Budget	41

Section IV: Operating Budgets (continued):

Maintenance Department Budget	45
Debt Financing	49
Capital Equipment Budget	50

Section V: Capital Improvement Program:

Capital Improvement Budget	52
Capital Improvement Projects	58

Section VI: Budget Appendices/Supplemental Information:

Organizational & Personnel Chart.....	62
Departmental Staffing	63
Supplemental Information – Revenue by Source	64
Supplemental Information – Expense by Function	65
Supplemental Information – Changes in Net Position	66
Supplemental Information – County Demographic and Economic Statistics	67
Supplemental Information – Miscellaneous Statistical Data	68
Glossary	69
Vision and Mission Statement and Guiding Principles	72



April 15, 2021

Board of Directors
Albemarle County Service Authority
Charlottesville, Virginia

Dear Board Members:

The Albemarle County Service Authority (ACSA) mission remains serving our customers by providing safe, reliable Albemarle water for an excellent value. This has been especially important in this past COVID year to provide safe drinking water. We remain committed to working with our community partners as we maintain and improve our utility system in a timely, cooperative, and financially responsible manner. The proposed Fiscal Year 2022 Budget totals \$45,368,565 and reflects our continuing commitment to safe and reliable water. As our Vision Statement affirms, “serve and conserve today, sustain for tomorrow, and protect our resources forever.”

Over the past ten years, the ACSA has invested nearly \$65 million in capital improvements to assure system reliability, redundancy, and high-quality water and sewer systems. In Fiscal Year 2022, the ACSA proposes to spend \$11,169,265 on ACSA capital improvements to further enhance safe drinking water delivery, the collection of wastewater for treatment and modernization of critical infrastructure and processes. We continue to increase our investment in improving our water and sewer infrastructure through this proposed budget.

Our regional partner, the Rivanna Water and Sewer Authority (RWSA), is also continuing their needed investment and upgrades in the water and wastewater systems over the next five years. These projects strategically address the water supply, drinking water and wastewater treatment facilities required to meet the requirements of State and Federal regulations, as well as the reliability, quantity, and quality expectations of our community. During this five-year period, the RWSA CIP will significantly strengthen the drinking water systems with expenditures of \$125M for essential projects and include:

- Renovations and Upgrades to the South Rivanna and Observatory, and Crozet Water Treatment Plants
- Additional granular activated carbon water filtering facilities at the Observatory Water Treatment Plant
- Replacement of raw water piping and pumping stations from Ragged Mountain Reservoir to the Observatory Water Treatment Plant
- An additional water pumping station and piping location near Airport Road to better serve the northern portion of the ACSA water system
- Modifications to the Beaver Creek Reservoir Dam, pump station and piping.

Additionally, the RWSA will work to complete significant improvements to the wastewater treatment and piping facilities to ensure our environment is protected. The five-year CIP includes \$40M for essential wastewater projects and include:

- A wastewater storage tank to serve the Crozet area
- Renovations and repairs to wastewater facilities (Moore's Creek, Scottsville, Glenmore, and Crozet pump stations and piping)
- Repairs and replacement of wastewater piping and manholes

Combined, these critical projects carry an expected cost over the five-year period of nearly \$170M, and as one of the RWSA's two customers, the ACSA is responsible for nearly 57% of RWSA's annual debt service. Charges from the RWSA make up over 62% of the ACSA's total operating budget, thus when these costs increase, it dramatically impacts our budget and customer rates.

The ACSA and RWSA continuously collaborate to ensure our customers are well served, and that rate increases that we must pass along to our customers are fair and don't greatly fluctuate year-to-year. Development of the prior year's budget proposal (FY 2021) was nearly complete when it became clear that everyone within our community, State, Country, and World would be dramatically impacted by the COVID-19 pandemic. That budget draft included a proposed rate increase but as we became more aware of safety measures that needed to be instituted and negative financial implications that were likely to occur, we immediately revamped our proposal. Staff from both the ACSA and RWSA worked closely to revise our budgets and we were collectively able to postpone planned customer rate increases last year by temporarily deferring certain projects and through strategic use of reserves.

The Fiscal Year 2022 Budget considers continued impacts from the pandemic and the need for continued investment in our water and wastewater systems. We again anticipate leveraging financial reserves strategically in conjunction with a modest increase in customer rates. This increase is explained in greater detail throughout this document but necessary as we responsibly plan for the future. We expect future capital project needs of both the ACSA and RWSA to continue to into the future and that costs will continue to increase to ensure our customers receive safe, clean, reliable water and wastewater treatment.

We are pleased to present the ACSA's Proposed Operating and Capital Improvement Budget for Fiscal Year 2022 (July 1, 2021 to June 30, 2022). The FY 2022 budget continues to address long-term strategic initiatives that benefit our customers, while being especially mindful of economic restraints. After comprehensive review of RWSA costs for water and wastewater treatment, we project an increase of \$2.97M or 15.5%. We will continue to invest in improving our water and sewer infrastructure through this proposed budget.

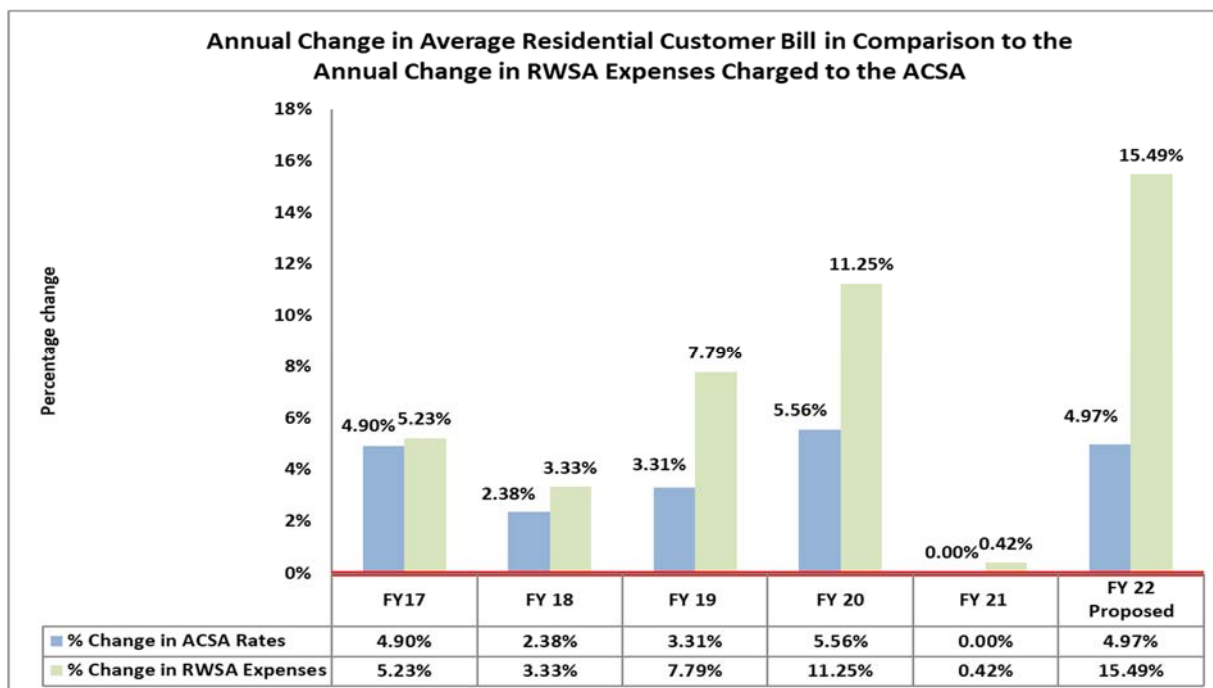
We are proposing a monthly user rate increase to maintain pace with expected expenses. The average residential customer, using 4,000 gallons will see an increase in their water and sewer bill of 4.97% or \$3.42 per month.

ACSA Water and Sewer Monthly User Rates

	FY 2021	FY 2022
Service Charge	\$ 8.57	\$ 9.00
Volume Charge - Single-Family Residential (per 1,000 gallons)		
Level 1 (0-3,000 gallons)	\$ 4.48	\$ 4.70
Level 2 (3,001-6,000 gallons)	\$ 8.98	\$ 9.43
Level 3 (6,001-9,000 gallons)	\$13.46	\$14.13
Level 4 (over 9,000 gallons)	\$17.96	\$18.86
Multi-Family/Non-Residential (per 1,000 gallons)	\$ 8.66	\$ 9.09
Sewer/All Users (per 1,000 gallons)	\$ 9.47	\$ 9.94

Even with the rate increase, one penny continues to buy over 2.1 gallons of water, which is a very good value for the ACSA's reliable, high quality, and safe drinking water.

There were no changes to customer rates for FY 2021 to limit financial impact from COVID-19. Our customers have incurred an average annual increase over the past five years of 3.23%.



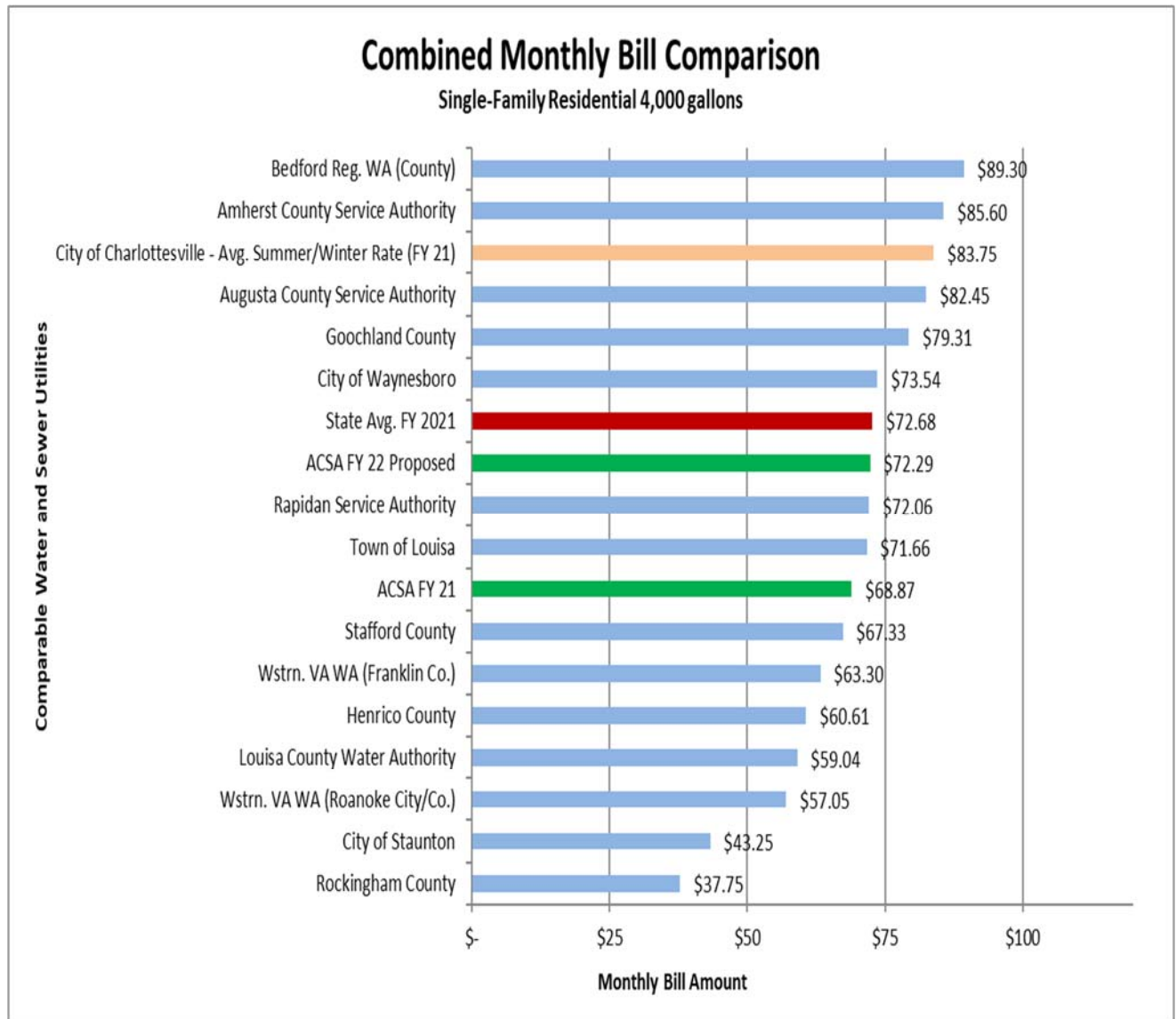
Following an extensive analysis of costs expected to be incurred, we propose that the monthly service charge be increased. The service charge for a 5/8" meter will increase to \$9.00 per month, a \$0.43 increase over the prior year. This update reflects the actual base cost of services provided.

Rate Design – Monthly Service Charges

Meter Size (inches)	Approx. # of Water Customer Accounts by Size	Current	Recommended
		FY 2021	FY 2022
5/8	19,684	\$8.57	\$9.00
1	704	\$ 16.46	\$ 17.28
1 ½	412	\$ 29.65	\$ 31.13
2	158	\$ 45.45	\$ 47.72
3	55	\$ 87.64	\$ 92.02
4	20	\$ 135.08	\$ 141.83
6	0	\$ 259.08	\$ 272.03

The service charge covers the cost to appropriately allocate ACSA revenue requirements among users of the entire system based on the cost of providing service. This includes the costs for distribution, metering and administration which is shared among the customer classes.

The ACSA average customer bill has been less than the statewide average and is less than the City of Charlottesville's comparable residential bill.



Source: The 32nd Annual Virginia Water and Wastewater Rate Report 2020, https://daa.com/wp-content/uploads/2020/09/WWW-Report_2020-1.pdf

The Proposed ACSA Fiscal Year 2022 Operating Expenses total \$28,258,600, as compared to \$25,397,500 for the current budget year (FY 2021). This represents an increase of \$2,861,100, or 11.3% over the previous year. Our Capital Improvement Program (CIP) is proposed to be \$11,169,265, as compared to the current budget of \$7,409,400, and includes a continuation of major capital investment in our system, with an emphasis on needed water main replacements and modernization of our metering infrastructure through the implementation of an Advanced Metering Infrastructure (AMI) system.

This budget also proposes that water and sewer connection charges for new development remain at the current total rate, water at \$6,650 per Equivalent Residential Connection (ERC) and sewer at \$6,820 per ERC. This is based on a rate model and detailed analysis of the cost of providing new connections to the ACSA and RWSA systems, and the needed capacity to be able to serve new development. Capacity related projects create the need to re-evaluate connection charges on an annual basis to assure that growth is paying for growth.

Balancing the delivery of quality water and wastewater treatment, investing in the ACSA's water and sewer system infrastructure, improving service delivery, and providing an elevated level of service to our customers are some of the most important challenges facing the ACSA. To manage these challenges, these budgets are built on a solid foundation of over 57 years of water and sewer utility service to our customers in the Albemarle, Crozet, and Scottsville communities.

Last year, the ACSA released its 2020-2022 Strategic Plan, a roadmap for the immediate future that is specifically focused on efforts designed to benefit the ACSA and its customers as it lays the groundwork for a successful decade. Consistent with our Strategic Plan, this proposed budget includes several new initiatives to help leverage our assets and technology, which will improve operational efficiency throughout the ACSA. These initiatives are presented in detail throughout the budget document.

The ACSA will increase efficiency by upgrading or replacing all of our meters to incorporate an advanced metering infrastructure (AMI) system. This proven technology, under the program name MyWater, will enable our customers to view their water usage in near real-time, allowing them to keep a close eye on their bills. Customers will even be able to setup text, phone, and email alerts that will notify them about potential leaks and high bills before they can harm their bank accounts or unnecessarily waste water.

At the same time, ACSA staff will use MyWater to gain valuable information about how the water system is performing. We will be able to more rapidly identify problem areas and expedite leak detection. This will enable us to make repairs before volumes of water are wasted. We will also be able to alert customers about possible leaks on their property.

The ACSA, through its benchmarking work with the American Water Works Association (AWWA), also determined that its current maintenance management system was not meeting the long-term needs of the utility. A new Computerized Maintenance Management System (CMMS) has been deployed and has advanced our ability to manage essential work assignments and introduce new levels of efficiency throughout our entire organization. This new system will also provide a customer web portal allowing customers to initiate requests 24 hours a day and 7 days a week; improved inventory and asset management; and enhanced tracking of work orders and asset inspections.

To everyone involved in the budget development process, we thank you. We also would like to thank the ACSA Leadership Team of Mike Lynn, Pete Gorham, Travis Marrs, Emily Niziolek, and the ACSA staff for their work in developing the operating budget, and to Pete Gorham, Jeremy Lynn and the Engineering staff for the development of the Capital Improvement Program (CIP) Budget. The proposed FY 2022 Budget allows the ACSA to meet our vision for a strong operational and financial future, while ensuring improvements to the system and a high level of service to our customers continue.

Sincerely,

A handwritten signature in black ink, reading "Gary O'Connell". The signature is fluid and cursive, with the first name "Gary" and last name "O'Connell" clearly distinguishable.

Gary O'Connell
Executive Director

A handwritten signature in black ink, reading "Quin Lunsford". The signature is fluid and cursive, with the first name "Quin" and last name "Lunsford" clearly distinguishable.

Quin Lunsford
Director of Finance

History:

In 1964, the Albemarle County Service Authority (ACSA) was created by action of the Albemarle County Board of Supervisors. Beginning in Crozet and growing into the Urban Areas of Albemarle County and the Town of Scottsville, the ACSA is Albemarle County's water and sewer retail provider. The ACSA celebrates its 57th year of water and sewer service to the Albemarle Community.

Employees:

Nearly 80 dedicated employees serve five different operating departments within the ACSA: Administration, Engineering, Finance, Information Technology, and Maintenance. Our employees are the backbone of the quality services that the ACSA provides to its customers.

Drinking Water Quality:

With a strong emphasis on water quality, the ACSA maintains the water system, provides ongoing system upgrades, and provides water quality testing to meet and exceed all regulatory requirements. The ACSA ensures high quality drinking water to all our customers by performing over 400,000 tests annually. Additional testing information can be found in our annual drinking water quality report at www.serviceauthority.org.

Age of Pipes:

The ACSA water system has a variety of ages, types and conditions of pipes and facilities. We have an ongoing assessment to be sure our water mains deliver reliable water service. We have been active in water main replacement and our annual capital program investment meets our replacement needs. A recent analysis indicated that 53% of our water and sewer mains are less than 25 years old, when a 60-year life can be expected.

Water Distribution System:

ACSA delivers water through 358 miles of interconnected pipes, 9 water pumping stations, 8 water storage tanks, and 2,818 fire hydrants.

Sewer Collection System:

Over 301 miles of sanitary sewer mains and 11 sewer pumping stations comprise the ACSA sewer collection systems for businesses and residences in our service area.

Cost for Gallon of Water:

ACSA water is an excellent value, with over 2.1 gallons of ACSA water costing one cent.

ACSA Service Area:

The ACSA provides service to over 79,600 residents, with over 21,000 retail accounts in six magisterial districts: Rio, Jack Jouett, Rivanna, Scottsville, Samuel Miller, and White Hall.

Financial Performance:

The ACSA's financial performance remains very strong and sustainable. With a very low level of debt, the ACSA can fund most capital projects out of the annual budgets. The ACSA's Comprehensive Annual Financial Report for the year ended June 30, 2020, from which the information within the Budget Appendices/Supplemental Section (Section VI) has been drawn, has been submitted to the Government Finance Officers Association of the United States and Canada (GFOA) for award consideration for the Certificate of Achievement for Excellence in Financial Reporting. The Certificate of Achievement is the highest form of recognition for excellence in state and local government financial reporting. To be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized comprehensive annual financial report. This report must satisfy both generally accepted accounting principles (GAAP) and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to GFOA to determine its eligibility for another certificate.

The ACSA was awarded the Distinguished Budget Presentation Award from the GFOA for its FY 2020 budget. This marks the fourth consecutive year receiving this award and recognizes the ACSA's commitment to the highest principals of governmental budgeting.

Customer Service:

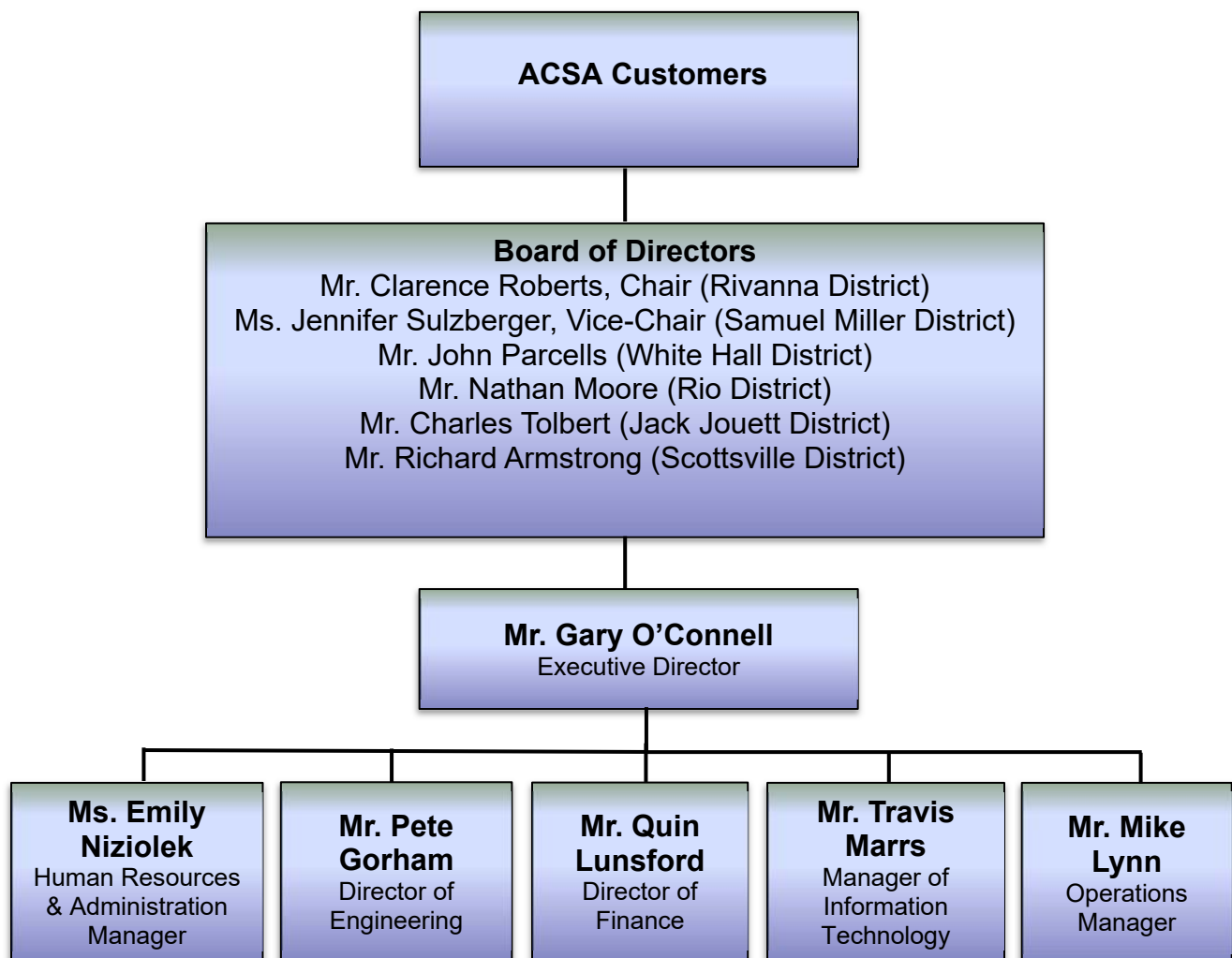
ACSA communicates valuable customer related information through bill inserts, quarterly newsletters, the website www.serviceauthority.org, Twitter, Facebook, and Instagram. An after-hours emergency phone service receives and routes alerts staff to emergencies or other matters that require immediate attention. We can be contacted at (434) 977-4511 or webmaster@serviceauthority.org.

Governance:

ACSA's Board of Directors establishes policies and guides the overall strategic direction of our organization. The Board is composed of six members representing the six magisterial districts of Albemarle County. The ACSA Board members also set rates, charges, and fees, and approve the budget for the Authority. The Executive Director reports to the Board and manages the day-to-day operations and performance of the ACSA.

ACSA Financial Information:

- FY 2022 Total Op. Budget: \$34,199,300
- FY 2022 Capital Improvements Budget: \$11,169,265



Strategic Goals and Strategies

The ACSA was created by the Albemarle County (County) Board of Supervisors in 1964 with the Crozet community as its sole customer. In the 1960s, the South Rivanna Dam was constructed, and several subdivisions were developed through the County, such as Carrsbrook, Woodbrook, Westmoreland, Northfields, Berkeley, Hessian Hills, Montvue, Colthurst, Flordon and West Leigh. In the late 1960s and early 1970s, these systems were acquired by the County for the ACSA, and the County purchased water from the City of Charlottesville supply to provide all these areas with public water and eliminate their well systems. In 1973, the Rivanna Water and Sewer Authority (RWSA) was formed and became the wholesale provider of water and wastewater treatment for the City and ACSA.

The ACSA, now 57 years later, provides water distribution and wastewater collection services to 21,000+ accounts with over 357 miles of water mains and over 301 miles of sanitary sewer mains within our service area, including the urban areas of Albemarle County, and nearby communities of Scottsville and Crozet. Our customers enjoy water drawn from a protected watershed contained almost entirely within the County's borders. The ACSA is governed by a six-member Board of Directors each appointed by the Board of Supervisors of Albemarle County. We distribute treated water, and collect wastewater for treatment, while maintaining, expanding, and replacing the infrastructure within the service area.

The ACSA's three-year Strategic Plan for FY's 2020-2022 outlines the ACSA's vision, mission, and guiding principles. The plan helps chart our future as we look to our next 50 years and establishes clear strategic actions that will be taken. We believe the Strategic Plan is a true reflection of the ACSA's vision to "serve and conserve" and helps us establish goals for years to come. The ACSA is proud to provide services that positively touch the lives of all our customers, every day. We continue to strengthen the ACSA's role in water leadership in our community, and with the Strategic Plan we identify and communicate our intentions for the future.

The ACSA's Strategic Plan sets forth two major initiatives. The first initiative includes deployment of an Advanced Metering Infrastructure (AMI) system that integrates technologically advanced water meters, communications networks, and data management systems that enable enhanced two-way communication between our utility and customers. This upgrades the customer experience, supports green initiatives, adds efficiencies, and provides strategic information for utility decision making. The second major initiative implements a Computerized Maintenance Management System (CMMS) which enables scheduling, tracking, and monitoring of maintenance activities to provide cost, inventory, personnel, and reporting history. This implementation will improve the overall efficiency of utility operations and will apply the latest technologies toward streamlining operational processes. In addition to these two major initiatives, the 2020 - 2022 strategic plan will also aim to address multiple goals that will set the utility on a positive course for the future. These areas of focus under the plan include:

- **Succession Planning:** Utilities across the country are facing the impacts of an aging workforce and loss of institutional knowledge. The ACSA will continue its succession planning efforts, using mentoring and professional development initiatives to prepare the ACSA for future waves of managerial retirement.
- **Best Practice Inclusion:** The ACSA will continue learning from the most highly effective water utilities and schedule visits with these utilities to engage with leaders from other jurisdictions.
- **Emergency Response Plan:** Under the America's Water Infrastructure Act, the ACSA will complete training and checklists and our emergency preparedness to avoid water disruptions to our customers, building on our goal to be a highly reliable water provider. We will also incorporate a formal business continuity plan for operations in times of crisis, adding to system reliability.
- **Improved Data Management and Utilization:** The ACSA will explore the creation of a strategic implementation plan to best manage for upcoming data: GIS, Financial, SCADA, CMMS, AMI, and System Modeling. We will also implement an updated financial system.
- **Implementation of IT Risk Assessment:** The ACSA is taking a proactive approach to cybersecurity, implementing measures to further protect our computer/IT assets and data.
- **Facility Master Planning:** A long-term plan to ensure the ACSA can and will grow to meet the operational requirements to provide high quality customer service.

- Water and Energy Audits: The ACSA will incorporate utility best practices to reduce water loss using tools to identify water leaks throughout our system. The first water audit is scheduled for 2021 and is expected to be carried out on an annual basis. The ACSA has also contracted with a consultant to conduct an Energy Audit of all our facilities with the final report and recommendations expected in 2021.
- Employee Pay Plans: The ACSA, in addition to its succession planning, will conduct annual, “market rate” recommendations to stay competitive as an employer in our area. We will emphasize competitiveness and internal equity to keep top performers working on behalf of our customers to provide the best service possible.

Further information related to these initiatives and the entire 3-year Strategic Plan can be found on our website at <https://serviceauthority.org/wp-content/uploads/2020/01/ACSA-Strategic-Plan-2020-2022-Brochure.pdf>.



Pictured above: Ragged Mountain Reservoir

Fund Descriptions and Fund Structure

The Authority operates and reports as a single enterprise fund, meaning that all departments are included in a single accounting and reporting entity. An enterprise fund is a proprietary type fund used to account for operations that are financed and operated in a manner similar to private business enterprises. The Authority's intent is that the costs of providing goods or services to customers on a continuing basis be financed or recovered primarily through user charges. Periodic determination of revenues earned, expenses incurred, and/or changes in net position is appropriate for capital maintenance, public policy, and management control and accountability.

Basis of Accounting and Budgeting

The Authority follows the accrual basis of accounting. Under this basis of accounting, revenue is recognized when earned and expenses are recorded when incurred. Operating revenues and expenses consist of those revenues and expenses that result from ongoing principal operations of the Authority. Operating revenues consist primarily of charges for water consumption and wastewater collection. Operating expenses consist of bulk water purchases, wastewater treatment, and administrative expenses. Non-operating revenues and expenses consist of those revenues and expenses that are related to financing and investing type activities and result from non-exchange transactions or ancillary services.

Basis of Budgeting

The Authority's annual budget is based on the accrual method of accounting and is structured to reflect the same formats as the Authority's audited financial statements. Both the "basis of accounting" and the "basis of budgeting" are on an accrual basis which recognizes revenues when earned and expenses when incurred.

Financial Policies

The Authority has developed and adopted Comprehensive Financial Management Policies (Policies) to ensure that the Authority is financially capable of meeting its immediate and long-term objectives. A financial management policy that is adopted, adhered to, and regularly reviewed is recognized as the foundation of sound financial management. An effective financial management policy:

- Contributes to the Authority's ability to prepare for and insulate itself from fiscal crisis by being able to better manage stressful internal and external financial events.
- Enhances the ability to realize the most favorable rates in the event the Authority deems debt financing necessary.
- Promotes long-term financial stability by establishing clear and consistent guidelines.
- Directs attention to the total financial picture of the Authority rather than single issue areas.
- Promotes the view of linking long-term financial planning with day-to-day operations.

The adopted Policies specifically related to the budget process are as follows:

Operating Budget Policies

- The Authority will budget for all current operating expenditures to be paid for with operating revenues.
- The Authority will maintain operating reserves, as defined in the Reserve policy below, to help offset reductions in revenues related to low flow periods. This policy helps maintain the operations and maintenance functions that would otherwise have to be deferred or require sporadic rate increases, however:
- Management and staff should, not only during the preparation of the budget but in budget execution, use due care and promote cost savings and operating efficiencies at all times, especially during period of revenue shortfall.

Operating Budget Policies (cont.)

- In preparing the annual budget, the Authority will base its revenue and expenditure projections on historic performance while also taking into consideration operational needs, current trends, events, and developments in regulatory requirements, local markets, building developments and environmental activities.
- System development charges, RWSA capacity charges or other special revenues will not regularly be used to finance continuing Authority operations, but instead will be used for funding specific one-time projects, servicing capacity related debt, expansion and replacement of system infrastructure or adding to Authority reserves.

Capital Budget Policies

- The Authority will prepare and update annually for adoption a Capital Improvement Plan (CIP) that is developed for a ten-year planning period.
- The first year of the adopted ten-year CIP will become the most current capital budget for the Authority and will serve as authorization for project execution by the Board.
- The Authority will maintain all capital assets at a level adequate to protect the Authority's capital investment, meet permitted regulatory requirements, and to minimize future maintenance and replacement costs.

Reserve Policies

- The Authority has implemented “best management practices” which dictate that cash/investment reserves be accumulated to provide for contingencies and planned/unplanned major expenses. The Authority has established three types of reserves for its water and wastewater systems:
 - Operating and Maintenance Reserve (O&M): The O&M reserve serves as working capital and is important to provide funds for the potential lag between operating revenues and operating expenditures, as well as unplanned minor repairs or fluctuations in the operating budget. This type of reserve is also valuable during unusually wet years, which can result in reduced revenue due to lower than anticipated water usage. This reserve combined with the Repair, Renewal, and Replacement Reserve, Capacity and Growth Reserves, and unrestricted cash and investments are to maintain a Days Cash on Hand floor of 270 days. Water and wastewater rates will be set accordingly to replenish these reserves if cash/investment levels dip below the Days Cash on Hand floor.
 - Repair, Renewal, and Replacement Reserve (3R): The 3R reserve provides funds to pay for unexpected major repairs and planned replacement or rehabilitation of system assets. This reserve may be used to pay for capital costs to avoid or minimize the amount that would otherwise be recovered through user fees. Typically, the annual 3R reserve contribution is calculated based on the estimated useful life and replacement cost of equipment held by the Authority.
 - Capacity and Growth Reserves: The Capacity and Growth Reserves are established to fund capacity or growth-related costs or charges. These reserves are funded by the ACSA System Development Charge and the RWSA Capacity Charge.

Revenue and Expenditure Policies

- A diversified and stable revenue system will be maintained to shelter services from short-run fluctuations.
- Rate studies are to be conducted every five years to ensure that the rates will continue to support direct and indirect costs of operations, administration, maintenance, debt service, depreciation/amortization of capital assets, and system development. Annually, staff will analyze projections performed by the consultant and adjust as necessary during the budgetary and rate development process.

Revenue and Expenditure Policies (continued)

- Costs related to the expansion of system capacity (i.e. growth-related) should be funded via new/future customers who cause the need for such additional capacity through connection fees. “Growth pays for growth.”
- Water and Wastewater rates and charges shall be kept as low as possible over time without sacrificing continual maintenance of infrastructure already in service.
- The Authority’s operating expenditures are to be funded with on-going operating revenues to the extent possible.

Debt Policies

- The ACSA will utilize a balanced approach to capital funding utilizing debt financing. CIP planned current-year revenues (pay-as-you-go) and planned capital reserve fund transfers from ACSA reserves.
- The ACSA will analyze all sources of debt financing when it has been determined that there is a need for debt.
- When the ACSA finances capital improvements or other projects by issuing bonds or entering capital leases, it will repay the debt within a period not to exceed the expected average useful life of the project(s) and equipment being financed.
- When assessing capital project funding approaches and the issuance of debt, the ACSA will conduct a series of financial analyses to demonstrate its financial ability to incur such debt under its current rate structure, and to determine if, when and to what degree rate structures need to be adjusted in the event that the current rate structure is not able to accommodate new additional debt.
- The ACSA will review its current debt structure periodically as interest rates fluctuate and optional bond redemption dates arise for refunding or advance refunding opportunities.
- The ACSA will remain in compliance with all debt covenants as they are provided. The Authority shall maintain net revenues, excluding connection fees, such that they are equal to 1.20x of annual debt service. Regular analyses of covenants will be performed by staff in conjunction with other periodic duties.
- The Authority is not subject to legal debt limitations and has issued no debt which is overlapping with other jurisdictions during the last ten fiscal years.

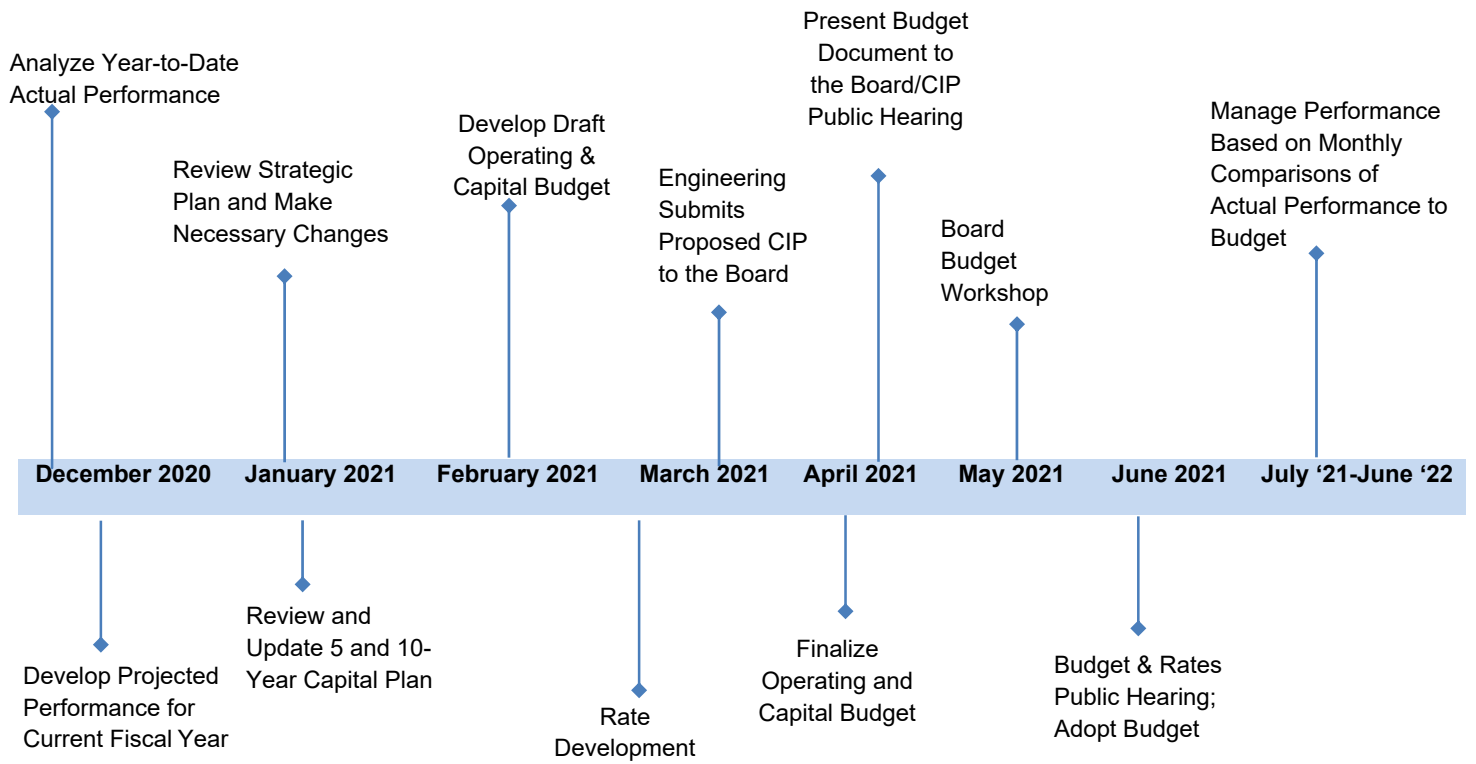
Budget Process

The Authority must adopt its budget prior to July 1st of each year. Development of the budget is influenced by the strategic plan, organization goals and objectives, external factors such as growth, development, and water consumption trends. The Board, Authority staff, and the public participate in the development of the budget. A public workshop is held to review the draft budget and receive public input prior to the public hearing to adopt the budget.

The Engineering department develops the CIP budget using the strategic plan and organizational goals as well as any new development that may impact infrastructure needs. Project costs are estimated based on our asset management assumptions at the time of budget development. Any necessary adjustments are presented as amendments to the Board when those circumstances arise. Once the CIP is completed, it is presented to the Board in April of each fiscal year. The CIP budget determines the budget requirements for our 3R reserve, operating budget, and Capacity and Growth Reserves for capital projects, as well as influencing decisions regarding any existing or future debt requirements for infrastructure or projects.

During this same time, the Finance Department is developing the overall operating budget for the Authority. The team meets with each individual department to develop operating expenses using trend, usage data, and inflation factors to determine any increase/decrease in expenses. Along with this, discussions of any new personnel requirements are developed to ensure appropriate budgetary coverage. For purposes of revenue development, the team reviews historical and current year trend analysis, such as customer growth, consumption analysis, and the rate study recommendations to develop the revenue budget. Statistical information and performance metrics are also reviewed and updated.

The CIP, revenue, and expense budgets are then combined and presented to the Board in April each year. Public comment and budget workshops are held for discussion in May and amendments before the final budget is adopted in June. A timeline of our budget process is included on the next page to further illustrate the budget process at the Authority.

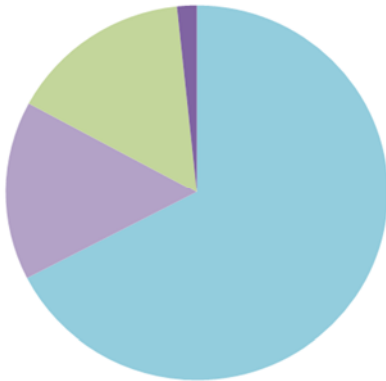


Pictured above: Beaver Creek Reservoir

OVERVIEW

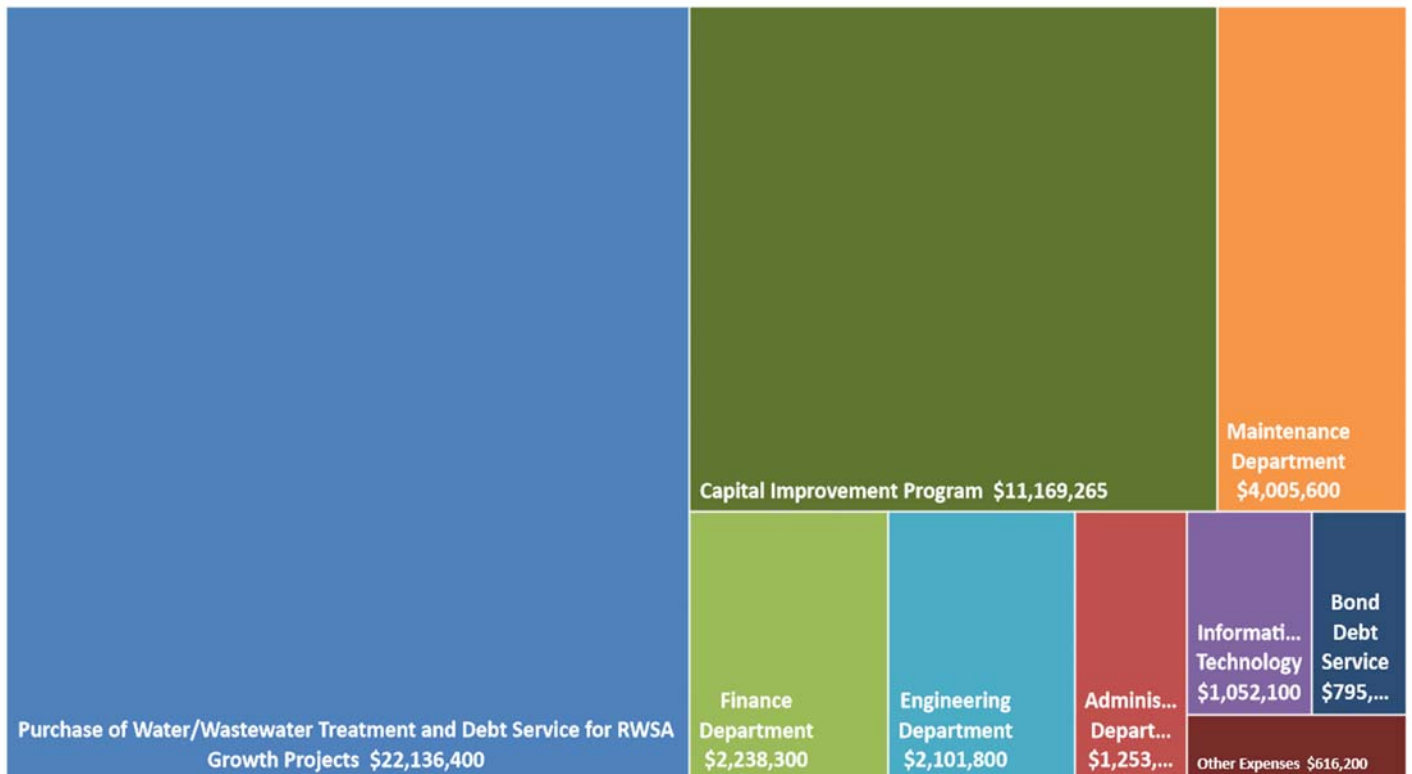
The ACSA's Fiscal Year 2022 Total Operating and Non-Operating Budget is \$45,368,565:

Where the Dollars Come From



Water/Sewer Charges	\$30,578,200	67.4%
Use of Reserves	7,032,365	15.5%
System Connection Charges	7,000,000	15.4%
Other Revenues	758,000	1.7%
Total Budgeted Revenues	\$45,368,565	100.0%

WHERE THE DOLLARS GO



Operating Expenses:

- Proposed FY 2022 Operating Budget Expenses total \$28,258,600
- Amended FY 2021 Operating Budget Expenses total \$25,397,500

Purchased Water/Wastewater treatment from Rivanna Water & Sewer Authority (RWSA):

- Proposed FY 2022 totaled \$17,607,400 or 62.3% of the Operating Expense Budget
- Approved FY 2021 total \$15,356,300

Departmental Operating Budgets:

- Proposed FY 2022 - \$10,651,200
- Approved FY 2021 - \$10,041,200
- Increase of \$610,000

Debt Service (Principal and Interest) Expense:

- Proposed FY 2022 - \$795,500
- Approved FY 2021 - \$803,800

Top Budget Priorities

- Provide service and support to our customers throughout the recovery from the COVID-19 Pandemic
- High quality water delivered to our customers
- Maintain current Authority programs and services
- Meet financial obligations and financial sustainability

Top Budget Priorities (cont.):

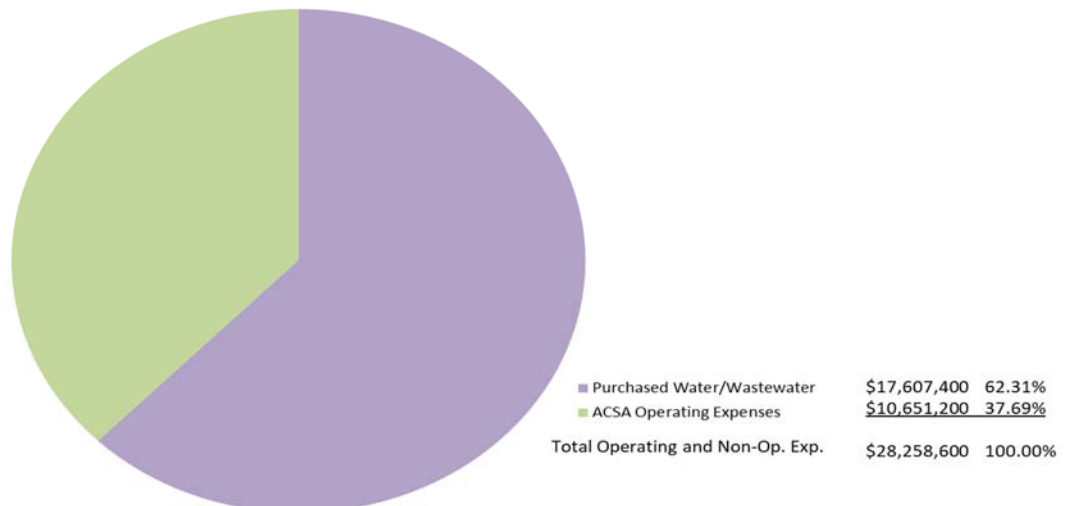
- Elevated level of customer service
- Strategic initiatives
- Investment in our infrastructure

Top Operating Initiatives:

- Continue high level of emergency response times
- Emergency planning
- Continue enhancements to water quality:
 - Regulatory compliance
 - Water system maintenance and replacement
 - Advanced water filtering process (GAC)
- Meet all wastewater standards:
 - Continue sewer system rehabilitations
 - Regulatory compliance

Other ACSA Initiatives:

- Continued implementation of the Strategic Plan
- Succession planning for employee continuity
- Advanced metering infrastructure (AMI)
- Computerized maintenance management system (CMMS) – workorder management, customer requests, asset management and inventory
- Modernizing electronic bill presentment and payment options
- Implementation of an Enterprise Resource Planning (ERP) system



Water and Sewer Rates – Fiscal Year 2022 Proposed:

The proposed monthly user water and sewer rate increase is driven by the following factors:

- The cost of purchased water from the RWSA is expected to increase 18.3% or \$1.93 million.
- The cost of wastewater treatment from the RWSA is expected to increase 12.0% or \$1.04 million.
- ACSA departmental budget increase of 6.1%
- Capital Improvement Program of \$11.2 million.

ACSA Water and Sewer Monthly User Rates

	FY 2021	FY 2022
Service Charge	\$ 8.57	\$ 9.00
Volume Charge - Single-Family Residential (per 1,000 gallons)		
Level 1 (0-3,000 gallons)	\$ 4.48	\$ 4.70
Level 2 (3,001-6,000 gallons)	\$ 8.98	\$ 9.43
Level 3 (6,001-9,000 gallons)	\$13.46	\$14.13
Level 4 (over 9,000 gallons)	\$17.96	\$18.86
Multi-Family/Non-Residential	\$ 8.66	\$ 9.09
Sewer/All Users (per 1,000 gallons)	\$ 9.47	\$ 9.94

Based on usage noted below, customers will not see an increase in their monthly bill.

Sample Monthly Combined (Water and Sewer) Bills

Combined Water and Sewer	Meter Size	Monthly Usage (gallons)	Current Bill	Recommended FY 2022 Bill	Monthly \$ Change
Single-Family					
Minimal User	5/8	1,200	\$ 25.31	\$ 26.57	\$ 1.26
Small User	5/8	2,500	\$ 43.45	\$ 45.60	\$ 2.15
Median	5/8	3,400	\$ 57.80	\$ 60.67	\$ 2.87
Large User	5/8	6,200	\$ 110.36	\$ 115.84	\$ 5.48
Excessive User	5/8	7,700	\$ 144.75	\$ 151.95	\$ 7.20
Multi-Family/Non-Residential					
Multi-Family	1	33,700	\$ 627.44	\$ 658.59	\$ 31.15
Com. (Offices)	1	6,300	\$ 130.68	\$ 137.17	\$ 6.49
Com. (Other)	5/8	4,700	\$ 93.78	\$ 98.44	\$ 4.66
Industrial	1 1/2	16,500	\$ 328.80	\$ 345.13	\$ 16.33
Institutional	5/8	13,000	\$ 244.26	\$ 256.39	\$ 12.13

Why does the Authority need a rate increase?

The COVID-19 Pandemic has adversely affected all aspects of our daily lives. Social and financial impacts have touched all customers at varying levels and through cooperation with our wholesale water/wastewater treatment provider (RWSA) we were able to eliminate a planned rate increase in the prior fiscal year. While the ACSA was able to maintain its high level of service over the past year, costs associated with providing these services have increased and must be supported by sustainable rate increases. The RWSA is our single largest cost and we anticipate an increase in charges of approximately 15.5%. This increase supports continued improvements to the quality, reliability, and efficiency of the water and wastewater system. Additionally, the ACSA's cost of doing business which includes operating costs, proactive maintenance and improvements to system infrastructure have increased, specifically related to changes in supplies, services, salaries, and maintenance costs.

Why are Water and Wastewater treatment costs increasing?

The ACSA purchases treated water and distributes that water to our customers. Costs related to these purchases from the RWSA are expected to increase by more than 18%. The cost increase of purchased water is due to a variety of factors but water treatment plant expansions in the Urban and Crozet systems as well as water treatment costs related to Granular Activated Carbon (GAC) contribute to this increase. The ACSA also returns all collected wastewater to the RWSA for treatment. Costs associated with the treatment of wastewater are expected to increase by 12%. The increase in expected treatment expenses is due to a variety of factors but continued investment in infrastructure and increases in chemical and energy costs are the main driver.

How much will my bill increase?

The ACSA current year increase in customer rates is 5%, which is comparable to the five-year average of rate changes. The five-year average increase has been 3.23%. As noted above, there was not an increase in the prior fiscal year to help mitigate financial impacts for many within our community from the COVID-19 Pandemic. The Authority was able to strategically utilize financial reserves both in the prior and current fiscal year.

Why doesn't the ACSA just cut costs rather than increase the rate?

We review spending very carefully throughout the year and during the budget process, but as a growing utility, adding 1-2% new customers annually, our costs to provide service continue to increase each year. Purchased water and wastewater treatment comprises 62% of our costs, which our customers must bear that major increasing expense.

For Small Water Users, does the ACSA have a special rate?

The ACSA has four levels of residential water rates to encourage water conservation. This is an incentive for our customers to conserve water as the greater the use the higher the rate.

How do the ACSA's water and sewer rates compare to other utilities?

On the average residential bill, ACSA rates compare favorably. We consistently have been below the state-wide average on residential water and sewer bills, and are less than a comparable bill, for example, to our neighboring City of Charlottesville.

Why is the ACSA spending over \$11 million this year on Capital Projects?

Many parts of the ACSA are aging with some components more than 40-50 years old. As part of our capital planning, we continue to make improvements in our system through rehabilitation and replacement. This is done to ensure you, the customer, reliable water and sewer service, to exceed water quality standards, and wastewater environmental requirements.

Who pays for growth?

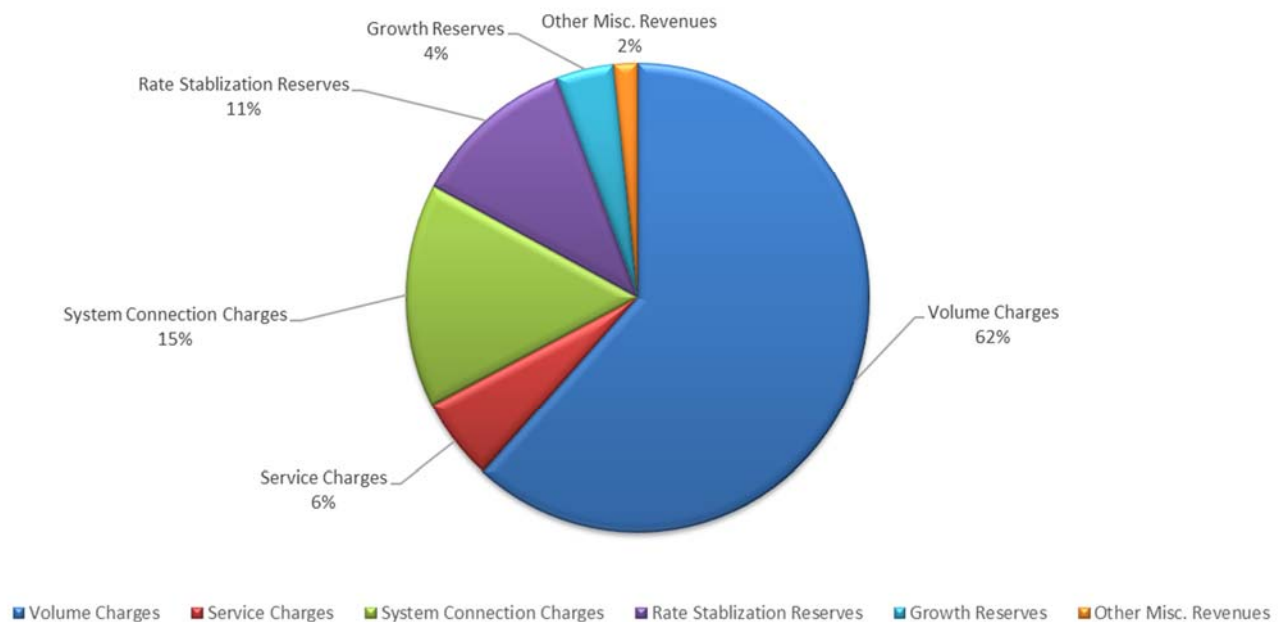
The ACSA has a philosophy that "growth pays for growth." New development water and sewer systems are installed to ACSA standards and specifications by developers. To fund additional water and sewer capacity in the system, new development pays a "connection charge" per unit that equates to a single water and sewer residential connection at the proposed FY 2022 charges or \$13,470.

FY 2022 Revenue and Expense Summary

		FY 2021 Amended Budget	FY 2022 Proposed Budget	Proposed as % of FY 2021
OPERATING REVENUES				
Total Volume Charges	\$	26,732,000	27,968,200	104.6%
Total Service Charges		2,414,000	2,610,000	108.1%
Rate Stabilization Reserves		3,226,587	5,200,912	161.2%
Total Operating Revenues		32,372,587	35,779,112	110.5%
NON-OPERATING REVENUES				
System Connection Charges		3,000,000	7,000,000	233.3%
Use of Growth Reserves		2,044,613	1,831,453	89.6%
Misc. Utility Charges		300,000	400,000	133.3%
Interest Income		300,000	200,000	66.7%
Build America Bond Subsidy		94,000	87,000	92.6%
Inspection Fees		30,000	35,000	116.7%
Plan Review & FOG Permit Fees		20,000	20,000	100.0%
Rental Income		16,000	16,000	100.0%
Total Non-Operating Revenues		5,804,613	9,589,453	165.2%
Total Operating & Non-Operating Revenues		38,177,200	45,368,565	118.8%
OPERATING EXPENSES				
Purchase of Water/Wastewater		15,356,300	17,607,400	114.7%
Maintenance Department		3,836,606	4,005,600	104.4%
Finance Department		2,146,638	2,238,300	104.3%
Engineering Department		1,959,361	2,101,800	107.3%
Administration Department		1,099,779	1,253,400	114.0%
Information Technology		998,816	1,052,100	105.3%
Total Operating Expenses		25,397,500	28,258,600	111.3%
NON-OPERATING EXPENSES				
Transfer for Capital Expenses		7,409,400	11,169,265	150.7%
Debt Service for RWSA Growth Projects – Water/WW		3,811,800	4,529,000	118.8%
Existing Debt Service and Amortization		803,800	795,500	99.0%
Repair, Renewal, & Rehabilitation Reserves		350,000	320,000	91.4%
Planned Equipment Replacement		302,800	211,700	69.9%
Capital Equipment Acquisition		101,900	84,500	82.9%
Total Non-Operating Expenses		12,779,700	17,109,965	133.9%
Total Operating & Non-Operating Expenses	\$	38,177,200	45,368,565	118.8%
CAPITAL IMPROVEMENTS FUNDING				
Transfer from Operating Revenues	\$	4,030,000	4,185,900	103.9%
Transfer from 3R Reserves		3,226,587	5,200,912	161.2%
Transfer from Growth Reserves		152,813	1,782,453	1,166.4%
Total Capital Improvements Funding		7,409,400	11,169,265	150.7%
CAPITAL IMPROVEMENTS EXPENSES				
Water - Capital Improvement Projects		4,884,975	7,450,475	152.5%
Wastewater - Capital Improvement Projects		2,524,425	3,718,790	147.3%
Total Capital Improvements Expenses	\$	7,409,400	11,169,265	150.7%

	FY 2021 Amended Budget	FY 2022 Proposed Budget	Proposed as % of FY 2021
OPERATING REVENUES			
Total Volume Charges	\$ 26,732,000	27,968,200	104.6%
Total Service Charges	2,414,000	2,610,000	108.1%
Rate Stabilization Reserves	3,226,587	5,200,912	161.2%
Total Operating Revenues	32,372,587	35,779,112	110.5%
NON-OPERATING REVENUES			
System Connection Charges	3,000,000	7,000,000	233.3%
Use of Growth Reserves	2,044,613	1,831,153	89.6%
Misc. Utility Charges	300,000	400,000	133.3%
Interest Income	300,000	200,000	66.7%
Build America Bond Subsidy	94,000	87,000	92.6%
Inspection Fees	30,000	35,000	116.7%
Plan Review & FOG Permit Fees	20,000	20,000	100.0%
Rental Income	16,000	16,000	100.0%
Total Non-Operating Revenues	5,804,613	9,589,453	165.2%
Total Operating & Non-Operating Revenues	38,177,200	45,368,565	118.8%
CAPITAL IMPROVEMENTS FUNDING			
Transfer from Operating Revenues	\$ 4,030,000	4,185,900	103.9%
Transfer from 3R Reserves	3,226,587	5,200,912	161.2%
Transfer from Growth Reserves	152,813	1,782,453	1,166.4%
Total Capital Improvements Funding	7,409,400	11,169,265	150.7%

Operating and Non-Operating Budgeted Revenues



	FY 2021	FY 2022
Total Volume Charges (monthly user rates)	\$26,732,000	\$27,968,200
Total Service Charges (cost of service)	\$2,414,000	\$2,610,000
System Connection Charges (new development fees)	\$3,000,000	\$7,000,000
Rate Stabilization/Growth Reserves	\$5,271,200	\$7,032,365
Other Revenues	\$760,000	\$758,000
Total Revenues	\$38,177,200	\$45,368,565

Total Volume Charges - \$27,968,200; water and sewer usage billed to ACSA customer monthly; proposed rate increases primarily driven by increased costs of water and wastewater treatment.

Total Service Charges - \$2,610,000; monthly service charge to reflect actual costs for meter reading, billing and customer service; the budget proposes to increase the monthly service charge from \$8.57 to \$9.00 for our average customer (service charge dependent upon meter size).

System Connection Charges - \$7,000,000; the Budget proposes to increase expected revenues for FY 2022, for new development per new ERC connections based on proposed development within the service area.

ACSA System Development Charges offset the capital costs of backbone capacity in the ACSA water and sewer system mains, pumping stations, water tanks, and facilities.

RWSA Capacity Charges offset the capital costs of backbone capacity in the Rivanna Water and Sewer Authority's (wholesale water and wastewater treatment provider) water and sewer systems for which the ACSA is responsible for covering the costs per agreements.

		FY 2021	FY 2022
ACSA System Development Charge	Water	\$1,890*	\$1,890*
	Wastewater	\$2,970*	\$2,970*
RWSA Capacity Charge	Water	\$4,760*	\$4,760*
	Wastewater	\$3,850*	\$3,850*
	Total	\$13,470*	\$13,470*
*per ERC (equivalent residential connection)			

		FY 2020 <u>Actual</u>	FY 2021 <u>Estimated</u>	<u>FY 2022 Proposed</u>
Beginning Net Position	\$	186,025,113	200,275,110	210,475,110
Change in Net Position		14,249,997	10,200,000	7,000,000
Ending Net Position	\$	200,275,110	210,475,110	217,475,110
Net investment in capital assets	\$	156,610,823	164,000,000	178,032,365
Restricted for debt service		269,790	260,000	260,000
Unrestricted		43,394,497	46,215,110	39,182,745
Ending Net Position	\$	200,275,110	210,475,110	217,475,110

Note: The schedule above reflects audited FY 2020 changes in net position and estimates changes for FY 2021 and FY 2022. Net position is dependent upon a variety of factors and is contingent upon contributed capital or capital assets from developers and customers. These contributions can be significant, and estimates related to the timing of the formal dedication of these assets can vary. Please see “Changes in Net Position” in the Budget Appendix for a schedule of historical audited data.

Long-range Financial Plans

The ACSA uses the following guiding principles in its evaluation of current and future financial sustainability:

- Water and sewer rates and charges shall be kept as low as possible over time. It is possible to keep rates low for a period of time by not investing sufficiently in the maintenance of the water and sewer systems, but eventually the systems will deteriorate and require substantial investments leading to the need for significant and immediate rate increases, poor service to our customers and lowered water quality. The assumption that the Authority will continually reinvest in the water and sewer systems to replace assets as they reach the end of their useful lives is built into our analysis to allow for timely and predictable rate increases.
- “Growth pays for growth” – that is, costs related to the expansion of system capacity (i.e. growth related) should be funded via new/future customers who cause the need for such additional capacity. However, if anticipated growth does not occur as expected, existing customers would have to make up the difference via higher user rates.
- The ACSA should maintain reserves to provide for contingencies and unplanned expenses and to ensure that funds are generated to allow for appropriate future system replacement.

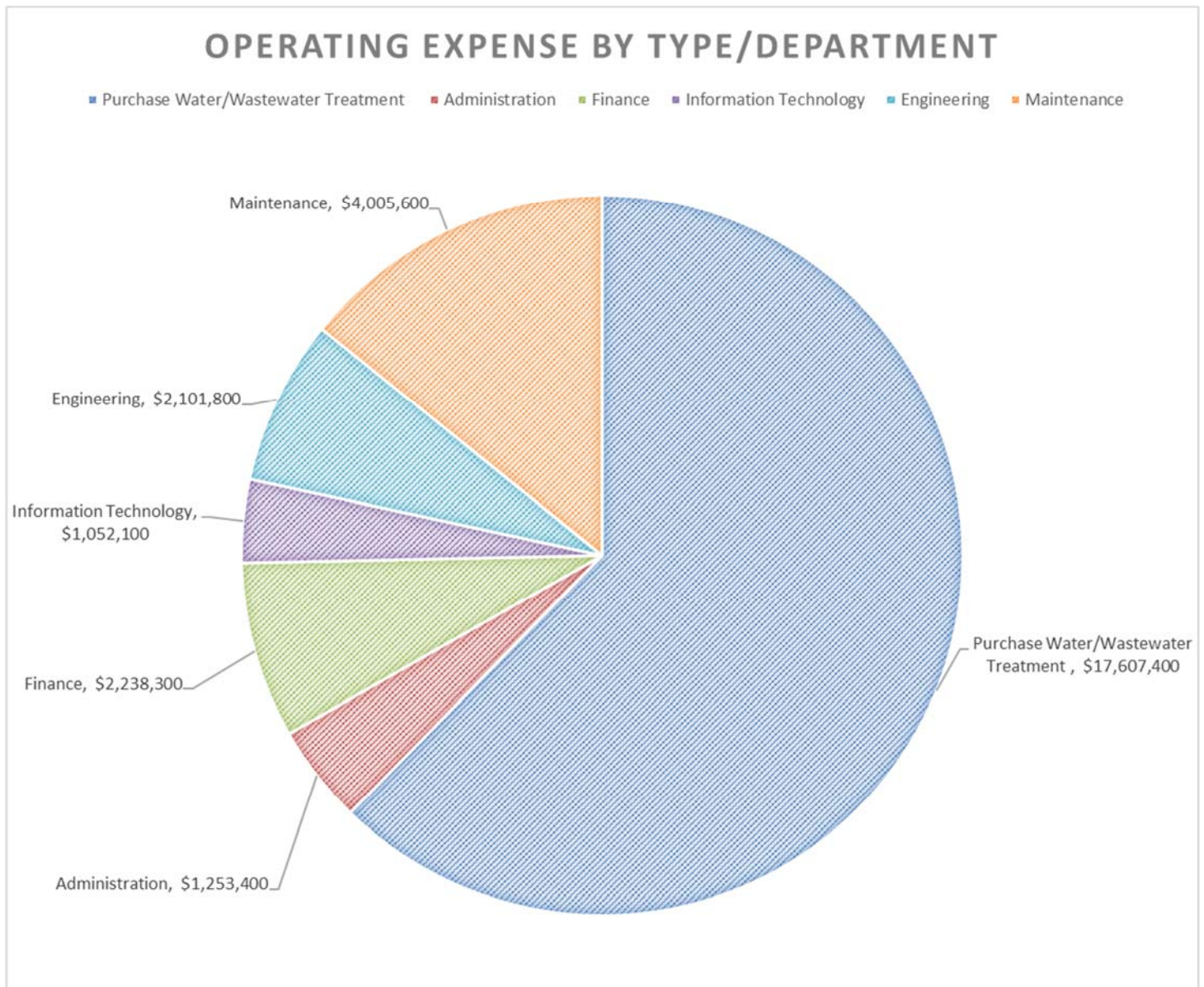
The proposed FY 2022 budget supports the above noted principles by:

- Comprehensively evaluating both operating revenues (service and volume charges for water and sewer services) and non-operating revenues (system connection/development charges). This analysis utilizes long range projections of ACSA assets, expected expenses, and development and rehabilitation of the system to aide in a rate design that keeps rates/charges as low as possible over time without sacrificing regular planned reinvestment in ACSA infrastructure.
- Contributing to the ACSA’s 3R reserve in accordance with our adopted Financial Policies. This contribution to the reserve also assists the ACSA in achieving goals related to three themes in the ACSA’s Strategic Plan:
 - Asset Management – assist with planning for long-term sustainability of utility assets used in maintaining water and wastewater resources.
 - Finance – ensure that the ACSA is financially self-sustaining and fiscally strong.
 - Finance – The operating budget has been designed so that operating revenues cover operating expenses and contributes to established reserves when revenues exceed expenses. The reserves established in prior years and current year non-operating revenue financially support nonrecurring capital expenditures as those identified in the formal capital improvement program.
- The formal capital improvement program outlines estimated project costs for FY 2022 and the nine years following. These projects consist of both water and wastewater projects and include but are not limited to replacement of existing water mains, creating redundancy in the water system, identifying infiltration and inflow in our sanitary sewer system, implementation of an AMI system and an Enterprise Resource Planning system (ERP or financial system). This program helps the ACSA achieve its goals related to the following themes:
 - Asset management – assists with collaborative planning to provide future community infrastructure needs. This program also allows for long-term sustainability of utility assets by maintaining water and wastewater resources.
 - Operations – assists in managing and maintaining existing infrastructure to ensure reliable service to our customers by assessing, on an annual basis, current and future needs. This program also improves emergency preparedness and ensures we maintain or exceed industry standards for water and wastewater quality and operations. The program assists in the elimination of asbestos-cement pipe, continued sewer system rehabilitation, program to replace exclusion meters, and water pipe “saddle” connection replacement.

ACSA Operating Budget

The ACSA Operating Budget as proposed for next year is \$28,258,600 or a 11.3% increase. The largest single cost of the Operating Budget is purchased water and wastewater treatment from the RWSA at \$17,607,400 or 62% of the Operating Budget.

The following pages will outline in more detail the Operating Budget proposals for FY 2022. Beyond the RWSA expenses, are the projected expenses for each of the ACSA Operating Departments including Administration at \$1,253,400, Finance at \$2,238,300, Engineering at \$2,101,800, Maintenance at \$4,005,600, and Information Technology at \$1,052,100. Included with each Operating Budget is an explanation of the departmental functions and key initiatives for FY 2022:



Purchased Water and Wastewater Treatment Costs from the Rivanna Water and Sewer Authority (RWSA)

The ACSA purchases wholesale water and wastewater treatment from the RWSA. The RWSA oversees the regional water supply at area reservoirs, operates the water treatment plants, and provides water to the ACSA through large water transmission lines. The ACSA is responsible for the retail water distribution system that serves our more than 21,000 accounts.

The RWSA operates the regional wastewater treatment plants and charges the ACSA at a wholesale rate. The ACSA operates the sewer collection system for our retail sewer customers. Approximately 86% of our customers have both water and sewer service, while approximately 14% of our customers have water service only. While the RWSA charges the ACSA a “wholesale” rate for each service area, the ACSA operates with a single system-wide retail rate for our customers.

The chart below shows the RWSA charges for water and wastewater treatment, with increases in purchased water/wastewater treatment costs for next year due, in part, to an increase in RWSA operating expenses and costs associated with long deferred maintenance projects and continued enhancement in the system.

				<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022 Proposed</u>	<u>FY 2022 as % of FY 2021</u>
RWSA EXPENSES							
Purchase of Bulk Water				10,532,900	10,520,400	12,450,600	118.3%
Sewer Treatment Expense				8,554,900	8,647,700	9,685,800	112.0%
Subtotal:				\$ 19,087,800	\$19,168,100	\$22,136,400	115.5%
RWSA EXPENSES BY SERVICE AREA							
WATER	Rates FY 2020	Rates FY 2021	Rates FY 2022				
Urban	\$2.095/TG and \$321,303/mo.	\$2.095/TG and \$321,303/mo.	\$2.346/TG and \$388,956/mo.	\$ 7,447,617	7,447,579	8,890,320	119.4%
Crozet	\$195,010/mo.	\$195,010/mo.	\$242,224/mo.	2,340,120	2,340,120	2,906,688	124.2%
Scottsville	\$54,130/mo.	\$54,130/mo.	\$54,466/mo.	649,560	649,560	653,592	100.6%
Red Hill	\$95,603/annual	\$83,141/annual	Inc. in Scottsville rate	95,603	83,141	-	-
Total				\$ 10,532,900	10,520,400	12,450,600	118.3%
WASTEWATER							
Urban	\$2.369/TG and \$278,174/mo.	\$2.369/TG and \$278,174/mo.	\$2.517/TG and \$301,820/mo.	\$ 7,839,686	7,932,176	8,907,611	112.3%
Scottsville	\$26,536/mo.	\$26,536/mo.	\$28,013/mo.	318,432	318,432	336,156	105.6%
Stone-Robinson School	\$22,478/annual	\$22,788/annual	\$30,589/annual	22,478	22,788	30,589	134.2%
Glenmore	\$31,192/mo.	\$31,192/mo.	\$34,287/mo.	374,304	374,304	411,444	109.9%
Total				\$ 8,554,900	8,647,700	9,685,400	112.0%

The Operating Budgets for the ACSA are divided into the five sections: Administration (which includes Human Resources), Finance, Engineering, Maintenance, and Information Technology. Purchased water and wastewater treatment is budgeted within the “Operating Budget.” These expenses are recurring costs to provide water and sewer services to our customers.

The ACSA operates with a set of budget categories: Personal Services, Operating Supplies, Repair and Maintenance Supplies, Professional and Contractual Services, Repairs and Maintenance, Other Services and Charges, and Capital Outlay. Within each of these departmental budgets, detailed line items for the proposed expenditures for FY 2022 are presented.

Personal Services

- Includes salary, benefits, payroll taxes, and other related expenses.
- Salaries – a 3% performance pay salary pool is proposed to recognize individual performance. These are performance-based pay increases, with individual performance evaluations for every employee. Additionally, a market rate adjustment is proposed to stay competitive within the marketplace.
- Retirement – the employer contribution to the Virginia Retirement System is a percentage of payroll based on an actuarial study; the rate for Fiscal Year 2022 remains 7.0% as it was last year.
- Health Care and Benefit Dollars – the ACSA, through a contract with Albemarle County, provides a Health Care Program for our employees. The ACSA contributes on behalf of all employees. These contributions vary by employee plan type. Also included in this item are the actuarially determined costs for Other Post-Employment Benefits (OPEB).
- Worker’s Compensation is a rated policy, with the cost allocated to each department for position types.
- Projected overtime and standby (emergency) duty pay is budgeted here.

Operating Supplies

- General supplies for both field and office operations.
- Gasoline, oil, and grease are the largest items in this category, and are allocated by vehicle to each departmental budget. Fuel is purchased through a long-term competitive contract.
- Safety equipment and personal protection equipment (PPE).
- Heating fuel for buildings.

Repair and Maintenance Supplies

- This category consists of expenses related to field operations for material purchases such as piping, valves, hydrants, pump stations repair supplies, small tools, vault upgrades, various maintenance repair supplies, tires, batteries, CCTV, sewer odor control, hydrant replacement program, etc. This proposed budget has a replacement initiative for obsolete computers/other handheld computing devices.

Professional and Contractual Services

- Uniforms through a rental contract for field employees.
- Postage – a large item, mostly utility billing related.
- Building cleaning contract, and landscaping services contracts.
- Legal and audit expenses.
- Communication charges – landline telephone, cell phone, radio.
- Strategic Plan Emergency Preparedness items – federally required Vulnerability Assessment, and development of an Emergency Response Plan.
- Pump stations – grease removal by contract.
- Easement clearing.

Repairs and Maintenance

- Equipment and vehicle repairs of a wide variety for approximately 150 pieces of rolling stock and equipment.

Other Services and Charges

- Dues and memberships in professional organizations.
- Education and professional development travel.
- Major expense for electricity, particularly at pump stations.
- Advertising and Water Conservation Program.
- Permit from State Office of Drinking Water.
- Software, software maintenance, publication resources.
- General liability insurance.

Capital Outlays

- Office equipment and furniture.
- Major machinery and equipment funded through the Repair, Replacement, and Rehabilitation Fund (3R) as well as machinery and equipment not funded through the 3R Fund (equipment new to the ACSA). These items can be noted on the "Planned Equipment Purchase Summary."

Administration

The Administration Department operates with several major functions: organizational management under the Executive Director, administrative functions, human resource functions and Clerk for the Board of Directors.

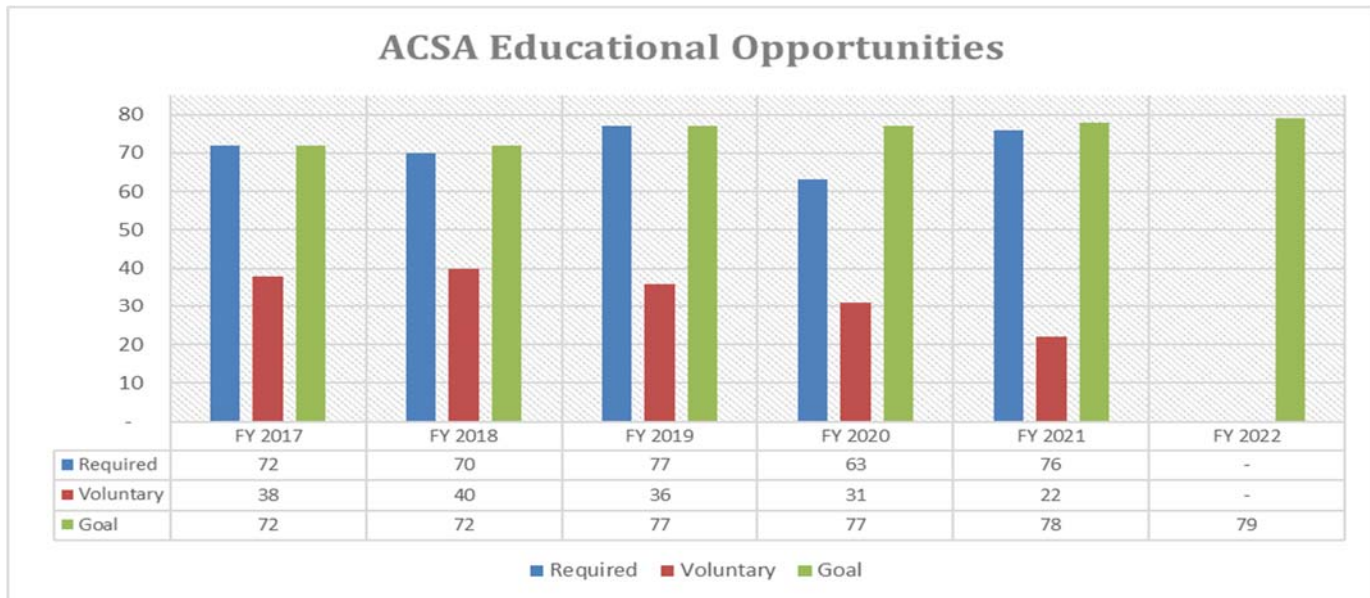
Administration/Human Resources: Provides organizational administrative support; oversees the Risk Management Program (claims, liability insurance, worker's compensation, etc.); serves as Clerk to the Board of Directors (monthly meetings, board correspondence, minutes, dissemination of board packets); provides organizational documents and database management services; leads the Water Conservation Program and initiatives (events, advertising, community relations, and partnership with the City of Charlottesville and the RWSA); administers and maintains benefit administration and employee record management; creates and distributes ACSA semi-annual customer newsletter; ensures employee/employer legal compliances (FMLA, ADA, OSHA); oversees recruitment, succession planning, new hire orientation, retirement planning, employee relations, trainings, and other human resource services. Additionally, the team provides administrative support to the Executive Director of the ACSA.

Key initiatives and changes for FY 2022:

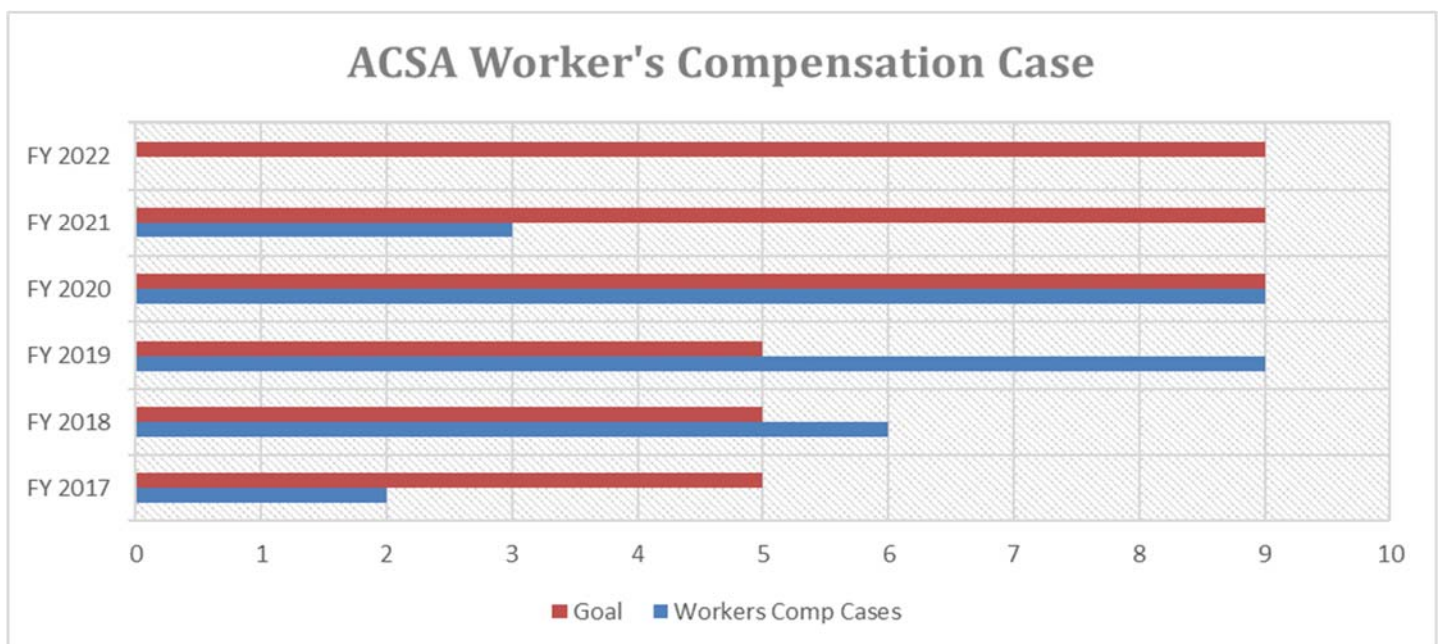
- Perform a formal study to review recommendations for strategic best practices (best in class methodology to comparable utilities) and will be considered in the next strategic plan as well as current managerial improvements. Key areas to be addressed in the study include:
 - Organizational structure including reporting roles and responsibilities
 - Performance and efficiency improvements
 - Succession
 - Data integration for strategic use of data for managerial decision making
 - Customer focused initiatives with benchmarking (metrics) for improved customer experiences
- Expand customer communications through a variety of media, customer education and outreach:
 - Including a customer education program on the value and quality of water, especially considering future increased cost for major regional water projects, performed in coordination with our regional water partners (RWSA and the City of Charlottesville).
- Continue to actively promote water conservation
- Continue to provide training and professional development opportunities for ACSA Employees as part of the Authority's succession plan
- Perform a formal compensation study
- Lead in the development of a comprehensive Human Resources and Employee Services module throughout ERP development and implementation
- Continue to provide safety training and initiatives for ACSA Employees
- Support the Board of Directors in policy making

Performance Metrics:

Staff Education and Retention – The ACSA strongly believes in retaining our qualified staff members. As such, we offer many training opportunities for employees to participate in each year. The training opportunities can be required for specific job types, such as safety training for maintenance workers or voluntary training events for all employees. The ACSA's goal is for all employees to attend training sessions offered.



Worker's Compensation Cases – The ACSA provides safety training classes each year to reduce workplace accidents. Our goal is to maintain no more than 9 worker's compensation cases each fiscal year through training management.



Administration Department

Description		FY 2020 Expended	FY 2021 Actual Expenses To-Date(Feb)	FY 2021 Anticipated Expenses To-EOFY 2021	FY 2021 Budget	FY 2022 Base Budget	FY 2022 Total Proposed	FY 2022 as % of FY 2021
PERSONAL SERVICES								
Compensation of Board Members	\$	8,974	8,427	12,641	17,000	17,000	17,000	100.0%
Salaries & Wages		433,414	302,403	453,605	457,681	473,300	473,300	103.4%
Overtime		-	-	-	3,000	3,000	3,000	100.0%
Social Security		30,966	20,501	30,752	33,812	34,300	34,300	101.4%
Retirement		29,863	29,902	44,853	30,317	32,200	32,200	106.2%
Health & Benefit Dollars		45,871	32,452	48,678	66,300	69,100	69,100	104.2%
Life Insurance		5,519	3,840	5,760	6,169	6,200	6,200	100.5%
Workers' Compensation		272	244	366	500	500	500	100.0%
Meals		58	-	-	600	600	600	100.0%
Safety Incentive Program		8,104	1,780	2,670	2,000	2,000	2,000	100.0%
Employee Incentives		25,206	6,059	9,089	35,600	35,600	35,600	100.0%
Subtotal:		588,247	405,608	608,414	652,979	673,800	673,800	103.2%
OPERATING SUPPLIES								
Office Supplies		5,942	2,719	4,079	5,900	5,900	5,900	100.0%
Copier Supplies		999	381	572	1,850	1,800	1,800	97.3%
Janitorial Supplies		4,535	1,300	1,950	4,200	4,200	4,200	100.0%
Fuel, Oil, and Grease		-	199	299	1,000	1,000	1,000	100.0%
Small Tools & Equipment		294	979	1,469	4,300	4,300	4,300	100.0%
EMS Program		83	1,023	1,535	2,500	2,500	2,500	100.0%
Subtotal:		11,853	6,601	9,904	19,750	19,700	19,700	99.7%
REPAIRS AND MAINTENANCE								
Vehicle Repair and Maintenance		-	20	30	2,150	2,100	2,100	97.7%
Subtotal:		-	20	30	2,150	2,100	2,100	97.7%

PROFESSIONAL & CONTRACTUAL SERVICES

Legal	59,319	33,845	50,768	47,000	46,900	46,900	99.8%
Consultants' Fees	62,179	41,137	61,706	50,400	180,400	180,400	357.9%
Printing and Duplicating	5,525	4,968	7,452	23,700	23,700	23,700	100.0%
Other Contractual Services	4,058	13,539	20,309	9,800	9,800	9,800	100.0%
Subtotal:	131,081	93,489	140,235	130,900	260,800	260,800	199.2%

OTHER SERVICES AND CHARGES

Insurance	48,876	39,363	59,045	55,000	58,000	58,000	105.5%
Dues and Memberships	12,057	9,771	14,657	12,000	12,000	12,000	100.0%
Books and Periodicals	63	38	57	1,500	1,500	1,500	100.0%
Education and Training	17,834	2,868	4,302	52,400	52,400	52,400	100.0%
Board Member Education and Training	721	-	-	5,000	5,000	5,000	100.0%
Travel	719	-	-	10,000	10,000	10,000	100.0%
Advertising	4,806	3,334	5,001	33,100	33,100	33,100	100.0%
Conservation	30,623	13,219	19,829	65,000	65,000	65,000	100.0%
Permits	59,590	45,819	68,729	60,000	60,000	60,000	100.0%
Subtotal:	175,289	114,412	171,620	294,000	297,000	297,000	101.0%

TOTAL ADMINISTRATION \$	906,470	620,130	930,203	1,099,779	1,253,400	1,253,400	114.0%
--------------------------------	----------------	----------------	----------------	------------------	------------------	------------------	---------------

Planned Equipment Replacement

Planned Equip. Replacement	\$	-	3,152	4,728	6,400	-	-	-
Total	\$	-	3,152	4,728	6,400	-	-	-

Finance

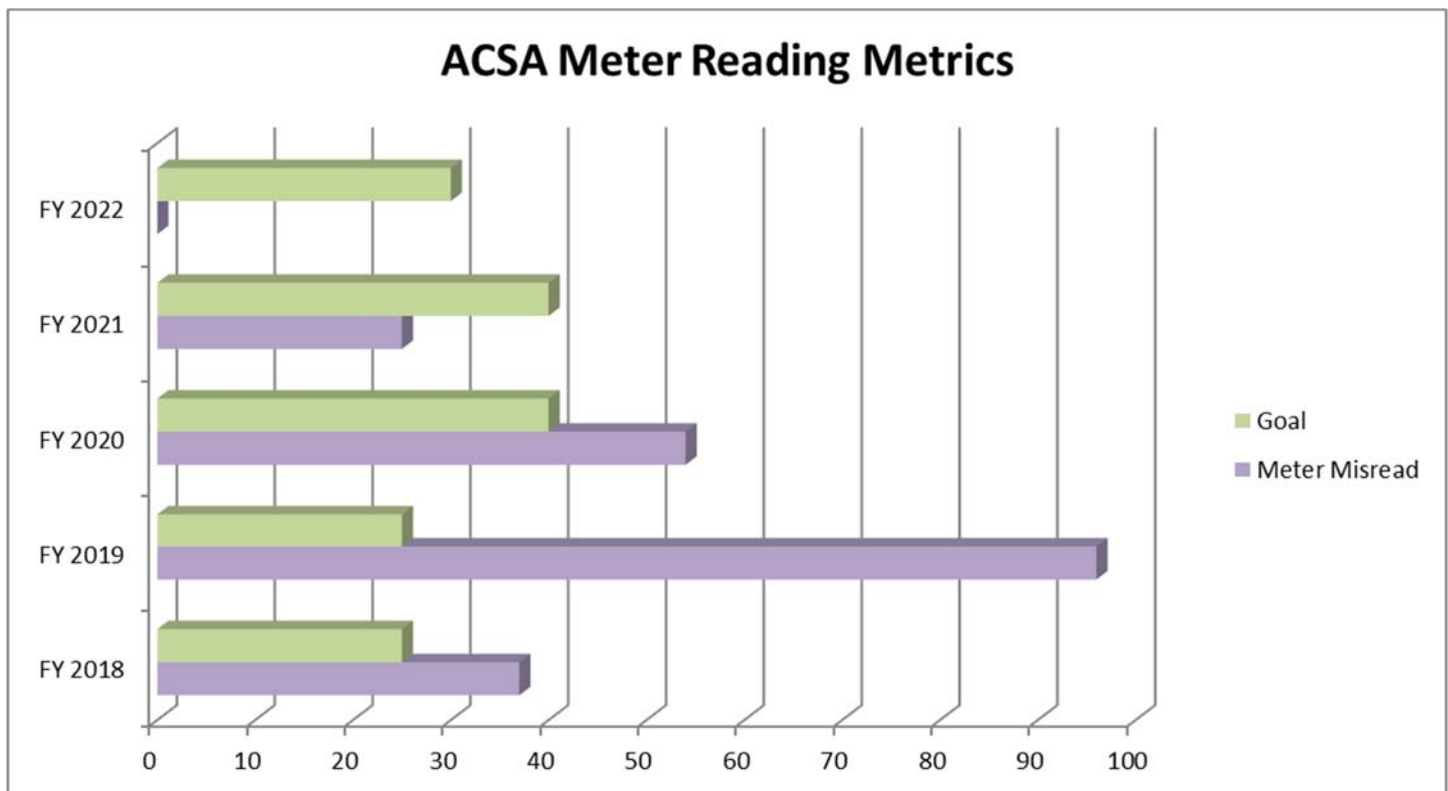
The ACSA Finance Department is responsible for all financial matters at the ACSA including accounting, financial reporting, utility billing and collection, customer service, meter reading, purchasing, budget preparation and control, auditing, debt financing, investment management, and revenue and expenditure forecasting which includes rate modeling. The development of the Comprehensive Annual Financial Report, interim financial statements, consumption reports, and preparation of the annual budget are coordinated by Finance.

Key initiatives and changes for FY 2022:

- Design and implementation of the current and future Budget and Rates
- Comprehensive Annual Financial Report preparation
- Focused training for staff, including AMI, CMMS, and Electronic Bill Payment and Presentment (EBPP)
- Training directed toward succession planning
- Administration of the Advanced Metering Infrastructure (AMI) system deployment and review/re-design of business processes
- Continuation of strategic investment management
- Implementation of an updated Enterprise Resource Planning (ERP, i.e. Financial System) to replace the current system that will no longer be supported by the vendor.
- Comprehensive rate model review and update, focusing on long-term projections, capital needs, and re-evaluation of funding sources.

Performance Metrics:

Meter Reading Metrics – Annually, the ACSA reads over 255,000 meters per year. These readings contain consumption information for our customers which is then transferred to the customer service department for analysis and billing. The ACSA monitors circumstances related to misreading and has had an annual goal of less than 25-40 misreads for the Meter Operations group for the year. The slight increase noted in FY 2019 was due in large part to training of new staff during the fiscal year. Also, it is important to note that essentially all the misreads noted were identified and resolved through regular review prior to customer billing. The illustration below illustrates statistics related to this performance metric:



Finance Department

Description		FY 2021 Actual Expenses To-Date(Feb)	FY 2021 Anticipated Expenses To-EOFY 2021	FY 2021 Budget	FY 2022 Base Budget	FY 2022 Total Proposed	FY 2022 as % of FY 2021
<i>PERSONAL SERVICES</i>							
Salaries & Wages	\$	948,887	653,774	980,661	999,276	1,061,000	106.2%
Overtime Pay		15,808	6,667	10,001	32,000	32,000	100.0%
Social Security		71,237	49,100	73,650	78,930	83,600	105.9%
Retirement		41,302	45,449	68,174	68,230	73,800	108.2%
Health & Benefit Dollars		172,712	110,192	165,288	215,800	205,700	95.3%
Life Insurance		12,080	8,382	12,573	13,102	14,100	107.6%
Workers' Compensation		5,265	4,738	7,107	9,700	10,800	111.3%
Subtotal:		1,267,291	878,302	1,317,454	1,417,038	1,481,000	104.5%
<i>OPERATING SUPPLIES</i>							
Office Supplies		6,918	5,974	8,961	12,100	12,600	104.1%
Personal Protective Equipment		1,656	1,159	1,739	1,500	1,500	100.0%
Fuel, Oil & Grease		11,458	5,365	8,048	16,900	15,600	92.3%
Small Tools & Equipment		1,176	96	144	2,300	2,300	100.0%
Subtotal:		21,208	12,594	18,892	32,800	32,000	97.6%
<i>REPAIR & MAINTENANCE</i>							
Vehicle Supplies		2,369	2,129	3,194	4,000	3,000	75.0%
Hydrant Meter Program		5,893	213	320	4,000	2,500	62.5%
Materials - Water		188,540	68,447	102,671	229,000	199,000	86.9%
Subtotal:		196,802	70,789	106,185	237,000	204,500	86.3%
<i>PROFESSIONAL & CONTRACTUAL SERVICES</i>							
Audit		24,900	32,300	32,300	32,300	33,300	103.1%
Fiscal Agent		1,650	1,650	2,475	1,700	1,700	100.0%
Uniform Rental		8,788	4,388	6,582	10,600	10,700	100.9%
Consultants' Fees		2,250	18,935	28,403	40,000	118,500	296.3%
Service Contracts		51,021	31,384	47,076	78,500	85,000	108.3%
Postage		91,546	61,780	92,670	138,300	151,300	109.4%
Printing and Duplicating		1,210	4,885	7,328	20,000	30,000	150.0%
Other Contractual Services		47,122	22,489	33,734	100,000	54,000	54.0%
Subtotal:		228,487	177,811	250,568	421,400	484,500	115.0%

REPAIRS AND MAINTENANCE							
Equipment Repair and Maintenance	4,916	5,106	7,659	8,400	8,300	8,300	98.8%
Vehicle Repair and Maintenance	2,751	1,165	1,748	4,000	3,000	3,000	75.0%
Subtotal:	7,667	6,271	9,407	12,400	11,300	11,300	91.1%
OTHER SERVICES AND CHARGES							
Rental of Equipment	1,616	883	1,325	2,100	1,700	1,700	81.0%
Software	-	83	125	500	500	500	100.0%
Dues and Memberships	771	572	858	1,000	900	900	90.0%
Books and Periodicals	334	311	467	600	300	300	50.0%
Education and Training	2,424	-	-	8,600	8,600	8,600	100.0%
Travel	1,990	-	-	13,200	13,000	13,000	98.5%
Subtotal:	7,135	1,849	2,775	26,000	25,000	25,000	96.2%
TOTAL FINANCE	\$ 1,728,590	1,147,616	1,705,281	2,146,638	2,238,300	2,238,300	104.3%
NEW EQUIPMENT ACQUISITION							
New Equipment Acquisition	\$ 880	1,760	2,640	7,000	2,000	2,000	28.6%
Total	\$ 880	1,760	2,640	7,000	2,000	2,000	28.6%
PLANNED EQUIPMENT REPLACEMENT							
Planned Equipment Replacement	\$ -	114,370	114,370	98,500	33,000	33,000	33.5%
Total	\$ -	114,370	114,370	98,500	33,000	33,000	33.5%

Engineering

The Engineering Department is responsible for planning, managing, and protecting our existing water and wastewater utility system, as well as the expansion of this system. We use tools such as our Geographic Information System (GIS), computer hydraulic models, and a variety of flow/pressure recording instruments to verify system capacity, and plan for necessary capital improvements. Our staff plans and manages projects in our Capital Improvement Program (CIP), plus provides oversight of private development that expands our water and wastewater networks. We utilize on-site construction inspection to ensure the quality of facilities installed for both CIP and private development projects. Engineering staff are responsible for locating our existing buried assets (such as water and sewer lines, valves, etc.) and the review of building permits, sign permits and demolition permits, to ensure our water and wastewater facilities are protected and their integrity is maintained. We operate an aggressive Backflow and Cross-Connection Prevention Program that protects the quality of water delivered to the customer. We also manage a proactive Fats, Oils and Grease (FOG) Reduction Program to minimize the buildup of these substances in the wastewater collection system that can reduce the capacity in our pipes and result in blockages, causing sanitary sewer overflows (SSO's). The Engineering Department is also tasked with monitoring changes to Federal, State and Local regulations pertaining to water quality, to comply with all the necessary requirements to ensure the high quality of the water we deliver and the service we provide.

Key initiatives for FY 2022:

Capital Improvement Budget:

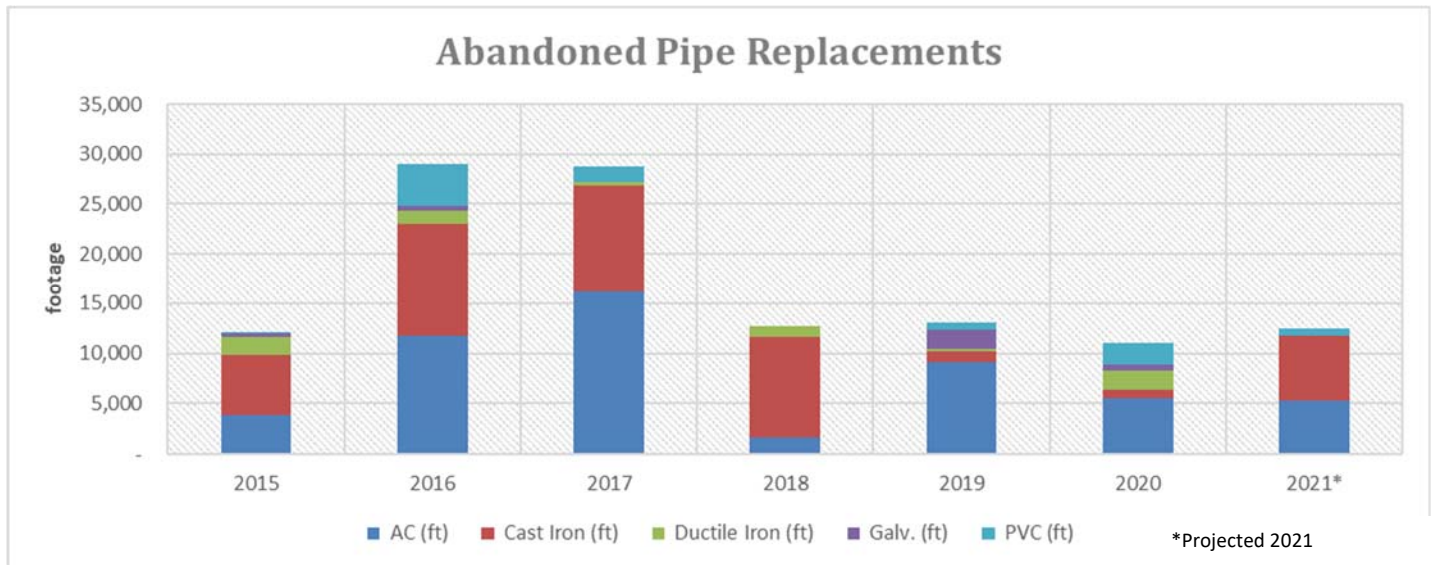
- Replacement of aging, deteriorating and under-sized water mains
- Elimination of asbestos-cement, cast iron and older PVC water mains
- Continue implementation of an Advanced Metering Infrastructure System
- Rehabilitation and replacement of deteriorating sewer facilities
- Improve resiliency and reliability at several pump stations
- Continue design of a satellite maintenance yard on Avon St. Extended
- Implementation of recommendations from Vulnerability Assessment, increasing security of critical assets
- Conduct an energy audit of all our facilities to improve conservation
- Extend public sanitary sewer service to an existing neighborhood currently served by private septic systems
- Increase wastewater capacity to accommodate continued growth in the development area

Operating Budget:

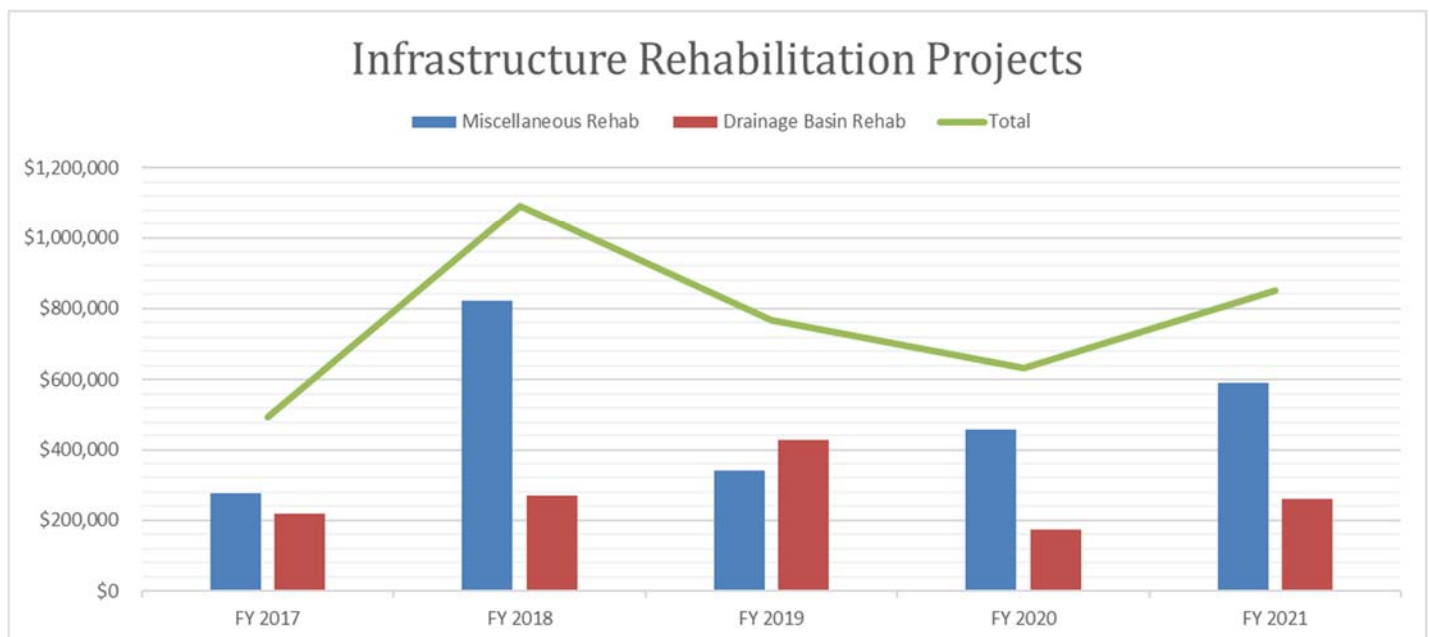
- Scheduled replacement and repair of aging equipment that supports hydraulic modeling, reduction of infiltration (groundwater) and inflow (storm water) into wastewater system, and monitoring of capacity in the wastewater system
- Training directed toward improving workforce skills and succession planning
- Temporary additional Civil Engineer position to provide adequate staffing during the transitional period following the retirement of the Director of Engineering.

Performance Metrics:

Pipe Replacement Program – The ACSA has a goal to replace aging, undersized, and inferior pipe within our water distribution system over a period of years to meet updated standards. The illustration below indicates the amount and type of abandoned pipe that has been replaced over recent years. Current amount of pipe requiring replacement is 260,525 linear feet.



Miscellaneous Sewer Rehabilitation – The ACSA has a goal to invest at least \$400,000 on miscellaneous sewer rehabilitation projects each fiscal year. Sometimes instances arise where funds may be redirected but our intention is to focus on rehabilitation of our system infrastructure. The graph below shows how much is used each year on the two categories of rehabilitation in relation to our goal for miscellaneous projects. FY 2021 totals have been projected through June 2021.



Engineering Department

Description	FY 2020 Expended	FY 2021 Actual Expenses To-Date(Feb)	FY 2021 Anticipated Expenses To-EOFY 2021	FY 2021 Budget	FY 2022 Base Budget	Supple- mental Request #1	FY 2022 Total Proposed	FY 2022 as % of FY 2021
PERSONAL SERVICES								
Salaries & Wages	\$ 1,305,181	894,488	1,341,732	1,365,786	1,419,500	37,500	1,457,000	106.7%
Overtime Pay	17,007	29,027	43,541	20,000	20,000	-	20,000	100.0%
Social Security	99,395	68,537	102,806	105,615	109,500	2,900	112,400	106.4%
Retirement	56,554	62,572	93,858	90,900	96,800	2,600	99,400	109.4%
Health & Benefit Dollars	150,231	97,279	145,919	200,000	194,300	4,000	198,300	99.2%
Life Insurance	16,496	11,502	17,253	17,460	18,600	500	19,100	109.4%
Workers' Compensation	8,669	7,767	11,651	15,900	17,300	100	17,400	109.4%
Subtotal:	1,653,533	1,171,172	1,756,760	1,815,661	1,876,000	47,600	1,923,600	105.9%
OPERATING SUPPLIES								
Personal Protective Equipment	933	882	1,323	3,100	3,700	400	4,100	132.3%
Office Supplies	-	-	-	-	-	2,600	2,600	
Fuel, Oil & Grease	13,014	6,699	10,049	17,100	15,700	-	15,700	91.8%
Small Tools & Equipment	14,935	5,696	8,544	16,000	21,200	-	21,200	132.5%
Subtotal:	28,882	13,277	19,916	36,200	40,600	3,000	43,600	120.4%
REPAIR & MAINTENANCE SUPPLIES								
Vehicle Supplies	2,848	1,221	1,832	4,800	4,800	-	4,800	100.0%
Subtotal:	2,848	1,221	1,832	4,800	4,800	-	4,800	100.0%
PROFESSIONAL & CONTRACTUAL SERVICES								
Uniform Rental	2,221	876	1,314	6,100	6,000	-	6,000	98.4%
Other Contractual Services	21,641	16,212	24,318	32,500	42,600	-	42,600	131.1%
Subtotal:	23,862	17,088	25,632	38,600	48,600	-	48,600	125.9%

REPAIRS AND MAINTENANCE								
Equipment Repair and Maintenance	4,099	3,384	5,076	8,900	13,300	-	13,300	149.4%
Vehicle Repair and Maintenance	1,947	1,797	2,696	4,800	6,000	-	6,000	125.0%
Subtotal:	6,046	5,181	7,772	13,700	19,300	-	19,300	140.9%
OTHER SERVICES AND CHARGES								
Dues and Memberships	1,016	1,354	2,031	1,800	1,700	200	1,900	105.6%
Books and Periodicals	548	-	-	600	600	-	600	100.0%
Education and Training	6,263	356	534	17,500	30,500	1,000	31,500	180.0%
Travel	11,109	-	-	30,500	27,900	-	27,900	91.5%
Subtotal:	18,936	1,710	2,565	50,400	60,700	1,200	61,900	122.8%
TOTAL ENGINEERING	\$ 1,734,107	1,209,649	1,814,477	1,959,361	2,050,000	51,800	2,101,800	107.3%
NEW EQUIPMENT ACQUISITION								
New Equipment Acquisition	\$ -	-	-	-	-	2,000	2,000	-
Total	\$ -	-	-	-	-	2,000	2,000	-
PLANNED EQUIPMENT REPLACEMENT								
Planned Equip. Replacement	\$ 4,910	48,000	66,500	66,500	29,500	-	29,500	44.4%
Total	\$ 4,910	48,000	66,500	66,500	29,500	-	29,500	44.4%

Information Technology

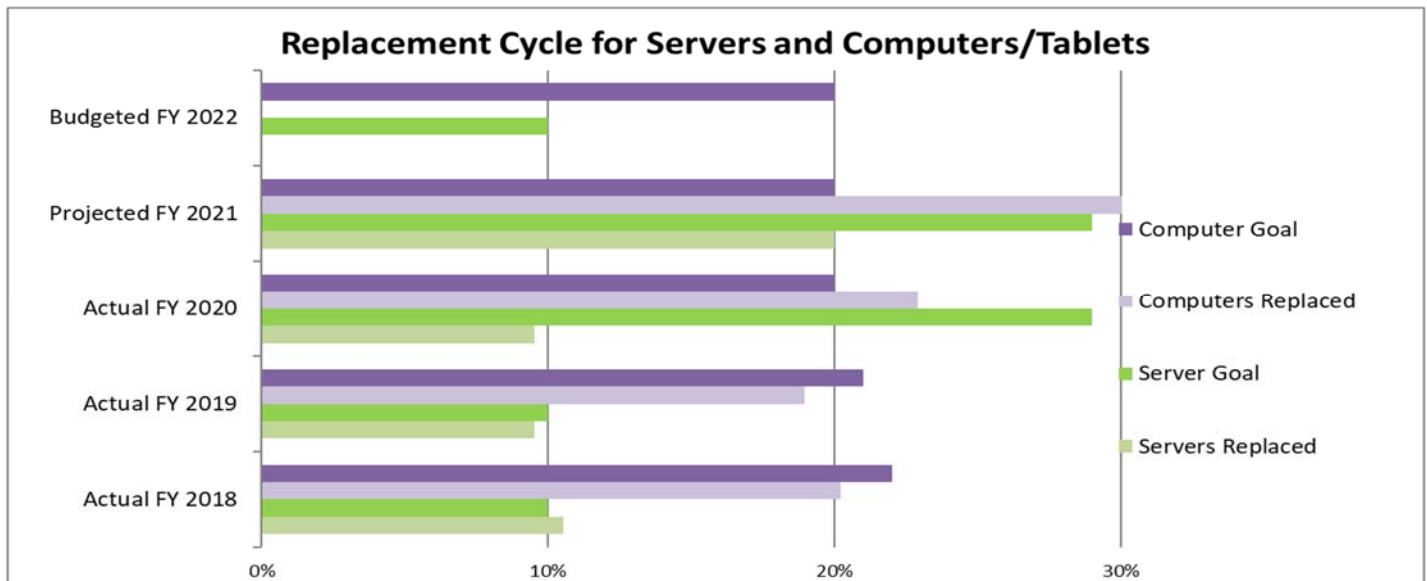
The Information Technology (IT) Department is responsible for planning, managing, and protecting our information technology infrastructure and assets. Our responsibilities encompass the implementation, management, and security of electronic communications for the organization. As operational needs change, existing methods and assets are reviewed, updated, and improved for efficiency. Network and computing environments along with application initiatives are designed and deployed to support specific departmental processes, along with the collaboration of information resources. IT is responsible for all computer related hardware, software, and technology initiatives.

Key initiatives and changes for FY 2022:

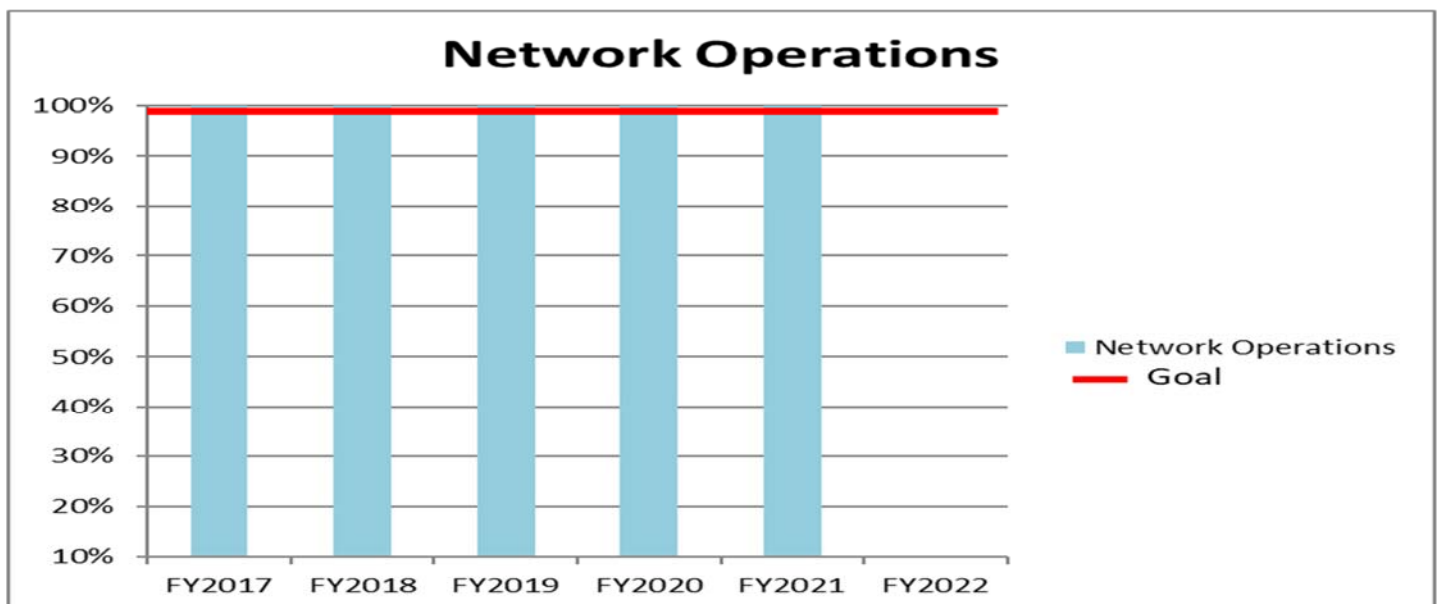
- Continue to support and improve (work orders, customer requests, asset management, and inventory)
- Continue to collect data in the field utilizing cellular network for both GIS and CMMS
 - Utilizing Verizon cell data plans for hotspots, smart phones, and tablets
- Replacement of servers, PCs, and field tablets in accordance with the Strategic Plan and the formalized replacement cycle
- Replace large Multi-Function Copier
- Support the Advanced Metering Infrastructure (AMI) implementation
 - Utilize Verizon cell data plans for AMI Base Station communications

Performance Metrics:

Information Technology Hardware/Software Replacement Program – In conjunction with the ACSA's strategic plan, one of the six main themes state that "Implementing modern concepts and approaches to acquire and create resources in data distribution/acquisition, communications, and documentation." The ACSA IT Department has adopted a replacement plan for technological requirements with a goal of replacing between 20%-30% of computers each year and 10%-30% of servers:



Network Operations – The IT Department has an adopted goal of network activity being operational 99% of the workday to ensure operational efficiency and access to internal customers. The chart below illustrates network operations historically and future goals:



Information Technology

Description		FY 2020 Expended	FY 2021 Actual Expenses To-Date(Feb)	FY 2021 Anticipated Expenses To-EOFY 2021	FY 2021 Budget	FY 2022 Base Budget	FY 2022 Total Proposed	FY 2022 as % of FY 2021
PERSONAL SERVICES								
Salaries & Wages	\$	312,206	249,579	374,369	416,372	458,000	458,000	110.0%
Overtime		934	850	1,275	3,000	3,000	3,000	100.0%
Social Security		23,148	18,477	27,716	32,088	35,300	35,300	110.0%
Retirement		13,363	17,579	26,369	28,326	31,800	31,800	112.3%
Health & Benefit Dollars		52,854	41,438	62,157	72,800	82,500	82,500	113.3%
Life Insurance		3,940	3,228	4,842	5,530	6,100	6,100	110.3%
Workers' Compensation		207	195	293	400	500	500	125.0%
Subtotal:		406,652	331,346	497,021	558,516	617,200	617,200	110.5%
OPERATING SUPPLIES								
Office Supplies		7,540	5,113	7,670	9,000	7,000	7,000	77.8%
Copier Supplies		-	-	-	350	400	400	114.3%
Fuel, Oil & Grease		132	35	53	1,100	1,000	1,000	90.9%
Small Tools & Equipment		20,225	12,931	19,397	34,350	28,000	28,000	81.5%
Subtotal:		27,897	18,079	27,120	44,800	36,400	36,400	81.3%
PROFESSIONAL & CONTRACTUAL SERVICES								
Service Contracts		160,943	180,132	270,198	223,000	232,300	232,300	104.2%
Telephone/Communications		88,704	51,280	76,920	98,800	104,700	104,700	106.0%
Subtotal:		249,647	231,412	347,118	321,800	337,000	337,000	104.7%
REPAIRS AND MAINTENANCE								
Vehicle Repair and Maintenance		119	-	-	1,650	1,600	1,600	97.0%
Subtotal:		119	-	-	1,650	1,600	1,600	97.0%

OTHER SERVICES AND CHARGES

Software	21,165	17,416	26,124	43,000	34,600	34,600	80.5%
Books and Periodicals	-	109	164	250	300	300	120.0%
Education and Training	6,832	1,522	2,283	14,700	19,500	19,500	132.7%
Travel	5,109	-	-	14,100	5,500	5,500	39.0%
Subtotal:	33,106	19,047	28,571	72,050	59,900	59,900	83.1%

TOTAL INFORMATION TECHNOLOGY	\$	717,421	599,884	899,830	998,816	1,052,100	1,052,100	105.3%
-------------------------------------	-----------	----------------	----------------	----------------	----------------	------------------	------------------	---------------

NEW EQUIPMENT ACQUISITION

New Equipment Acquisition	\$	-	-	-	-	-	-	-
Total	\$	-	-	-	-	-	-	-

PLANNED EQUIPMENT REPLACEMENT

Planned Equipment Replacement	\$	34,802	8,681	43,900	43,900	57,200	57,200	130.3%
Total	\$	34,802	8,681	43,900	43,900	57,200	57,200	130.3%

Maintenance

The Maintenance Department operates its program with two primary goals. The first is upgrading and maintaining our water system so that we can provide safe and clean drinking water with minimal service disruptions at a reasonable cost. The second goal is to systematically evaluate and monitor our sewer system with our two camera vans and to perform routine flushing, rodding, and repairs to prevent potential sanitary sewer overflows. The Maintenance Department oversees a total of 20 pump stations (11 sewer and 9 water) that are critical for the operation of our system that we continuously perform preventative maintenance activities for optimum reliability. Maintenance is the ACSA's largest department, which shows the level of priority that is placed on keeping the ACSA water and sewer system in optimum condition. Our system continues to grow every year, and the level of maintenance responsibility continues to increase.

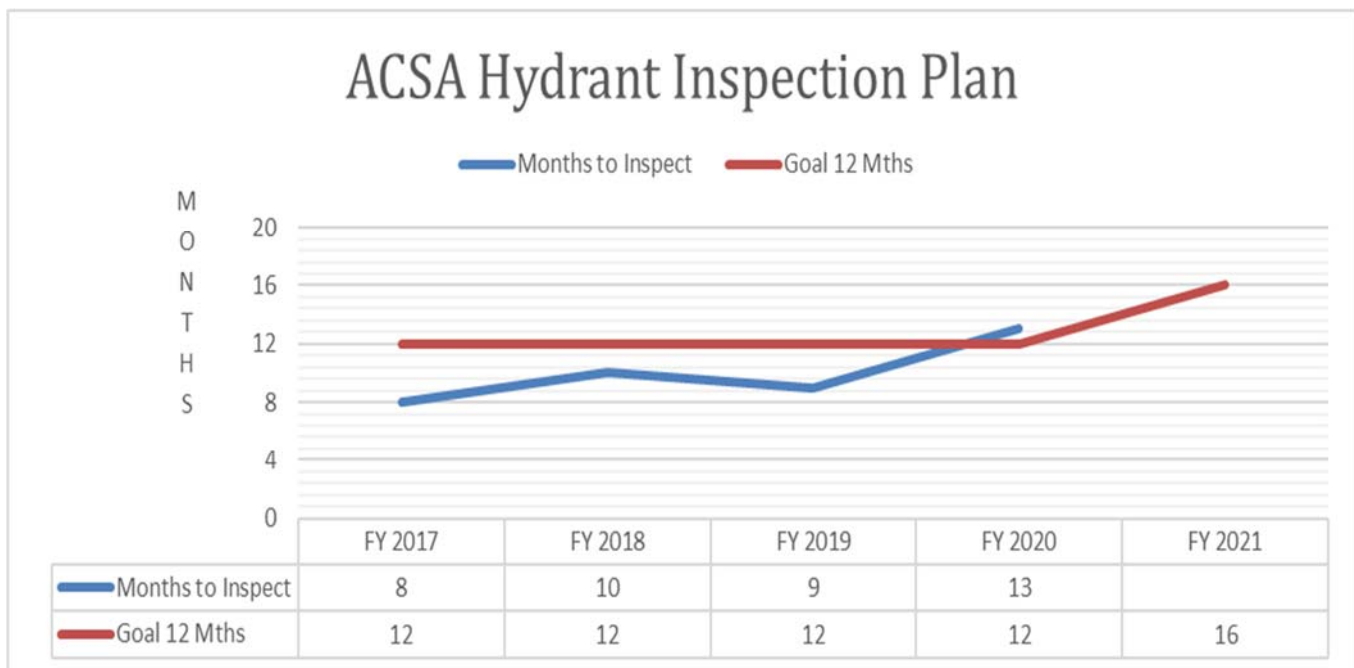
Key initiatives for FY 2022:

- Increased emphasis on training, specifically training related to emergency response, safety, and overall system knowledge for maintenance staff as well as operation of the CCTV equipment. The ACSA system continues to grow and with this training, ACSA staff will better understand critical areas and response protocols that are needed to minimize impacts during emergencies
- Replace service equipment including an all-terrain forklift and UTV
- Implementation of CityWorks work order and inventory system
- Water pipe saddle replacement program
- Exclusion meter replacement program
- Vulnerability (Risk) assessment project implementation

Performance Metrics

The ACSA utilizes a variety of performance metrics to track and review progress related to strategic plan initiatives, system reliability, and performance. The metric below illustrates a key performance metric for the budget year and results from years preceding.

ACSA Hydrant Inspection Plan -- The ACSA has developed a process to better allow compliance with an AWWA standard that notes “all hydrants should be inspected regularly, at least once a year to ensure their satisfactory operation.” Efficiencies in the ACSA program have allowed the ACSA to exceed this goal for four of the last five years. The number of hydrants in the system continues to grow as our system expands with 71 hydrants added over the last fiscal year. The AWWA recommends valves larger than 12” be inspected once every twelve months and those less than 12” inspected once every 24 months:



Maintenance Department

Description		<u>FY 2020 Expended</u>	<u>FY 2021 Actual Expenses To-Date(Feb)</u>	<u>FY 2021 Anticipated Expenses To-EOFY 2021</u>	<u>FY 2021 Budget</u>	<u>FY 2022 Base Budget</u>	<u>FY 2022 Total Proposed</u>	<u>FY 2022 as % of FY 2021</u>
PERSONAL SERVICES								
Salaries & Wages	\$	1,673,875	1,117,636	1,676,454	1,838,273	1,898,000	1,898,000	103.2%
Overtime Pay		53,289	39,682	59,523	60,000	60,000	60,000	100.0%
Standby Pay		31,996	25,689	38,534	5,000	5,000	5,000	100.0%
Social Security		130,515	88,514	132,771	145,982	150,200	150,200	102.9%
Retirement		72,334	81,855	122,783	125,635	132,300	132,300	105.3%
Health & Benefit Dollars		290,056	189,911	284,867	388,400	386,200	386,200	99.4%
Life Insurance		21,529	14,676	22,014	24,116	25,300	25,300	104.9%
Workers' Compensation		28,886	27,459	41,189	56,400	61,300	61,300	108.7%
Meals - Overtime		298	42	63	1,200	1,200	1,200	100.0%
Subtotal:		2,302,778	1,585,464	2,378,198	2,645,006	2,719,500	2,719,500	102.8%
OPERATING SUPPLIES								
Shop Supplies		2,655	2,487	3,731	26,700	39,800	39,800	149.1%
Personal Protective Equipment		29,201	5,977	8,966	19,100	20,500	20,500	107.3%
Fuel, Oil & Grease		46,586	26,167	39,251	57,800	52,400	52,400	90.7%
Heating Fuel		4,087	1,687	2,531	9,500	8,900	8,900	93.7%
Small Tools & Equipment		32,945	15,000	22,500	87,500	90,500	90,500	103.4%
Subtotal:		115,474	51,318	76,979	200,600	212,100	212,100	105.7%
REPAIR & MAINTENANCE SUPPLIES								
Vehicle Supplies		12,132	6,243	9,365	34,100	40,000	40,000	117.3%
Materials - Water		161,565	60,307	90,461	79,000	116,500	116,500	147.5%
Materials - Hydrants		18,722	6,852	10,278	45,000	55,000	55,000	122.2%
Materials - Sewer		17,385	11,922	17,883	22,000	22,000	22,000	100.0%
Building & Grounds Supplies		46,146	7,390	11,085	31,100	25,100	25,100	80.7%
Equipment Supplies		26,216	10,549	15,824	53,500	69,800	69,800	130.5%
Water Pump Station Supplies		24,668	13,674	20,511	35,100	32,900	32,900	93.7%
Sewer Pump Station Supplies		54,401	41,390	62,085	95,100	89,300	89,300	93.9%
Subtotal:		361,235	158,327	237,492	394,900	450,600	450,600	114.1%
PROFESSIONAL & CONTRACTUAL SERVICES								
Labor - Outside Contract		63,743	26,368	39,552	128,800	159,600	159,600	123.9%
Uniform Rental		27,550	15,595	23,393	29,000	29,000	29,000	100.0%
Building & Grounds Services		109,257	69,270	103,905	140,900	135,400	135,400	96.1%
Other Contractual Services		625	10	15	13,100	13,000	13,000	99.2%
Subtotal:		201,175	111,243	166,865	311,800	337,000	337,000	108.1%

REPAIRS AND MAINTENANCE							
Equipment Repair and Maintenance	25,002	10,191	15,287	71,000	72,300	72,300	101.8%
Building & Grounds Repair and Maintenance	516	65	98	13,200	13,200	13,200	100.0%
Vehicle Repair and Maintenance	38,840	26,111	39,167	34,300	34,400	34,400	100.3%
Emergency Tracking Account	-	-	-	-	-	-	-
Subtotal:	64,358	36,367	54,552	118,500	119,900	119,900	101.2%
OTHER SERVICES AND CHARGES							
Rental of Equipment	885	67	101	10,000	10,000	10,000	100.0%
Education and Training	12,488	2,523	3,785	22,000	21,900	21,900	99.5%
Travel	7,985	22	33	8,700	10,200	10,200	117.2%
Electricity - Water Pump Station	30,582	26,491	39,737	43,900	46,400	46,400	105.7%
Electricity - Sewer Pump Station	29,838	17,630	26,445	31,700	33,900	33,900	106.9%
Electricity - Shop & Office	38,659	19,067	28,601	42,900	37,400	37,400	87.2%
Permits	200	400	600	6,600	6,700	6,700	101.5%
Subtotal:	120,637	66,200	99,302	165,800	166,500	166,500	100.4%
TOTAL MAINTENANCE	\$ 3,165,657	2,008,919	3,013,388	3,836,606	4,005,600	4,005,600	104.4%
NEW EQUIPMENT ACQUISITION							
New Equipment Acquisition	\$ -	-	-	99,900	80,500	80,500	80.6%
Total	\$ -	-	-	99,900	80,500	80,500	80.6%
PLANNED EQUIPMENT REPLACEMENT							
Planned Equipment Replacement	\$ 148,890	249,820	249,820	152,734	92,000	92,000	60.2%
Total	\$ 148,890	249,820	249,820	152,734	92,000	92,000	60.2%

The Authority does not anticipate the issuance of new debt as it will be using cash or reserves to fund capital projects for FY 2022 but will evaluate opportunities that may arise. The Authority is required to adhere to the rebate and reporting requirements of the federal tax code pertaining to arbitrage. The Authority remains in compliance with federal arbitrage regulations. Below is a summary of the ACSA debt service requirements along with the effect to future budget years.

Debt Type	Balance July 1, 2019	Additions	Reductions	Balance June 30, 2020	Amounts Due Within One Year
Revenue Bond	\$ 6,963,000	\$ -	\$ (491,000)	\$ 6,472,000	\$ 506,000

A single revenue bond for \$10,357,000 was issued as a Build American Bond (BAB) on November 1, 2010. Proceeds from the sale were used to (1) provide new money funding for the North Fork Regional Pump Station project and to (2) pay the cost of issuance. All water and sewer revenues are pledged equally and ratably to secure payment of the principal and interest on the revenue bond. This Bond bears interest at the rate of 4.6%, payable semiannually. The true interest cost, after application of the BAB subsidy, is 2.98%.

The revenue bond debt service requirements to maturity are as follows:

Fiscal Year Ending June 30,	Principal	Interest	Anticipated BAB Subsidy	Net Interest
2021	\$ 506,000	297,712	(104,199)	193,513
2022	521,000	274,436	(96,053)	178,383
2023	536,000	250,470	(87,665)	162,805
2024	552,000	225,814	(79,035)	146,779
2025	569,000	200,422	(70,148)	130,274
2026-2030	3,109,000	593,630	(207,771)	385,859
2031	679,000	31,234	(10,932)	20,302
	\$ 6,472,000	\$ 1,873,718	\$ (655,803)	\$ 1,217,915

Capital Equipment Purchases

The Authority purchases capital equipment on an ongoing basis as new or unique needs arise or during planned replacement periods. For budgeting purposes, differentiation between equipment that is being replaced and equipment that is being purchased for the first time. Please see summaries of equipment purchased below:

Equipment – Newly acquired - \$84,500

Finance – Finance has identified the need for two additional high output scanners (Budget Impact: \$2,000).

Engineering – Engineering has identified the need for additional IT office equipment (Budget Impact: \$2,000).

Maintenance – Maintenance has identified the need for one (1) small dump truck and one (1) asphalt milling machine. (Budget Impact: \$62,000 and \$18,500, respectively).

Equipment- Replacement - \$211,700

Engineering – Scheduled replacement of one (1) fleet vehicle. (Budget Impact: \$29,500).

Finance – Scheduled replacement of one (1) operation vehicle, five (5) office chairs, and one (1) check printer. (Budget impact: \$30,000; \$2,000; and \$1,000, respectively).

Information Technology – Replacement of one (1) server, twelve (12) computers, fifteen (15) iPads, and one (1) copier in FY 2022 in accordance with the ACSA's regularly scheduled change-out policy. (Budget impact: \$5,200; \$24,000; \$18,000 and \$10,000, respectively).

Maintenance – Scheduled replacement of one (1) all terrain forklift and one (1) Polaris UTV (Budget impact: \$70,000 and \$22,000, respectively)

Capital Equipment Purchases

Description	FY 2022 Proposed <u>Budget</u>
<i>NEW EQUIPMENT ACQUISITION</i>	
Finance	\$ 2,000
Engineering	2,000
Maintenance	80,500
Total:	\$ <u>84,500</u>

<i>PLANNED EQUIPMENT REPLACEMENT</i>	
Engineering	\$ 29,500
Finance	33,000
Information Technology	57,200
Maintenance	92,000
Total:	\$ <u>211,700</u>

The following is a summary of the estimated project costs to be undertaken in FY 2022:

Water Projects:	\$ 7,450,475
Wastewater Projects:	\$ 3,718,790
Total:	\$ 11,169,265

Overall, nearly 45% of the funds to be expended this fiscal year are anticipated to go towards the Advanced Metering Infrastructure (AMI) implementation. On the water side, approximately 62% of the funds will be used to replace aging and undersized pipelines. On the wastewater side, over 16% of the funds will address rehabilitation of the existing collection system to reduce infiltration and inflow (I/I). Of the total \$11,169,265 budgeted, existing projects account for \$10,078,465, while new projects are estimated at \$1,090,800.

The new projects include the replacement of existing water mains and the replacement of a compromised sewer due to erosion. The Maintenance Department will continue to construct some of the CIP Projects. A summary of the proposed CIP projects with their anticipated required funding in FY 2022 follows:

Risk Assessment Improvements: As part of the on-going emergency preparedness program for the ACSA to remain resilient, a Vulnerability Assessment was completed in conjunction with our community partners. All our critical assets were analyzed for risks caused by both natural and human-made hazards, using the AWWA Standard J100: *Risk and Resilience Management of Water and Wastewater Systems*. The result was a report to establish mitigation measures to lower risks and increase resiliency. Some mitigation measures such as industrial strength locks, perimeter security lighting, and access control signage have been completed. Design of Priority 1 is nearing completion and construction is anticipated in the upcoming fiscal year with the funds budgeted combined with the those previously budgeted. Priority 2 will follow with funds already budgeted. There will be additional funds required in FY 2024 and FY 2026 to cover design and construction of Priorities 3 and 4. **FY 2022 Budget - \$117,000 (FY 2019 and FY 2020 Budgets - \$524,950)**

Enterprise Resource Planning (ERP) Transition: The financial software platform installed by the ACSA in 2016 (Microsoft Dynamics AX) mainstream support expires October 2021. This project consists of consulting services provided by the Government Finance Officers Association (GFOA) to assist with a review of business processes and technology, an implementation roadmap, and RFP development/review of proposals/contract negotiations. After evaluation of multiple proposals, the ACSA selected Tyler-Munis for implementation. The amount previously budgeted will cover consulting services along with full implementation and deployment of the system. **FY 2022 Budget - \$0 (FY 2020 and FY 2021 Budgets - \$608,150)**

Energy Audit: This project consists of a comprehensive energy audit of the Operations Center and all pump stations. It will evaluate current energy consumption and the factors that drive it, as well as, an analysis of utility rate structures to identify potential cost savings. Surveys will be conducted of all systems, including operation and maintenance procedures to determine where energy conservation can be improved. The amount previously budgeted is for the analysis of our energy footprint and recommendations for improvements. Additional funding may be required in future fiscal years depending on recommendations from the audit. **FY 2022 Budget - \$0 (FY 2020 Budget - \$300,000)**

Avon Street Maintenance Yard: As part of the Operations Center Expansion Study our consultant reviewed all properties owned by the ACSA that could be utilized as we continue to grow. The Avon Street property has long been held as a future location to build additional facilities in a central location, as needed. The current Maintenance Yard at our Operations Center is becoming overcrowded with equipment and materials, causing us to locate some equipment and larger materials in the former ACSA Maintenance Yard at the Crozet Water Treatment Plant, which we lease from RWSA. This project will begin to develop the Avon Street property into an expanded vehicle and materials storage satellite facility, including a training area for our equipment operators. The amount budgeted is to cover additional design and permitting of this site in FY 2022. These funds are divided equally between water and wastewater projects. Additional funding will be required for construction, which is anticipated in FY 2023 and FY 2024. **FY 2022 Budget - \$60,000 (FY 2020 and FY 2021 Budgets - \$580,000)**

Advanced Metering Infrastructure (AMI) Implementation: This project addresses a goal in our Strategic Plan to convert our existing metering system to an AMI System. We have completed the Request for Proposals (RFP), evaluation of potential vendors and entered a contract with Core & Main/Sensus. Two collectors (antennas) and associated hardware have been installed and Alpha testing (verification of communication protocols with all meter sizes) is nearing completion. First phase of deployment (approx. 500 meters) is scheduled for later this Spring. The amount budgeted is for funding to complete a large portion of full deployment with additional funds required in FY 2023. These funds are divided equally between water and wastewater projects. **FY 2022 Budget - \$5,000,000 (FY 2018 and FY 2020 Budget - \$2,700,000)**

Four-Story Residential Backflow Prevention Device Retrofit: In late 2018 ACSA staff became aware of four-story residential structures being constructed without proper backflow prevention devices. Section 8 of the ACSA Rules and Regulations details the ACSA's Backflow Prevention Program. This program is in accordance with 12VAC5-590-570 through 12VAC5-590-630 of the Virginia Waterworks Regulations. The Containment Policy in 12VAC5-590-610 outlines the requirement for a backflow prevention (BFP) device on the domestic water service line to high rise structures, defined as four (4) or more stories. At the August 15, 2019 Board Meeting, the Board authorized funds to proceed with the required backflow prevention device retrofit. The amount previously budgeted is anticipated to cover the costs of the necessary retrofits. **FY 2022 Budget - \$0 (FY 2021 Budget - \$348,000)**

Scottsville Phase 4 Water Main Replacement: This project continues our systematic program to replace undersized and deteriorating asbestos-cement and cast-iron water mains throughout our water systems. Design is currently underway with funds already budgeted and will continue into FY 2022. Construction is not anticipated to occur until FY 2023 and beyond. **FY 2022 Budget - \$0 (FY 2018 and FY 2020 Budgets - \$404,900)**

Ragged Mountain Phase 1 Water Main Replacement: This project will replace the oldest active water main remaining in our system, which was part of the water main that served customers out Reservoir Road. This cast iron pipe is over 90 years old and is severely tuberculated, which greatly reduces the flow capacity in this section. Design of this project is currently underway and the ACSA is coordinating with VDOT on their Morey Creek Bridge Replacement Project. Construction schedule for this project will be dependent on VDOT's bridge replacement project. Additional funds will be budgeted to construct the project in FY 2023. **FY 2022 Budget - \$0 (FY 2020 Budget - \$117,400)**

Crozet Phase 4 Water Main Replacement: Our Strategic Plan calls for the eventual replacement of all asbestos-cement, galvanized and PVC (pre-1990) water mains in our system, as they are older and made of a weaker material than the current industry norm. This project continues our systematic program to replace the aging and undersized asbestos-cement and PVC water mains in the Crozet Water System. This is the fourth of five phases that have been defined to carry out these water distribution system improvements. The design is currently underway with funds previously appropriated. Construction of this project will be coordinated with VDOT's Lickinghole Creek Bridge Replacement Project along Crozet Avenue. Based on VDOT's current schedule, construction of the water main replacement project is anticipated to occur in FY 2023 and 2024 with additional funding. **FY 2022 Budget - \$0 (FY 2019 and FY 2020 Budgets - \$535,300)**

Jefferson Village Water Main Replacement: This project addresses the goal in our Strategic Plan for the eventual replacement of all asbestos-cement water mains in our system. The existing water mains are approximately 50 years old and have reached the end of their useful life. As a former well system that was later connected to public water, many of the mains are also undersized. The design phase of this project is complete, and we anticipate advertising for construction following the completion of the Camelot Water Main Replacement Project. The amount budgeted is for additional funding necessary to complete construction in FY 2022. **FY 2022 Budget - \$262,300 (FY 2018, FY 2020, and FY 2021 Budgets - \$2,188,700)**

Northfields Water Main Replacement: This project addresses the goal in our Strategic Plan for the eventual replacement of all asbestos-cement water mains in our system. The existing water mains were installed in the 1960's and have reached the end of their useful life. As a former well system that was later connected to public water, most of the mains are also undersized. The project is currently under design with funds previously budgeted. It is anticipated that construction could be separated into phases with construction starting on the first phase beginning in FY 2024. Additional funding will be required based on phasing and construction schedule. **FY 2022 Budget - \$0 (FY 2020 Budget - \$530,000)**

Hessian Hills Water Main Replacement: The water mains in the Hessian Hills area are of a similar age and material as the water mains in the Barterbrook Phase 2 Project, plus they are in the same general area. By extension we are assuming their condition is similar with respect to tuberculation and they are also undersized throughout most of the subdivision. This project follows our Strategic Plan goal to replace aging and undersized water mains throughout our system. It will also eliminate a small amount of PVC main installed in the early 1980's. This project also now includes the Court Place Water Main Replacement Project. Construction is anticipated to begin this Spring with completion in FY 2022 using the funds budgeted combined with funds previously included in the Rate Model. **FY 2022 Budget - \$3,456,675 (FY 2019 and FY 2021 Budgets - \$1,615,325)**

Briarwood Water Main Replacement: Our Strategic Plan calls for the eventual replacement of PVC (pre-1990) water mains in our system, as they are older and made of weaker material than the current industry norm. This project will replace the PVC water mains that have been in service since the early 1980's. The design phase has been initiated and will carry over into FY 2022. Construction is expected to take place in FY 2025 and FY 2026 with additional funding budgeted in those years. **FY 2022 Budget - \$0 (FY 2021 Budget - \$220,000)**

Barracks West Water Main Replacement (New): This project will replace the undersized and aging cast iron and galvanized water mains that were installed in the late 1960's. These water mains are original to the Old Salem Apartments development, now called Barracks West. This project follows our Strategic Plan goal to replace aging and undersized water mains throughout our system and will provide for an opportunity to improve fire protection to these multi-family apartments. The amount budgeted is for design to be completed in FY 2022. Construction of this project is anticipated in FY 2024 and FY 2025. **FY 2022 Budget - \$452,500**

Broadway Street Water Main Replacement: This project will replace the cast iron water main that was installed in the early 1970's and has been found to be in deteriorating condition based on recent excavations. With the redevelopment of the Woolen Mills Factory and Albemarle County's increased attention on economic revitalization of this corridor, replacement of this water main is crucial in transforming this area. Design will be covered with funds previously appropriated. Construction of this project will likely be coordinated with the County of Albemarle's "Broadway Blueprint". **FY 2022 Budget - \$0 (FY 2021 Budget - \$142,800)**

Raintree and Fieldbrook PVC Water Main Replacement (New): Our Strategic Plan calls for the eventual replacement of PVC (pre-1990) water mains in our system, as they are older and made of weaker material than the current industry norm. This project will replace the PVC water mains that have been in service since the 1980's. The design phase will be initiated in FY 2022 and carry over into FY 2023. Construction is expected to take place in FY 2026 and FY 2027 with additional funding budgeted in those years. **FY 2022 Budget - \$432,300**

SCADA Phase 3 Implementation: The ACSA Utility System has over 40 critical assets that include water and wastewater pump stations, water storage tanks and master PRV stations. This project continues implementation of the ACSA's Supervisory Control and Data Acquisition (SCADA) System that allows ACSA employees to remotely monitor the operations of these critical assets. Using alarms, we can more quickly troubleshoot problems and prevent some failures from occurring. Phases 1 and 2 are complete and in operation. The design of Phase 3 is nearing completion and construction is expected to be finished in FY 2022. The amount budgeted combined with funds budgeted in prior fiscal years will cover construction costs and anticipated bid and construction phase services. **FY 2022 Budget - \$186,800 (FY 2010-2017 Budgets - \$2,554,000)**

Airport Trunk Sewer Upgrade: With the continued growth in the Hollymead Town Center area, the existing sewer collector serving the airport and the area west of Route 29 needs upgrading to handle full build-out. The existing sewer was originally sized to serve the light industrial zoning designated for that area at the time of construction. The increased density specified in the County Comprehensive Plan for the same drainage basin will exceed the capacity of the existing sewer. Design is nearing completion, which will allow the easement acquisition phase to begin this Spring with funds previously budgeted. It is anticipated that construction will take place in FY 2025 and FY 2026, with additional funding budgeted in those years. **FY 2022 Budget - \$0 (FY 2021 Budget - \$368,800)**

Miscellaneous Sewer Rehabilitation: This project continues our "find and fix" program of sanitary sewer rehabilitation to reduce I&I in our system during the fiscal year. This work will utilize publicly bid miscellaneous sewer rehabilitation contracts that are renewable on an annual basis up to four times after the initial year-long contract. It will be used to make repairs and rehabilitate problems in our system found with systematic CCTV inspection by ACSA crews and the subcontractor. **FY 2022 Budget - \$400,000**

Bellair – Liberty Hills Sewer: Over the past several years, there has been an uptick in residents of the Bellair Subdivision seeking to connect to public sanitary sewer service since most residents are currently served by private septic fields. In an effort to gauge community interest for such a project, ACSA staff mailed out a survey to the residents seeking feedback on their interest. Based on initial feedback received, a majority of the property owners are interested in connecting to public sewer if it was made available. The additional amount budgeted is for the design to be completed in FY 2022. It is anticipated that construction will take place in FY 2024 and FY 2025, with additional funding budgeted in those years. **FY 2022 Budget - \$80,515 (FY 2021 Budget - \$313,200)**

Madison Office Park Pump Station Upgrade: This wastewater pump station was constructed nearly 40 years ago by private development and the original equipment is wearing down. In addition, the building is undersized, creating difficulty in performing routine maintenance, and making it impossible to install the control panels necessary to include this pump station in our SCADA System. The design of the pump station is nearing completion with construction anticipated in FY 2022. The amount budgeted combined with funds previously budgeted is to cover the construction costs anticipated for this project. **FY 2022 Budget - \$123,875 (FY 2015, FY 2017, FY 2018, FY 2020 and FY 2021 Budgets - \$1,001,125)**

Stony Point Water Main Replacement: This project was originally intended to be part of the Scottsville Phase 4 Water Main Replacement Project, but ACSA staff recognized that it could be constructed by our Maintenance CIP crew. The pipes are undersized cast iron and galvanized steel due to it originally being a well system, which dates back more than 50 years. This project is in accordance with our Strategic Plan to eliminate aging and undersized pipe throughout our water system. The amount previously budgeted should cover any design efforts and construction. Additional funds may be required in FY 2023 for in-house construction. **FY 2022 Budget - \$0 (FY 2019 Budget - \$175,000)**

Huntington Village Water Connection: The existing water main that serves as the only feed into Huntington Village off Old Ivy Road is at risk of failure due to an existing rock retaining wall that was constructed overtop of the water main. This project provides a second water connection into Huntington Village which is comprised of approximately 135 residential customers. It is anticipated all the work will be coordinated in-house by Maintenance Department personnel and is expected to be completed in FY 2022 with funds previously budgeted. **FY 2022 Budget - \$0 (FY 2021 Budget - \$60,700)**

Sewer Pump Station Comminutors: Three wastewater pump stations (Glenmore, Georgetown Green, and Crozet) have all been experiencing higher than normal amounts of solid debris that is causing undue wear and tear on our pumps, reducing their effective life. They have also been subjected to clogging from the fibrous cloth wipes that are marketed as flushable but do not break down in the sanitary sewer collection system. Maintenance identified the need to install comminutors (aka grinders) in the wet wells or just upstream of them, to eliminate these solids that are adversely impacting our pumps. Design is nearing completion and construction is anticipated in FY 2022. The amount budgeted combined with previously budgeted funds is to cover the construction costs anticipated for this project. **FY 2022 Budget - \$291,300 (FY 2019 and FY 2020 Budgets - \$440,000)**

Biscuit Run Sewer Replacement (New): The ACSA's Maintenance Department recently discovered an existing gravity main and manhole along an intermittent stream that drains into Biscuit Run had been exposed due to runoff. This project will replace the sewer segment that crosses the stream with ductile iron pipe and will reinforce the stream bank where the sewer manhole is exposed. Design of this replacement work is underway and construction is anticipated in FY 2022 with the funds budgeted. **FY 2022 Budget - \$206,000**

Exclusion Meters Replacement: In the mid 1990's with the development of Glenmore, many new customers installed irrigation systems for their properties and wanted to have their sewer bills reduced by the amount of water that was diverted for irrigation purposes. Private meters were installed behind their ACSA domestic meter to record this volume and it was "excluded" from the calculation of their sewer charges and these became known as exclusion meters. On January 1, 2006 the ACSA Rules and Regulations were modified to disallow exclusion meters and required all future irrigation meters be tapped separately off our water mains, to be owned and controlled by the ACSA. At that time the existing exclusion meters were grandfathered and allowed to stay in place unless the irrigation system was voluntarily abandoned. This project is a multi-year replacement program by our in-house CIP Crew to install dedicated, ACSA-owned irrigation meters that will eliminate all remaining exclusion meters in our system. Work will continue with funds previously budgeted. Additional funding is anticipated in future years to complete this project. **FY 2022 Budget - \$0 (FY 2020 and FY 2021 Budgets - \$527,500)**

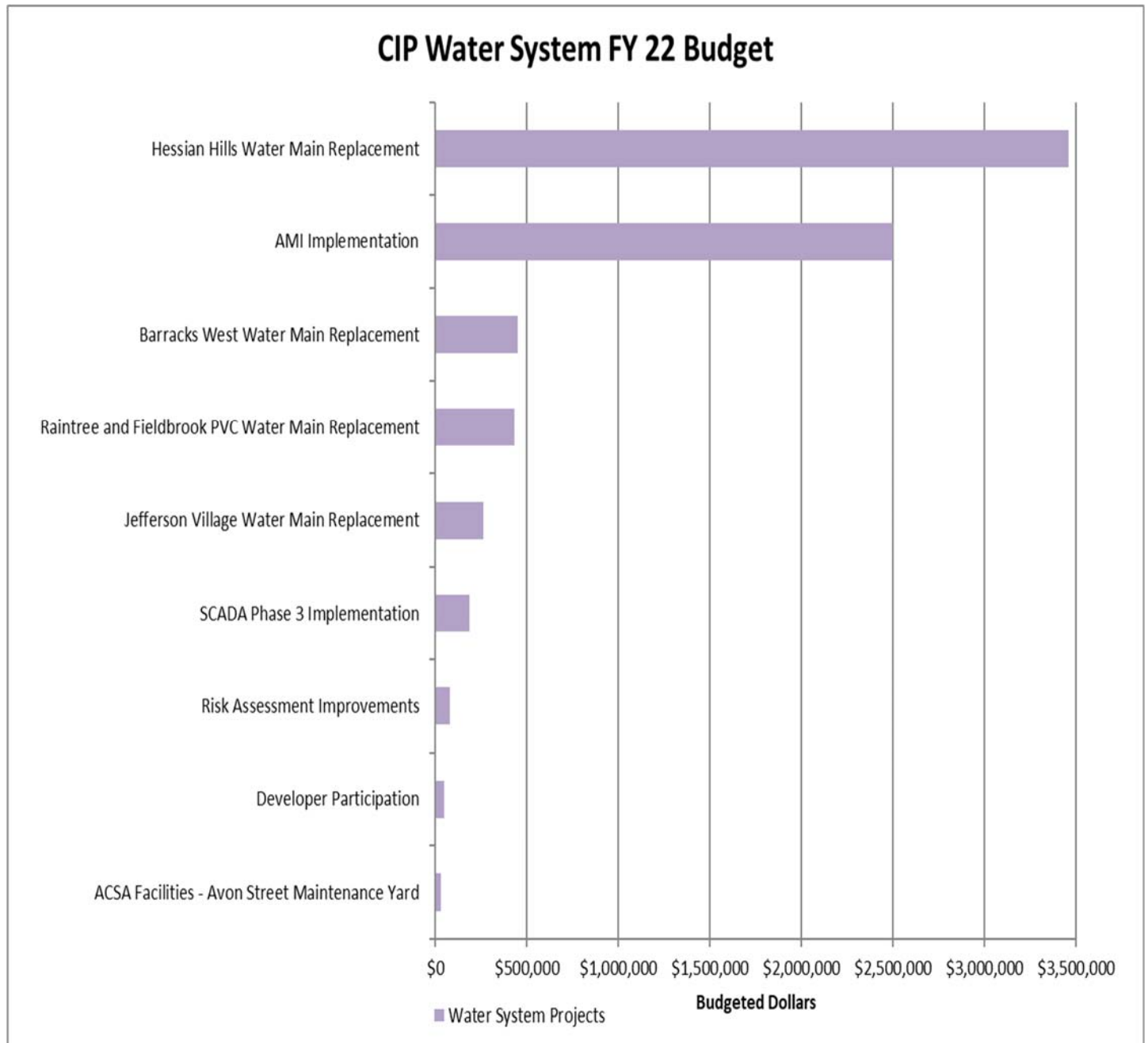
Pipe Saddles Replacement: The ACSA Maintenance Department has discovered in recent years that pipe saddles used to make water service line connections to PVC water mains have been failing. Either the galvanized steel straps or the cast iron saddle bodies are deteriorating. This project is a multi-year replacement program to be undertaken with our in-house CIP Crew. Work will be performed with funds previously budgeted. Additional funding is anticipated in future years to complete this project. **FY 2022 Budget - \$0 (FY 2020 and FY 2021 Budgets - \$100,000)**

Developer Participation: Each year funds are set aside to participate in oversizing utilities constructed to serve new development. The Rate Model includes \$100,000 divided equally between water and wastewater projects as a contingency to ensure the new pipes are sized to meet the ACSA's long-range needs. **FY 2022 Budget - \$100,000**

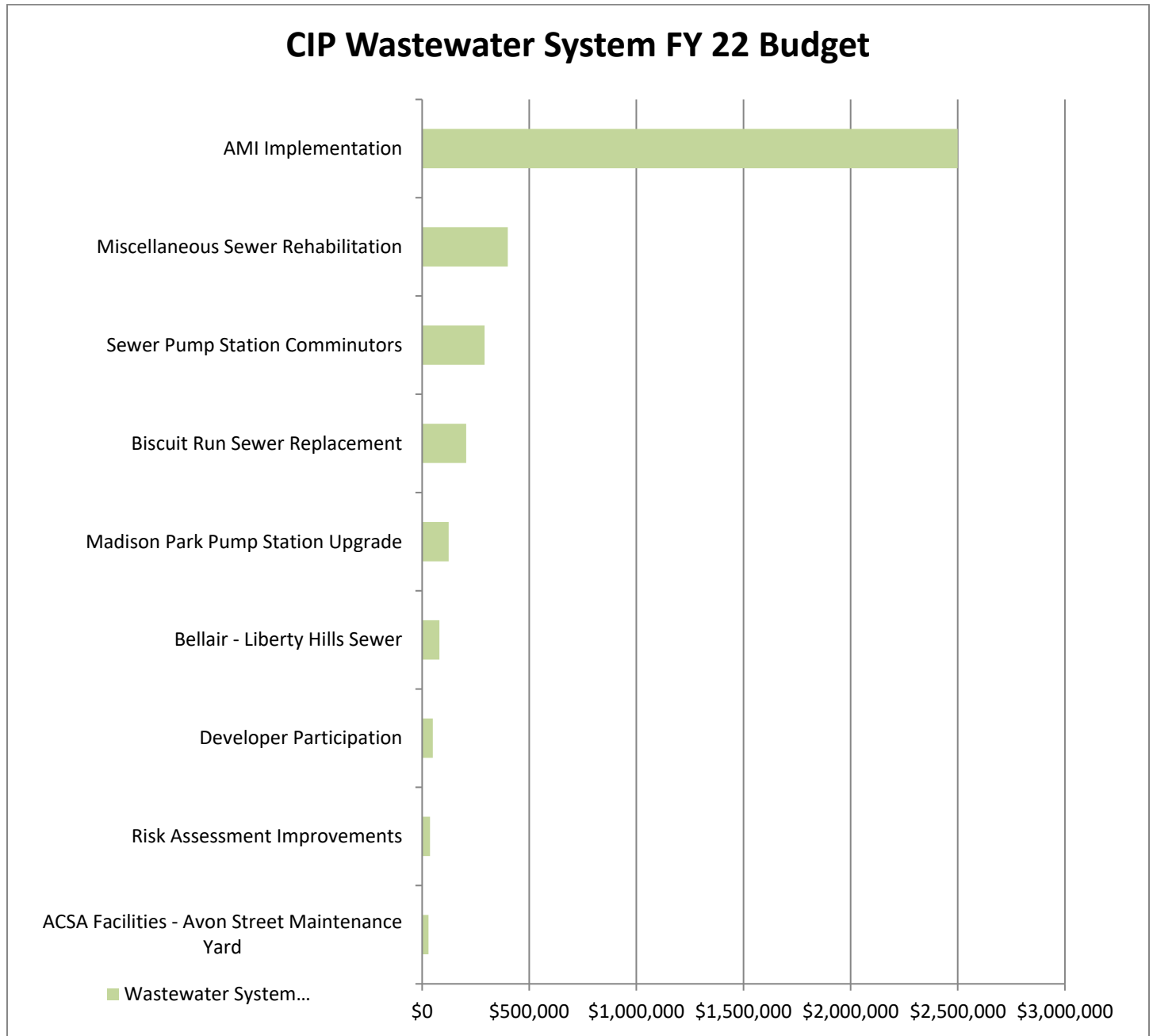
Albemarle County Service Authority Water & Sewer Rate Model													
CAPITAL IMPROVEMENT PROJECTS													
	Percent	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10-Year
Water System	Growth	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total Forecast
Risk Assessment Improvements	0%	0	79,900		47,500		324,500						451,900
ERP Transition	0%	250,000	0										0
Energy Audit	0%	0	0										0
ACSA Facilities - Avon Street Maintenance Yard	100%	132,500	30,000	1,781,250	1,781,250								3,592,500
ACSA Restrooms and Customer Service Renovations	0%	62,500											0
AMI Implementation	80%	0	2,500,000	250,000									2,750,000
Four-Story Residential Backflow Prevention Retrofit	0%	348,000	0										0
Camelot Water Main Replacement	0%	328,000											0
Scottsville Phase 4 Water Main Replacement	0%	103,000	0	991,250	1,982,500	991,250							3,965,000
Stony Point Water Main Replacement	0%	0	0	213,000									213,000
Ragged Mountain Phase 1 Water Main Replacement	0%	0	0	578,600									578,600
Crozet Phase 4 Water Main Replacement	0%	0	0	2,448,700	2,448,700								4,897,400
Crozet Phase 5 Water Main Replacement	0%							403,175		902,550	2,707,650		4,013,375
Jefferson Village Water Main Replacement	0%	1,646,650	262,300										262,300
Rt 785 Water Main Replacement	0%						40,100		215,500				255,600
Carrsbrook Water Main Replacement	0%					627,700		2,144,500	2,144,500				4,916,700
Northfields Water Main Replacement	0%	0	0		1,900,000	3,800,000	1,900,000						7,600,000
Wakefield Water Main Replacement	0%						110,000		517,300				627,300
Huntington Village Water Connection	0%	60,700	0										0
Hessian Hills Water Main Replacement	0%	1,243,325	3,456,675										3,456,675
Old Forge Water Main Replacement	0%						195,000		914,000				1,109,000
Airport Acres Water System	100%									163,000		612,000	775,000
Parkview Drive Water Connection	0%												0
Lewis Hill - West Leigh Water Connection	0%												0
Exclusion Meters Replacement	0%	247,500	0	107,500	107,500								215,000
Pipe Saddles Replacement	0%	50,000	0	50,000									50,000
Glenorchy - Viewmont Court Water Extension	100%											166,300	166,300
Ashcroft Water Main Replacement	0%						427,900		496,750	1,490,250			2,414,900
Briarwood Water Main Replacement	0%	220,000	0			1,105,000	1,105,000						2,210,000
Barracks West Water Main Replacement	0%		452,500		1,137,800	1,137,800							2,728,100
Riverrun Water Main Replacement	0%							257,100		1,640,100			1,897,200
Townwood Water Main Replacement	0%			170,000	170,000			1,073,800					1,413,800
North Pines Water Main Replacement	0%								358,900		1,289,775	429,925	2,078,600
Lewis Hill Water Main Replacement	0%								360,400			1,790,500	2,150,900
Ivy Oaks Water Main Replacement	0%								288,200		1,305,300		1,593,500
Broadway Street Water Main Replacement	0%	142,800	0	901,000									901,000
Hollymead Phase 2 Water Main Replacement	0%									204,100		1,477,000	1,681,100
Pantops - Rivanna River Crossing Water Main Replacement	0%								67,300		392,700		460,000
Canterbury Hills Phase 2 Water Main Replacement	0%									586,700		3,809,500	4,396,200
Branchlands PVC Water Main Replacement	0%								354,000		2,213,100		2,567,100
Raintree and Fieldbrook PVC Water Main Replacement	0%		432,300	432,300			2,757,500	2,757,500					6,379,600
SCADA Phase 3 Implementation	0%		186,800										186,800
Developer Participation	100%	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Total Water Capital Projects		4,884,975	7,450,475	7,973,600	9,625,250	7,711,750	6,910,000	6,686,075	5,766,850	5,036,700	7,958,525	8,335,225	73,454,450

	Percent	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2030	10-Year
Wastewater System	Growth	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total Forecast
Risk Assessment Improvements	0%	0	37,100		30,000		20,000						87,100
ACSA Facilities - Avon Street Maintenance Yard	100%	132,500	30,000	1,781,250	1,781,250								3,592,500
ACSA Restrooms and Customer Service Renovations	0%	62,500											0
ERP Transition	0%	250,000	0										0
Energy Audit	0%	0	0										0
AMI Implementation	80%	0	2,500,000	250,000									2,750,000
Airport Trunk Sewer Upgrade	100%	368,800	0			2,712,500	2,712,500						5,425,000
Northfields Sewer	100%							918,000			918,000		1,836,000
Buckingham Circle Sewer	100%							730,000					730,000
Madison Park Pump Station Upgrade	50%	371,625	123,875										123,875
Carrsbrook Collection System	100%					550,000	550,000		1,326,500	1,326,500			3,753,000
Hessian Hills Sewer Phase III	100%							124,200					124,200
Miscellaneous Sewer Rehabilitation	0%	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000
Oak Forest Pump Station Abandonment	0%	535,800											0
Ednam Forest Sewer	100%						530,000		1,900,000	1,900,000			4,330,000
Brookwood Road Sewer Extension	100%							21,000					21,000
Buck Road Sewer Extension	100%							40,000					40,000
Park Road Sewer Extension	100%							80,400					80,400
Airport Acres Sewer	100%									461,100		1,007,000	1,468,100
Airport Acres Offsite Sewer	100%									140,000		460,000	600,000
Bellair - Liberty Hills Sewer	100%	313,200	80,515		828,000	828,000							1,736,515
Sewer Pump Station Comminutors	0%		291,300										291,300
Briarwood Pump Station Generator	0%	40,000											0
Biscuit Run Sewer Replacement	0%		206,000	206,000									412,000
Developer Participation	100%	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
													0
Total Wastewater Capital Projects		2,524,425	3,718,790	2,687,250	3,089,250	4,540,500	4,262,500	2,363,600	3,676,500	4,277,600	1,368,000	1,917,000	31,900,990
TOTAL CAPITAL IMPROVEMENT PROJECTS		7,409,400	11,169,265	10,660,850	12,714,500	12,252,250	11,172,500	9,049,675	9,443,350	9,314,300	9,326,525	10,252,225	105,355,440
Note: "Percent Growth" column above applies engineering estimates to identify projects or percentages of projects that are required due to growth or expected growth within the water/sewer system.													

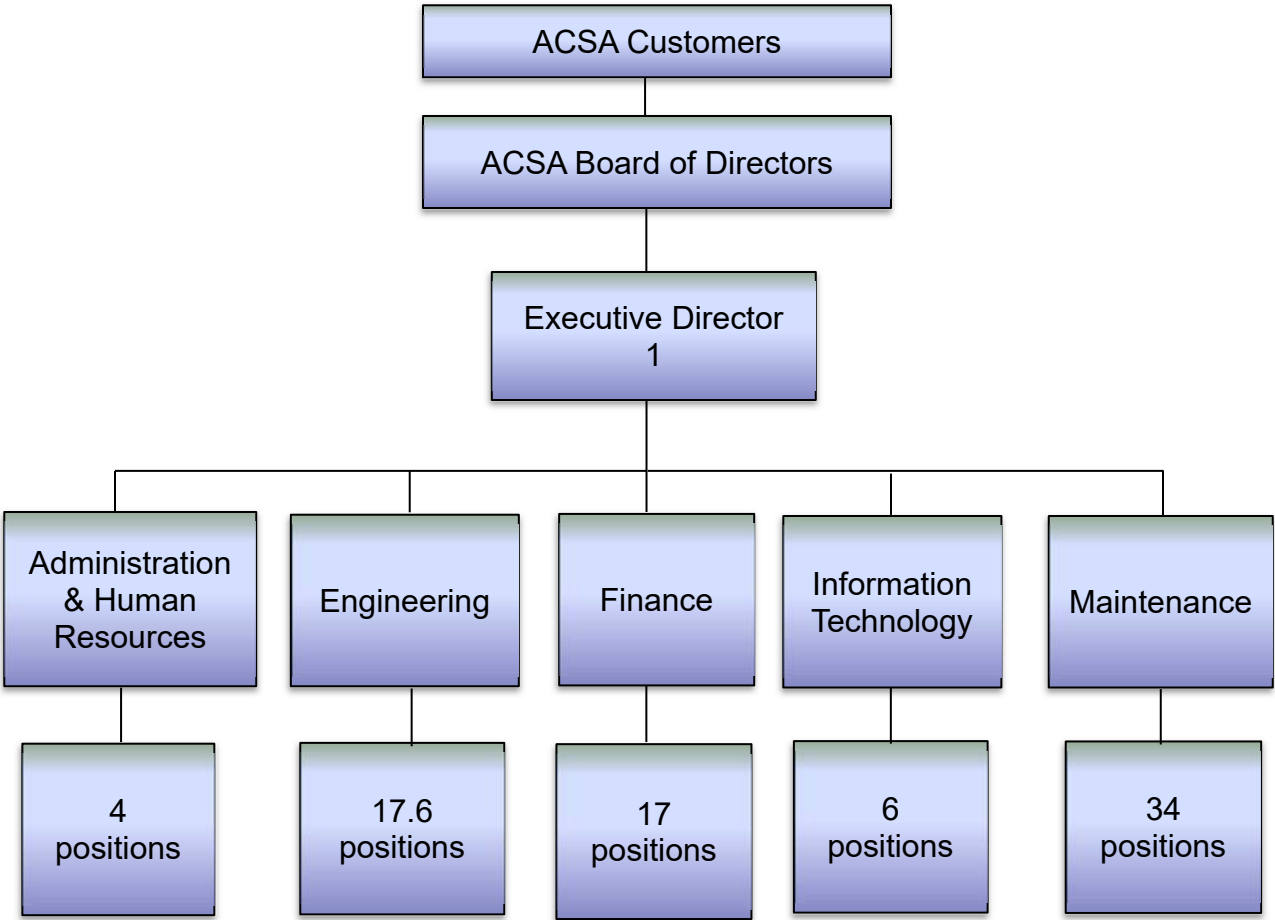
The following is an illustration of estimated water system project costs to be undertaken in FY 2022:



The following is an illustration of estimated wastewater system project costs to be undertaken in FY 2022:



ACSA Organizational & Personnel Chart Proposed FY 2022



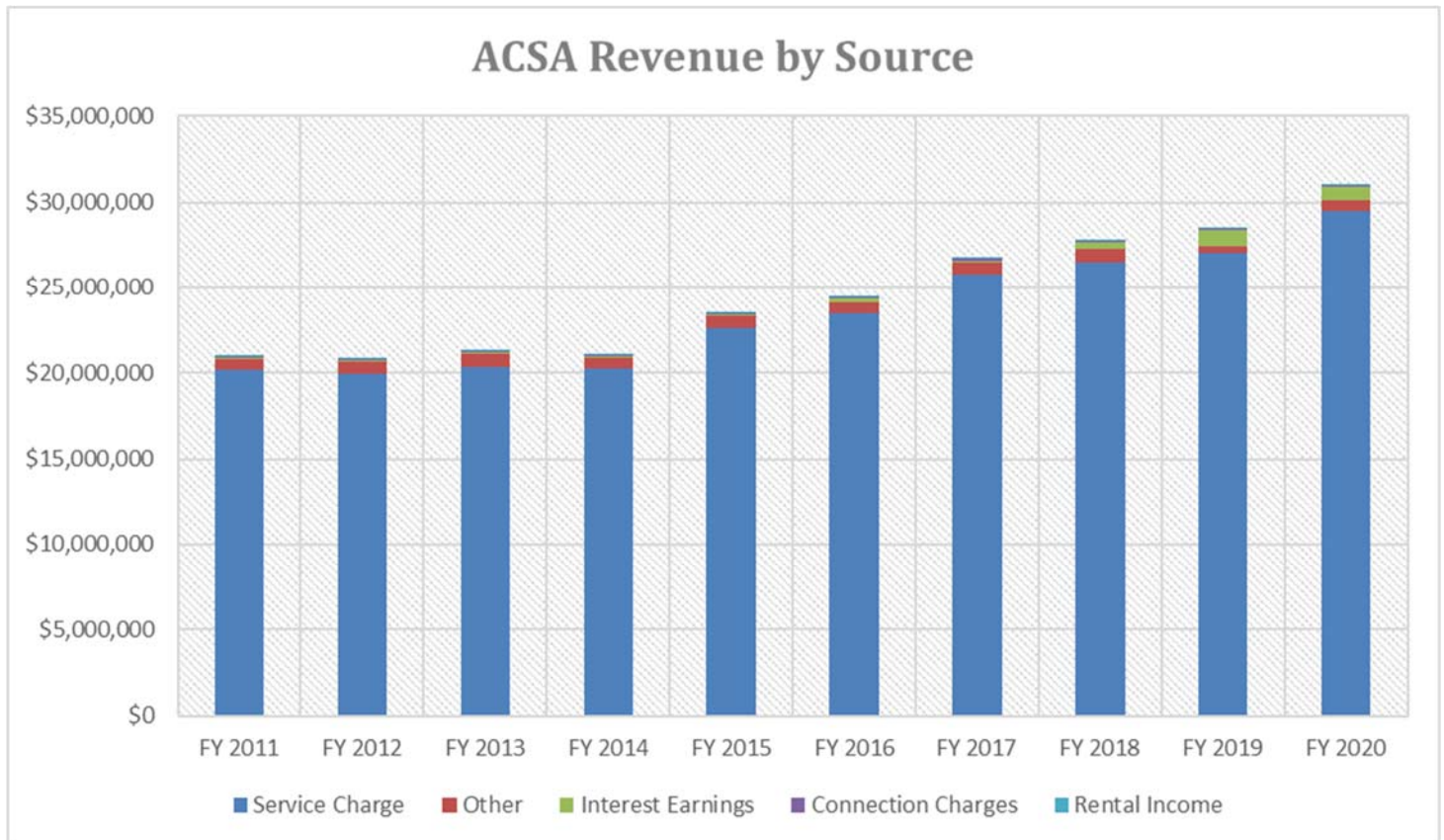
Note: No new positions proposed in Fiscal Year 2022.

		FY 2020 Positions	FY 2021 Positions	FY 2022 Proposed Positions
ADMINISTRATION	Executive Director	1	1	1
	Human Resources & Admin. Mgr.	1	1	1
	Administrative Office Assoc.	1	1	1
	Executive Assistant	1	1	1
	Human Resources Tech.	1	1	1
INFO. TECH.	Mgr. of Information Technology	1	1	1
	Systems Engineer	1	1	1
	Systems Analyst	1	1	1
	GIS Coordinator	1	1	1
	GIS Technician	-	1	1
	SCADA/LAN Technician	1	1	1
FINANCE	Director of Finance	1	1	1
	Accounting Supervisor	1	1	1
	Meter Operations Supervisor	1	1	1
	Customer Service Supervisor	1	1	1
	Sr. Customer Service Rep.	1	1	1
	Sr. Meter Technician	1	1	1
	Procurement and Fin. Specialist	1	1	1
	Payroll and Rev. Specialist	1	1	1
	Accounting Clerk	1	1	1
	Customer Service Rep. I/II	4	4	4
	Meter Technician I/II	4	4	4
ENGINEERING	Director of Engineering	1	1	1
	Senior Civil Engineer	2	2	2
	Civil Engineer	1	1	1
	Modeling Engineer	1	1	1
	Env. Compliance Specialist	1	1	1
	Reg. Compliance Specialist	1	1	1
	Construction Inspector	5	5	5
	Sr. Utility Location Tech.	1	1	1
	Utility Location Tech.	2	2	2
	Engineering Tech.	1	1	1
	Hydraulic Modeling Tech.	1	1	1
	P.T. Engineering Intern	0.6	0.6	0.6
MAINTENANCE	Operations Manager	1	1	1
	Operations Supervisor	2	2	2
	Facilities Supervisor	1	1	1
	Facilities Maintenance Tech.	1	1	1
	Electrician/Pump Technician	1	1	1
	Electrical Pump Apprentice	1	1	1
	CCTV Technician	2	2	2
	Crew Leader I/II	5	5	5
	Utility Worker I/II/III	19	19	19
	Executive Assistant	-	1	1
TOTAL		77.6	79.6	79.6

Revenue by Source

Fiscal Year	Service Charges	Connection Charges	Rental Income	Interest Earnings	Other	Total
2011	20,203,499	69,869	39,972	52,937	608,497	20,974,774
2012	19,932,215	94,442	32,294	68,431	699,885	20,827,267
2013	20,312,821	102,275	43,656	19,745	836,157	21,314,654
2014	20,254,140	92,788	33,810	110,135	621,330	21,112,203
2015	22,641,543	96,992	33,437	102,469	680,717	23,555,158
2016	23,460,681	117,728	27,645	215,035	675,878	24,496,967
2017	25,786,007	138,553	17,213	59,576	738,948	26,740,297
2018	26,453,332	140,451	16,603	348,572	843,004	27,801,962
2019	27,053,948	135,007	16,603	946,599	364,584	28,516,741
2020	29,502,041	147,876	16,603	733,385	639,080	31,038,985

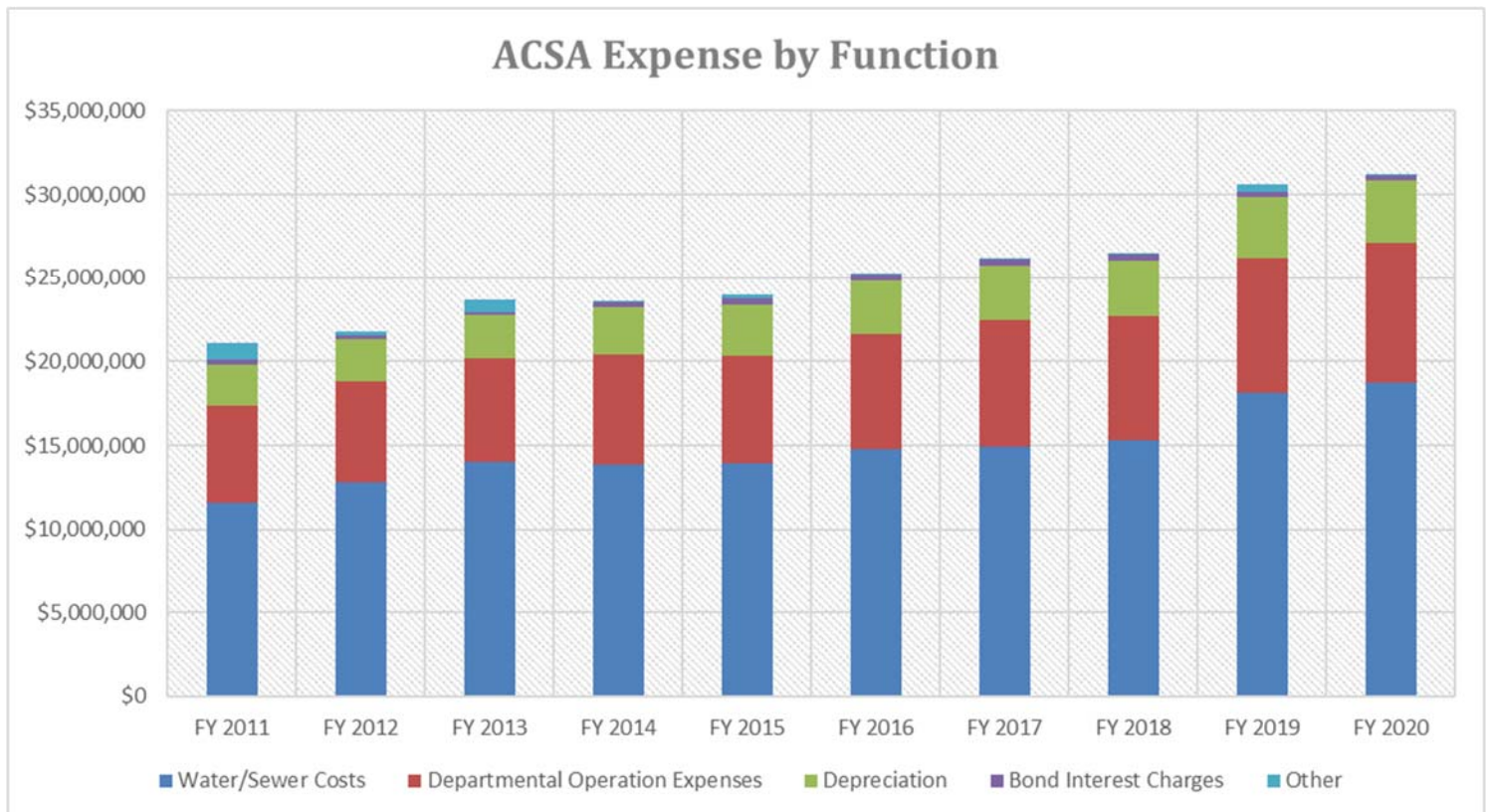
Source: ACSA Comprehensive Annual Financial Report for the fiscal year ended June 30, 2020.



Expense by Function

Fiscal Year	Water/Sewer Costs	Departmental Operating Expenses	Bond Interest Charges	Depreciation	Other	Total
2011	11,560,006	5,783,526	295,636	2,469,557	995,398	21,104,123
2012	12,824,548	5,979,395	275,791	2,501,718	201,333	21,782,785
2013	14,027,324	6,150,195	152,232	2,556,232	825,500	23,711,483
2014	13,849,536	6,524,651	360,711	2,819,633	2,032	23,556,563
2015	13,901,732	6,433,114	414,813	3,026,916	193,203	23,969,778
2016	14,795,643	6,843,659	395,056	3,158,144	22,163	25,214,665
2017	14,928,569	7,501,581	374,726	3,302,779	4,761	26,112,416
2018	15,289,280	7,404,479	353,776	3,336,765	55,201	26,439,501
2019	18,154,657	8,076,009	332,183	3,625,254	438,731	30,626,834
2020	18,694,581	8,441,727	309,946	3,669,899	7,553	31,123,706

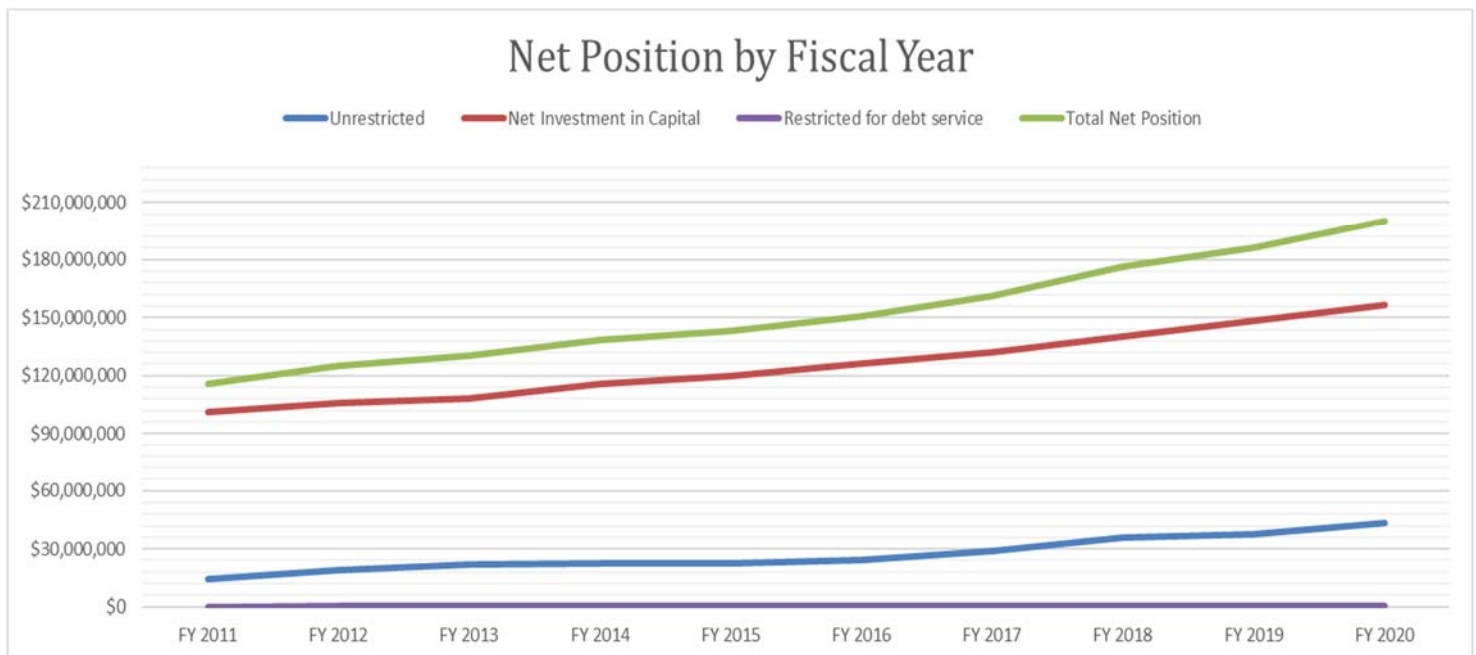
Source: ACSA Comprehensive Annual Financial Report for the fiscal year ended June 30, 2020.



Changes in Net Position

Fiscal Year	Beginning Net Position	Net Investment in Capital Assets	Restricted for debt service	Unrestricted	Ending Net Position	Change in Net Position
2011	111,323,357	101,013,464	194,307	14,601,950	115,809,721	4,486,364
2012	115,809,721	105,620,650	218,724	19,210,751	125,050,125	9,240,404
2013	125,050,125	108,233,265	223,963	21,876,992	130,334,220	5,284,095
2014	130,334,220	115,617,250	229,688	22,782,549	138,629,487	8,295,267
2015*	135,919,461	119,714,145	234,890	22,276,215	142,225,250	7,051,692
2016*	142,225,250	126,311,674	240,591	24,423,916	150,976,181	8,750,931
2017	150,976,181	131,997,020	247,015	29,077,339	161,321,374	10,345,193
2018*	159,966,301	140,238,885	255,835	36,007,519	176,502,239	16,535,938
2019	176,502,239	148,180,254	264,343	37,580,516	186,025,113	9,522,874
2020	186,025,113	156,610,823	269,790	43,394,497	200,275,110	14,249,997

Source: ACSA records, * -- Beginning net position restated, in accordance with GASB Statements/other.



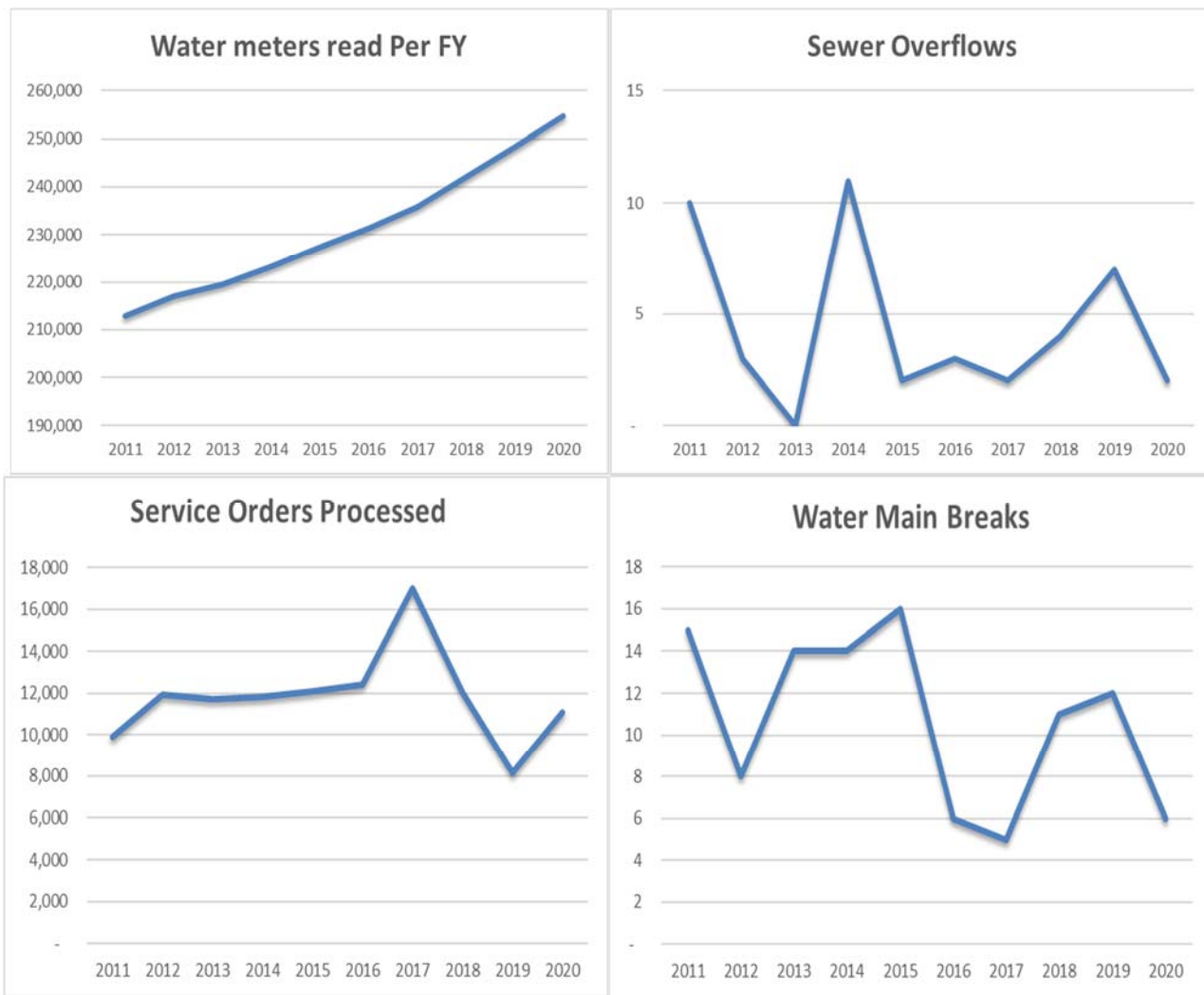
County Demographic and Economic Statistics

Calendar Year	Population	Personal Income (\$)	Per Capita Income (\$)	Per Capita Income as a Percent of U.S. Average	School Enrollment	Unemployment Rate (%)
2010	99,150	6,742,806,000	47,779	121	13,222	5.1
2011	98,970	7,014,795,000	49,137	122	13,222	5.1
2012	102,251	7,609,998,000	52,687	124	13,122	5.2
2013	103,000	8,350,340,000	56,979	129	13,263	5.4
2014	104,489	8,420,079,000	56,851	128	13,677	4.7
2015	105,703	8,795,194,000	58,603	127	13,737	3.7
2016	106,878	9,182,721,000	60,294	125	13,792	3.5
2017	107,702	9,375,633,000	60,964	124	13,910	3.3
2018	108,718	10,531,351,000	67,630	131	14,013	2.7
2019	109,330	11,702,008,000	74,613	137	14,435	2.5

Source: ACSA Comprehensive Annual Financial Report for the fiscal year ended June 30, 2020.

For the Year Ended June 30, 2020

Year Created	1964
Size of Service Area:	
Miles of water lines	357.81
Miles of sewer lines	301.12
Fire hydrants	2,818
Water pumping stations	9
Sewer Pumping stations	11
Water storage tanks	8



Source: ACSA Comprehensive Annual Financial Report for the fiscal year ended June 30, 2020.

ACCRUAL BASIS OF ACCOUNTING – A basis of accounting under which increases and decreases in economic resources are recognized as soon as the underlying event or transaction occurs. Revenues are recognized when earned and expenses are recognized when incurred, regardless of the timing of related cash flows.

ALBEMARLE COUNTY SERVICE AUTHORITY – ACSA – Established in 1964 to provide water and wastewater to residents in the County of Albemarle Virginia.

AMERICAN WATER WORKS ASSOCIATION – AWWA – Established in 1881, AWWA is the largest nonprofit, scientific and educational association dedicated to managing and treating water. AWWA develops standards that represent a consensus of the water industry.

AMERICAN WITH DISABILITIES ACT – ADA – government regulations regarding discrimination based on disabilities.

AMI – Advanced Metering Infrastructure – enhanced meter reading technology.

ASBESTOS CEMENT (AC) PIPE – A concrete pipe made of a mixture of Portland cement and asbestos fiber and highly resistant to corrosion.

AUTHORITY – A public agency which performs a specified range of services that are usually financed from fees or service charges.

BUDGET – A specific financial plan for the fiscal year that states the expenditures required to meet that plan of operations and identifies the revenue necessary to finance the plan.

CAPITAL CONTRIBUTIONS – Capital contributions are recorded for the receipt of funds, property, lines and improvements by developers, customers, or other governments.

CAPITAL IMPROVEMENT BUDGET – The budgetary expenditures as it relates to the Capital Improvement Program.

CAPITAL IMPROVEMENT PROGRAM (CIP) – The 10-year plan of capital projects which includes replacement or improvement to the service area water and sewer infrastructure as well as A.C.S.A. facilities improvements.

CLOSED CIRCUIT TELEVISION – CCTV – closed circuit television equipment used to monitor the inside of water and wastewater lines with the system infrastructure to detect blockages or leaks.

COMPREHENSIVE ANNUAL FINANCIAL REPORT – A set of financial statements that comply with the accounting requirements promulgated by the Governmental Accounting Standards Board.

COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM – CMMS – A software system that maintains a computer database of information about an organizations maintenance operation, inventory, workorders, asset management, and customer requests.

ENTERPRISE FUND – An enterprise fund is a proprietary type fund used to account for operations that are financed and operated in a manner similar to private business enterprises. The Authority's intent is that the costs of providing goods or services to customers on a continuing basis be financed or recovered primarily through user charges.

EQUIVALENT RESIDENTIAL CONNECTION – ERC – costs associated with a new development connection.

FAMILY MEDICAL AND LEAVE ACT – FMLA – government regulatory agency regarding employee leave related to health issues.

FISCAL YEAR – FY -- A 12-month period designated as the operating year for accounting and budgetary purposes. The Authority's fiscal year runs from July 1 through June 30.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES – GAAP – accounting guidelines used to report financial information in a relevant and reliable manner.

GEOGRAPHIC INFORMATION SYSTEM – GIS – information system used to geographically locate areas within the ACSA service area.

GOVERNMENT FINANCE OFFICERS ASSOCIATION – GFOA – association that represents public finance officials throughout the United States and Canada. The GFOA's mission is to promote excellence in state and local government financial management.

GRANULAR ACTIVATED CARBON – GAC—An advanced water filtration system to provide fresh, clean water to residents.

HEATING, VENTILATION, AIR CONDITIONING – HVAC – system designed to provide heat, air and appropriate ventilation within the ACSA operating facilities.

INFORMATION TECHNOLOGY – IT – a department within the organization responsible for all technological operating aspects of the Albemarle County Service Authority.

LONG-TERM DEBT – Debt with a maturity of more than one year after the date of issuance.

NET POSITION – The difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources. Net investment in capital assets represents capital assets, less accumulated depreciation, less any outstanding debt related to the acquisition, construction, or improvement of those assets. Net position is reported as restricted when there are limitations imposed on its use either through the enabling legislation adopted by the Authority or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments.

OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION – OSHA – government regulatory agency regarding health and safety issues in the workplace.

OPERATING AND MAINTENANCE RESERVES – O&M RESERVES – serves as working capital to cover the time delay between operating revenues and expenditures.

OPERATING BUDGET – A financial plan for future operations based on estimated revenues and expenditures for a specific period.

OPERATING EXPENDITURES – Expenses which are directly related to the organization's primary activities.

OPERATING REVENUES – Revenues directly related to the Authority’s primary service activities and derived from user charges for services.

OTHER POST-EMPLOYMENT BENEFITS – OPEB – Refers to benefits, other than pensions, that ACSA employees receive as part of his/her retirement benefits.

POLYVINYL CHLORIDE – PVC – a synthetic resin used to make piping that is used in the ACSA water and wastewater infrastructure.

PROPERTY, PLANT, AND EQUIPMENT – a category that defines fixed assets of the Albemarle County Service Authority.

PUMP STATION – Structure containing pumps, controls, valves, piping and electrical equipment for pumping water or wastewater from one place to another. In the water industry, a pump is used to pump water from the source to the customer or to a storage tank, a sewer pump station is used to pump sewage from a wet well or manhole to another manhole at a higher elevation.

REPAIR, REPLACEMENT, AND REHABILITATION FUND – 3R – a fund established to support the unexpected repair, replace and rehabilitation of ACSA water system infrastructure.

RESERVE – Cash and investments accumulated to provide for contingencies and planned/unplanned major expenses.

RIVANNA WATER AND SEWER AUTHORITY – RWSA – wholesale provider of water and wastewater treatment for the Albemarle County Service Authority.

SANITARY SEWER OVERFLOWS – SSO – overflows of the sewer system caused by the buildup of products within the wastewater pipes.

SUPERVISORY CONTROL AND DATA ACQUISITION – SCADA – A control system that uses computers, networked data communications and graphical user interfaces for high-level process supervisory management but uses other peripheral devices such as programmable logic controllers to interface to the pump stations, water tanks, or pressure reducing valves instruments.

T.G. – Rate used to define water per Thousand Gallons.

A lign

Values

We align ourselves with our core values of honesty, trust, integrity, mutual respect, open communication, and employee empowerment.

C ommit

Community

We commit to provide responsive customer service, to collaborate fully with our community partners, and to promote conservation and environmental stewardship.

S trive

Internal Focus

We strive for professional excellence by maintaining consistent and fair policies across the organization, and encouraging and recognizing pride and dedication to ensure a healthy working environment.

A spire

Future

We aspire to practice strategic foresight and fiscal responsibility while embracing innovation.

Vision

*Serve and conserve today,
sustain for tomorrow, and
protect our resources forever.*

Mission

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