

*UTILITIES COMMISSION  
CITY OF NEW SMYRNA BEACH, FLORIDA*

Budget & Capital Improvement Plan

**APPROVED BUDGET**

*FISCAL YEAR ENDING SEPTEMBER 30, 2009*



***Utilities Commissioners***

Walter Allen, III, Chairman  
William Hall, Vice-Chairman  
Jeanne K. Diesen, Secretary/Treasurer  
Oscar Zeller, Commissioner  
William Reynolds, Commissioner

***Director of Finance/CFO***

Laurie Klinkenberg

***General Manager/CEO***

Robert J. Rodi

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## *A Brief Overview*

Presented herein is the proposed Utilities Commission budget for the fiscal year ending September 30, 2009. The budget represents the financial forecast for the Utilities Commission for the coming year, and is the product of months of work by all departments in the organization.

The budget includes all expenditures and proposed capital improvements. The budget document includes revenue projections based on actual consumption. Our expenditures section includes the Operation and Maintenance (O&M) expenses and the approved Capital Improvement Plan (CIP) forecasts, which is a compilation of Unrestricted Renewal and Replacement (R&R) and the Restricted Renewal and Replacement (RR&R) Funds. The purpose of this is to provide you with a complete overview of all financial expectations for the Utilities Commission in order to prepare for New Smyrna Beach's continued growth.

This budget was created based largely on professional studies of our existing electric, water, wastewater and internet systems, and projected growth and usage over the next year. These studies also revealed that the current infrastructure is aging, and the projected growth within the Utilities Commission service area will place significant stress on our systems and increase our routine O&M expenses. Important to note here is the rising cost of fuel and purchased power as a critical component of our O&M expenses.

### **Key Factors to Consider**

- Revenue projections are forecasted based on actual/expected consumption. The approved rates have been utilized in this budget preparation, with no anticipated rate increases.
- In projecting salaries, the estimated 2% General Wage Increase (GWI) has been included.
- FY2008 and FY2009 budget is not taking into consideration any additional costs associated with the exiting/abandonment of Telecommunications.
- FY 2009 Capital Improvement Plan (CIP) incorporates the projects proposed by a combined effort of all UC Departments and approved by the Commission.
- FY 2009 budget does not include those projects noted in the CIP as growth infrastructure related. The CIP has been updated to include newly estimated costs. A reconciliation of the approved CIP to the new costs has been added. In addition, a project for the Water System was originally budgeted as \$1,500,000 from R&R which was determined to be infrastructure related.
- Total infrastructure related projects over a 10 year period are estimated at \$47,159,095 which includes an increase of \$9,249,095 (including the \$1.5m from the water project above) from the approved 2009 CIP.
- A paper copy of the UC's fixed assets has been provided to the Director of Finance at the City of New Smyrna Beach.
- Criteria used for highlighting variances are those that are greater than \$100,000.

## ***Budget and Budgetary Accounting***

An annual revenue and expense budget is prepared for the combined electric, water, wastewater and internet utility systems. In accordance with the Utilities Commission's budget policy, the approved budget is submitted to the City of New Smyrna Beach not later than June 1st of each fiscal year for subsequent City Commission approval. The budget is adopted on a basis consistent with generally accepted accounting principles (GAAP) except that certain other cash receipts and payments are treated as budgetary items to maintain effective fiscal and budgetary control over the collection and disposition of all Utilities Commission resources. Specific budgetary control is exercised over internal operating transfers to restricted funds, payments of principal on long-term debt obligations, and collections of contributed capital which are recognized in the budget as additions and/or deductions.

Budget appropriations are prepared by the administrative staff and approved as provided by law by the Utilities Commission. Budgetary control is exercised at the departmental level. Budget amendments, if any, can be requested by the General Manager/CEO. However, all budget amendments must be approved by the Utilities Commission and the City of New Smyrna Beach. Unexpended appropriations for operations lapse at year-end.

### ***The Budget Process***

The budget process begins early each calendar year and involves every department of the Utilities Commission. In February, staff begins collecting prior year actuals and budget information from the various departments. Engineering staff offers Capital Improvement Project information and all revenue projections are created for the Electric, Water, Wastewater and Internet Divisions. Next, the collected information is sent to division Directors for their preliminary review and further input. The Directors work with their supervisors and field crews to gather additional information regarding upcoming expenditures. The information is then returned to the Finance Department for review and compilation. The Director of Finance and staff reviews the information and, with the department directors, works to obtain a balanced budget. The proposed budget is presented to the General Manager/CEO and is reviewed with the department directors, who make appropriate changes. It is presented to the Utilities Commission in May of each year.

### ***Other Accounting Information***

*Related to Financial Representation*

#### **Reporting Entity**

The Utilities Commission was created in 1967 through the passage of Chapter 67-1754, Laws of Florida, Special Acts of 1967 (House Bill 1669), which amended the Charter of the City of New Smyrna Beach, Florida to create the Utilities Commission. The Utilities Commission is governed by a five member board of Commissioners who are appointed by the City

Commission. Utilities Commissioners receive compensation of \$100 per month and may serve no more than 3 consecutive 3 year terms. In a referendum held in October, 1984, voters approved amendments to the City Charter which (1) require City Commission approval for extensions of utility services outside the City limits; (2) give the City Commission the right to review and approve the Utilities Commission's operating budget; and (3) require City Commission approval before issuing or refunding revenue certificates and entering into contracts which exceed four years.

The funds and entities related to the operation of the Utilities Commission are appropriately included as a component unit of the City of New Smyrna Beach, Florida, and an integral part of the City's reporting entity in accordance with the requirements of Statement 14 of the GASB, The Financial Reporting Entity. The basic financial statements of the Utilities Commission are incorporated in the City's Comprehensive Annual Financial Report as an enterprise fund activity.

### **Accounting Policies**

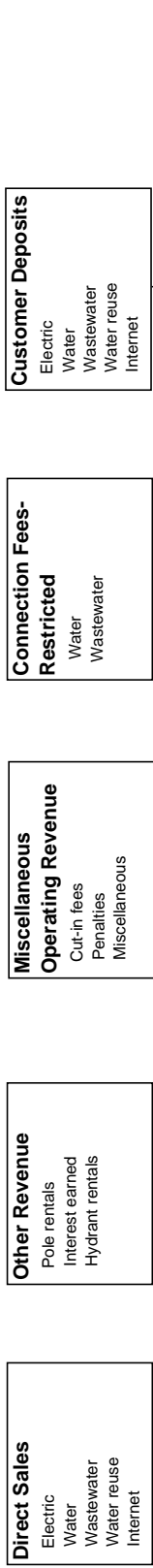
The financial statements of the Utilities Commission are presented in conformity with accounting principles generally accepted in the United States of America as applicable to governmental units. The existing hierarchy provides that accounting guidance should first be sought in statements of the Governmental Accounting Standards Board (GASB). If the GASB has not issued a standard applicable to a situation, then pronouncements of the Financial Accounting Standards Board (FASB) are presumed. Additionally, the financial statements are presented substantially in conformity with accounting principles and methods prescribed by the Federal Energy Regulatory Commission (FERC).

### **Basis of Accounting**

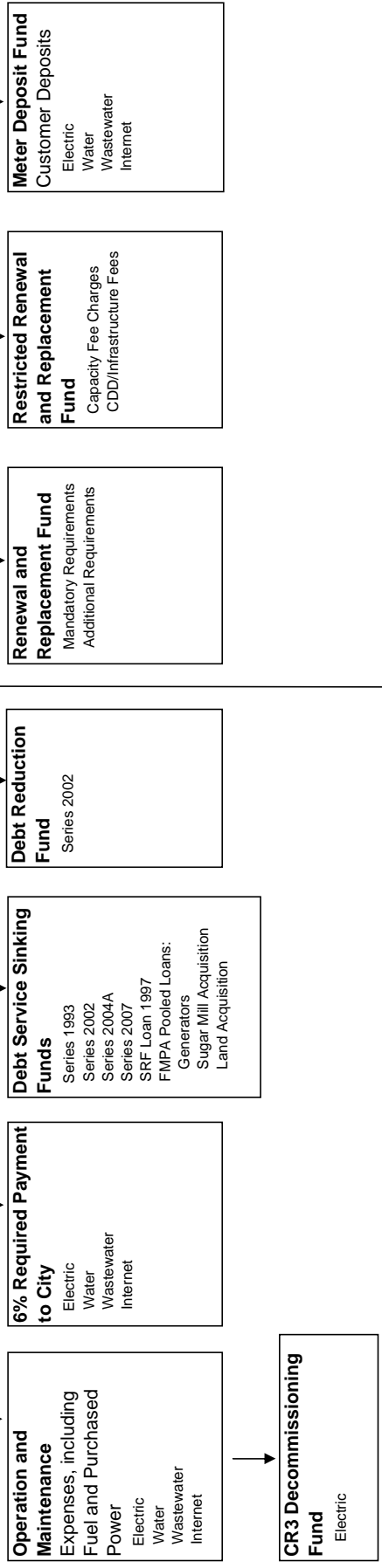
Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made, regardless of the measurement focus applied. The Utilities Commission's financial statements are prepared on the accrual basis of accounting. By utilizing this method, revenues are recognized as they are incurred. Unbilled utility service receivables are recognized to provide a better matching of service revenues and the costs of providing the service.

# Visual Representation of Funds

## Sources of Funds



## Uses of Funds



## Balance of Funds



\*\*\* A verbal description of each fund can be found on the following pages. \*\*\*



## *Unrestricted Funds*

**Revenue Fund** ~ The Revenue Fund was established by the Commission to be in compliance with Resolution No. 28-48. The Revenue Fund is used for operations. All sources of funds are deposited to this fund. Sources of funds include: operating revenue, such as direct sales to customers; other revenues, such as pole rentals, interest earning and hydrant rentals; miscellaneous operating revenue, such as cut-in fees, penalties, and miscellaneous revenue. The uses of these funds include payment of operation and maintenance expenses, required payment to the City, transfers to restricted funds, and lastly transfers to the internally designated Rate Stabilization Fund. The balance at any time in this fund is unrestricted and available for operations or any lawful purpose that the Commission desires.

## *Restricted Funds*

**CR3 Nuclear Plant Decommissioning Fund** ~ The CR3 Nuclear Plant Decommissioning Fund is a requirement imposed by the Florida Public Service Commission (FPSC) upon participating owners in the Crystal River Unit 3 nuclear generation facility. The Utilities Commission owns a 0.5608% undivided participating interest in the CR3 nuclear plant. The source of funds is from transfers from the Revenue Fund. The use of this fund is legally restricted to pay for dismantling the nuclear plant. The moneys transferred into this fund are based on the most recent cost study prepared by the majority owner in this plant that is submitted to the FPSC for approval on behalf of all of the participating owners. Funds are held in trust to pay the Utilities Commission's share of the total decommissioning expenses and costs to dismantle the plant at the time that the Nuclear Regulatory Commission dictates. Engineering estimates determine the amount of funding to insure that there will be no contingent liability in the future to pay for such enormous costs. Each year the Director of Finance signs a declaration and provides information on the cumulative balance in this fund to show compliance with this requirement.

**Debt Service Sinking Funds** ~ The Debt Service Sinking Funds are required by Resolution No. 28-78, Section 16, D(2), as amended and supplemented by Resolution No. 4-02, adopted on July 1, 2002. The sole source of funds comes from transfers from the Revenue Fund. The use of these funds is legally restricted to pay the scheduled principal and interest payments on outstanding revenue certificates and other debt issued by the Utilities Commission. Debt Service Sinking Funds exist for all outstanding revenue certificates, FMPA Pooled Loans, and the State Revolving Fund Loan.

**Debt Service Reserve Fund** ~ The Debt Service Reserve Fund is required under the loan agreement with the Florida Department of Environmental Protection, State Revolving Fund Construction Loan Agreement CS120426060, Section 3.07. The reserve fund requirements associated with the outstanding revenue certificates were replaced with a surety bond, so the reserve fund being maintained by the Utilities Commission is related only to the outstanding

State Revolving Fund Loan. The source of this fund came from the loan proceeds. The use of this fund is legally restricted and cannot be used until such time that the loan is repaid in full.

**Debt Reduction Fund** ~ The Debt Reduction Fund was established by Resolution No. 4-02, adopted on July 1, 2002, upon issuance of Series 2002 Utility System Refunding Revenue Certificate. The source of funds comes from transfers from the Revenue Fund. Transfers are required in amounts equal to the debt service savings realized by the Utilities Commission for each succeeding fiscal year from the refunding of the Series 1992, 1993, and 1996 revenue certificates. The uses of these funds are legally restricted as follows: first, to pay cost of extensions, additions, or replacement of capital assets or emergency repairs to the utility plant assets; second, to supplement the Debt Reserve Fund, if necessary, to prevent default on any of the outstanding revenue certificates; and lastly, if not needed for the other purposes, to pay debt service on the outstanding revenue certificates or to purchase more revenue certificates or defease outstanding certificates. The Debt Reduction Fund may be closed at the discretion of the Utilities Commission at such time the Series 2002 certificates are no longer outstanding.

**Renewal and Replacement Fund** ~ The Renewal and Replacement Fund is required by Resolution No. 28-78, Section 16, D(8), as amended and supplemented by Resolution No. 4-02, adopted on July 1, 2002. The source of funds deposited to this fund come from transfers from the Revenue Fund after the Revenue Fund first transfers sufficient funds into the Debt Service Sinking Funds. The use of funds is legally restricted to pay for capital improvements or replacement of utility plant assets as well as to provide for major repairs to such assets.

Under the provisions cited above “mandatory requirements” are to be transferred into the Renewal and Replacement Fund in an amount not less than 8% of gross revenues, for the second preceding fiscal year, after deducting from gross revenues a sum equal to 100% of the fuel and purchased power costs incurred by the electric utility system in the second preceding fiscal year. “Additional Requirements” are transferred into the Renewal and Replacement Fund as necessary to meet planned expenditures for capital improvement projects and major repairs to utility system plant assets. The “additional requirements” are needed to insure completion of projects, since the “mandatory requirements” do not provide a sufficient level of funding to internally finance ongoing and planned projects that are budgeted for the year.

The fund exists to insure that utility plant is sufficiently maintained or expanded to generate recurring revenue as the source for repayment of the debt.

**Restricted Renewal and Replacement Fund** ~ The Restricted Renewal and Replacement Fund is captioned as the *Renewal and Replacement Capacity Fee Fund* in the externally prepared financial statements of the Utilities Commission. This fund was established to deposit moneys collected from customers for water and wastewater capacity fee charges (connection fees) that are restricted under the terms of the agreements to add capacity to the utility plant assets, increase extensions, and provide for expansion of utility plant as necessary to accommodate growth in the Utilities Commission customer base.

The source of funds accounted for in the Restricted Renewal and Replacement Fund is from “Connection Fees ~ Restricted” as labeled in the internally generated Source and Application of Funds report. These charges are deposited to the Revenue Fund and then immediately transferred from the Revenue Fund into the Restricted Renewal and Replacement Fund. The use of funds is restricted to pay for new plant, increase plant capacity and increase of extension lines.

**CDD/Infrastructure Fees** ~ The Community Development District/Infrastructure Fees are developed by the Engineering Department to assist with expected growth within the City of New Smyrna Beach. Since inception we have received \$1,456,674.42 in cash and \$1,178,491.63 in the form of Letters of Credit. Budgeted amounts are based on best available future development information provided to the Utilities Commission.

**Customer Deposits** ~ The Utilities Commission maintains a Meter Deposit Fund to account for customer deposits. As required under Florida law, deposits paid by utility customers are to be held in a separate account to secure service and to be refunded to the customers at such time the secured interest in the deposit ceases. Abandoned deposits are required to be remitted as unclaimed property to the Florida Department of Financial Services on an annual basis. The source of funds comes from customer deposits. The use of funds is limited to applying a credit towards a customer’s bill, refunding the deposit to the customer, or to pay over to the state any abandoned deposits held for more than two years.

### ***Internally Designated Fund***

**Rate Stabilization Fund** ~ The Rate Stabilization Fund was established by the Utilities Commission in 1995 as an internally designated fund to account for the net balance of funds after accounting for all of the sources and uses of funds for the year. The Utilities Commission’s Budget Estimate prepared each year is prepared on a sources and uses of funds basis. To show a balanced budget for each system and on a combined basis, transfers to and from this fund are the last item accounted for in the budget, so that the net amount of funds after these transfers is always zero.

The source of funds deposited into this fund come from transfers from the Revenue Fund after the Revenue Fund first meets the Utilities Commission’s operation and maintenance expenses, transfers to the various restricted funds, and required payments to the City. The purpose of the fund is to shield the electric, water, wastewater and internet systems and utility customers from the financial effects of rising costs to provide services, emergency repairs and extraordinary costs that would otherwise require large fluctuations in rates charged to customers. The use of such a fund is an industry standard among public utilities to eliminate the need to adjust rates on a recurring basis.

To the extent that a utility system of the Utilities Commission produces net positive cash flow from operations, contributions are made to the Rate Stabilization Fund from the revenue of each system, only after meeting the operating and maintenance expenses, required payments to the City and required transfers to the legally restricted funds (Debt Service Sinking Funds, Renewal and Replacement Funds, etc.) If a utility system produces net negative cash flow from operations it uses funds set aside in the Rate Stabilization Fund to subsidize operations for that year. Investment income earned on funds held in the Rate Stabilization Fund is allocated to each system's cumulative balance in the Rate Stabilization Fund. To the extent a utility system has a positive balance, investment income is allocated when earned. If the cumulative balance in the fund is negative, there is a charge made to the balance equivalent to "negative earnings," resulting in an appropriate allocation to all systems.

In summary after transferring what is available in the Revenue Fund to the Rate Stabilization Fund there are no excess moneys unaccounted for. In effect this fund acts like a savings account and can be used for any lawful purpose designated by the Commission and Management.

The Rate Stabilization Fund is an internally designated fund and is not a restricted fund, as defined under GASB Statement No. 34. Restricted assets or restricted net assets of the Commission are those assets where limitations on the use of such assets are externally imposed, for example, by creditors (bond covenants), contributors (developer agreements), or the laws and regulations of other governments.

As of September 30, 2006, the use of the Rate Stabilization Fund has been temporarily suspended.

### ***Where We Are Going***

The Strategic Initiatives as presented to the Utilities Commission in late 2005 and reviewed each year thereafter provide the staff and the city as a whole a road map for where the Utilities Commission should expect to be heading in the next 10 years. Our staffing levels in this budget are based on these Strategic Initiatives. Listed on the following page is the Vision, Strategies, Mission, and Objectives for the Utilities Commission as presented in the Strategic Initiatives.

# ***Strategic Initiatives - 2008***

## ***Vision***

Connecting You with the Quality of a New Smyrna Beach Life

## ***Strategies***

- Achieve Strategic Plan Objectives Using Traditional and New Methodologies
- Integrate and Leverage Our Enterprise Consistent with Our Vision
- Develop Business Unit Operating and Value Platforms with Complementary Goals and Systems
- Develop an Organization Focused on Learning, Value, and Effective Response Capability
- Optimize Our Return on Financial, Physical and Human Resources

## ***Mission***

To Profitably Provide Timely, Cost-Effective, High-Quality Services and Products to Our Marketplace.

## ***Objectives***

- To Gain and Retain Satisfied Customers
- To Achieve Competitive Performance in the Market and Process Segments of Our Business Activity.
- To Achieve Established Goals and Measures for the Services and Products of Our Business Units.
- To Add Value for Our Stakeholders.
- To Enhance the Quality of Life of Our Community.

*Financial Plan*

*Sources & Uses of Funds*

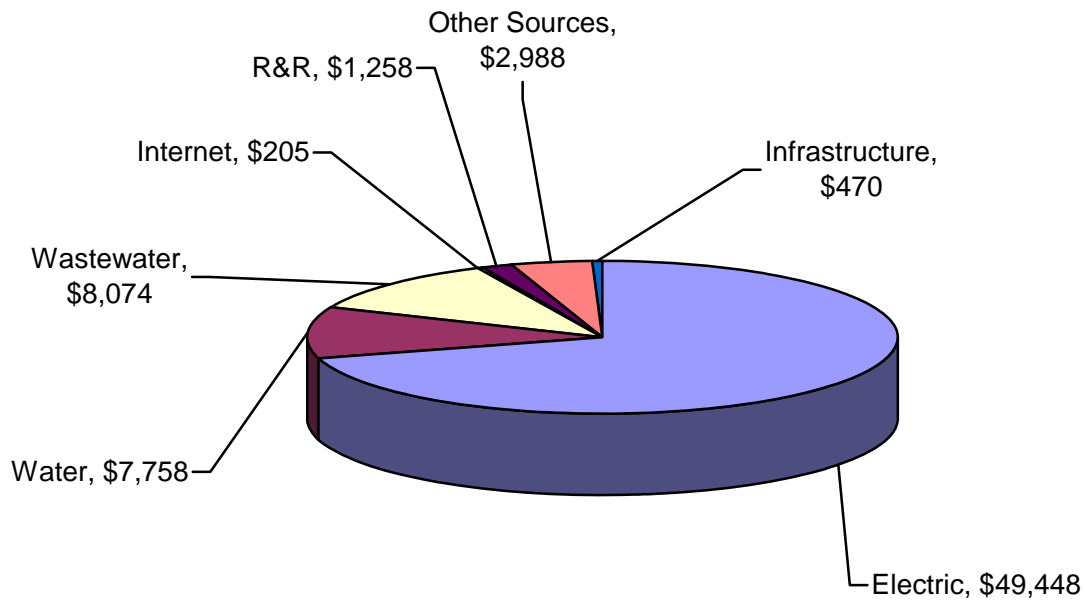
*Budget Forecast FY 2009*

**FORECAST REPORT  
BUDGET PLAN FY 2009**

**COMBINED SYSTEM**

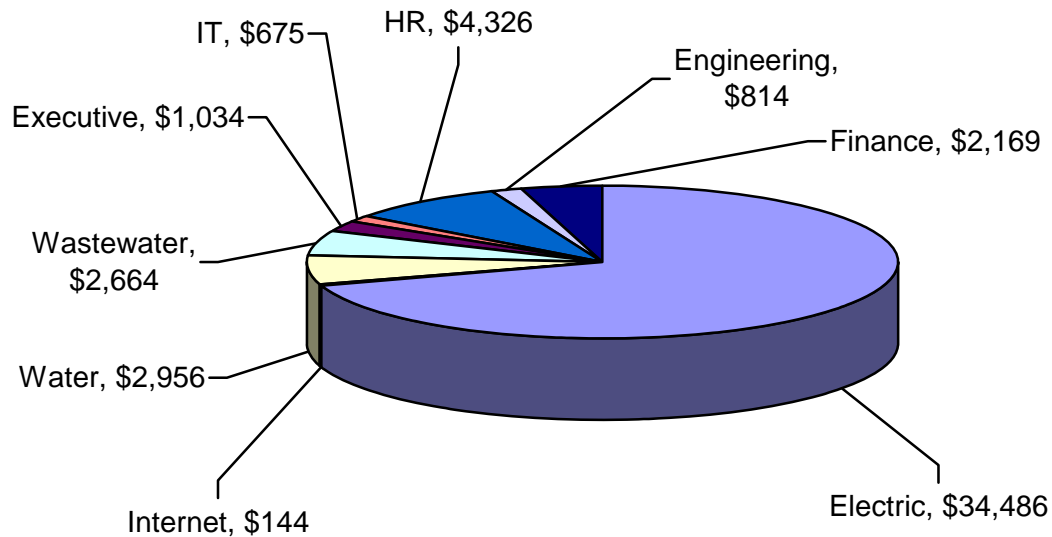
	<u>FY 2007 ACTUAL</u>	<u>FY 2008 BUDGET</u>	<u>2008 - 6 MO ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>% CHANGE from FY08 BUDGET</u>
<b>1. Revenues:</b>					
2. Electric	\$45,512,331	\$50,145,621	\$20,230,618	\$49,448,173	-1.39%
3. Water Revenues	7,204,892	7,689,844	3,437,462	7,758,042	0.89%
4. Wastewater	7,738,598	7,091,375	3,757,805	8,073,807	13.85%
5. Internet	275,747	322,507	102,296	205,000	-36.44%
<b>6. Total Revenues</b>	<b>60,731,568</b>	<b>65,249,347</b>	<b>27,528,181</b>	<b>65,485,022</b>	<b>0.36%</b>
<b>7. Other Revenue Sources:</b>					
8. R & R Contribution	11,918,417	1,703,644	2,993,998	1,258,370	-26.14%
9. Infrastructure Contribution	119,580	0	0	470,000	0.00%
10. Bond & Other Financing Sources	0	8,590,000	26,473	2,988,000	-65.22%
<b>11. Total Other Sources</b>	<b>12,037,997</b>	<b>10,293,644</b>	<b>3,020,471</b>	<b>4,716,370</b>	<b>-54.18%</b>
<b>12. Balance</b>	<b>72,769,565</b>	<b>75,542,991</b>	<b>30,548,652</b>	<b>70,201,392</b>	<b>-7.07%</b>
<b>13. Operation &amp; Maintenance Expenses:</b>					
Direct Cost Centers					
14. Electric Operations	31,137,596	32,480,514	14,049,972	34,486,510	6.18%
15. Internet	248,477	252,075	90,822	144,000	-42.87%
16. Water Operations	2,682,288	2,865,757	1,339,419	2,956,140	3.15%
17. Wastewater Operations	2,446,085	2,511,221	1,214,990	2,664,050	6.09%
Indirect Cost Centers					
18. Executive	762,397	1,029,174	478,137	1,034,444	0.51%
19. Information Technology	595,481	785,420	250,969	675,500	-14.00%
20. Human Resources	3,686,396	4,460,973	1,831,278	4,326,250	-3.02%
21. Engineering	606,227	813,559	293,692	813,850	0.04%
22. Finance	1,771,029	2,058,483	884,756	2,168,985	5.37%
23. Comm Abandonment Expenses	(7,744)	0	(62,163)	0	0.00%
<b>24. Total O&amp;M Expenses</b>	<b>43,928,232</b>	<b>47,257,176</b>	<b>20,371,872</b>	<b>49,269,729</b>	<b>4.26%</b>
<b>25. Balance</b>	<b>28,841,333</b>	<b>28,285,815</b>	<b>10,176,780</b>	<b>20,931,663</b>	<b>-26.00%</b>
<b>26. To Sinking Fund:</b>					
27. 1993 Certificates	126,500	132,721	63,250	126,500	-4.69%
28. 2002 Certificates	4,285,823	4,460,438	2,140,261	4,281,483	-4.01%
29. 2002 Debt Reduction Fund	241,710	252,655	126,328	241,330	-4.48%
30. 2004A Certificates	644,424	676,942	325,904	644,312	-4.82%
31. 2007 Certificate	0	0	112,442	393,000	0.00%
32. State Revolving Loan - 1997	1,279,821	1,300,022	639,359	1,278,718	-1.64%
33. FMPA Loan-Sugar Mill Acquisition	218,722	227,545	104,244	228,965	0.62%
34. FMPA Loan-Generator	896,508	925,700	424,170	929,688	0.43%
35. FMPA Loan-Land Acquisition	612,581	685,475	291,300	692,046	0.96%
<b>36. Total Debt Service</b>	<b>8,306,089</b>	<b>8,661,498</b>	<b>4,227,258</b>	<b>8,816,042</b>	<b>1.78%</b>
<b>37. Balance</b>	<b>20,535,244</b>	<b>19,624,317</b>	<b>5,949,522</b>	<b>12,115,621</b>	<b>-38.26%</b>
38. Transfer to R & R - Contribution	15,554,929	7,210,142	3,974,012	4,509,941	-37.45%
39. Transfer to R & R - Restricted Con	1,190,175	0	299,382	314,592	0.00%
40. Transfer to R & R - From Alternate Financing	0	8,590,000	26,473	2,988,000	-65.22%
41. Transfer to Infrastructure - Contrib	119,580	0	0	470,000	0.00%
<b>42. Balance</b>	<b>3,670,560</b>	<b>3,824,175</b>	<b>1,649,655</b>	<b>3,833,088</b>	<b>0.23%</b>
43. Transfer to City	3,670,560	3,824,175	1,702,260	3,833,088	0.23%
<b>44. Balance</b>	<b>0</b>	<b>0</b>	<b>(52,605)</b>	<b>0</b>	<b>0.00%</b>

## *Combined System Sources of Funds (in thousands)*



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## *Combined System Uses of Funds (in thousands)*



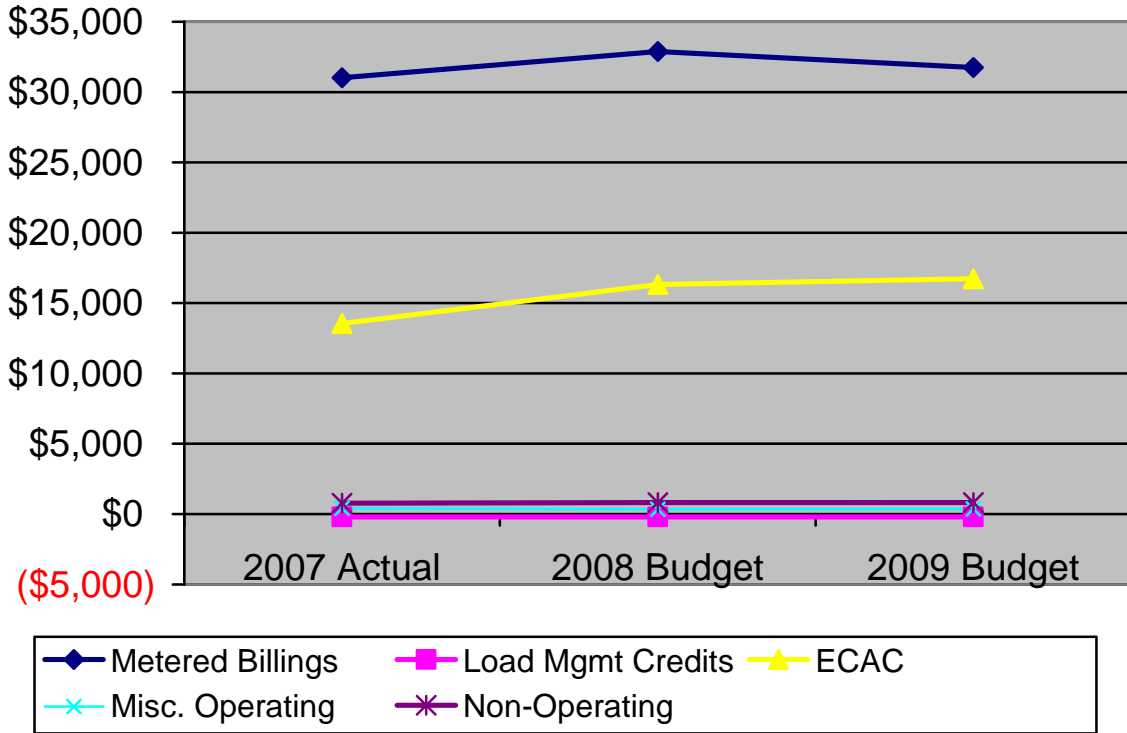


**FORECAST REPORT  
BUDGET PLAN FY 2009**

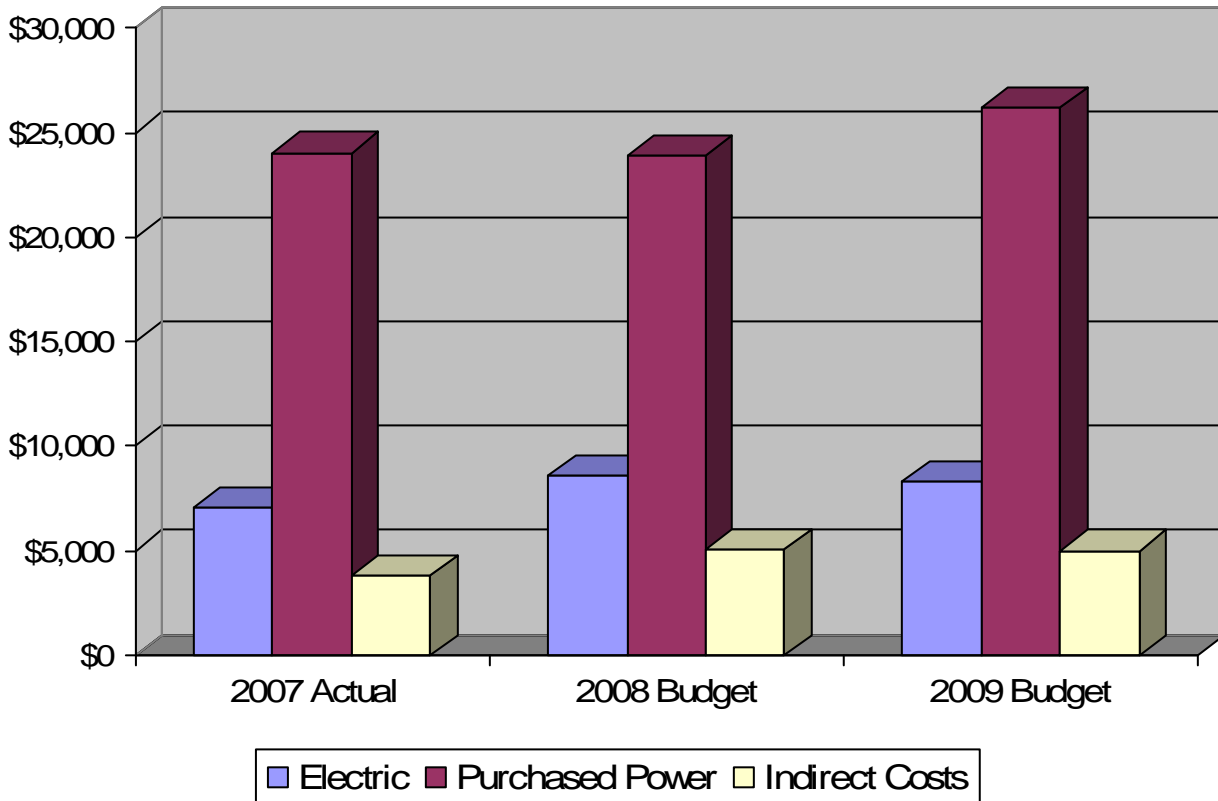
**ELECTRIC SYSTEM**

	<u>FY 2007 ACTUAL</u>	<u>FY 2008 BUDGET</u>	<u>2008 - 6 MO ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>% CHANGE from FY08 BUDGET</u>
<b>1. Revenues:</b>					
<b>2. Direct Sales:</b>					
3. Metered Billings	\$31,011,780	\$32,892,970	\$14,181,651	\$31,745,768	-3.49%
4. Load Management Credits	(209,102)	(214,484)	(102,812)	(215,562)	0.50%
5. Energy Cost Adjustments	15,632,979	16,307,897	7,193,617	16,737,629	2.64%
6. Underrecovery of Fuel Costs	(2,089,189)	0	(1,548,686)	0	0.00%
7. Misc. Operating Revenue	403,491	345,538	227,021	362,479	4.90%
8. Non Operating Revenue	762,373	813,700	279,827	817,858	0.51%
<b>9. Total Revenues</b>	<b>45,512,332</b>	<b>50,145,621</b>	<b>20,230,618</b>	<b>49,448,172</b>	<b>-1.39%</b>
<b>10. Other Revenue Sources:</b>					
11. R&R Contribution	255,133	343,244	165,997	0	-100.00%
12. Infrastructure Contribution	0	0	0	225,000	0.00%
13. Bond & Other Financing Sources	0	3,660,000	0	0	-100.00%
<b>14. Total Other Revenue Sources</b>	<b>255,133</b>	<b>4,003,244</b>	<b>165,997</b>	<b>225,000</b>	<b>-94.38%</b>
<b>15. Balance</b>	<b>45,767,465</b>	<b>54,148,865</b>	<b>20,396,615</b>	<b>49,673,172</b>	<b>-8.27%</b>
<b>16. Operation &amp; Maintenance Expenses:</b>					
<b>Direct Cost Center</b>					
17. Electric Operations	31,137,596	32,480,514	14,049,972	34,486,510	6.18%
<b>Indirect Cost Centers</b>					
18. Executive	441,483	583,062	259,486	600,477	2.99%
19. Information Technology	305,070	486,962	148,317	398,545	-18.16%
20. Human Resources	1,788,649	2,301,564	875,887	2,249,719	-2.25%
21. Engineering	310,965	382,583	135,233	369,698	-3.37%
22. Finance	939,975	1,331,847	564,971	1,390,182	4.38%
<b>Other</b>					
23. Communications					
<b>24. Total O&amp;M Expenses</b>	<b>34,923,738</b>	<b>37,566,532</b>	<b>16,033,866</b>	<b>39,495,131</b>	<b>5.13%</b>
<b>25. Balance</b>	<b>10,843,727</b>	<b>16,582,333</b>	<b>4,362,749</b>	<b>10,178,041</b>	<b>-38.62%</b>
<b>26. To Sinking Fund:</b>					
27. 1993 Certificates	67,412	70,727	33,706	67,412	-4.69%
28. 2002 Certificates	2,124,482	2,211,039	1,060,928	2,122,331	-4.01%
29. 2002 Debt Reduction Fund	119,816	125,241	62,621	119,627	-4.48%
30. 2004A Certificates	305,392	320,803	154,446	305,339	-4.82%
31. FMPA Loan-Generator	896,508	925,700	424,170	929,688	0.43%
32. FMPA Loan-Land Acquisition	612,581	685,475	291,300	692,046	0.96%
<b>33. Total To Sinking Fund</b>	<b>4,126,191</b>	<b>4,338,985</b>	<b>2,027,171</b>	<b>4,236,443</b>	<b>-2.36%</b>
<b>34. Balance</b>	<b>6,717,536</b>	<b>12,243,348</b>	<b>2,335,578</b>	<b>5,941,598</b>	<b>-51.47%</b>
<b>35. To Capital Improvement Plan:</b>					
36. Transfer to R&R from Alternate Financing	0	3,660,000	0	0	-100.00%
37. Net Transfer to R&R	3,915,264	5,627,573	915,312	2,806,331	-50.13%
38. Transfer to Infrastructure Fund	0	0	0	225,000	0.00%
<b>39. Total To Capital Improvemen</b>	<b>3,915,264</b>	<b>9,287,573</b>	<b>915,312</b>	<b>3,031,331</b>	<b>-67.36%</b>
<b>40. Balance</b>	<b>2,802,272</b>	<b>2,955,775</b>	<b>1,420,266</b>	<b>2,910,267</b>	<b>-1.54%</b>
41. Transfer to City	2,802,272	2,955,775	1,286,288	2,910,267	-1.54%
<b>42. Balance</b>	<b>0</b>	<b>0</b>	<b>133,978</b>	<b>0</b>	<b>0.00%</b>

*Electric Revenue Trends (in thousands)*



*Electric O&M (in thousands)*

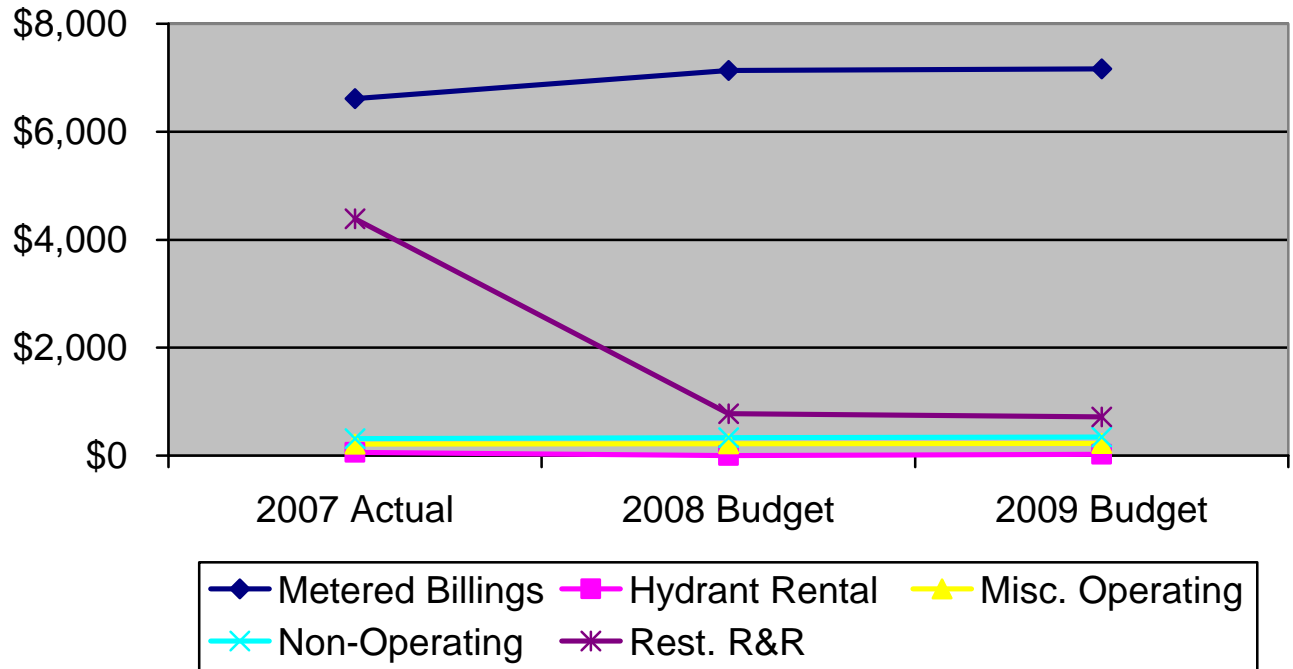


**FORECAST REPORT  
BUDGET PLAN FY 2009**

**WATER SYSTEM**

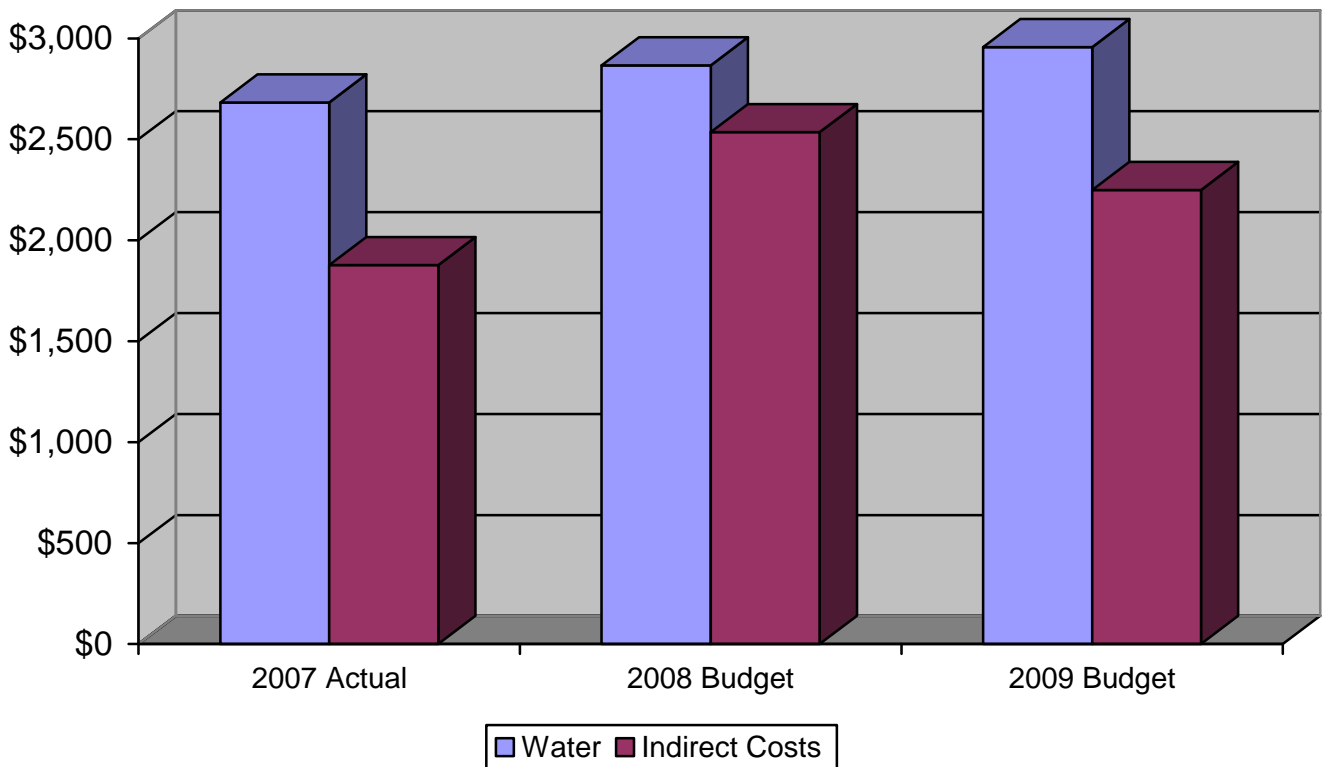
	<u>FY 2007 ACTUAL</u>	<u>FY 2008 BUDGET</u>	<u>2008 - 6 MO ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>% CHANGE from FY08 BUDGET</u>
<b>1. Revenues:</b>					
2. Metered Billings	\$6,616,753	\$7,136,162	\$3,132,535	\$7,165,517	0.41%
3. Hydrant Rental	56,600	0	0	25,000	0.00%
4. Misc. Operating Revenue	216,366	219,688	90,021	225,180	2.50%
5. Non-Operating Revenue	315,173	333,994	214,906	342,344	2.50%
<b>6. Total Revenues</b>	<b>7,204,892</b>	<b>7,689,844</b>	<b>3,437,462</b>	<b>7,758,041</b>	<b>0.89%</b>
<b>7. Other Revenue Sources:</b>					
8. R & R Contribution	4,390,739	772,800	1,264,674	714,840	-7.50%
9. Infrastructure Contribution	119,580	0	0	200,000	0.00%
10. Bond & Other Financing Sources	0	2,000,000	26,473	0	-100.00%
<b>11. Total Other Revenue Sources</b>	<b>4,510,319</b>	<b>2,772,800</b>	<b>1,291,147</b>	<b>914,840</b>	<b>-67.01%</b>
<b>12. Balance</b>	<b>11,715,211</b>	<b>10,462,644</b>	<b>4,728,609</b>	<b>8,672,881</b>	<b>-17.11%</b>
<b>13. Operation &amp; Maintenance Expenses:</b>					
<b>Direct Cost Center</b>					
14. Water Operations	2,682,288	2,865,757	1,339,419	2,956,140	3.15%
<b>Indirect Cost Center</b>					
15. Executive	172,712	237,294	133,359	242,782	2.31%
16. Information Technology	153,745	133,521	37,308	114,835	-13.99%
17. Human Resources	955,252	1,450,525	499,093	1,144,833	-21.07%
18. Engineering	158,858	217,150	79,706	223,552	2.95%
19. Finance	436,995	497,083	203,533	523,326	5.28%
<b>Other</b>					
20. Communications					
<b>21. Total O&amp;M Expenses</b>	<b>4,559,850</b>	<b>5,401,330</b>	<b>2,292,418</b>	<b>5,205,468</b>	<b>-3.63%</b>
<b>22. Balance</b>	<b>7,155,361</b>	<b>5,061,314</b>	<b>2,436,191</b>	<b>3,467,413</b>	<b>-31.49%</b>
<b>23. To Sinking Fund:</b>					
24. 1993 Certificates	43,592	45,736	21,796	43,592	-4.69%
25. 2002 Certificates	1,183,316	1,231,527	590,926	1,182,117	-4.01%
26. 2002 Debt Reduction Fund	66,736	69,758	34,879	66,631	-4.48%
27. 2004A Certificates	208,987	219,532	105,691	208,950	-4.82%
28. 2007 Certificates (Water Upgrades)	0	0	112,442	393,000	0.00%
29. FMPA Loan-Sugar Mill Acquisiti	96,238	100,120	45,868	100,745	0.62%
<b>30. Total To Sinking Fund</b>	<b>1,598,869</b>	<b>1,666,673</b>	<b>911,602</b>	<b>1,995,035</b>	<b>19.70%</b>
<b>31. Balance</b>	<b>5,556,492</b>	<b>3,394,641</b>	<b>1,524,589</b>	<b>1,472,378</b>	<b>-56.63%</b>
<b>32. To Capital Improvement Plan:</b>					
33. Transfer to R&R from Alternate Financing	0	2,000,000	26,473	0	-100.00%
34. Transfer to Infrastructure	119,580	0	0	200,000	0.00%
35. Transfer to Restricted R&R	604,603	0	129,033	178,710	0.00%
36. Net Transfer to R&R	4,425,881	956,128	1,380,330	652,256	-31.78%
<b>37. Total To Capital Improvemen</b>	<b>5,150,064</b>	<b>2,956,128</b>	<b>1,535,836</b>	<b>1,030,966</b>	<b>-65.12%</b>
<b>38. Balance</b>	<b>406,428</b>	<b>438,513</b>	<b>(11,247)</b>	<b>441,412</b>	<b>0.66%</b>
39. Transfer to City	406,428	438,513	192,702	441,412	0.66%
<b>40. Balance</b>	<b>0</b>	<b>0</b>	<b>(203,949)</b>	<b>0</b>	<b>0.00%</b>

### *Water Revenue Trends (in thousands)*




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### *Water O&M (in thousands)*

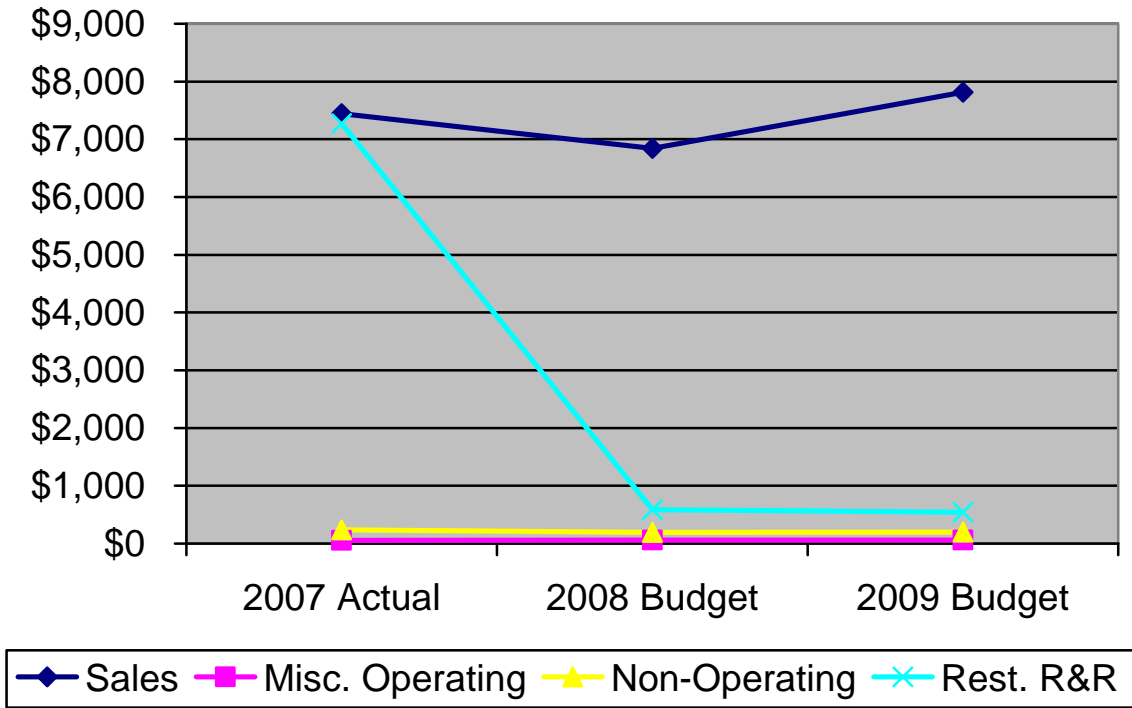


**FORECAST REPORT  
BUDGET PLAN FY 2009**

**WASTEWATER/REUSE SYSTEM**

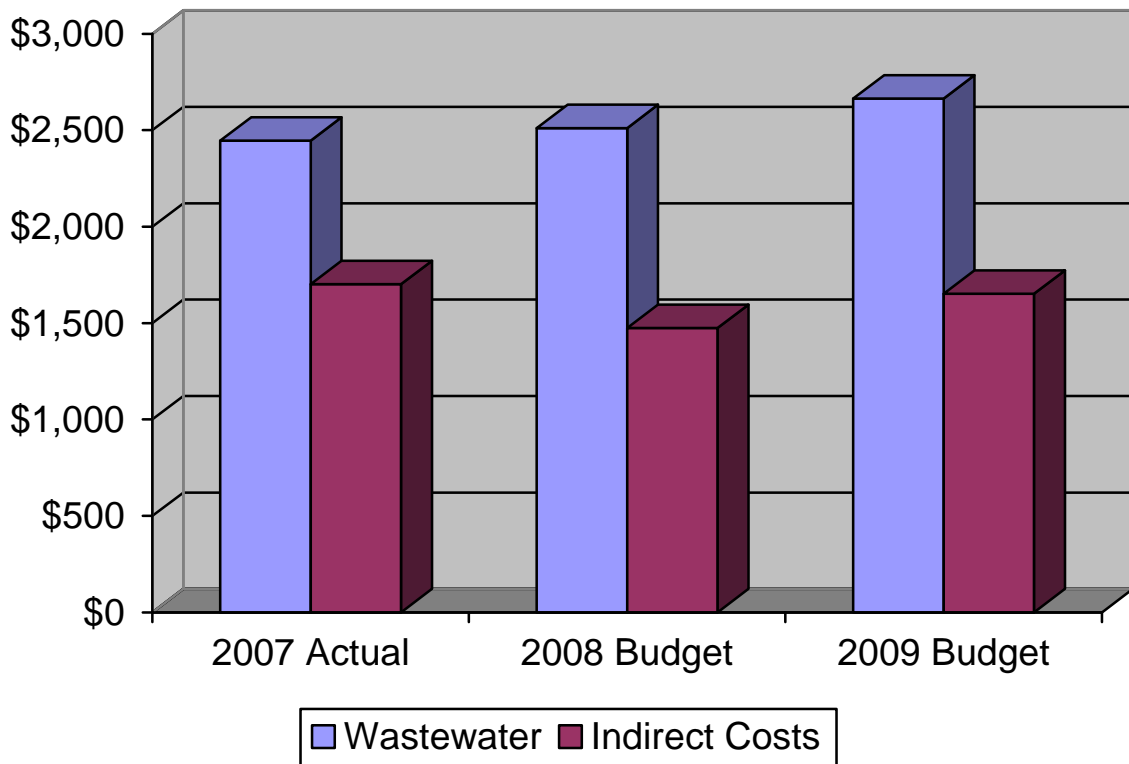
	<u>FY 2007 ACTUAL</u>	<u>FY 2008 BUDGET</u>	<u>2008 - 6 MO ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>% CHANGE from FY08 BUDGET</u>
<b>1. Revenues:</b>					
2. Sales	\$7,444,039	\$6,839,104	\$3,628,952	\$7,815,229	14.27%
3. Misc. Operating Revenue	56,429	59,974	3,356	61,473	2.50%
4. Non-Operating Revenue	238,129	192,297	125,498	197,104	2.50%
<b>5. Total Revenues</b>	<b>7,738,597</b>	<b>7,091,375</b>	<b>3,757,806</b>	<b>8,073,806</b>	<b>13.85%</b>
<b>6. Other Revenue Sources:</b>					
7. R & R Contribution	7,272,545	587,600	1,563,327	543,530	-7.50%
8. Infrastructure Contribution	0	0	0	45,000	0.00%
9. Bond & Other Financing Sources	0	2,930,000	0	2,988,000	1.98%
<b>10. Total Other Revenue Sources</b>	<b>7,272,545</b>	<b>3,517,600</b>	<b>1,563,327</b>	<b>3,576,530</b>	<b>1.68%</b>
<b>11. Balance</b>	<b>15,011,142</b>	<b>10,608,975</b>	<b>5,321,133</b>	<b>11,650,336</b>	<b>9.82%</b>
<b>12. Operation &amp; Maintenance Expenses:</b>					
<b>Direct Cost Center</b>					
13. Wastewater Operations	2,446,085	2,511,221	1,214,990	2,664,050	6.09%
<b>Indirect Cost Centers</b>					
14. Executive	148,202	208,818	77,911	181,362	-13.15%
15. Information Technology	136,666	164,938	50,102	148,610	-9.90%
16. Human Resources	886,767	657,803	411,488	867,133	31.82%
17. Engineering	136,404	213,826	78,753	220,600	3.17%
18. Finance	394,059	229,553	106,680	233,237	1.60%
<b>Other</b>					
19. Communications					
<b>20. Total O&amp;M Expenses</b>	<b>4,148,183</b>	<b>3,986,159</b>	<b>1,939,924</b>	<b>4,314,992</b>	<b>8.25%</b>
<b>21. Balance</b>	<b>10,862,959</b>	<b>6,622,816</b>	<b>3,381,209</b>	<b>7,335,344</b>	<b>10.76%</b>
<b>22. To Sinking Fund:</b>					
23. 1993 Certificates	15,496	16,258	7,748	15,496	-4.69%
24. 2002 Certificates	978,025	1,017,872	488,407	977,034	-4.01%
25. 2002 Debt Reduction Fund	55,158	57,656	28,828	55,072	-4.48%
26. 2004A Certificates	130,045	136,607	65,767	130,022	-4.82%
27. State Revolving Loan-1997	1,279,821	1,300,022	639,359	1,278,718	-1.64%
28. FMPA Loan-Sugar Mill Acquisiti	122,484	127,425	58,377	128,220	0.62%
<b>29. Total To Sinking Fund</b>	<b>2,581,029</b>	<b>2,655,840</b>	<b>1,288,486</b>	<b>2,584,562</b>	<b>-2.68%</b>
<b>30. Balance</b>	<b>8,281,930</b>	<b>3,966,976</b>	<b>2,092,723</b>	<b>4,750,782</b>	<b>19.76%</b>
<b>31. To Capital Improvement Plan:</b>					
32. Transfer to R&R from Alternate Financing	0	2,930,000	0	2,988,000	1.98%
33. Transfer to Infrastructure	0	0	0	45,000	0.00%
34. Transfer to Restricted R&R	585,572	0	170,349	135,882	0.00%
35. Transfer to R&R	7,250,608	626,439	1,678,370	1,112,791	77.64%
<b>36. Total To Capital Improvemen</b>	<b>7,836,180</b>	<b>3,556,439</b>	<b>1,848,719</b>	<b>4,281,673</b>	<b>20.39%</b>
<b>37. Balance</b>	<b>445,750</b>	<b>410,537</b>	<b>244,004</b>	<b>469,109</b>	<b>14.27%</b>
38. Transfer to City	445,750	410,537	217,138	469,109	14.27%
<b>39. Balance</b>	<b>0</b>	<b>0</b>	<b>26,866</b>	<b>0</b>	<b>0.00%</b>

### *Wastewater/Reuse Revenue Trends (in thousands)*




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### *Wastewater/Reuse O&M (in thousands)*

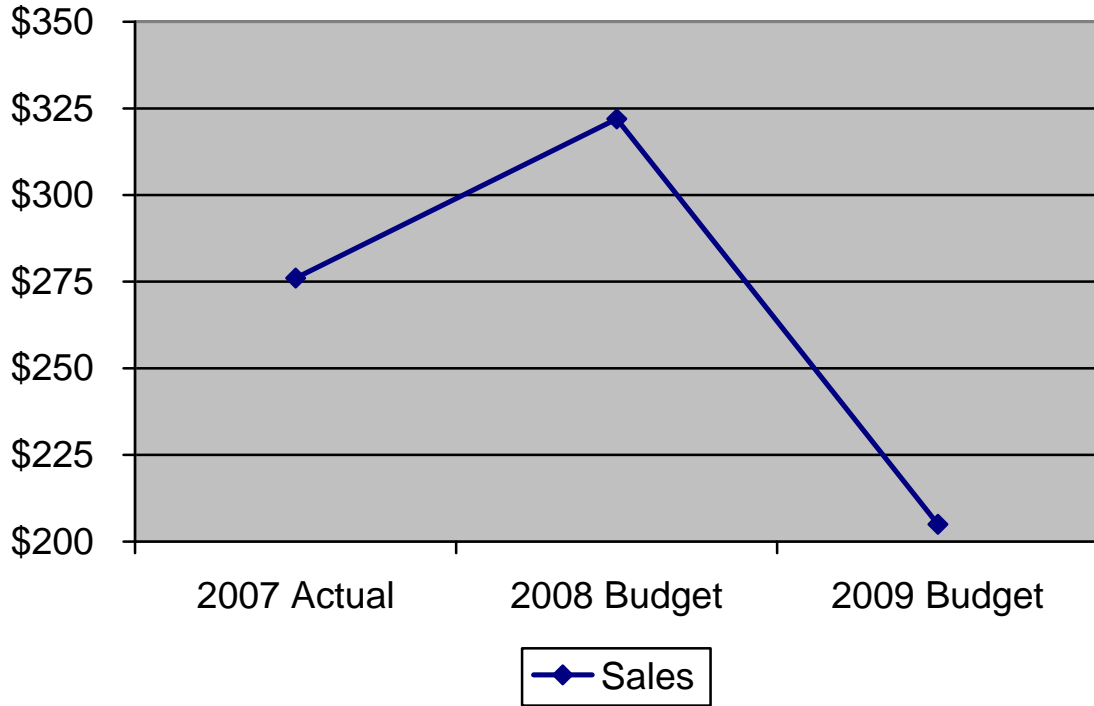


**FORECAST REPORT  
BUDGET PLAN FY 2009**

**INTERNET SYSTEM**

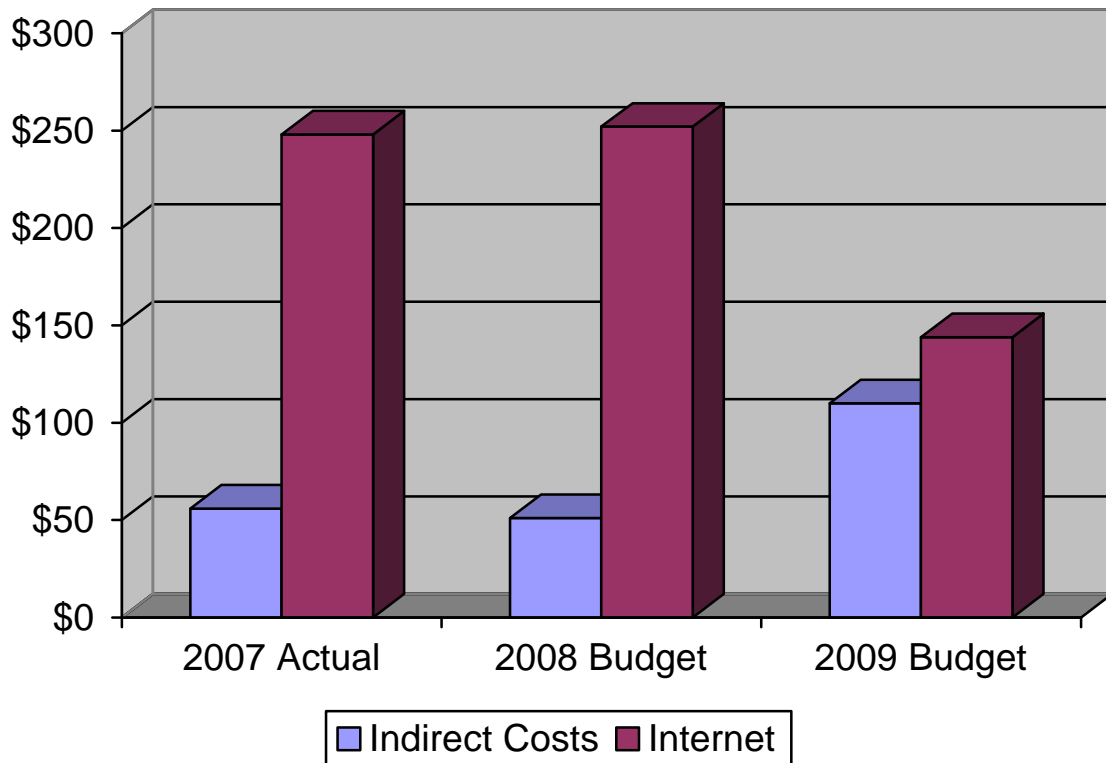
	<u>FY 2007 ACTUAL</u>	<u>FY 2008 BUDGET</u>	<u>2008 - 6 MO ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>% CHANGE from FY08 BUDGET</u>
<b>1. Revenues:</b>					
2. Sales	\$275,747	\$322,507	\$102,296	\$205,000	-36.44%
<b>3. Total Revenues</b>	<b>275,747</b>	<b>322,507</b>	<b>102,296</b>	<b>205,000</b>	<b>-36.44%</b>
<b>4. Other Revenue Sources:</b>					
<b>5. Balance</b>	<b>275,747</b>	<b>322,507</b>	<b>102,296</b>	<b>205,000</b>	<b>-36.44%</b>
<b>6. Operation &amp; Maintenance Expenses:</b>					
<b>Direct Cost Center</b>					
7. Internet Services	248,477	252,075	90,822	144,000	-42.87%
<b>Indirect Cost Centers</b>					
8. Executive	0	0	7,381	9,823	0.00%
9. Information Technology	0	0	15,242	13,510	0.00%
10. Human Resources	55,727	51,082	44,810	64,565	26.39%
11. Finance	0	0	9,572	22,240	0.00%
<b>12. Total O&amp;M Expenses</b>	<b>304,204</b>	<b>303,157</b>	<b>167,827</b>	<b>254,138</b>	<b>-16.17%</b>
<b>13. Balance</b>	<b>(28,457)</b>	<b>19,350</b>	<b>(65,531)</b>	<b>(49,138)</b>	<b>-353.94%</b>
14. Transfer from Other Sources	0	0	0	61,438	0.00%
15. Transfer to R & R - Contribution	(44,567)	0	0	0	0.00%
<b>16. Balance</b>	<b>16,110</b>	<b>19,350</b>	<b>(65,531)</b>	<b>12,300</b>	<b>-36.43%</b>
17. Transfer to City	16,110	19,350	6,132	12,300	-36.43%
<b>18. Balance</b>	<b>0</b>	<b>0</b>	<b>(71,663)</b>	<b>0</b>	<b>0.00%</b>

### *Internet Sales Trends (in thousands)*



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### *Internet O&M (in thousands)*





## ***Functional Responsibilities by Department***

**Commission** ~ The Utilities Commission, City of New Smyrna Beach was created in 1967 through the passage of Chapter 67-1754, Laws of Florida, Special Acts of 1967 (House Bill 1669), which amended the Charter of the City of New Smyrna Beach, Florida to create the Utilities Commission. It has the full, complete and exclusive power and right to manage, operate, and maintain electric and water services within the city limits and in a designated service area beyond the limits of the City of New Smyrna Beach, Florida. The Utilities Commission is governed by a five member board of Commissioners who are appointed by the City Commission. Utilities Commissioners may serve no more than three consecutive three year terms.

- There is no significant change between the FY 2009 and FY 2008 budgeted expenses.

**Executive** ~ The General Manager/Chief Executive Officer's responsibility is to execute the plans and decisions of the Commission, thereby directing and coordinating the activities of all employees. The GM/CEO ensures that all policies and resolutions passed by the Commission are enforced and duly administered. In addition, the GM/CEO informs the Commission of legislative matters, capital improvements, budget items, policies and services offered to customers. Direct reports to the GM/CEO are the Directors of Electric, Water & Wastewater, Information Technology, Finance, Human Resources, Systems Operations, and Engineering.

- There are minimal increases between the FY 2009 and FY 2008 budgeted expenses.

**Information Technology** ~ The Information Technology Department ensures that the direction and strategies relative to the use of information technology are supportive of the needs, and are consistent with the short and long range business goals of the Utilities Commission. The use of information technology is the primary means to provide quality services to the public in the most effective and cost efficient manner. Therefore, the Utilities Commission IT Department will provide the necessary proven technologies and support infrastructures to assist the Utilities Commission in attaining its business goals.

- There are minimal decreases between the FY 2009 and FY 2008 budgeted expenses.

**Human Resources (Personnel)** ~ The purpose of the Personnel Department is to strategically recruit to meet the organization's goals and to provide succession pathways to retain valuable human capital. Our operational goal is to develop a competitive, ethical organization and to align our corporate personnel needs with the needs of the business units. Our long range goals are to effectively formulate and implement training objects and promote our in-house workplace culture, and integrate our labor force to ensure the most effective and efficient use of human talent within daily operational needs. The HR department assists the organization's Directors,

its employees and other stakeholders with personnel-related business needs within all departments. The HR Department's service role is to oversee labor relations, all personnel relevant records, administer payroll and benefits, and manage the risk and safety program for the UC.

- \$419,347 increase in Group Medical Insurance. This increase is in part due to changes made in providers after FY 2008's budget and an estimated increase of approximately 20% expected for FY 2009.
- \$172,640 decrease in property insurance is due to newly bid insurance policies.
- \$291,000 decrease in pay for performance and similar programs, due to implementation being deferred until at least 2010.

**Internet** ~ The purpose of Internet service offered by the Utilities Commission is to provide low cost, high quality internet connectivity for New Smyrna Beach area residents. Staff within the Internet Department assists customers in many areas of computer use and offer free classes on a monthly basis.

- \$30,000 decrease in expenses are budgeted in an effort to provide cost effective services to our customers.
- \$61,227 decrease in salaries is due to reorganization of the division.

**Electric** ~ The Electric Department is composed of the following divisions: Electric Operations, Nuclear Production, Fleet Maintenance, Electric Transmission & Distribution, Substation and Relay Maintenance and Systems Operations & Generation.

**Electric Operations** ~ The Electric Operations Division operates and maintains safe, reliable, and efficient transmission and distribution facilities. The Director of Electric Operations provides planning, control, and direction for three divisions related to the operation of electric utility services: Transmission & Distribution, Installation, and Substation & Relay.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.

**Fleet Maintenance** ~ The Fleet Maintenance Division directs all activities of repair and maintenance on all vehicles, rolling stock and equipment of all utilities. Fleet maintenance O&M expenses are allocated among Electric, Water and Wastewater utilities.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.

**Electric Transmission & Distribution** ~ The Electric Transmission & Distribution Division is responsible for the operation, construction, and maintenance of the electrical system in order to provide safe, timely, and reliable service. This division is also responsible for the transmission and distribution of electric power from internal and external power sources to the customer. Staff operates and maintains a safe and reliable transmission and distribution facility. This

division is also responsible for advising Electrical Engineering of needed system extensions and upgrades, and works closely with Engineering in the planning and design of those systems.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.

**Electric Systems Operations & Generation** ~ System Operations & Generation division perform a daily calculation to determine the mix of generating units, power resources, and power purchases required to deliver the lowest cost of energy to our customers. System Control Coordinators also monitor status and alarms of the electric system and are responsible for ensuring reliability as part of the entire interconnected electric system. Typically, the Utilities Commission plant generating units would be operated during periods of high power demand and off line during periods of low demand. The plant may also be called at any time to cover the loss of a generating unit or transmission resource. This approach requires the plant to have all units available to operate during the summer's high operation period. The focus of the plant maintenance program, therefore, is unit reliability. Safety continues to be an important part of all activities in the Power Plant, and personnel actively engage in the elimination of actions and conditions which could lead to accidents.

- \$195,000 increase in Fuel Expense #2 Oil is due to planning for the possibility of utilizing our in house generation units to meet anticipated demand.
- \$2,939,041 increase in Purchased Power for Progress Energy Florida expense is representative of increases not budgeted for in FY 2008 and based on expected fuel cost increases and increased capacity under the new Contract FY 2009.
- \$816,271 decrease in Other -"OS" expense is due to increased capacity under Progress Energy Florida contract resulting in less "OS" needs.
- Wheeling Expense has been divided between FPL and PEF Wheeling Expenses. The net increase of \$196,558 is based on expected purchases of market wholesale energy.

**Nuclear Production** ~ Represents our share of expenses associated with the Commissions .5608% ownership share of the Crystal River #3 Nuclear Plant. Also included are the costs associated with fuel and purchased power from our membership in Florida Municipal Power Agency (FMPA) due to the St. Lucie Nuclear Plant.

- Best estimate based on minimal information from CR3 and St. Lucie. Our budget preparation time is several months prior to their cut off time.

**Water Operations** ~ The Water Department is composed of the following divisions: Water Production/Treatment Operations and Water Distribution/Field Operations. The Water Production Division manages the operation of 19 production wells, a 10.368 MGD Class A (24hr a day) Water Treatment Plant, 3 high Service Pumping Stations and reservoirs, and approx 200 miles of distribution system piping. This staff is responsible for providing the customers with reliable, high-quality potable water that meets all the criteria of the Safe Drinking Water Act for drinking, irrigation and fire protection. The department routinely assists

the Engineering Department with field changes and advises on discrepancies between record drawings and actual field conditions of the water distribution system. It also provides information to the Engineering Department with any of the major system components that require replacement/upgrades so they may be incorporated into the Capital Improvements Plan.

- There are minimal increases between the FY 2009 and FY 2008 budgeted expenses.

**Wastewater Operations** ~ The Wastewater Department is composed of the following divisions: Wastewater Collection/Field Operations and Treatment Operations. The Wastewater Treatment Division is responsible for proper treatment and disposal of the wastewater stream, enforcement of the Industrial Pretreatment Program, maintenance of the collection system's 90 lift stations/force mains, and efficient operation of the 7 MGD Water Reclamation Facility. It is responsible for providing its customers with reliable high quality service for domestic wastewater (sanitary sewer service) and reclaimed water for irrigation purposes. This department routinely assists Engineering with field changes and advises on discrepancies between record drawings and actual field conditions of the wastewater collection system. It also provides Engineering with information on any major system components that need replacement or upgrades so they may be added to the Capital Improvement Plan.

- There are minimal increases between the FY 2009 and FY 2008 budgeted expenses.

**Engineering** ~ The Engineering Department is composed of the following divisions: Engineering Management, Environmental Engineering and Electrical Engineering.

**Engineering Management** ~ The Engineering Management division is responsible for engineering, design, permitting, inspection, and construction management of major repairs, system upgrades, and construction of new facilities. Engineering is also tasked with planning for future growth and changes to the systems as technology and/or laws and regulations change.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.

**Environmental Engineering** ~ The Environmental Engineering division is responsible for evaluating the Utilities Commission systems for regulatory compliance and safety.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.

**Electrical Engineering** ~ The Electrical Engineering division is responsible for engineering, designing, permitting, inspection, and construction management of major repairs, system upgrades, and construction of new facilities for the power generation, transmission and distribution systems, substations, and fiber.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.

**Finance** ~ The Finance Department is composed of the following divisions: Accounting, Customer Service/Meter and Materials Management.

**Accounting** ~ The Accounting division directs the process that culminates in the preparation of financial reports. They identify, measure, analyze, prepare, interpret, and communicate financial information used by all directors to plan, evaluate and control the organization. The division assures appropriate use of and accountability for the utility's resources. Staff coordinates and/or performs tasks associated with budget development and implementation, financial and statistical reporting, utility billing, payroll, accounts payable and cost information reporting for internal and outside users.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.
- A decrease in one full-time employee is due to reorganization of Customer Service, transferred one position.

**Customer Service and Meter Departments** ~ The Customer Service Department is subdivided into Billing, Collections and Meter division is responsible for serving as the primary contact with utility customers. The mission of this division is to provide expedient and friendly service in the most convenient manner. It is also responsible for maintaining the billing, service orders and meter subsystems; providing accurate and timely billing, billing adjustments; and resolving billing concerns with internal and external customers in a friendly and courteous manner. Direct meter services personnel provide accurate reading of customers' meters for the electric, water and reuse departments.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.
- An increase in one full-time employee is due to reorganization, transferred one position from Accounting.

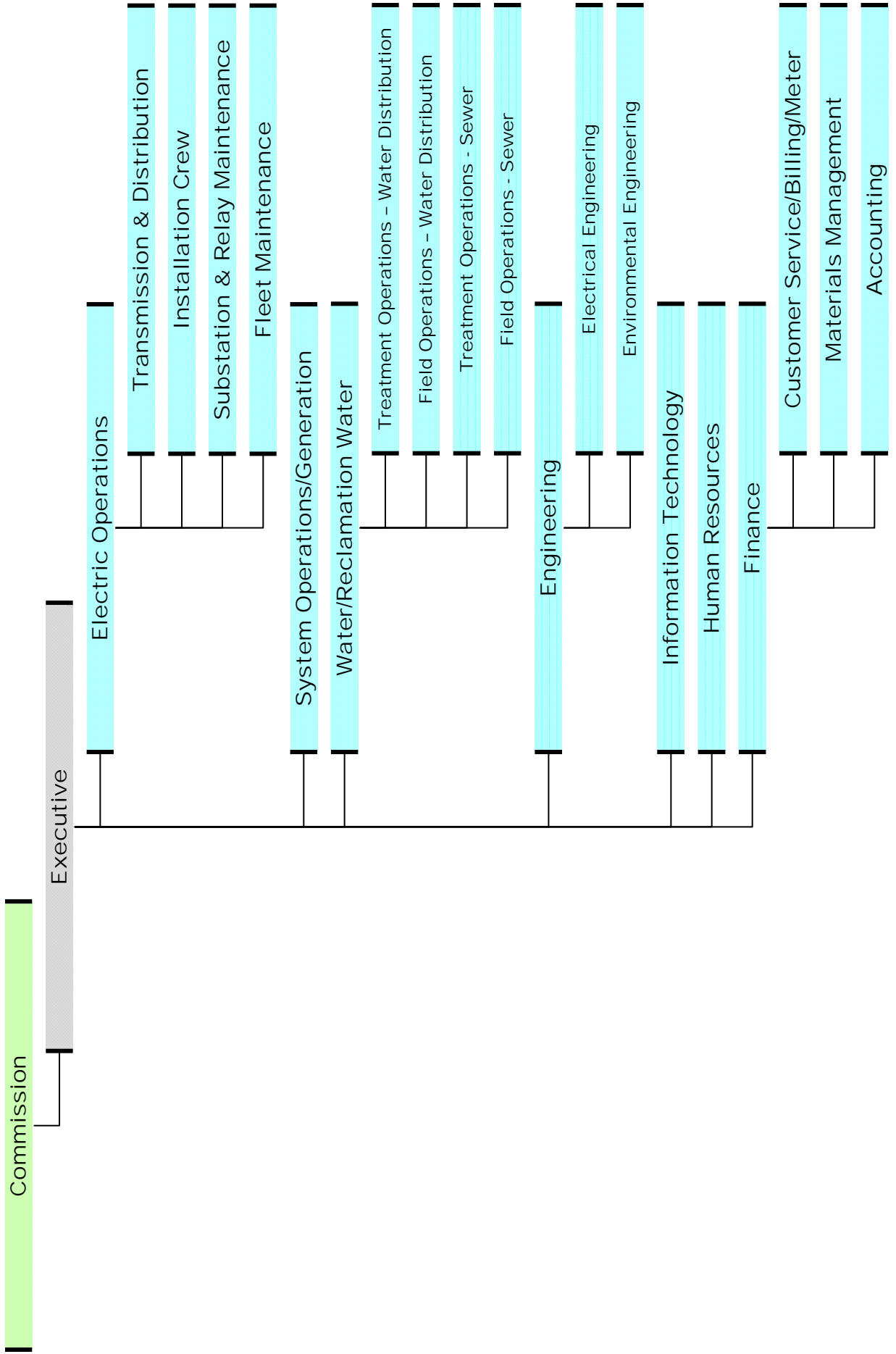
**Materials Management** ~ The purpose of the Materials Management division is to obtain the highest quality commodities and services at the lowest possible costs. The UC utilizes this department for centralized purchasing to ensure the correct amount of product or service is received at the appropriate time and keeps abreast of supply and demand for needed materials and services. Materials Management maintains inventory at appropriate levels through constant review and evaluation of available data, and develops and administers all bids and contracts. Materials Management is in charge of direct warehousing and inventory control.

- There are no significant variances between the FY 2009 and FY 2008 budgeted expenses.

*Organizational  
Composition*



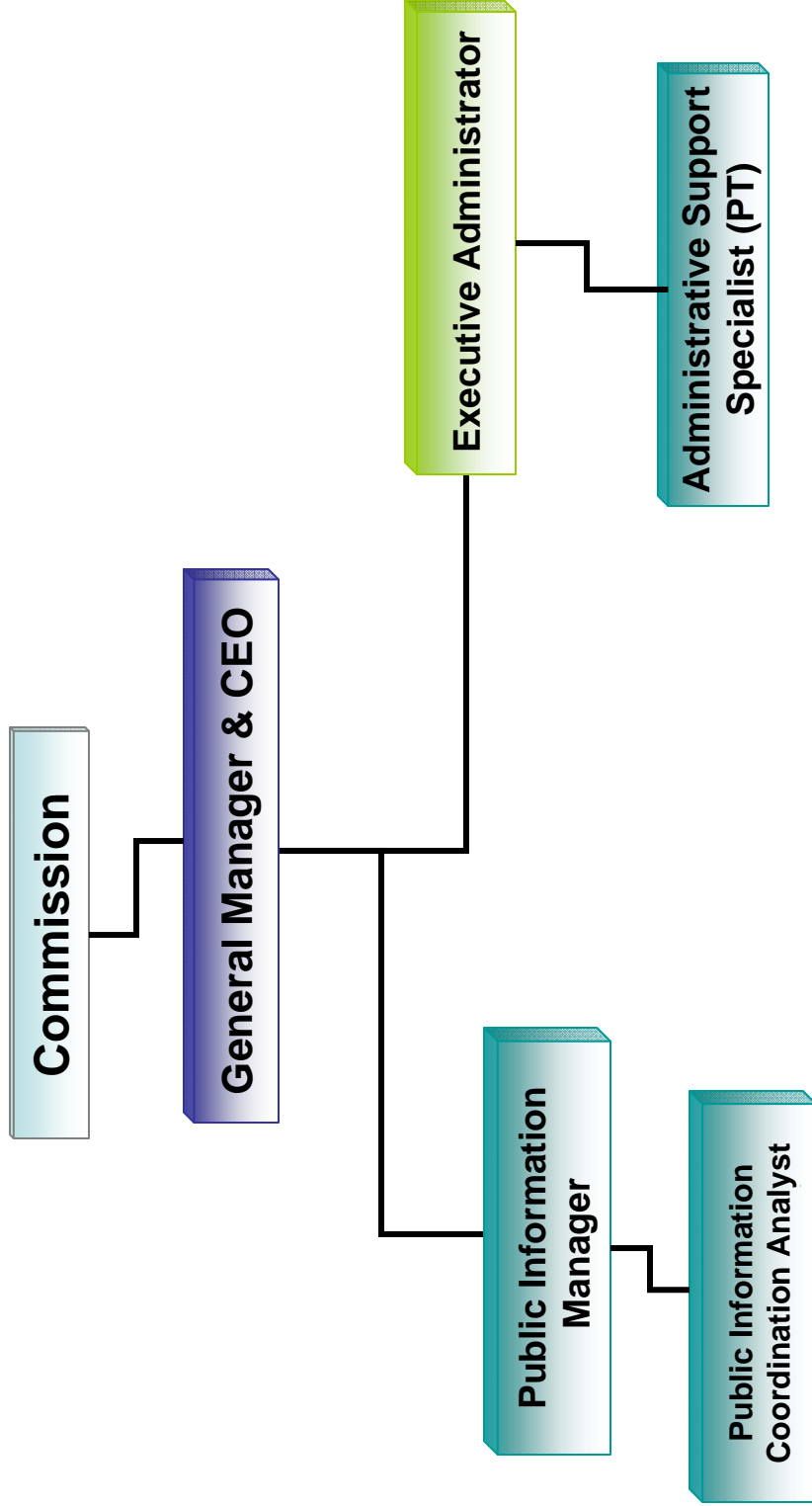
# Utilities Commission City of New Smyrna Beach Fiscal Year 2009 Organizational Plan





Utilities Commission  
City of New Smyrna Beach  
Fiscal Year 2009

## Executive Division – Organizational Plan

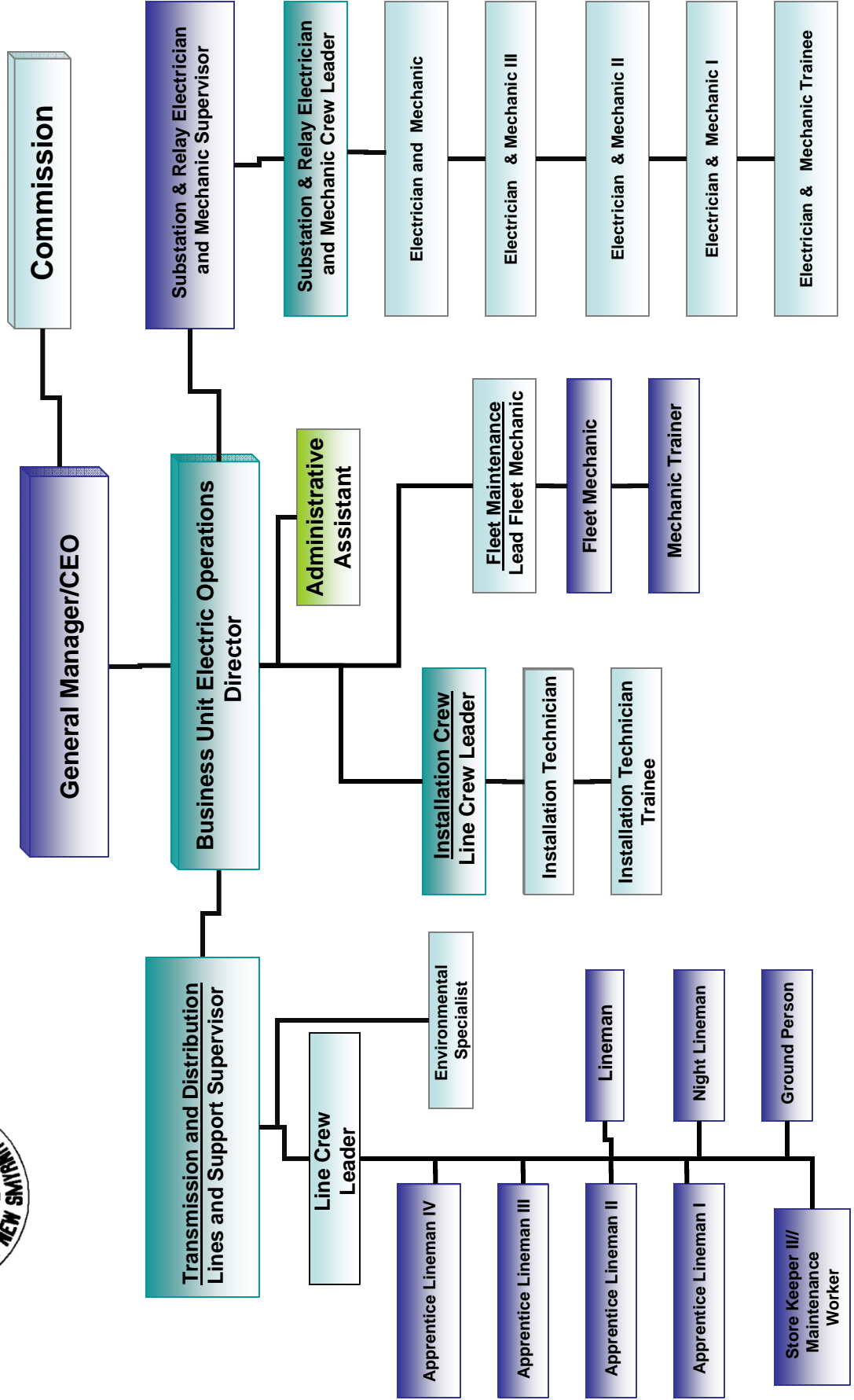






Utilities Commission  
 City of New Smyrna Beach  
 Fiscal Year 2009

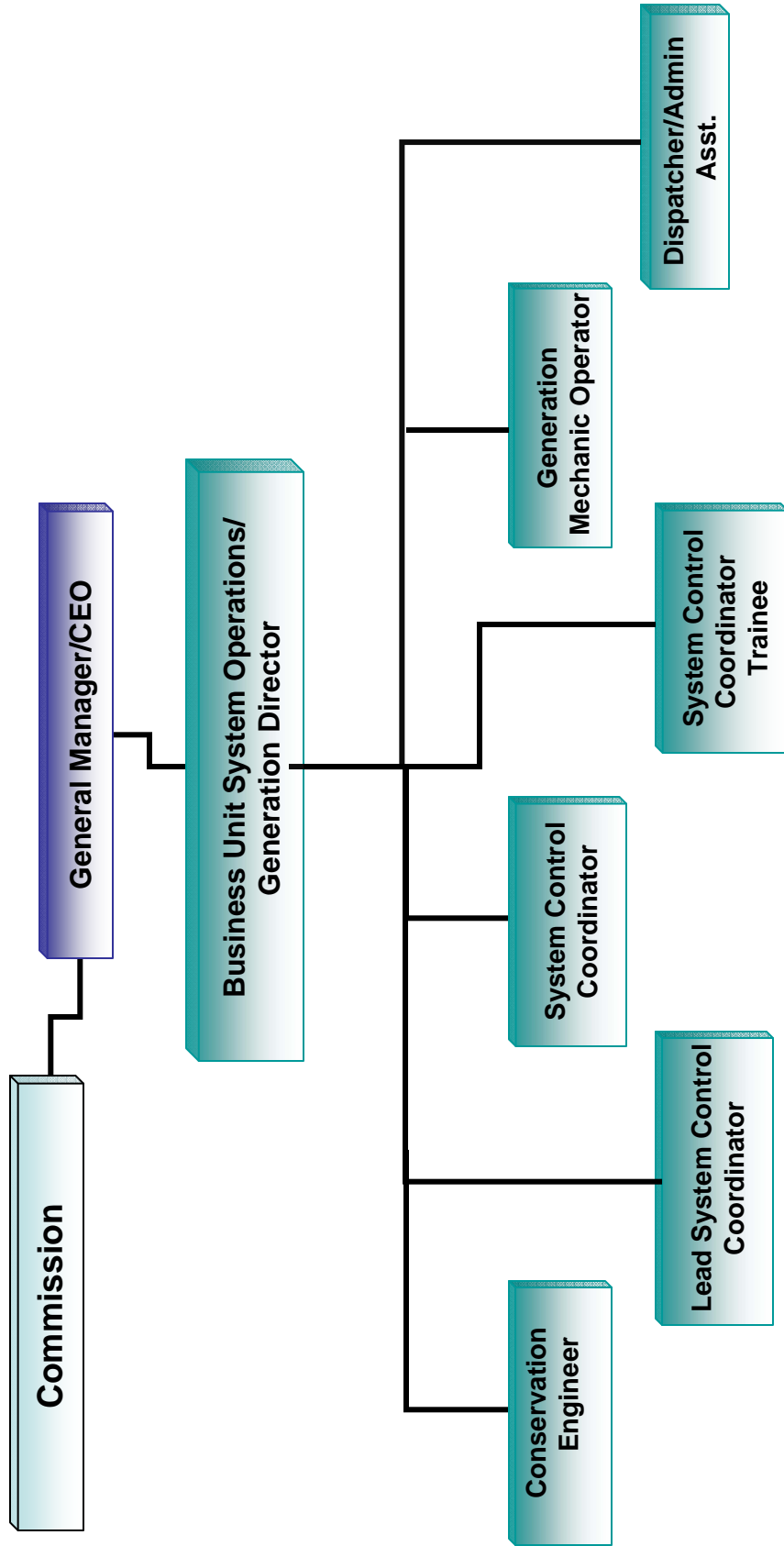
**Electric Operations – Organizational Plan**





Utilities Commission  
City of New Smyrna Beach  
Fiscal Year 2009

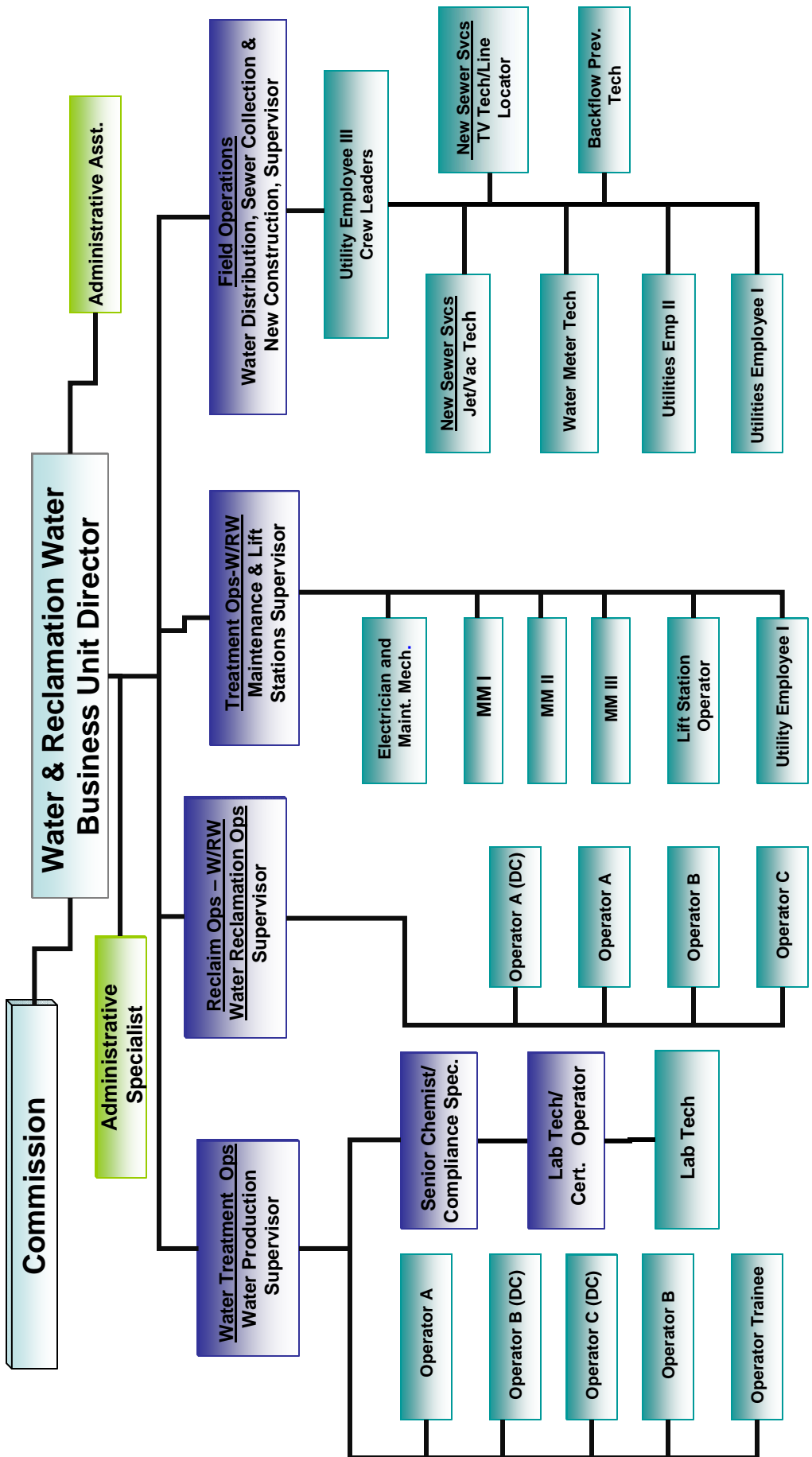
## System Operations/Generation – Organizational Plan





Utilities Commission  
 City of New Smyrna Beach  
 Fiscal Year 2009

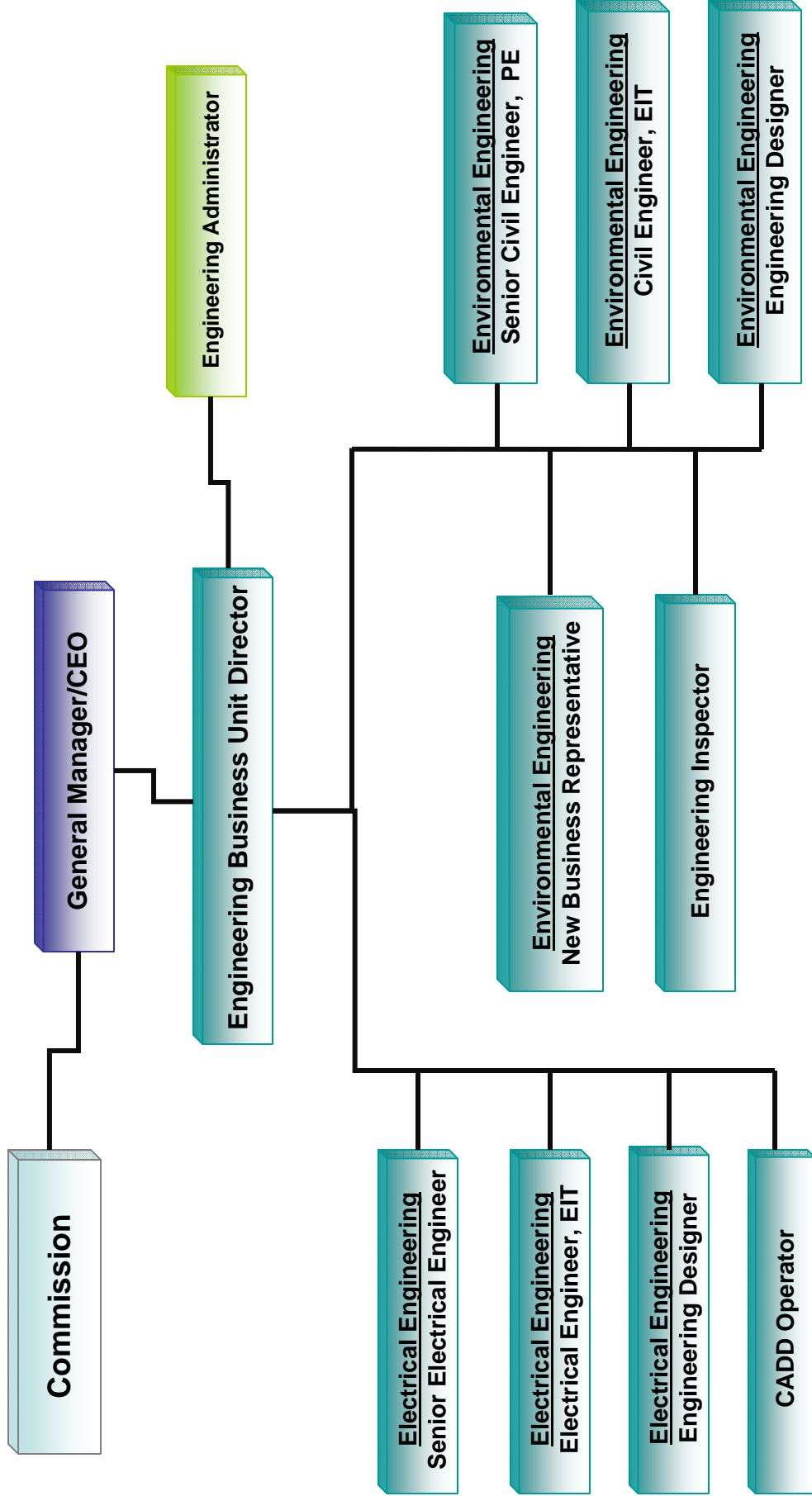
# Water & Reclamation – Organizational Plan





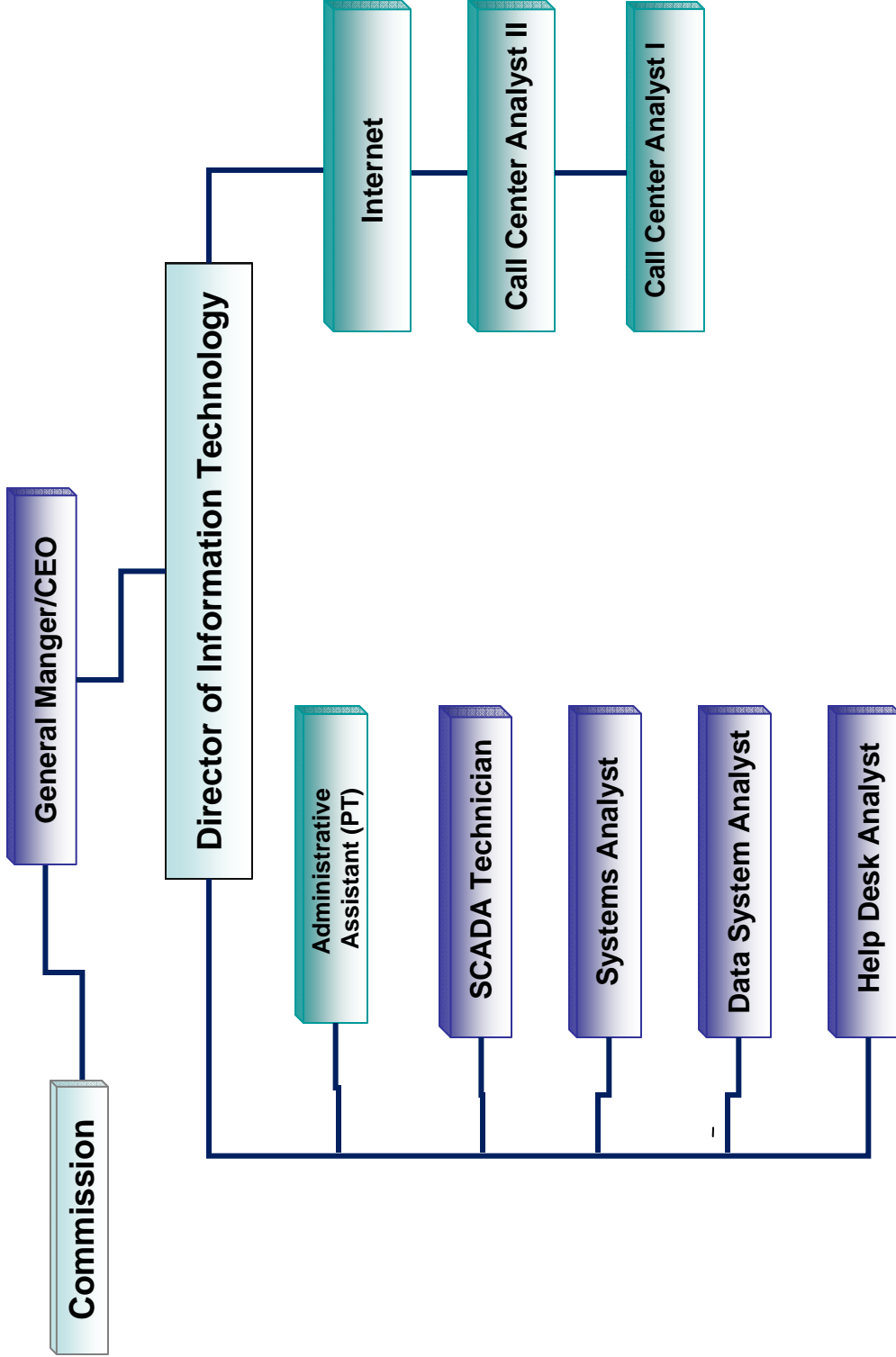
Utilities Commission  
 City of New Smyrna Beach  
 Fiscal Year 2009

**Engineering – Organizational Plan**





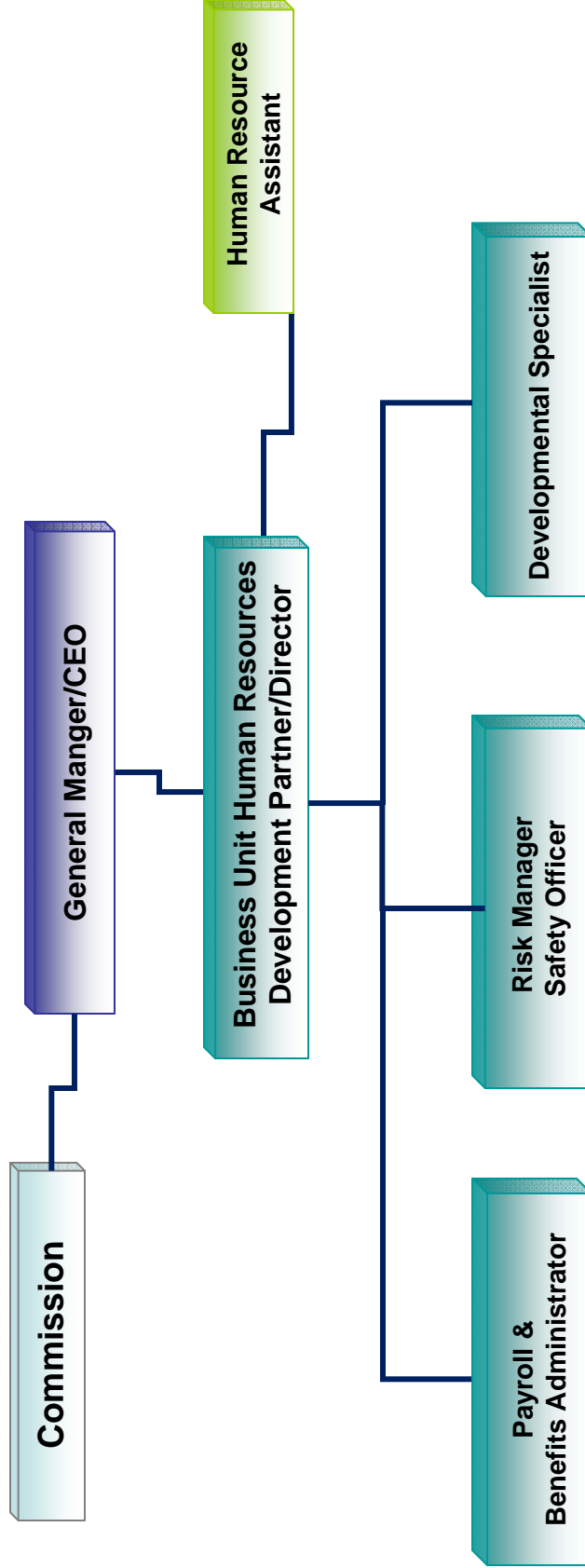
Utilities Commission  
City of New Smyrna Beach  
Fiscal Year 2009  
**Information Technology – Organizational Plan**





Utilities Commission  
City of New Smyrna Beach  
Fiscal Year 2009

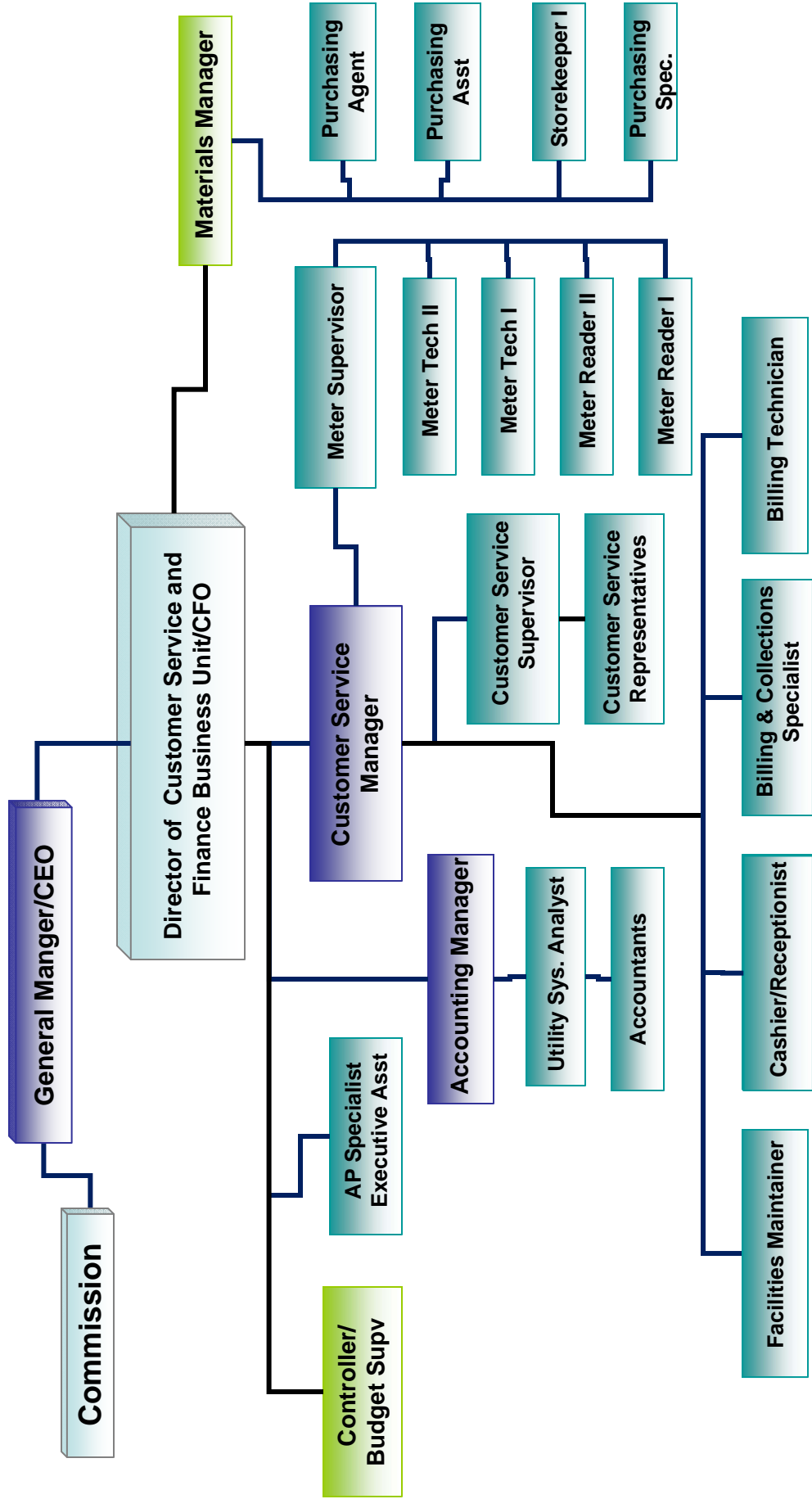
## Human Resources – Organizational Plan





Utilities Commission  
 City of New Smyrna Beach  
 Fiscal Year 2000

**Finance – Organizational Plan**



## *Authorized & Budgeted Positions*

Job Classification	Number of Positions				
	2007 Budget	2007 Actual	2008 Budget	2008 Actual	2009 Budget
Commissioners (110)	5	5	5	5	5
Executive - General Manager/CEO (120)	6	4.5	5	5	5
Information Technology (125)	10	5	8	5	6
Human Relations (130)	5	5	5.5	5	5
Internet (150)	7	6	6	4	4
Cable & Fiber (145)	0	0	0	0	0
Electric Operations (210)	3	3	3	3	3
Nuclear Production (240)	0	0	0	0	0
Fleet Maintenance (250)	4	3	4	2	3
Electric T&D (260)	26	25	27	26	26
Installation Crew (261)	4	2	3	3	3
Substation & Relay Maintenance (265)	5	5	6	5	5
System Operations/Generation (270)	10	10	11	10	11
Water Production (320)	14	12	13	12	13
Water Distribution (330)	17	19	18	17	19
Sewer Collection/Lift Stations (350)	8	6	7	7	5
Wastewater (360)	18	18	19	18	20
Engineering-Management (410)	4	3	4	3	3
Environmental Engineering (420)	4	2	4	4	4
Electrical Engineering (430)	6	4	4	3	4
Accounting (510)	8	8	8	8	7
Billings & Collections/Meter (520)	24	23	23	21	22
Materials Management (550)	5	4	5	5	5
<b>Total Personnel</b>	<b>193.00</b>	<b>172.50</b>	<b>188.50</b>	<b>171.00</b>	<b>178.00</b>



## *FY 2009 Budgeted Salaries By Department*

	2007 ACTUAL	2008 BUDGET	2008 - 6 MOS ACTUAL	2009 BUDGET	% CHANGE from FY08 BUDGET
110 - Commission	\$5,999.50	\$6,000.02	\$2,676.70	\$6,000.00	0.00%
120 - Executive - General Manager/CEO	320,702.06	338,922.96	165,421.99	367,999.44	8.58%
125 - Information Technology	301,019.53	383,743.96	133,677.76	346,000.00	-9.84%
130 - Human Resources	249,679.88	289,078.08	134,578.33	285,000.00	-1.41%
140 - Telecommunications					0.00%
150 - Internet	148,692.77	153,226.98	46,317.97	92,000.00	-39.96%
210 - Electric Operations	161,560.43	158,390.96	87,354.28	173,000.00	9.22%
250 - Electric - Fleet Maintenance	143,253.42	172,619.06	68,729.33	147,000.00	-14.84%
260 - Electric - Transmission & Distribut	1,111,777.19	1,708,237.70	701,699.88	1,645,000.00	-3.70%
265 - Electric - Substation/Relay	243,620.99	277,608.24	154,585.27	281,000.00	1.22%
270 - Electric - Systems Operations	584,713.63	689,606.98	279,730.73	695,000.00	0.78%
240 - Electric - Nuclear Production					0.00%
320 - Water Distribution	627,190.30	719,405.04	340,982.93	758,000.00	5.36%
330 - Water Production	532,203.07	675,294.74	316,206.56	742,000.00	9.88%
350 - Wastewater Collection	247,658.30	295,322.04	108,296.43	247,000.00	-16.36%
360 - Wastewater Treatment Ops	675,797.51	711,374.96	356,630.63	798,000.00	12.18%
410 - Engineering Management	178,243.53	217,471.42	91,346.15	198,000.00	-8.95%
420 - Engineering Environmental	112,892.82	223,458.04	96,291.61	250,000.00	11.88%
430 - Engineering Electrical	168,537.85	211,992.30	87,219.68	215,000.00	1.42%
510 - Finance Accounting	379,024.95	447,861.72	204,508.84	427,000.00	-4.66%
520 - Finance Customer Service/Meter	653,397.50	731,905.92	335,925.90	786,000.00	7.39%
550 - Finance Materials Management	181,740.97	199,366.04	93,116.63	211,000.00	5.84%
	<u>\$7,027,706.20</u>	<u>\$8,610,887.16</u>	<u>\$3,805,297.60</u>	<u>\$8,669,999.44</u>	<u>0.69%</u>

### SELECTED BENEFITS BY DIVISION

#### Benefits By Division

##### Electric

Health Insurance	432,370.38	516,544.20	262,225.08	763,559.50	47.82%
Workmans Comp	58,834.75	84,000.00	31,372.48	96,444.01	14.81%
Other Benefits	<u>818,456.18</u>	<u>1,173,534.48</u>	<u>392,051.64</u>	<u>971,367.04</u>	<u>-17.23%</u>
	1,309,661.31	1,774,078.68	685,649.20	1,831,370.55	3.23%

##### Water

Health Insurance	254,246.22	383,919.36	162,160.70	380,905.76	-0.78%
Workmans Comp	76,472.90	48,999.96	30,247.17	48,111.61	-1.81%
Other Benefits	<u>426,223.73</u>	<u>727,405.32</u>	<u>223,473.87</u>	<u>484,571.66</u>	<u>-33.38%</u>
	756,942.85	1,160,324.64	415,881.74	913,589.03	-21.26%

##### Wastewater

Health Insurance	234,170.36	98,354.16	119,324.70	265,123.39	169.56%
Workmans Comp	51,210.90	42,000.00	20,991.80	33,487.32	-20.27%
Other Benefits	<u>355,415.40</u>	<u>268,705.80</u>	<u>175,134.89</u>	<u>337,278.39</u>	<u>25.52%</u>
	640,796.66	409,059.96	315,451.39	635,889.10	55.45%

##### Internet

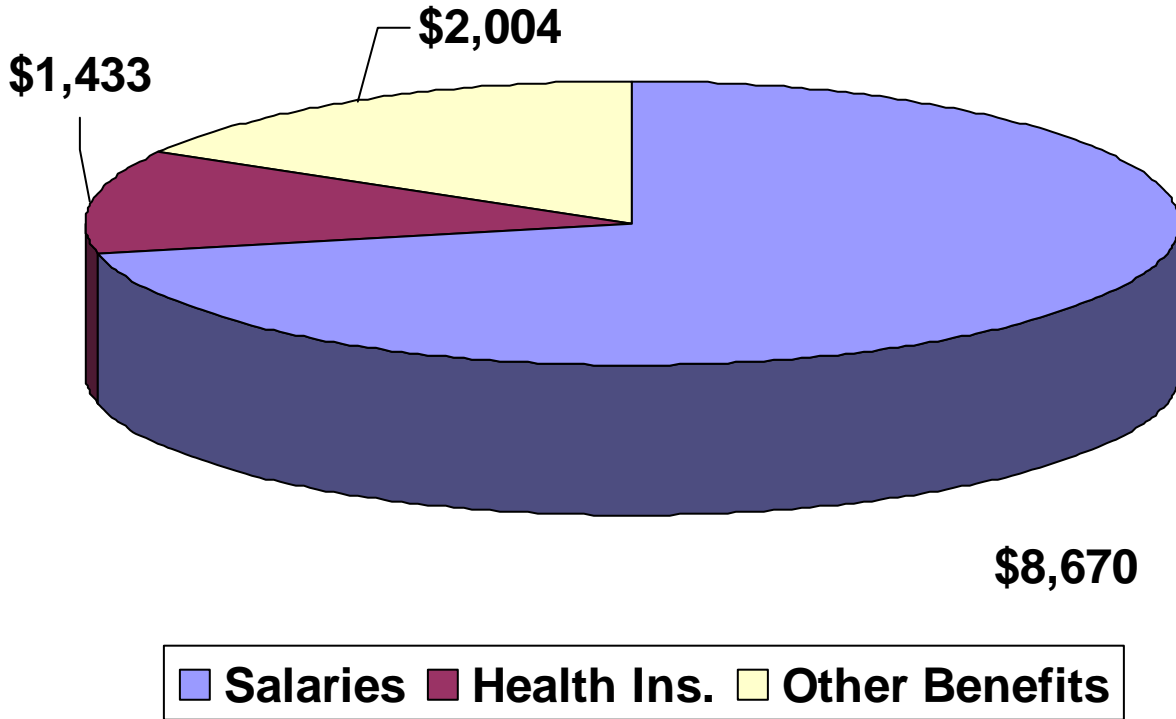
Health Insurance	15,398.50	14,835.12	15,788.33	23,411.35	57.81%
Workmans Comp			847.12	2,957.05	0.00%
Other Benefits	<u>40,328.61</u>	<u>36,246.84</u>	<u>21,681.26</u>	<u>29,782.91</u>	<u>-17.83%</u>
	55,727.11	51,081.96	38,316.71	56,151.31	9.92%

#### TOTAL EMPLOYEE BENEFITS

	<u>2,763,127.93</u>	<u>3,394,545.24</u>	<u>1,455,299.04</u>	<u>3,436,999.99</u>	<u>1.25%</u>
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*Human Resources  
(in thousands)*

*Cost of Benefits*



Grand Total \$12,106,999

*Average Employee Costs*

Salary	\$48,166.66
Health Insurance	7,961.11
Other Benefits	<u>11,133.33</u>
Total	\$67,261.11

***5-Year Budget Projections***

***FY 2009 to FY 2013***

**5-YEAR PROJECTIONS FY2009 TO FY2013  
COMBINED SYSTEMS**

	FY2009 BUDGET	FY2010 FORECAST	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST
<b>1. Revenues:</b>					
2. Electric	49,448,172	50,437,135	51,950,250	53,508,757	54,578,932
3. Water Revenues	7,758,041	8,145,943	8,390,321	8,809,837	9,250,329
4. Wastewater	8,073,806	8,316,020	8,565,501	8,822,466	9,087,140
5. Internet	205,000	207,050	209,121	211,212	213,324
<b>6. Total Revenues</b>	<b>65,485,019</b>	<b>67,106,149</b>	<b>69,115,192</b>	<b>71,352,272</b>	<b>73,129,725</b>
<b>7. Other Revenue Sources:</b>					
8. R & R Contribution	1,258,370	1,310,418	1,349,730	1,405,684	1,464,090
9. Infrastructure Contribution	470,000	510,000	555,000	635,000	690,000
10. Bond & Other Financing Sources	2,988,000	3,291,000	2,751,000	4,894,575	5,605,033
<b>11. Total Other Sources</b>	<b>4,716,370</b>	<b>5,111,418</b>	<b>4,655,730</b>	<b>6,935,259</b>	<b>7,759,123</b>
<b>12. Balance</b>	<b>70,201,389</b>	<b>72,217,567</b>	<b>73,770,923</b>	<b>78,287,531</b>	<b>80,888,848</b>
<b>13. Operation &amp; Maintenance Expenses:</b>					
Direct Cost Centers					
14. Electric Operations	34,486,510	35,521,105	36,231,527	37,318,473	38,438,027
15. Internet	144,000	145,440	146,894	148,363	149,847
16. Water Operations	2,956,140	2,985,701	3,075,272	3,167,531	3,262,557
17. Wastewater Operations	2,664,050	2,743,972	2,826,291	2,911,079	2,998,412
Indirect Cost Centers					
18. Executive	1,034,444	1,060,425	1,085,855	1,118,230	1,151,574
19. Information Technology	675,500	693,198	709,616	730,629	752,269
20. Human Resources	4,326,250	4,431,850	4,540,329	4,675,221	4,814,148
21. Engineering	813,850	833,794	855,000	880,650	907,070
22. Finance	2,168,985	2,223,143	2,275,069	2,342,868	2,412,696
23. Communication Abandonment Expenses	0	0	0	0	0
<b>24. Total O&amp;M Expenses</b>	<b>49,269,729</b>	<b>50,638,629</b>	<b>51,745,854</b>	<b>53,293,045</b>	<b>54,886,599</b>
<b>25. Balance</b>	<b>20,931,660</b>	<b>21,578,938</b>	<b>22,025,068</b>	<b>24,994,486</b>	<b>26,002,249</b>
<b>26. To Sinking Fund:</b>					
27. 1993 Certificates	126,500	126,500	126,500	126,500	126,500
28. 2002 Certificates	4,281,482	4,487,853	4,821,493	4,952,993	4,952,992
29. 2002 Debt Reduction Fund	241,330	(530,380)	760,925	458,008	457,808
30. 2004A Certificates	644,311	441,363	121,737	0	0
31. 2007 Certificate	393,000	393,000	393,000	393,000	393,000
32. State Revolving Loan - 1997	1,278,718	1,278,718	1,278,718	1,278,718	1,278,718
33. FMPA Loan-Sugar Mill Acquisition	228,965	230,070	231,860	234,290	236,315
34. FMPA Loan-Generator	929,688	932,438	933,950	939,225	858,871
35. FMPA Loan-Land Acquisition	692,046	695,067	696,317	700,833	705,096
<b>36. Total Debt Service</b>	<b>8,816,040</b>	<b>8,054,628</b>	<b>9,364,499</b>	<b>9,083,566</b>	<b>9,009,299</b>
<b>37. Balance</b>	<b>12,115,620</b>	<b>13,524,310</b>	<b>12,660,569</b>	<b>15,910,920</b>	<b>16,992,949</b>
38. Transfer to R & R - Contribution	4,509,940	5,451,446	4,984,773	5,911,281	6,125,190
39. Transfer to R & R - Restricted Contribution	314,592	324,030	333,751	343,763	354,076
40. Transfer to R & R - From Alternate Financing	2,988,000	3,291,000	2,751,000	4,894,575	5,605,033
41. Transfer to Infrastructure - Contribution	470,000	510,000	555,000	635,000	690,000
<b>42. Balance</b>	<b>3,833,088</b>	<b>3,947,834</b>	<b>4,036,045</b>	<b>4,126,301</b>	<b>4,218,650</b>
43. Transfer to City	3,833,088	3,947,834	4,036,045	4,126,301	4,218,650
<b>44. Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**5-YEAR PROJECTIONS FY2009 TO FY2013**  
**ELECTRIC SYSTEM**

	FY2009 BUDGET	FY2010 FORECAST	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST
<b>1. Revenues:</b>					
<b>2. Direct Sales:</b>					
3. Metered Billings	\$ 31,745,768	\$ 32,380,683	\$ 33,352,104	\$ 34,352,667	\$ 35,039,720
4. Load Management Credits	(215,562)	(219,873)	(226,469)	(233,264)	(237,929)
5. Energy Cost Adjustments	16,737,629	17,072,382	17,584,553	18,112,090	18,474,331
6. Underrecovery of Fuel Costs	-	-	-	-	-
7. Misc. Operating Revenue	362,479	369,729	380,820	392,245	400,090
8. Non Operating Revenue	817,858	834,215	859,242	885,019	902,719
<b>9. Total Revenues</b>	<b>49,448,172</b>	<b>50,437,135</b>	<b>51,950,250</b>	<b>53,508,757</b>	<b>54,578,932</b>
<b>10. Other Revenue Sources:</b>					
11. R&R Contribution	-	-	-	-	-
12. Infrastructure Contribution	225,000	250,000	275,000	300,000	325,000
13. Bond & Other Financing Sources	-	-	-	593,575	999,033
<b>14. Total Other Revenue Sources</b>	<b>225,000</b>	<b>250,000</b>	<b>275,000</b>	<b>893,575</b>	<b>1,324,033</b>
<b>15. Balance</b>	<b>49,673,172</b>	<b>50,687,135</b>	<b>52,225,250</b>	<b>54,402,332</b>	<b>55,902,965</b>
<b>16. Operation &amp; Maintenance Expenses:</b>					
<b>Direct Cost Center</b>					
17. Electric Operations	34,486,510	35,521,105	36,231,527	37,318,473	38,438,027
<b>Indirect Cost Centers</b>					
18. Executive	600,477	618,491	630,861	649,787	669,281
19. Information Technology	398,545	410,501	418,711	431,273	444,211
20. Human Resources	2,249,719	2,317,211	2,363,555	2,434,461	2,507,495
21. Engineering	369,698	380,789	388,405	400,057	412,059
22. Finance	1,390,182	1,431,887	1,460,525	1,504,341	1,549,471
<b>Other</b>					
23. Communications	-	-	-	-	-
<b>24. Total O&amp;M Expenses</b>	<b>39,495,131</b>	<b>40,679,985</b>	<b>41,493,585</b>	<b>42,738,392</b>	<b>44,020,544</b>
<b>25. Balance</b>	<b>10,178,041</b>	<b>10,007,151</b>	<b>10,731,665</b>	<b>11,663,940</b>	<b>11,882,421</b>
<b>26. To Sinking Fund:</b>					
27. 1993 Certificates	67,412	67,412	67,412	67,412	67,412
28. 2002 Certificates	2,122,331	2,224,628	2,390,014	2,455,198	2,455,198
29. 2002 Debt Reduction Fund	119,627	(262,909)	377,191	227,034	226,935
30. 2004A Certificates	305,339	209,162	57,691	-	-
31. FMPA Loan-Generator	929,688	932,438	933,950	939,225	858,871
32. FMPA Loan-Land Acquisition	692,046	695,067	696,317	700,833	705,096
<b>33. Total To Sinking Fund</b>	<b>4,236,443</b>	<b>3,865,797</b>	<b>4,522,574</b>	<b>4,389,703</b>	<b>4,313,512</b>
<b>34. Balance</b>	<b>5,941,598</b>	<b>6,141,353</b>	<b>6,209,091</b>	<b>7,274,237</b>	<b>7,568,909</b>
<b>35. To Capital Improvement Plan:</b>					
36. Transfer to R&R from Alternate Financing	-	-	-	593,575	999,033
37. Net Transfer to R&R	2,806,331	2,893,779	2,876,565	3,261,985	3,063,826
38. Transfer to Infrastructure Fund	225,000	250,000	275,000	300,000	325,000
<b>39. Total To Capital Improvement Plan</b>	<b>3,031,331</b>	<b>3,143,779</b>	<b>3,151,565</b>	<b>4,155,560</b>	<b>4,387,859</b>
<b>40. Balance</b>	<b>2,910,267</b>	<b>3,247,575</b>	<b>3,332,526</b>	<b>3,418,677</b>	<b>3,506,050</b>
41. Transfer to City	2,910,267	2,997,575	3,057,526	3,118,677	3,181,050
<b>42. Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**5-YEAR PROJECTIONS FY2009 TO FY2013**  
**WATER SYSTEM**

	FY2009 FORECAST	FY2010 FORECAST	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST
<b>1. Revenues:</b>					
2. Metered Billings	\$7,165,517	\$7,523,793	\$ 7,749,507	\$ 8,136,982	\$ 8,543,831
3. Hydrant Rental	\$25,000	\$26,250	27,038	28,389	29,809
4. Misc. Operating Revenue	\$225,180	\$236,439	243,532	255,709	268,494
5. Non-Operating Revenue	342,344	359,461	370,245	388,757	408,195
<b>6. Total Revenues</b>	<b>7,758,041</b>	<b>8,145,943</b>	<b>8,390,321</b>	<b>8,809,837</b>	<b>9,250,329</b>
<b>7. Other Revenue Sources:</b>					
8. R & R Contribution	714,840	750,582	773,099	811,754	852,342
9. Infrastructure Contribution	200,000	210,000	225,000	275,000	300,000
10. Bond & Other Financing Sources	-	-	-	-	-
<b>11. Total Other Revenue Sources</b>	<b>914,840</b>	<b>960,582</b>	<b>998,099</b>	<b>1,086,754</b>	<b>1,152,342</b>
<b>12. Balance</b>	<b>8,672,881</b>	<b>9,106,525</b>	<b>9,388,421</b>	<b>9,896,592</b>	<b>10,402,671</b>
<b>13. Operation &amp; Maintenance Expenses:</b>					
<b>Direct Cost Center</b>					
14. Water Operations	2,956,140	2,985,701	3,075,272	3,167,531	3,262,557
<b>Indirect Cost Center</b>					
15. Executive	242,782	245,210	252,566	260,143	267,947
16. Information Technology	114,835	115,983	119,463	123,047	126,738
17. Human Resources	1,144,833	1,156,281	1,190,970	1,226,699	1,263,500
18. Engineering	223,552	225,788	232,561	239,538	246,724
19. Finance	523,326	528,559	544,416	560,749	577,571
<b>Other</b>					
20. Communications	-	-	-	-	-
<b>21. Total O&amp;M Expenses</b>	<b>5,205,468</b>	<b>5,257,523</b>	<b>5,415,248</b>	<b>5,577,706</b>	<b>5,745,037</b>
<b>22. Balance</b>	<b>3,467,413</b>	<b>3,849,002</b>	<b>3,973,172</b>	<b>4,318,886</b>	<b>4,657,634</b>
<b>23. To Sinking Fund:</b>					
24. 1993 Certificates	43,592	43,592	43,592	43,592	43,592
25. 2002 Certificates	1,182,117	1,239,096	1,331,214	1,367,521	1,367,521
26. 2002 Debt Reduction Fund	66,631	(146,438)	210,091	126,456	126,401
27. 2004A Certificates	208,950	143,134	39,479	-	-
28. 2007 Certificates (Water Upgrades)	393,000	393,000	393,000	393,000	393,000
29. FMPA Loan-Sugar Mill Acquisition	100,745	101,231	102,018	103,088	103,979
<b>30. Total To Sinking Fund</b>	<b>1,995,035</b>	<b>1,773,615</b>	<b>2,119,395</b>	<b>2,033,657</b>	<b>2,034,492</b>
<b>31. Balance</b>	<b>1,472,378</b>	<b>2,075,388</b>	<b>1,853,777</b>	<b>2,285,229</b>	<b>2,623,142</b>
<b>32. To Capital Improvement Plan:</b>					
33. Transfer to R&R from Alternate Financing	-	-	-	-	-
34. Transfer to Infrastructure	200,000	210,000	225,000	275,000	300,000
35. Transfer to Restricted R&R	178,710	184,071	189,593	195,281	201,140
36. Net Transfer to R&R	652,256	1,226,662	970,890	1,332,606	1,625,189
<b>37. Total To Capital Improvement Plan</b>	<b>1,030,966</b>	<b>1,620,733</b>	<b>1,385,483</b>	<b>1,802,887</b>	<b>2,126,329</b>
<b>38. Balance</b>	<b>441,412</b>	<b>664,655</b>	<b>468,294</b>	<b>757,343</b>	<b>796,814</b>
39. Transfer to City	441,412	454,655	468,294	482,343	496,814
<b>40. Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**5-YEAR PROJECTIONS FY2009 TO FY2013  
WASTEWATER/REUSE SYSTEM**

	FY2009 BUDGET	FY2010 FORECAST	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST
<b>1. Revenues:</b>					
2. Sales	\$7,815,229	\$ 8,049,686	\$ 8,291,176	\$ 8,539,912	\$ 8,796,109
3. Misc. Operating Revenue	\$61,473	63,317	65,217	67,173	69,188
4. Non-Operating Revenue	197,104	203,017	209,108	215,381	221,842
<b>5. Total Revenues</b>	<b>8,073,806</b>	<b>8,316,020</b>	<b>8,565,501</b>	<b>8,822,466</b>	<b>9,087,140</b>
<b>6. Other Revenue Sources:</b>					
7. R & R Contribution	543,530	559,836	576,631	593,930	611,748
8. Infrastructure Contribution	45,000	50,000	55,000	60,000	65,000
9. Bond & Other Financing Sources	2,988,000	3,291,000	2,751,000	4,301,000	4,606,000
<b>10. Total Other Revenue Sources</b>	<b>3,576,530</b>	<b>3,900,836</b>	<b>3,382,631</b>	<b>4,954,930</b>	<b>5,282,748</b>
<b>11. Balance</b>	<b>11,650,336</b>	<b>12,216,856</b>	<b>11,948,132</b>	<b>13,777,396</b>	<b>14,369,888</b>
<b>12. Operation &amp; Maintenance Expenses:</b>					
<b>Direct Cost Center</b>					
13. Wastewater Operations	2,664,050	2,743,972	2,826,291	2,911,079	2,998,412
<b>Indirect Cost Centers</b>					
14. Executive	181,362	186,803	192,407	198,179	204,125
15. Information Technology	148,610	153,068	157,660	162,390	167,262
16. Human Resources	867,133	893,147	919,941	947,540	975,966
17. Engineering	220,600	227,218	234,035	241,056	248,287
18. Finance	233,237	240,234	247,441	254,864	262,510
<b>Other</b>					
19. Communications	-	-	-	-	-
<b>20. Total O&amp;M Expenses</b>	<b>4,314,992</b>	<b>4,444,442</b>	<b>4,577,775</b>	<b>4,715,108</b>	<b>4,856,562</b>
<b>21. Balance</b>	<b>7,335,344</b>	<b>7,772,414</b>	<b>7,370,357</b>	<b>9,062,287</b>	<b>9,513,326</b>
<b>22. To Sinking Fund:</b>					
23. 1993 Certificates	15,496	15,496	15,496	15,496	15,496
24. 2002 Certificates	977,034	1,024,128	1,100,265	1,130,273	1,130,273
25. 2002 Debt Reduction Fund	55,072	(121,033)	173,643	104,517	104,472
26. 2004A Certificates	130,022	89,067	24,567	-	-
27. State Revolving Loan-1997	1,278,718	1,278,718	1,278,718	1,278,718	1,278,718
28. FMPA Loan-Sugar Mill Acquisition	128,220	128,839	129,842	131,202	132,336
<b>29. Total To Sinking Fund</b>	<b>2,584,562</b>	<b>2,415,216</b>	<b>2,722,530</b>	<b>2,660,207</b>	<b>2,661,295</b>
<b>30. Balance</b>	<b>4,750,782</b>	<b>5,357,199</b>	<b>4,647,827</b>	<b>6,402,081</b>	<b>6,852,031</b>
<b>31. To Capital Improvement Plan:</b>					
32. Transfer to R&R from Alternate Financing	2,988,000	3,291,000	2,751,000	4,301,000	4,606,000
33. Transfer to Infrastructure Fund	45,000	50,000	55,000	60,000	65,000
34. Transfer to Restricted R&R	135,882	139,958	144,157	148,482	152,936
35. Transfer to R&R	1,112,791	1,393,058	1,199,992	1,379,990	1,500,108
<b>36. Total To Capital Improvement Plan</b>	<b>4,281,673</b>	<b>4,874,016</b>	<b>4,150,149</b>	<b>5,889,472</b>	<b>6,324,044</b>
<b>37. Balance</b>	<b>469,109</b>	<b>483,182</b>	<b>497,678</b>	<b>512,608</b>	<b>527,987</b>
38. Transfer to City	469,109	483,182	497,678	512,608	527,987
<b>39. Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**5-YEAR PROJECTIONS FY2009 TO FY2013**  
**INTERNET SYSTEM**

	FY2009 BUDGET	FY2010 FORECAST	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST
<b>1. Revenues:</b>					
2. Sales	\$205,000	\$ 207,050	\$ 209,121	\$ 211,212	\$ 213,324
<b>3. Total Revenues</b>	<b>205,000</b>	<b>207,050</b>	<b>209,121</b>	<b>211,212</b>	<b>213,324</b>
<b>4. Other Revenue Sources:</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>5. Balance</b>	<b>205,000</b>	<b>207,050</b>	<b>209,121</b>	<b>211,212</b>	<b>213,324</b>
<b>6. Operation &amp; Maintenance Expenses:</b>					
<b>Direct Cost Center</b>					
7. Internet Services	144,000	145,440	146,894	148,363	149,847
<b>Indirect Cost Centers</b>					
8. Executive	9,823	9,921	10,020	10,121	10,222
9. Information Technology	13,510	13,645	13,782	13,919	14,059
10. Human Resources	64,565	65,211	65,863	66,521	67,187
11. Finance	22,240	22,462	22,687	22,914	23,143
<b>12. Total O&amp;M Expenses</b>	<b>254,138</b>	<b>256,679</b>	<b>259,246</b>	<b>261,839</b>	<b>264,457</b>
<b>13. Balance</b>	<b>(49,138)</b>	<b>(49,629)</b>	<b>(50,126)</b>	<b>(50,627)</b>	<b>(51,133)</b>
14. Transfer from Other Sources	61,438	62,052	62,673	63,300	63,933
15. Transfer to R & R - Contribution	-	-	-	-	-
<b>16. Balance</b>	<b>12,300</b>	<b>12,423</b>	<b>12,547</b>	<b>12,673</b>	<b>12,800</b>
17. Transfer to City	12,300	12,423	12,547	12,673	12,800
<b>18. Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



*Updated*

*Capital Improvement Plan*

*FY 2009 to FY 2018*

# CAPITAL IMPROVEMENT PLAN SUMMARY

Description	FIVE YEAR					TEN YEAR						
	2009	2010	2011	2012	2013	2013	2014	2015	2016	2017	2018	10-Year Total
Electric Improvements	\$ 2,116,000	\$ 1,647,200	\$ 1,708,141	\$ 2,366,200	\$ 2,762,300	\$10,599,841	\$ 2,032,200	\$ 1,952,628	\$ 2,056,471	\$ 1,910,251	\$ 2,020,024	\$ 20,571,415
Water Improvements	907,300	1,509,950	953,600	1,130,975	1,329,500	5,831,325	1,572,299	1,784,637	1,999,495	2,225,145	2,508,709	15,921,610
Wastewater Improvements	3,416,200	3,235,400	2,477,800	2,844,200	3,168,700	15,142,300	3,985,200	12,122,700	7,143,200	2,591,800	2,338,400	43,323,600
Reuse Improvements	385,000	878,000	1,106,000	2,109,000	2,112,000	6,590,000	1,140,000	1,143,000	146,000	150,000	154,000	9,323,000
Common (IT/HR/Eng/Fin/Adm)	910,000	1,021,000	1,098,000	1,259,000	1,268,000	5,556,000	781,000	821,000	762,000	947,000	822,000	9,689,000
<b>Total</b>	\$ 7,734,500	\$ 8,291,550	\$ 7,343,541	\$ 9,709,375	\$10,640,500	\$43,719,466	\$ 9,510,699	\$17,823,965	\$12,107,166	\$ 7,824,196	\$ 7,843,133	\$ 98,828,625

Description	FIVE YEAR					TEN YEAR						
	2009	2010	2011	2012	2013	2013	2014	2015	2016	2017	2018	10-Year Total
Transfer from Restricted R&R	\$ 490,000	\$ 551,000	\$ 267,500	\$ 290,000	\$ 303,000	\$ 1,901,500	\$ 316,000	\$ 330,000	\$ 349,000	\$ 364,000	\$ 380,000	\$ 3,640,500
Mandatory Transfer to R&R	2,657,174	3,031,531	3,686,260	4,053,287	4,138,246	17,566,498	4,284,774	4,430,210	4,637,304	4,845,309	5,082,328	40,846,423
Additional Transfer to R&R	1,599,326	1,418,019	638,781	471,513	594,221	4,721,860	446,925	539,755	532,861	659,887	630,805	7,532,093
Alternate Financing/Grants	2,988,000	3,291,000	2,751,000	4,894,575	5,605,033	19,529,608	4,463,000	12,524,000	6,588,000	1,955,000	1,750,000	46,809,608
<b>Total</b>	\$ 7,734,500	\$ 8,291,550	\$ 7,343,541	\$ 9,709,375	\$10,640,500	\$43,719,466	\$ 9,510,699	\$17,823,965	\$12,107,165	\$ 7,824,196	\$ 7,843,133	\$ 98,828,624

# CAPITAL IMPROVEMENT PLAN ELECTRIC

Description	FIVE YEAR					TEN YEAR					10-Year Total	
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018		
	5-Year Total	2014	2015	2016	2017	2018	2019	2020	2021	2022		2023
Remove Obsolete Marsh Line (Line #4)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 100,000
Electronic Reclosures	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Distribution System Automation	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	875,000
West Canal Streetscape	60,000	-	-	-	-	-	-	-	-	-	-	60,000
Install PVC Conduit (Contract)	50,000	50,000	50,000	50,000	60,000	70,000	70,000	70,000	70,000	70,000	70,000	540,000
Road Proj Reloca/Interagency Coop. Proj	75,000	50,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
115 kV Transmission Tie Airport-Field St	-	-	-	1,000,000	1,500,000	-	-	-	-	-	-	2,500,000
Replace Underground Cable	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Substation Transformer Contingency	-	-	250,000	-	-	-	-	-	-	-	-	250,000
Replace Obsolete Meters	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	300,000
Electric Distribution Load Modeling	-	50,000	-	-	-	-	-	-	-	-	-	50,000
Replace Rolling Stock Equipment	25,000	220,000	163,941	100,000	-	-	-	-	-	-	-	1,958,941
Expansion/Field Fixtures/Material/Equip	1,047,000	696,200	753,200	728,200	785,300	4,009,900	857,900	836,000	882,600	870,800	870,800	8,253,600
CR-3 Capital Improvements	254,000	76,000	111,000	63,000	12,000	516,000	-	-	-	-	-	516,000
Operations Center Improvements	10,000	10,000	10,000	30,000	10,000	70,000	-	-	-	-	-	70,000
SPCC Oil Containment	300,000	200,000	-	-	-	500,000	-	-	-	-	-	500,000
Vehicle Replacement (div. 270)	-	-	-	-	-	-	-	25,000	-	-	-	25,000
Electric Renewables	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sub Total</b>	\$ 2,116,000	\$ 1,647,200	\$ 1,708,141	\$ 2,366,200	\$ 2,762,300	\$10,599,841	\$ 2,032,200	\$ 1,952,628	\$ 2,056,471	\$ 1,910,251	\$ 2,020,024	\$20,571,415
Capital Projects - Common Allocation	\$ 502,575	\$ 560,989	\$ 625,198	\$ 686,236	\$ 667,285	\$ 3,042,283	\$ 411,001	\$ 479,426	\$ 401,002	\$ 545,734	\$ 432,578	\$ 5,312,023
<b>Total Capital Improvements</b>	\$ 2,618,575	\$ 2,208,189	\$ 2,333,339	\$ 3,052,436	\$ 3,429,585	\$13,642,124	\$ 2,443,201	\$ 2,432,054	\$ 2,457,473	\$ 2,455,985	\$ 2,452,602	\$25,883,438

# CAPITAL IMPROVEMENT PLAN ELECTRIC

Description	Projects to be Funded by Infrastructure Fees				US Cost				Difference Incr(Decr)
	Region I	Region II	Region III	Total	Region I	Region II	Region III	Total	
Cassadaga 115 kVa	\$ 2,000,000	\$ 2,000,000	\$ 400,000	\$ 4,400,000	1,999,008	1,599,206	399,801	3,998,015	(401,985)
Reconductor Pioneer Trail	-	-	-	-	443,695	-	-	443,695	443,695
Reconductor N. Glencoe	-	-	-	-	-	283,968	-	283,968	283,968
Venetian Bay Alternate Feed	-	-	-	-	343,887	-	-	343,887	343,887
T & D Facilities Station Upgrades	920,000	2,700,000	3,620,000	3,620,000	2,266,190	6,798,569	9,064,759	9,064,759	5,444,759
Williamson Boulevard Electric Improv	450,000	-	450,000	450,000	450,000	-	-	450,000	-
Extend Service to New Develop	1,000,000	1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	2,000,000	2,000,000	-
Modify Smyrna Sub for 230 kV	250,000	250,000	500,000	500,000	3,282	3,282	6,564	6,564	(493,436)
	\$ 4,620,000	\$ 5,950,000	\$ 400,000	\$ 10,970,000	6,506,062	9,685,025	399,801	16,590,888	5,620,888

Projects and dollar amounts subject to change as necessary

Description	FIVE YEAR					TEN YEAR					
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	10-Year Total
Mandatory Transfer to R&R	\$ 1,580,911	\$ 1,957,874	\$ 2,333,339	\$ 2,458,861	\$ 2,430,552	\$ 2,443,201	\$ 2,432,054	\$ 2,457,473	\$ 2,455,985	\$ 2,452,602	\$ 23,002,851
Additional Transfer to R&R	1,037,664	250,315	-	-	-	-	-	-	-	-	1,287,979
Alternate Financing	-	-	-	593,575	999,033	-	-	-	-	-	1,592,608
<b>Total</b>	\$ 2,618,575	\$ 2,208,189	\$ 2,333,339	\$ 3,052,436	\$ 3,429,585	\$ 2,443,201	\$ 2,432,054	\$ 2,457,473	\$ 2,455,985	\$ 2,452,602	\$ 25,883,438

# CAPITAL IMPROVEMENT PLAN WATER

Description	FIVE YEAR					TEN YEAR					10-Year Total	
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018		
Upgrade Under-sized water mains	\$ 200,000	\$ 210,000	\$ 220,500	\$ 232,000	\$ 244,000	\$ 256,000	\$ 269,000	\$ 282,000	\$ 296,000	\$ 311,000	\$ 311,000	\$ 2,520,500
New Customers Water Line Extensions	25,000	25,000	30,000	40,000	40,000	40,000	40,000	45,000	45,000	45,000	45,000	375,000
Road Proj Reloca/Interagency Coop. Proj	250,000	300,000	250,000	300,000	300,000	300,000	500,000	500,000	500,000	500,000	500,000	3,900,000
SW Service Area Water Main Ext	-	-	-	-	-	-	-	-	-	-	-	-
Water Production Equipment and Fixtures	197,500	208,250	193,900	246,875	215,700	271,700	238,200	296,700	261,200	323,800	323,800	2,453,825
Water Distribution Equip and Fixtures	234,800	246,700	259,200	272,100	285,800	300,000	315,000	330,000	345,000	361,000	361,000	2,949,600
WTP Chlorine Conversion	-	520,000	-	-	-	-	-	-	-	-	-	520,000
Future Water Supply	-	-	-	40,000	244,000	204,599	422,437	545,795	777,945	967,909	967,909	3,202,685
<b>Sub Total</b>	\$ 907,300	\$ 1,509,950	\$ 953,600	\$ 1,130,975	\$ 1,329,500	\$ 1,572,299	\$ 1,784,637	\$ 1,999,495	\$ 2,225,145	\$ 2,508,709	\$ 2,508,709	\$ 15,921,610
Capital Projects - Common Allocation	\$ 217,150	\$ 245,178	\$ 251,995	\$ 305,273	\$ 320,170	\$ 197,203	\$ 182,053	\$ 192,405	\$ 213,868	\$ 207,555	\$ 207,555	\$ 2,332,848
<b>Total Capital Improvements</b>	\$ 1,124,450	\$ 1,755,128	\$ 1,205,595	\$ 1,436,248	\$ 1,649,670	\$ 1,769,501	\$ 1,966,689	\$ 2,191,900	\$ 2,439,013	\$ 2,716,264	\$ 2,716,264	\$ 18,254,458

# CAPITAL IMPROVEMENT PLAN WATER

Description	Projects to be Funded by Infrastructure Fees				US Cost			Difference Incr(Dectr)	
	Region I	Region II	Region III	Total	Region I	Region II	Region III		Total
Develop New Central Wellfield*	\$ 2,400,000	\$ -	\$ -	\$ 2,400,000	3,351,986			3,351,986	951,986
Upgrade Glencoe WTP Filters	420,000	-	-	420,000	843,778			843,778	423,778
Williamson Boulevard Water Improv	600,000	-	-	600,000	-			-	(600,000)
SW Area 1216 Main Extension	1,500,000	-	-	1,500,000	1,064,774			1,064,774	(435,226)
SR 44 16-20 Trans Line	-	-	-	-	896,710			896,710	896,710
Oreilly Road 16"	-	-	-	-	440,284			440,284	440,284
Subaqueous Main Crossing Indian River	-	-	640,000	640,000			548,581	548,581	(91,419)
South Glencoe Road Water Main	200,000	-	-	200,000			150,257	150,257	(49,743)
Art Center & Sunset Water Main Improv	170,000	-	-	170,000			158,688	158,688	(11,312)
Ingham & Enterprise Water Main Improv	200,000	-	-	200,000			153,205	153,205	(46,795)
Pioneer Trail Water Main Extension A	450,000	-	-	450,000			272,490	272,490	(177,510)
Eslinger Road Water Main Extension	500,000	-	-	500,000			322,314	322,314	(177,686)
US Highway 1 Water Main Improvements	300,000	-	-	300,000			228,500	228,500	(71,500)
East S.R. 44 Water Main Improvements	1,200,000	600,000	640,000	2,440,000	970,942			970,942	(229,058)
Pioneer Trail Water Main Ext B & C	1,000,000	1,000,000	-	2,000,000	604,658		604,658	1,209,316	(790,684)
West New Blvd N&S Ext.	1,900,000	-	-	1,900,000	1,329,655			1,329,655	(570,345)
Western Storage Tank and Pump Station	2,200,000	-	-	2,200,000	3,996,439			3,996,439	1,796,439
Surface Aquifer Project		1,000,000	-	1,000,000			1,000,000	1,000,000	-
	\$11,220,000	\$ 3,820,000	\$ 640,000	\$15,680,000	13,499,226	2,890,112	548,581	16,937,919	1,257,919

Item was originally in R&R

Projects and dollar amounts subject to change as necessary

Description	FIVE YEAR					TEN YEAR					
	2009	2010	2011	2012	5-Year Total	2014	2015	2016	2017	2018	10-Year Total
Transfer from Restricted R&R	\$ 475,000	\$ 535,000	\$ 250,500	\$ 272,000	\$ 1,816,500	\$ 296,000	\$ 309,000	\$ 327,000	\$ 341,000	\$ 356,000	\$ 3,445,500
Mandatory Transfer from R&R	532,733	570,893	887,864	1,164,248	4,465,516	1,473,501	1,657,689	1,864,900	2,098,013	2,360,264	13,919,884
Additional Transfer from R&R	116,717	649,235	67,231	-	889,074	-	-	-	-	-	889,074
Alternate Financing/Grants	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ 1,124,450	\$ 1,755,128	\$ 1,205,595	\$ 1,436,248	\$ 7,171,090	\$ 1,769,501	\$ 1,966,689	\$ 2,191,900	\$ 2,439,013	\$ 2,716,264	\$18,254,458

# CAPITAL IMPROVEMENT PLAN WASTEWATER/REUSE

Description	FIVE YEAR					TEN YEAR					10-Year Total	
	2009	2010	2011	2012	2013	5-Year Total	2014	2015	2016	2017		2018
Manhole Lining Program	\$ 15,000	\$ 16,000	\$ 17,000	\$ 18,000	\$ 19,000	\$ 85,000	\$ 20,000	\$ 21,000	\$ 22,000	\$ 23,000	\$ 24,000	\$ 195,000
Gravity Sewer Rehabilitation	100,000	200,000	300,000	300,000	300,000	1,200,000	300,000	300,000	300,000	300,000	300,000	2,700,000
Biosolids Process Upgrade	500,000	500,000	-	-	-	1,000,000	-	-	-	-	-	1,000,000
Road Relocations/Interagency Coop.	100,000	100,000	100,000	150,000	150,000	600,000	175,000	175,000	175,000	175,000	200,000	1,500,000
Williamson Blvd Improvements	-	-	-	-	-	-	-	-	-	300,000	-	300,000
Wastewater Collection Equip & Fixtures	58,000	92,400	66,800	96,200	75,700	389,100	80,200	114,700	89,200	123,800	98,400	895,400
Wastewater Pumping Equip & Fixtures	205,200	163,000	196,000	179,000	218,000	961,200	197,000	238,000	219,000	265,000	241,000	2,121,200
Reconstruct 12 Lift Stations	500,000	525,000	551,000	579,000	608,000	2,763,000	638,000	670,000	704,000	739,000	776,000	6,290,000
Repair/Upgrade 30 Lift Stations	450,000	473,000	497,000	522,000	548,000	2,490,000	575,000	604,000	634,000	666,000	699,000	5,668,000
Systemwide Infiltration/Inflow Assessment	500,000	-	-	-	-	500,000	-	-	-	-	-	500,000
Beachside Interceptor Force Main	100,000	100,000	750,000	1,000,000	250,000	2,200,000	-	-	-	-	-	2,200,000
Sugar Mill Collection System Improve	60,000	-	-	-	-	60,000	-	-	-	-	-	60,000
WWTP Chlorine Conversion	520,000	-	-	-	-	520,000	-	-	-	-	-	520,000
Indian Rvr Outfall Dischg (Dechlorination)	208,000	-	-	-	-	208,000	-	-	-	-	-	208,000
WWTP Influent Structure Improvement	-	390,000	-	-	-	390,000	-	-	-	-	-	390,000
Rehabilitate WWTP Clarifiers	-	676,000	-	-	-	676,000	-	-	-	-	-	676,000
WWTP Chlorine Contact Basin Conv	100,000	-	-	-	-	100,000	-	-	-	-	-	100,000
WWTP 3.5 MG Capacity Expansion	-	-	-	-	1,000,000	1,000,000	2,000,000	10,000,000	5,000,000	-	-	18,000,000
<b>Sub Total Wastewater</b>	<b>\$ 3,416,200</b>	<b>\$ 3,235,400</b>	<b>\$ 2,477,800</b>	<b>\$ 2,844,200</b>	<b>\$ 3,168,700</b>	<b>\$15,142,300</b>	<b>\$ 3,985,200</b>	<b>\$12,122,700</b>	<b>\$ 7,143,200</b>	<b>\$ 2,591,800</b>	<b>\$ 2,338,400</b>	<b>\$43,323,600</b>
Reuse Meters	\$ 50,000	\$ 53,000	\$ 56,000	\$ 59,000	\$ 62,000	\$ 280,000	\$ 65,000	\$ 68,000	\$ 71,000	\$ 75,000	\$ 79,000	\$ 638,000
Road Relocations/Interagency Coop.	50,000	50,000	50,000	50,000	50,000	250,000	75,000	75,000	75,000	75,000	75,000	625,000
Reclaimed Water Source (ASR?) Dvlpmnt	250,000	750,000	1,000,000	2,000,000	2,000,000	6,000,000	1,000,000	1,000,000	-	-	-	8,000,000
Sugar Mill Tank Storage	35,000	25,000	-	-	-	60,000	-	-	-	-	-	60,000
<b>Sub Total Reuse</b>	<b>\$ 385,000</b>	<b>\$ 878,000</b>	<b>\$ 1,106,000</b>	<b>\$ 2,109,000</b>	<b>\$ 2,112,000</b>	<b>\$ 6,590,000</b>	<b>\$ 1,140,000</b>	<b>\$ 1,143,000</b>	<b>\$ 146,000</b>	<b>\$ 150,000</b>	<b>\$ 154,000</b>	<b>\$ 9,323,000</b>
Capital Projects - Common Allocation	\$ 190,275	\$ 214,834	\$ 220,808	\$ 267,491	\$ 280,545	\$ 1,173,953	\$ 172,796	\$ 159,521	\$ 168,593	\$ 187,399	\$ 181,868	\$ 2,044,129
<b>Total Capital Improvements</b>	<b>\$ 3,991,475</b>	<b>\$ 4,328,234</b>	<b>\$ 3,804,608</b>	<b>\$ 5,220,691</b>	<b>\$ 5,561,245</b>	<b>\$22,906,253</b>	<b>\$ 5,297,996</b>	<b>\$13,425,221</b>	<b>\$ 7,457,793</b>	<b>\$ 2,929,199</b>	<b>\$ 2,674,268</b>	<b>\$54,690,729</b>

# CAPITAL IMPROVEMENT PLAN WASTEWATER/REUSE

Description	Projects to be Funded by Infrastructure Fees				US Cost			Difference Incr(Decr)	
	Region I	Region II	Region III	Total	Region I	Region II	Region III		Total
NW Regional Lift Station/Force Main	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000	2,029,985	-	-	2,029,985	(470,015)
SW Regional Lift Station/Force Main	1,700,000	-	-	1,700,000	1,297,446	-	-	1,297,446	(402,554)
Sachs Regional Lift Station/Force Main	-	1,000,000	-	1,000,000	-	819,216	-	819,216	(180,784)
Becks Regional Lift Station/Force Main	-	900,000	-	900,000	-	869,395	-	869,395	(30,605)
6" Force Main from SR 44 interchange	-	-	-	-	-	183,000	-	183,000	183,000
Reuse Intercon w/Port Orange	100,000	-	-	100,000	100,000	-	-	100,000	-
2 MG Reclaim Water Tank/Pump Station	2,000,000	-	-	2,000,000	4,340,036	-	-	4,340,036	2,340,036
Pioneer Trail 16" Reclaim Pipeline	2,000,000	-	-	2,000,000	1,775,212	-	-	1,775,212	(224,788)
SR 44 - 16" Reclaim Main Extension	1,610,000	-	-	1,610,000	1,364,571	-	-	1,364,571	(245,429)
SW Reclaimed Loop	950,000	-	-	950,000	851,427	-	-	851,427	(98,573)
	\$10,860,000	\$ 1,900,000	\$ -	\$12,760,000	11,758,677	1,871,611	-	13,630,288	870,288

Projects and dollar amounts subject to change as necessary

Description	FIVE YEAR					TEN YEAR					10-Year Total
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Transfer from Restricted R&R	\$ 15,000	\$ 16,000	\$ 17,000	\$ 18,000	\$ 19,000	\$ 20,000	\$ 21,000	\$ 22,000	\$ 23,000	\$ 24,000	\$ 195,000
Mandatory Transfer from R&R	543,530	502,765	465,058	430,178	397,915	368,071	340,466	314,932	291,312	269,463	3,923,689
Additional Transfer from R&R	444,945	518,469	571,550	471,513	538,330	446,925	539,755	532,861	659,887	630,805	5,355,040
Alternate Financing/Grants	2,988,000	3,291,000	2,751,000	4,301,000	4,606,000	4,463,000	12,524,000	6,588,000	1,955,000	1,750,000	45,217,000
<b>Total</b>	\$ 3,991,475	\$ 4,328,234	\$ 3,804,608	\$ 5,220,691	\$ 5,561,245	\$ 5,297,996	\$13,425,221	\$ 7,457,793	\$ 2,929,199	\$ 2,674,268	\$54,690,729



# CAPITAL IMPROVEMENT PLAN INFORMATION TECHNOLOGY/ADMINISTRATION

Description	FIVE YEAR					TEN YEAR					10-Year Total
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Municipal and U.C. Communications	\$ 225,000	\$ 236,000	\$ 248,000	\$ 260,000	\$ 273,000	\$ 287,000	\$ 301,000	\$ 316,000	\$ 332,000	\$ 349,000	\$ 2,827,000
Accounting/CSMIS System	75,000	25,000	100,000	25,000	25,000	100,000	30,000	30,000	125,000	35,000	570,000
AM/FM/Software & Equipment	100,000	250,000	250,000	400,000	400,000	-	-	-	-	-	1,400,000
Work Mgmt/Document Retention	-	-	-	100,000	100,000	-	-	-	-	-	200,000
Disaster Recovery Apps & Equip	50,000	50,000	50,000	-	-	-	-	-	-	-	150,000
Production Environment	350,000	350,000	350,000	370,000	370,000	370,000	390,000	390,000	390,000	410,000	3,740,000
OSI SCADA Expansion	50,000	50,000	100,000	50,000	-	-	100,000	-	100,000	-	450,000
Telephone System	50,000	50,000	-	-	-	-	-	-	-	-	100,000
Mobile Radio System	-	-	-	-	100,000	-	-	-	-	-	100,000
Engineering Office Equipment	-	-	-	10,000	-	-	-	-	-	-	10,000
Vehicle Replacement (Engineering)	-	-	-	22,000	-	-	-	-	-	-	22,000
Vehicle Replacement (Meter Dept)	-	10,000	-	22,000	-	24,000	-	26,000	-	28,000	110,000
Warehouse Improvements	10,000	-	-	-	-	-	-	-	-	-	10,000
<b>Total</b>	\$ 910,000	\$ 1,021,000	\$ 1,098,000	\$ 1,259,000	\$ 1,268,000	\$ 781,000	\$ 821,000	\$ 762,000	\$ 947,000	\$ 822,000	\$ 9,689,000

Description	FIVE YEAR					TEN YEAR					10-Year Total
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Additional Transfer from R&R	\$ 910,000	\$ 1,021,000	\$ 1,098,000	\$ 1,259,000	\$ 1,268,000	\$ 781,000	\$ 821,000	\$ 762,000	\$ 947,000	\$ 822,000	\$ 9,689,000
Alternate Financing	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ 910,000	\$ 1,021,000	\$ 1,098,000	\$ 1,259,000	\$ 1,268,000	\$ 781,000	\$ 821,000	\$ 762,000	\$ 947,000	\$ 822,000	\$ 9,689,000