

*UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH, FLORIDA*

Approved

*Operating Budget &
Capital Improvement Plan*

FISCAL YEAR ENDING SEPTEMBER 30, 2010



*Connecting You With the Quality
of a New Smyrna Beach Life*

Utilities Commissioners

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William Hall, Vice-Chairman

William Reynolds, Secretary/Treasurer

Oscar Zeller, Asst. Sec./Treasurer

Jeanne K. Diesen, 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, 2010. 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 are 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

This budget was created based largely on professional studies of our existing electric, water, wastewater and internet systems, and projected limited growth and usage over the next year. It is expected that continued recessionary pressures will depress new customer growth, as well as usage patterns, negatively impacting revenues in the coming fiscal year. To mitigate this revenue shortfall, all departments have contributed toward O&M expense reduction measures that will aid in maintaining the Utilities Commission's financial integrity.

Key Factors to Consider

- Revenue projections are forecasted based on actual/expected consumption. The approved rates have been utilized in this budget preparation, with anticipated rate increases only for the reclaimed water gallonage rate and Internet system. We are also considering a future rate increase for irrigation water, but it will not be proposed until additional research is completed.
- The projected level of Staff is 4% lower than in the 2009 Budget due to fiscal restraint in filling vacated positions.
- In projecting salaries, no General Wage Increase (GWI) has been included, in order to minimize the impact of no growth in expected revenues, in an effort to maintain staffing levels in this difficult economy.
- FY 2010 budget assumes all costs associated with the exiting/abandonment of Telecommunications have been previously accounted for.
- FY 2010 Capital Improvement Plan (CIP) incorporates the projects proposed by a combined effort of all UC Departments and approved by the Commission.
- FY 2010 budget does not include those projects noted in the CIP as growth infrastructure related.
- 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 actual expenditures, and budget information from the various departments. Engineering staff offers Capital Improvement Project information and all revenue projections are created for the Electric, Water, Reclamation 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. Staffing requirements are also reviewed for the purposes of organizational and personnel development, succession planning, and performance enhancements. 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, as a body, 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), as amended, which also 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

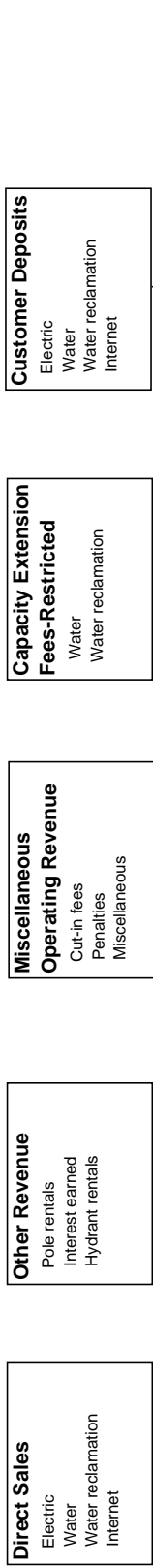
The financial statements of the Utilities Commission are presented in conformity with accounting principles generally accepted in the United States of America as applicable to governmental units. The existing hierarchy provides that accounting guidance should first be sought in statements of the Governmental 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

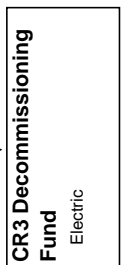
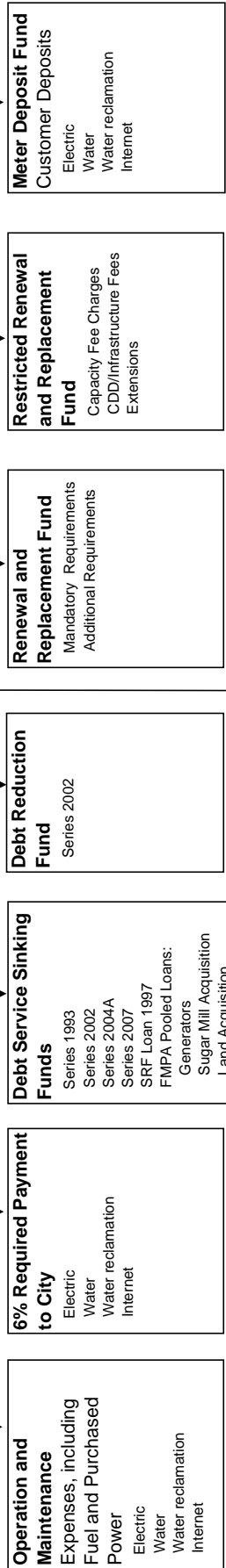
Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made, regardless of the measurement focus applied. The Utilities Commission's financial statements are prepared on the accrual 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. 28-78. 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 ~ This fund was established to deposit moneys collected from customers for water and water reclamation capacity and extension fee charges that are restricted under the terms of the agreements to add capacity to utility plant assets, increase extensions, and provide for expansion of utility plant as necessary.

The source of funds accounted for in the Restricted Renewal and Replacement Fund is from “Capacity & Extension 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.

Infrastructure Fees ~ 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 \$1,587,182 in cash and \$910,141 in the form of Letters of Credit. Budgeted amounts are estimated annually 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 (the balance as of April 2009 approximates \$2 mil.) 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 without bond covenant 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, water reclamation 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 was temporarily suspended.

Where We Are Going

The Strategic Initiatives as presented to the Utilities Commission in late 2005 and re-evaluated annually, provide the staff, and the city as a whole, a written reference of the tactics and initiatives required of the UC to overcome the challenges, and to take advantage of the opportunities, expected in the next ten years. The solutions for the future are expected to be pioneering and non-traditional for the respective industry. Listed on the following page is the Vision, Strategies, Mission, and Objectives for the Utilities Commission as presented in the Strategic Initiatives.

Strategic Initiatives - 2009

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

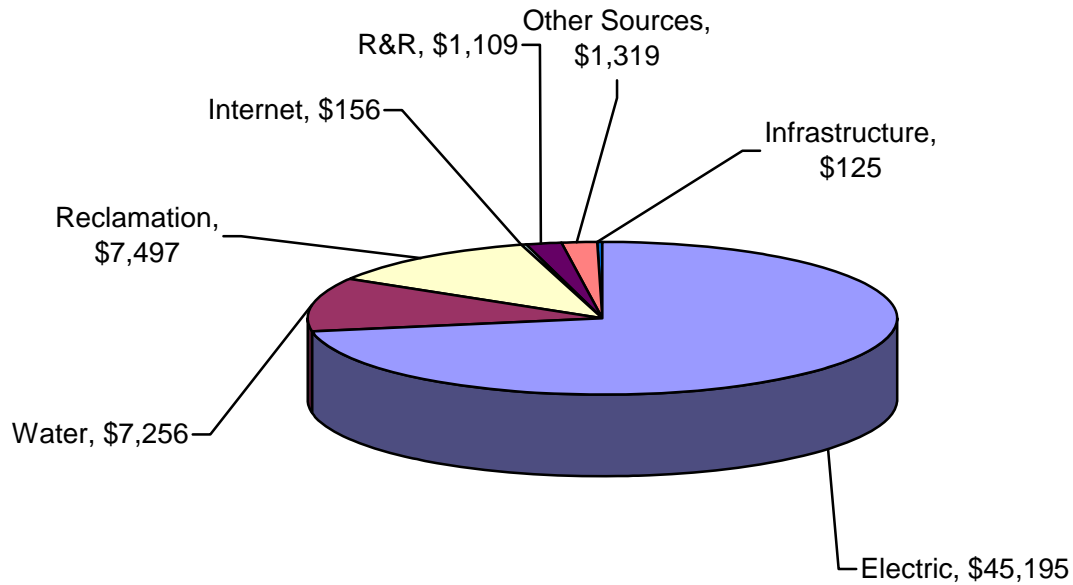
Sources & Uses of Funds

Budget Forecast FY 2010

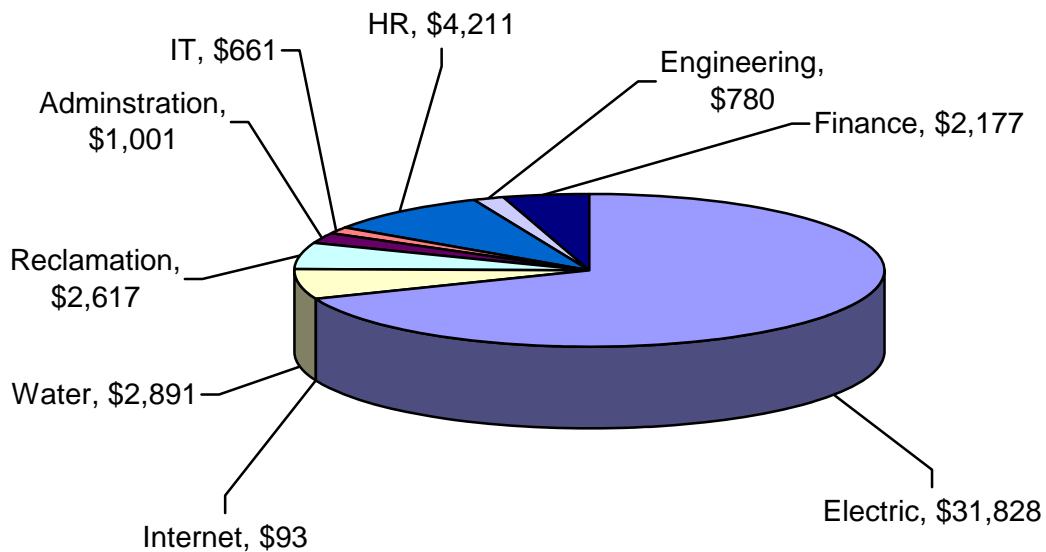
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2010
COMBINED SYSTEM

	<u>FY 2008 ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>2009 - 6 MO ACTUAL</u>	<u>FY 2010 BUDGET</u>	<u>% CHANGE from FY09 BUDGET</u>
1. Revenues:					
2. Electric	\$48,762,167	\$49,448,172	\$19,556,576	\$45,194,985	-8.60%
3. Water	6,841,444	7,758,042	3,319,360	7,255,765	-6.47%
4. Reclamation	7,561,925	8,073,807	3,576,655	7,496,928	-7.15%
5. Internet	187,311	205,000	71,379	156,000	-23.90%
6. Total Revenues	63,352,847	65,485,021	26,523,970	60,103,678	-8.22%
7. Other Revenue Sources:					
8. R & R Contribution	3,847,167	1,258,370	173,760	1,109,497	-11.83%
9. Interest Income CR3	108,700	0	21,583	44,000	0.00%
10. Infrastructure Contribution	0	470,000	16,380	125,000	-73.40%
11. Bond & Other Financing Sources	3,719,092	2,988,000	0	1,275,000	-57.33%
12. Total Other Sources	7,674,959	4,716,370	211,723	2,553,497	-45.86%
13. Balance	71,027,806	70,201,391	26,735,693	62,657,175	-10.75%
14. Operation & Maintenance Expenses:					
Direct Cost Centers					
15. Purchased Power	28,018,777	26,177,600	10,497,660	23,908,800	-8.67%
16. Electric Operations	7,774,508	8,308,910	3,191,443	7,919,683	-4.68%
17. Internet Services	192,845	144,000	73,624	92,600	-35.69%
18. Water Operations	2,797,944	2,956,140	1,268,538	2,890,855	-2.21%
19. Reclamation Operations	2,589,079	2,664,050	1,268,093	2,616,863	-1.77%
Indirect Cost Centers					
20. Administration	912,757	1,034,443	490,423	1,001,200	-3.21%
21. Information Technology	557,950	675,500	333,780	660,700	-2.19%
22. Human Resources	3,644,905	4,326,250	1,809,871	4,211,200	-2.66%
23. Engineering	687,724	813,851	254,398	779,930	-4.17%
24. Finance/Customer Service/Mate	1,885,721	2,168,985	935,302	2,176,700	0.36%
25. Comm Abandonment Expenses	(36,063)	0	175,480	0	0.00%
26. Total O&M Expenses	49,026,147	49,269,729	20,298,612	46,258,531	-6.11%
27. Balance	22,001,659	20,931,662	6,437,081	16,398,644	-21.66%
28. To Sinking Fund:					
29. 1993 Certificates	126,500	126,500	63,250	126,500	0.00%
30. 2002 Certificates	4,280,524	4,281,482	2,140,743	4,487,853	4.82%
31. 2002 Debt Reduction Fund	252,655	241,330	120,666	(530,380)	-319.77%
32. 2004A Certificates	649,094	644,311	322,028	441,363	-31.50%
33. 2007 Certificate	0	393,000	0	196,500	-50.00%
34. State Revolving Loan - 1997	1,279,857	1,278,718	638,220	1,278,718	0.00%
35. FMPA Loan-Sugar Mill Acquisition	192,134	228,965	99,371	181,375	-20.78%
36. FMPA Loan-Generator	789,602	929,688	402,908	732,215	-21.24%
37. FMPA Loan-Land Acquisition	542,392	692,046	281,873	504,827	-27.05%
38. Total Debt Service	8,112,758	8,816,040	4,069,059	7,418,971	-15.85%
39. Balance	13,888,901	12,115,622	2,368,022	8,979,673	-25.88%
40. Transfer to R & R - Contribution	5,768,192	4,509,942	2,128,251	3,670,600	-18.61%
41. Transfer to CR3	108,700	0	21,583	44,000	0.00%
42. Transfer to R & R - Restricted Con	680,623	314,592	133,325	314,592	0.00%
43. Transfer to R & R - From Alternat	3,719,092	2,988,000	0	1,275,000	-57.33%
44. Transfer to Infrastructure - Contribution	0	470,000	16,380	125,000	-73.40%
45. Balance	3,612,294	3,833,088	68,483	3,550,481	-7.37%
46. Transfer to City	3,612,294	3,833,088	1,644,000	3,550,481	-7.37%
47. Balance	0	0	(1,575,517)	0	0.00%

Combined System Sources of Funds (in thousands)



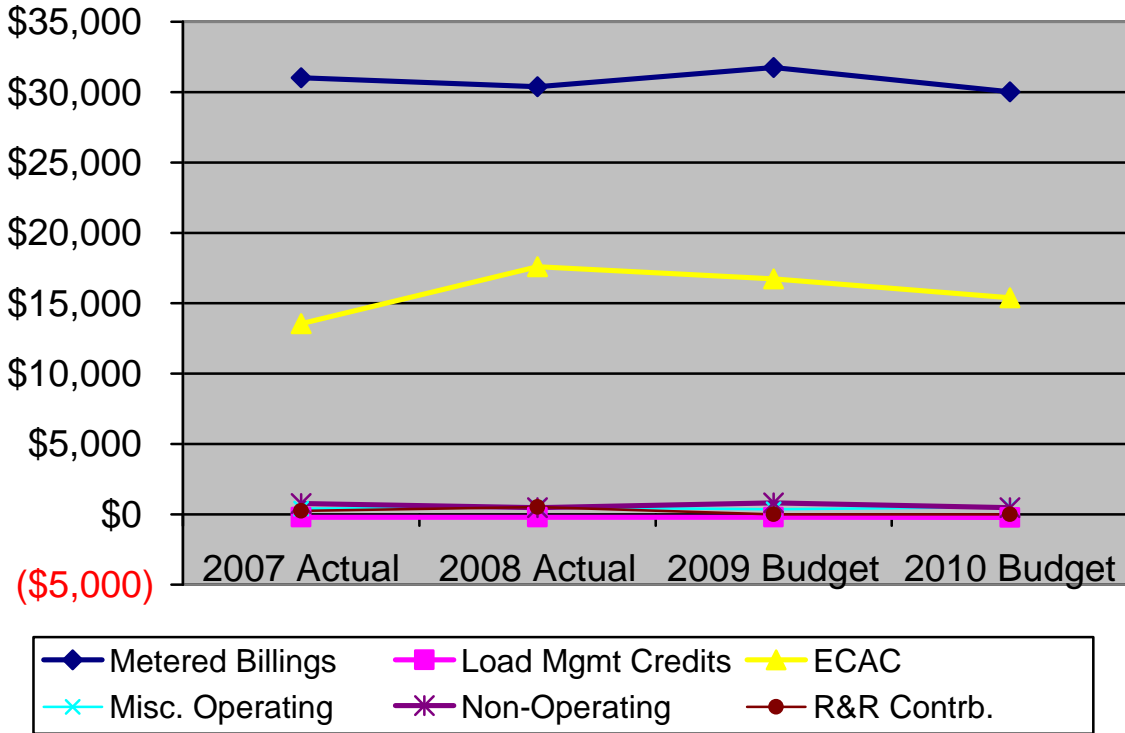
Combined System Uses of Funds (in thousands)



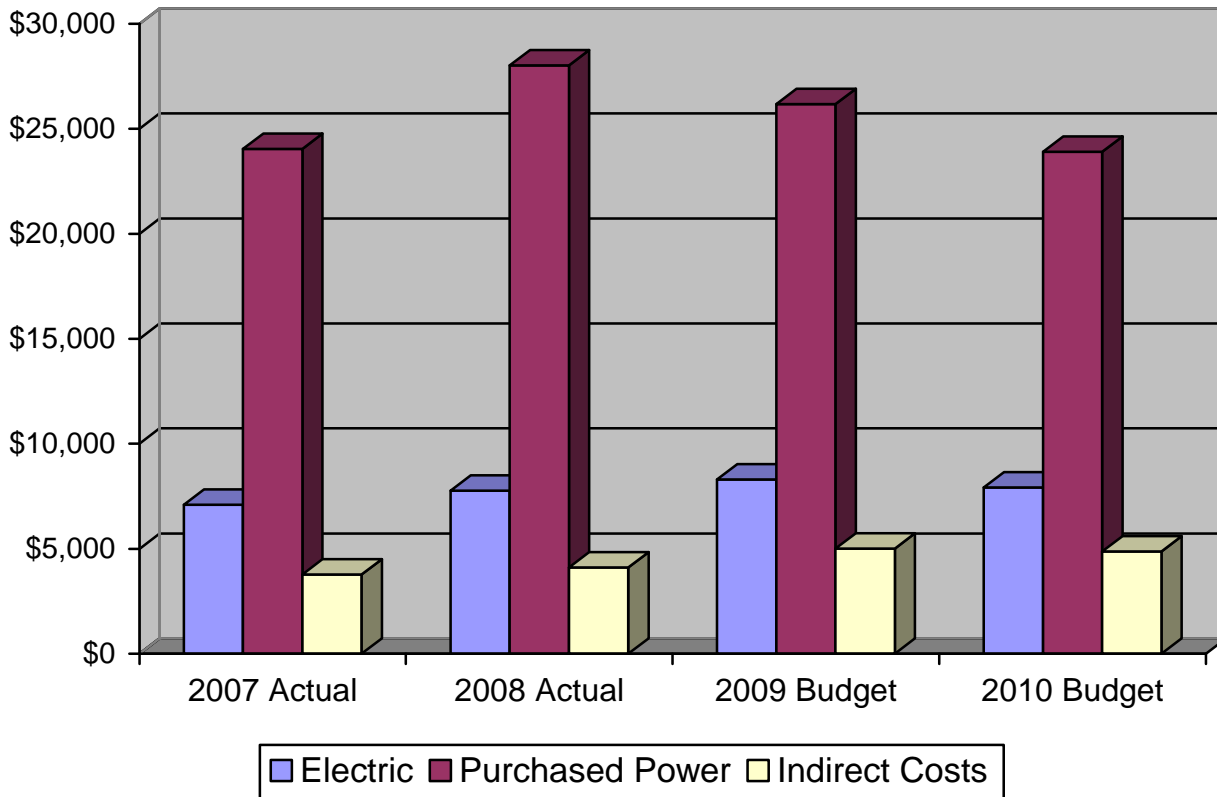
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2010
ELECTRIC SYSTEM

	<u>FY 2008 ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>2009 - 6 MO ACTUAL</u>	<u>FY 2010 BUDGET</u>	<u>% CHANGE from FY09 BUDGET</u>
1. Revenues:					
2. Direct Sales:					
3. Metered Billings	\$30,396,025	\$31,745,768	\$13,757,223	\$30,023,629	-5.42%
4. Load Management Credits	(208,386)	(215,562)	(99,531)	(217,717)	1.00%
5. Energy Cost Adjustments	15,540,649	16,737,629	6,854,991	15,387,842	-8.06%
6. Underrecovery of Fuel Costs	2,047,768	0	(1,206,809)	(1,000,000)	0.00%
7. Misc. Operating Revenue	507,353	362,478	126,127	515,178	42.13%
8. Non Operating Revenue	478,758	817,858	124,576	486,053	-40.57%
9. Total Revenues	48,762,167	49,448,171	19,556,577	45,194,985	-8.60%
10. Other Revenue Sources:					
11. R&R Contribution	531,920	0	12,247	0	0.00%
12. Interest Income CR3	108,700	0	21,583	44,000	0.00%
13. Infrastructure Contribution	0	225,000	0	50,000	-77.78%
15. Total Other Revenue Sources	640,620	225,000	33,830	94,000	-58.22%
16. Balance	49,402,787	49,673,171	19,590,407	45,288,985	-8.83%
17. Operation & Maintenance Expenses:					
Direct Cost Center					
18. Purchased Power	28,018,777	26,177,600	10,497,660	23,908,800	-8.67%
19. Electric Operations	7,774,508	8,308,910	3,191,443	7,919,683	-4.68%
Indirect Cost Centers					
20. Administration	516,863	600,477	294,604	579,792	-3.44%
21. Information Technology	329,436	398,545	197,147	389,813	-2.19%
22. Human Resources	1,754,194	2,249,718	903,726	2,165,119	-3.76%
23. Engineering	308,218	369,699	112,772	344,230	-6.89%
24. Finance/Customer Service/Mat	1,201,258	1,390,181	606,406	1,394,027	0.28%
Other					
25. Communications					
26. Total O&M Expenses	39,903,254	39,495,130	15,803,758	36,701,464	-7.07%
27. Balance	9,499,533	10,178,041	3,786,649	8,587,521	-15.63%
28. To Sinking Fund:					
29. 1993 Certificates	67,412	67,412	33,706	67,412	0.00%
30. 2002 Certificates	2,121,856	2,122,331	1,061,166	2,224,628	4.82%
31. 2002 Debt Reduction Fund	125,241	119,627	59,814	(262,909)	-319.77%
32. 2004A Certificates	307,606	305,339	152,609	209,162	-31.50%
33. FMPA Loan-Generator	789,602	929,688	402,908	732,215	-21.24%
34. FMPA Loan-Land Acquisition	542,392	692,046	281,873	504,827	-27.05%
35. Total To Sinking Fund	3,954,109	4,236,443	1,992,076	3,475,335	-17.97%
36. Balance	5,545,424	5,941,598	1,794,573	5,112,186	-13.96%
37. To Capital Improvement Plan:					
39. Transfer to CR3	108,700	0	21,583	44,000	0.00%
40. Net Transfer to R&R	2,672,870	2,806,331	1,309,288	2,343,861	-16.48%
41. Transfer to Infrastructure Fund	0	225,000	4,914	50,000	-77.78%
42. Total To Capital Improvemen	2,781,570	3,031,331	1,335,785	2,437,861	-19.58%
43. Balance	2,763,854	2,910,267	458,788	2,674,325	-8.11%
44. Transfer to City	2,763,854	2,910,267	1,235,440	2,674,325	-8.11%
45. Balance	0	0	(776,652)	0	0.00%

Electric Revenue Trends (in thousands)



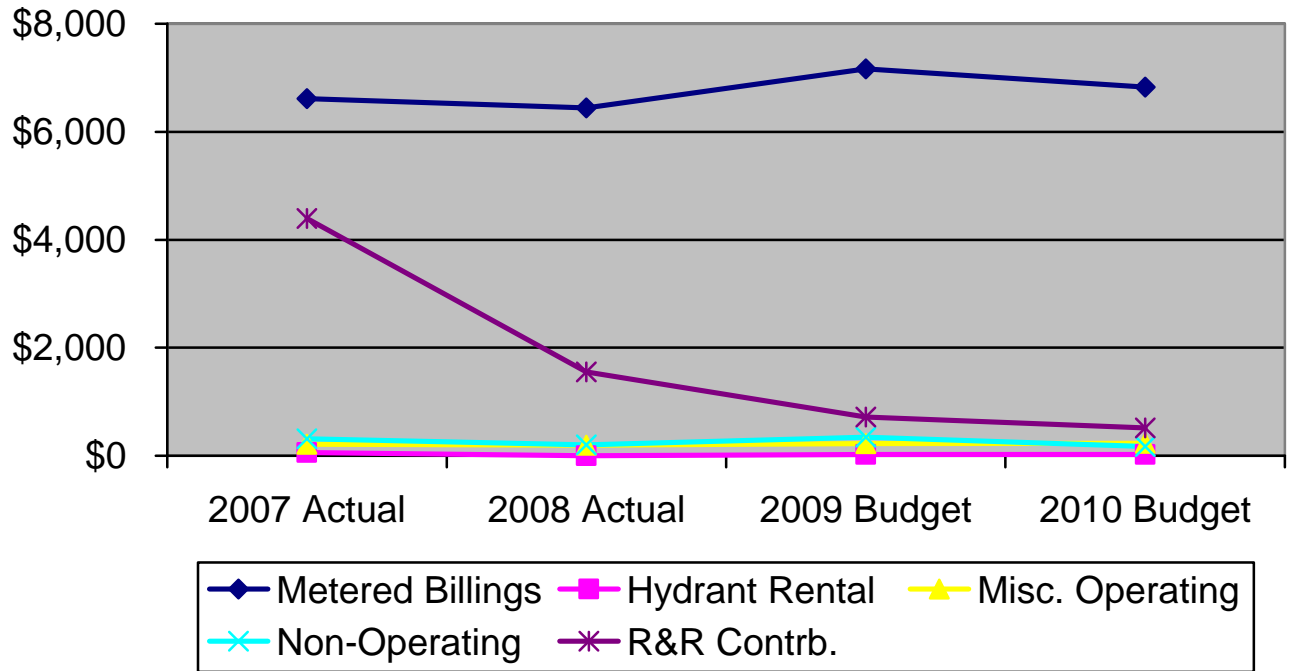
Electric O&M (in thousands)



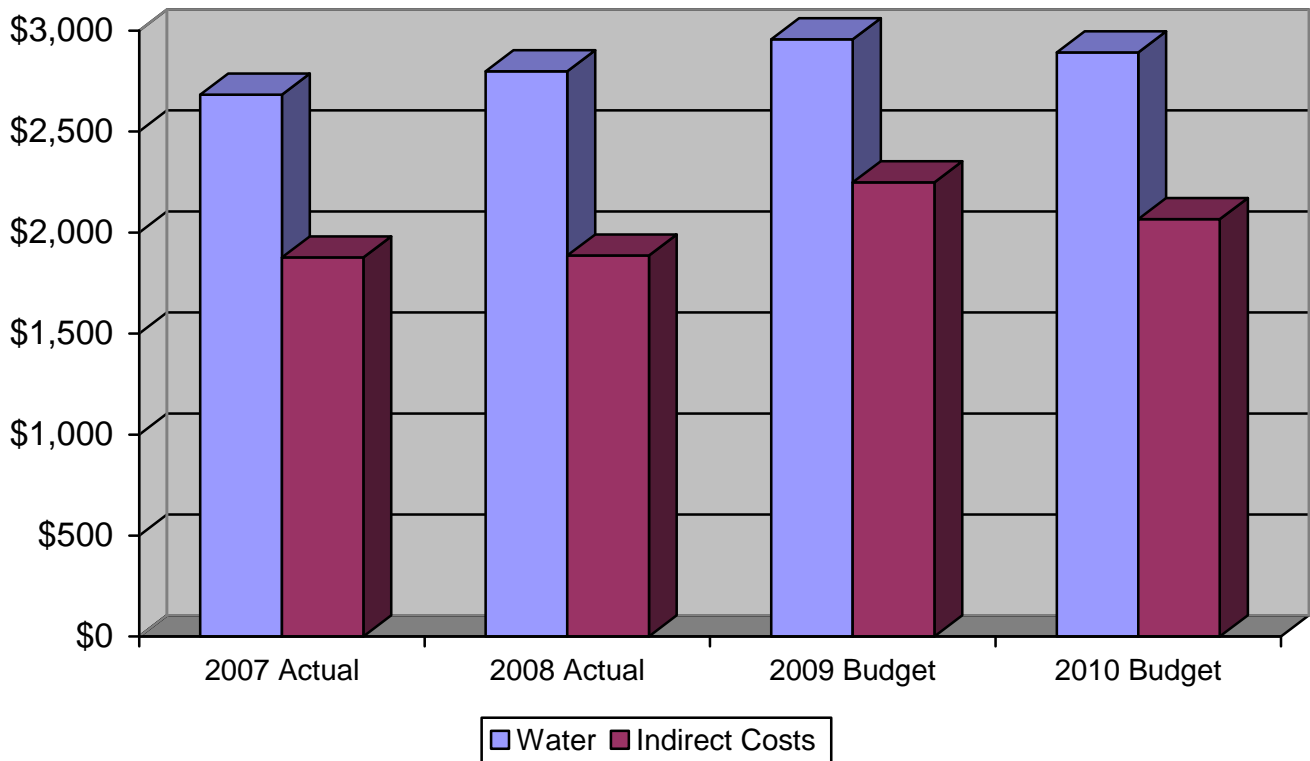
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2010
WATER SYSTEM

	<u>FY 2008 ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>2009 - 6 MO ACTUAL</u>	<u>FY 2010 BUDGET</u>	<u>% CHANGE from FY09 BUDGET</u>
1. Revenues:					
2. Metered Billings	\$6,442,848	\$7,165,517	\$3,105,853	\$6,830,351	-4.68%
3. Hydrant Rental	0	25,000	0	25,000	0.00%
4. Misc. Operating Revenue	196,541	225,180	138,277	230,811	2.50%
5. Non-Operating Revenue	202,055	342,344	75,230	169,603	-50.46%
6. Total Revenues	6,841,444	7,758,041	3,319,360	7,255,765	-6.47%
7. Other Revenue Sources:					
8. R & R Contribution	1,552,133	714,840	94,618	516,744	-27.71%
9. Infrastructure Contribution	0	200,000	6,552	50,000	-75.00%
10. Bond & Other Financing Sources	3,719,092	0	0	0	0.00%
11. Total Other Revenue Sources	5,271,225	914,840	101,170	566,744	-38.05%
12. Balance	12,112,669	8,672,881	3,420,530	7,822,509	-9.80%
13. Operation & Maintenance Expenses:					
Direct Cost Center					
14. Water Operations	2,797,944	2,956,140	1,268,538	2,890,855	-2.21%
Indirect Cost Centers					
15. Administration	207,753	242,782	109,076	200,224	-17.53%
16. Information Technology	83,683	114,835	56,758	112,319	-2.19%
17. Human Resources	957,549	1,144,833	461,794	1,147,932	0.27%
18. Engineering	193,892	223,552	71,297	190,097	-14.97%
19. Finance/Customer Service/Mat	443,084	523,326	222,279	409,275	-21.79%
Other					
20. Communications					
21. Total O&M Expenses	4,683,905	5,205,468	2,189,742	4,950,702	-4.89%
22. Balance	7,428,764	3,467,413	1,230,788	2,871,807	-17.18%
23. To Sinking Fund:					
24. 1993 Certificates	43,592	43,592	21,796	43,592	0.00%
25. 2002 Certificates	1,181,853	1,182,117	591,059	1,239,096	4.82%
26. 2002 Debt Reduction Fund	69,758	66,631	33,316	(146,438)	-319.77%
27. 2004A Certificates	210,501	208,950	104,434	143,134	-31.50%
28. 2007 Certificates (Water Upgrades)	0	393,000	0	196,500	-50.00%
29. FMPA Loan-Sugar Mill Acquisiti	84,539	100,745	43,723	79,805	-20.79%
30. Total To Sinking Fund	1,590,243	1,995,035	794,328	1,555,689	-22.02%
31. Balance	5,838,521	1,472,378	436,460	1,316,118	-10.61%
32. To Capital Improvement Plan:					
33. Transfer to R&R from Alternate	3,719,092	0	0	0	0.00%
34. Transfer to Infrastructure	0	200,000	6,552	50,000	-75.00%
35. Transfer to Restricted R&R	310,486	178,710	61,516	178,710	0.00%
36. Net Transfer to R&R	1,413,303	652,256	324,725	666,206	2.14%
37. Total To Capital Improvemen	5,442,881	1,030,966	392,793	894,916	-13.20%
38. Balance	395,640	441,412	43,667	421,202	-4.58%
39. Transfer to City	395,640	441,412	191,298	421,202	-4.58%
40. Balance	0	0	(147,631)	0	0.00%

Water Revenue Trends (in thousands)



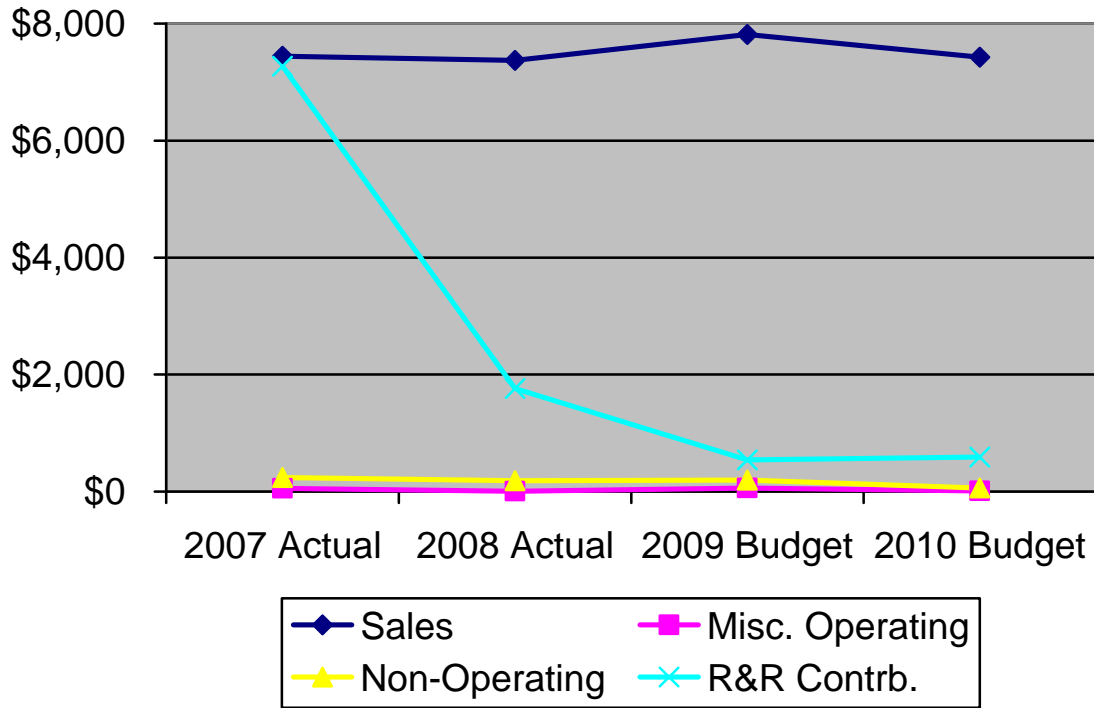
Water O&M (in thousands)



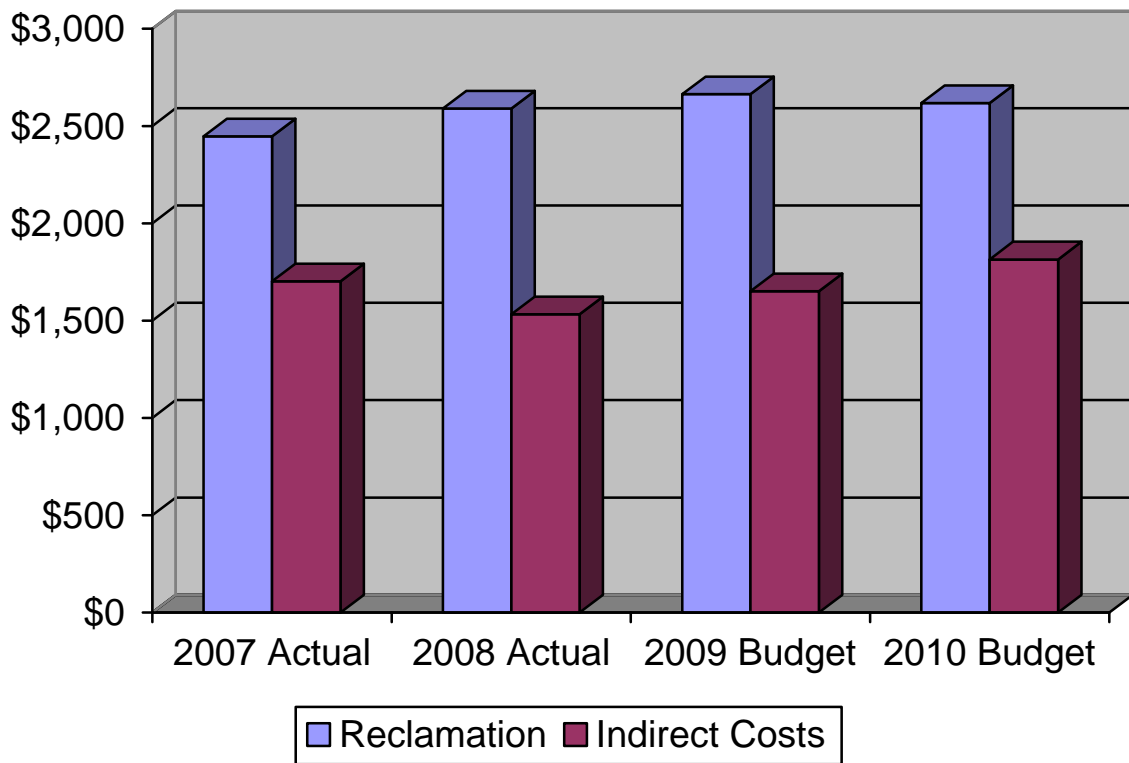
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2010
RECLAMATION SYSTEM

	<u>FY 2008</u> <u>ACTUAL</u>	<u>FY 2009</u> <u>BUDGET</u>	<u>2009 - 6 MO</u> <u>ACTUAL</u>	<u>FY 2010</u> <u>BUDGET</u>	<u>% CHANGE</u> <u>from</u> <u>FY09 BUDGET</u>
1. Revenues:					
2. Sales	\$7,371,377	\$7,815,229	\$3,551,947	\$7,423,885	-5.01%
3. Misc. Operating Revenue	5,495	61,473	1,242	13,334	-78.31%
4. Non-Operating Revenue	185,052	197,104	23,466	59,708	-69.71%
5. Total Revenues	7,561,924	8,073,806	3,576,655	7,496,927	-7.15%
6. Other Revenue Sources:					
7. R & R Contribution	1,763,114	543,530	76,723	592,753	9.06%
8. Infrastructure Contribution	0	45,000	0	25,000	-44.44%
9. Bond & Other Financing Sources	0	2,988,000	0	1,275,000	-57.33%
10. Total Other Revenue Sources	1,763,114	3,576,530	76,723	1,892,753	-47.08%
11. Balance	9,325,038	11,650,336	3,653,378	9,389,680	-19.40%
12. Operation & Maintenance Expenses:					
Direct Cost Center					
13. Reclamation Operations	2,589,079	2,664,050	1,268,093	2,616,863	-1.77%
Indirect Cost Centers					
14. Administration	173,181	181,362	81,580	204,800	12.92%
15. Information Technology	111,825	148,610	73,421	145,354	-2.19%
16. Human Resources	840,408	867,133	410,168	870,839	0.43%
17. Engineering	185,614	220,600	70,329	245,603	11.33%
18. Finance/Customer Service/Mat	221,358	233,237	97,615	350,714	50.37%
Other					
19. Communications					
20. Total O&M Expenses	4,121,465	4,314,992	2,001,206	4,434,173	2.76%
21. Balance	5,203,573	7,335,344	1,652,172	4,955,507	-32.44%
22. To Sinking Fund:					
23. 1993 Certificates	15,496	15,496	7,748	15,496	0.00%
24. 2002 Certificates	976,815	977,034	488,518	1,024,128	4.82%
25. 2002 Debt Reduction Fund	57,656	55,072	27,536	(121,033)	-319.77%
26. 2004A Certificates	130,987	130,022	64,985	89,067	-31.50%
27. State Revolving Loan-1997	1,279,857	1,278,718	638,220	1,278,718	0.00%
28. FMPA Loan-Sugar Mill Acquisiti	107,595	128,220	55,648	101,570	-20.78%
29. Total To Sinking Fund	2,568,406	2,584,562	1,282,655	2,387,946	-7.61%
30. Balance	2,635,167	4,750,782	369,517	2,567,561	-45.95%
31. To Capital Improvement Plan:					
32. Transfer to R&R from Alternate Financing	0	2,988,000	0	1,275,000	-57.33%
33. Transfer to Infrastructure	0	45,000	4,914	25,000	-44.44%
34. Transfer to Restricted R&R	370,137	135,882	71,809	135,882	0.00%
35. Transfer to R&R	1,823,458	1,112,791	494,238	686,085	-38.35%
36. Total To Capital Improvemen	2,193,595	4,281,673	570,961	2,121,967	-50.44%
37. Balance	441,572	469,109	(201,444)	445,594	-5.01%
38. Transfer to City	441,572	469,109	212,976	445,594	-5.01%
39. Balance	0	0	(414,420)	0	0.00%

Reclamation Revenue Trends (in thousands)



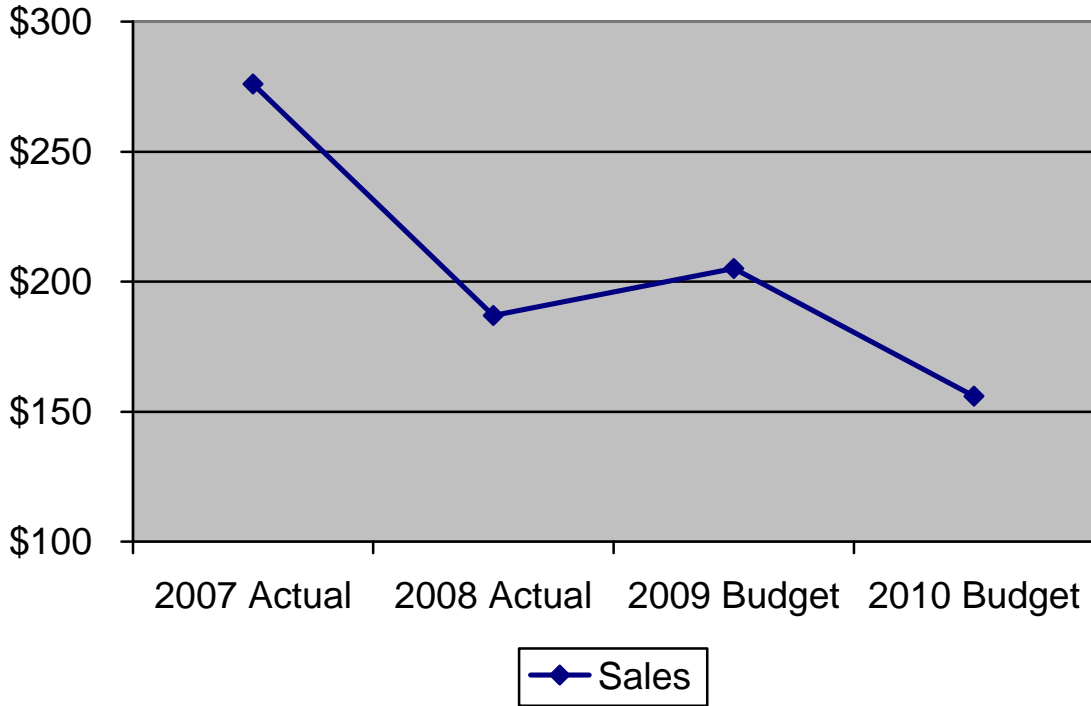
Reclamation O&M (in thousands)



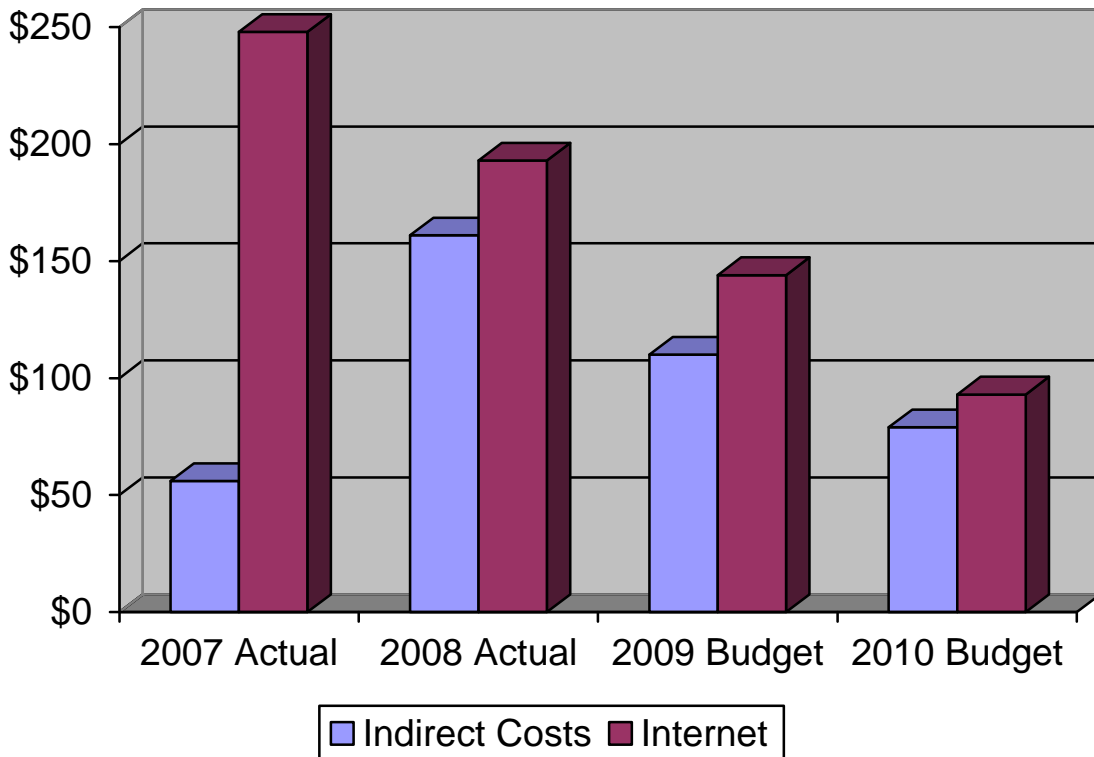
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2010
INTERNET SYSTEM

	<u>FY 2008 ACTUAL</u>	<u>FY 2009 BUDGET</u>	<u>2009 - 6 MO ACTUAL</u>	<u>FY 2010 BUDGET</u>	<u>% CHANGE from FY09 BUDGET</u>
1. Revenues:					
2. Sales	\$187,311	\$205,000	\$71,379	\$156,000	-23.90%
3. Total Revenues	187,311	205,000	71,379	156,000	-23.90%
4. Other Revenue Sources:					
5. Balance	187,311	205,000	71,379	156,000	-23.90%
6. Operation & Maintenance Expenses:					
Direct Cost Center					
7. Internet Services	192,845	144,000	73,624	92,600	-35.69%
Indirect Cost Centers					
8. Administration	14,959	9,822	5,163	16,384	66.81%
9. Information Technology	33,006	13,510	6,455	13,214	-2.19%
10. Human Resources	92,754	64,566	34,183	27,311	-57.70%
11. Finance/Customer Service/Mate	20,021	22,240	9,003	22,684	2.00%
12. Total O&M Expenses	353,585	254,138	128,428	172,193	-32.24%
13. Balance	(166,274)	(49,138)	(57,049)	(16,193)	-67.05%
14. Transfer from Other Sources	36,064	61,438	0	25,553	-58.41%
15. Transfer to R & R - Contribution	(141,438)	0	0	0	0.00%
16. Balance	11,228	12,300	(57,049)	9,360	-23.90%
17. Transfer to City	11,228	12,300	4,287	9,360	-23.90%
18. Balance	0	0	(61,336)	0	0.00%

Internet Sales Trends (in thousands)



Internet O&M (in thousands)



Functional Responsibilities by Department

Commission ~ The Utilities Commission, City of New Smyrna Beach, Florida, is a non-taxing, political subdivision of the State of Florida and a part of the government of the City of New Smyrna Beach, Florida, created by Special Legislative Act, Public Law 67-1754, as amended by Public Law 85-503 which subsequently also amended the Charter of the City of New Smyrna Beach. It has the full and exclusive right to manage, operate, and maintain control of all of the City's utilities 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 commission 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 2010 and FY 2009 budgeted expenses.

Executive and Administration ~ The General Manager/Chief Executive Officer and Administrative Staff executes existing policies and policy-decisions of the Utilities Commission. Through Utilities Commission employees, the GM/CEO assures compliance with all policies and resolutions passed by the Commission and that the policies and resolutions are duly administered. In addition, the GM/CEO informs the Commission of significant legislative and industry matters, provides strategic plans, and suggests capital improvement plans, budgets, policies and service offerings to protect and enhance Utilities Commission assets and cost-effective utility commodities and services. Direct reports to the GM/CEO are the Directors of: Electric Operations, Water & Water Reclamation, Information Technology, Customer Service & Finance, Human Resources Development, Systems Operations & Generation, and Engineering.

- There is no significant change between the FY 2010 and FY 2009 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 is no significant change between the FY 2010 and FY 2009 budgeted expenses.

Human Resources Development ~ The purpose of the Human Resources Department is to strategically recruit to meet the organization's goals and to provide succession pathways to develop and retain valuable human and institutional knowledge in support of the UC's new and

evolving value platforms and business plans. Our operational goal is to develop a competitive, ethical organization and to align our corporate knowledge 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 efforts to ensure effective and consistent accomplishments within daily operational needs. The HR department is a partner with the organization's Directors, its employees and other stakeholders to contribute personnel-related and business process development within all departments. The HR department's service role is to: manage policies and commitments regarding all employees, record and maintain all personnel relevant records, administer payroll and benefits, and manage risk and promote prevention programs afforded to employees by the UC.

- \$56,000 decrease in Worker's Compensation Insurance due to favorable experience ratings over the past few years.
- \$40,000 decrease in Unemployment Compensation and other Insurance premiums, due to proactive management of risk.

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 currently offers free classes on a monthly basis.

- \$61,000 decrease in Salaries due to reorganization of staff.

Electric ~ The Electric Department is composed of the following divisions: Electric Operations, Nuclear Production, Fleet Maintenance, Electric Transmission & Distribution, Substation & Protective Systems. The System Operations & Generation division secures electrical energy from off-site and/or local generation sources, and schedules delivery over the electric grid for consumption by UC customers.

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 & Protective Systems.

- There are no significant variances between the FY 2010 and FY 2009 budgeted expenses.

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

- There are no significant variances between the FY 2010 and FY 2009 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 working closely with Engineering in the planning and design of those systems.

- \$90,000 decrease in Salaries due to staffing realignment
- \$202,000 decrease in Overhead Lines activities due to declining activity levels

Electric System Operations & Generation ~ System Operations & Generation division performs a daily calculation to determine the mix of generating units, power resources, and power purchases required to deliver cost-effective energy to our customers. System Control Coordinators are now nationally certified for ensuring UC reliability as part of the entire interconnected electric system, and for monitoring and restoring events occurring on the UC's transmission and distribution electrical system. Typically, the Utilities Commission plant generating units would be operated now only during periods of exceptionally high-demand and be off-line during periods of low demand. The plant may also be called at any time to cover the loss of an off-site generating unit or grid transmission source. Generation operators and maintenance staff anticipate unit availability to operate during the summer's high-demand periods. The focus of the local generating plant maintenance program, therefore, is unit reliability. Risk management and accident prevention continue to be important elements of all prevention and reliability activities for power plant and maintenance personnel.

- \$100,000 decrease in Fuel Expense #2 Oil due to refining anticipated demand of utilizing in-house generation units.
- \$1,192,400 decrease in Purchased Power for Progress Energy Florida expense based on expected fuel price decreases due to lower world market demand, as well as, projected load levels by UC customers.

Nuclear Production ~ Represents the UC share of expenses associated with the Commission's .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) with regards to the St. Lucie Nuclear Plant.

- There are no significant variances between the FY 2010 and FY 2009 budgeted expenses. The UC applies its best estimate based on informal and generic budget forecast information from CR3 and St. Lucie staff. The UC budget preparation period occurs several months prior to CR3 and St. Lucie formal budget determination periods.

Water Operations ~ The Water Department is composed of the following divisions: Treatment Operations/Water Production and Field Operations/Water Distribution. The Treatment

Operations division manages the operation of 19 production wells, a 10.368 MGD Class A (24-hr a day) Water Treatment Plant, 3 high Service Pumping Stations and reservoirs; while the Field Operations division maintains approx. 290 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 purposes. The department routinely advises the Engineering Department of field changes and discrepancies between record drawings and actual field conditions of the water distribution system. Advice is also provided to Engineering regarding major water system components that require replacement, modification or upgrade for consideration in the Capital Improvements Plan.

- There are no significant variances between the FY 2010 and FY 2009 budgeted expenses.

Water Reclamation Operations ~ The Water Reclamation Department is composed of the following divisions: Field Operations/Sewer Collections and Treatment Operations/Reclamation. The Treatment Operations division is responsible for proper treatment and disposal of the wastewater stream, enforcement of the Industrial Pretreatment Program, and efficient operation of the 7 MGD Water Reclamation Facility; while the Field Operations division provides maintenance of the collection system's 90 lift stations/force mains. The department 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 advises the Engineering department of field changes and discrepancies between record drawings and actual field conditions of the water reclamation system. Advice is also provided to Engineering regarding major system components that require replacement, modification or upgrade for consideration in the Capital Improvement Plan.

- There are no significant variances between the FY 2010 and FY 2009 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. This Engineering section also provides for the planning related to future growth and for changes affecting existing systems due to technology improvements and/or changes in laws and regulations.

- There are no significant variances between the FY 2010 and FY 2009 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 2010 and FY 2009 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 communications.

- There are no significant variances between the FY 2010 and FY 2009 budgeted expenses.

Finance ~ The Finance Department is responsible for implementing and monitoring the internal controls necessary for fiscal responsibility and compliance measures, and is comprised 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 financial and asset 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 external stakeholders.

- There are no significant variances between the FY 2010 and FY 2009 budgeted expenses.

Customer Service and Meter ~ The Customer Service division is sub-divided into Billing, Collections and Meter units. The primary responsibility of this division is serving external utility customers. They are the "front-line" to display exemplary customer service. The division 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. The Meter unit personnel provide accurate readings of a customer's meter(s) and activity status for the electric, water and reuse departments.

- There are no significant variances between the FY 2010 and FY 2009 budgeted expenses.

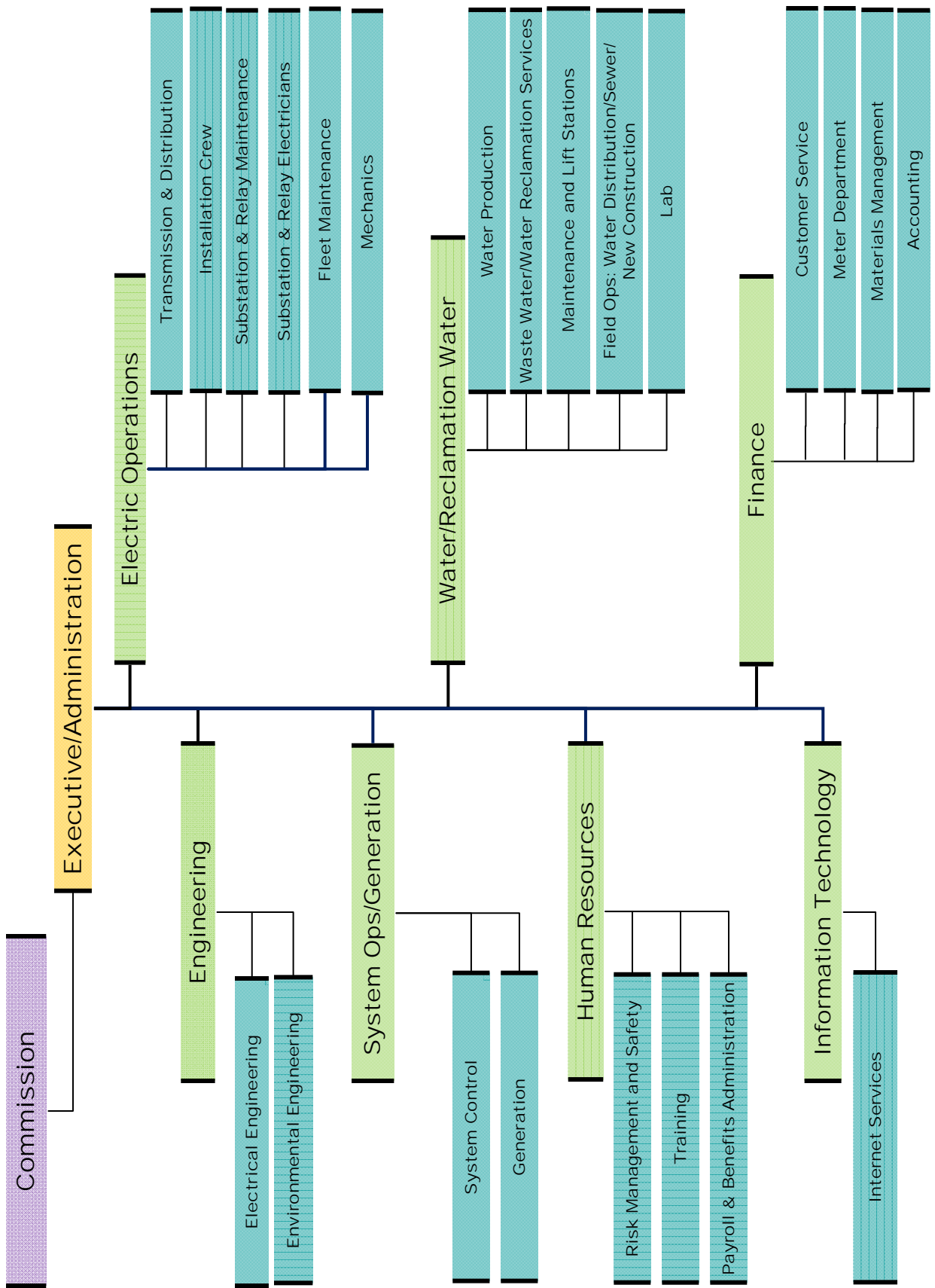
Materials Management ~ The purpose of the Materials Management division is to obtain the defined quality materials and services at cost-effective pricing. The UC utilizes this division for centralized purchasing to ensure the correct amount of product or service is received at the appropriate time and of sufficient supply and demand for required standardized 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 2010 and FY 2009 budgeted expenses.

*Organizational
Composition*



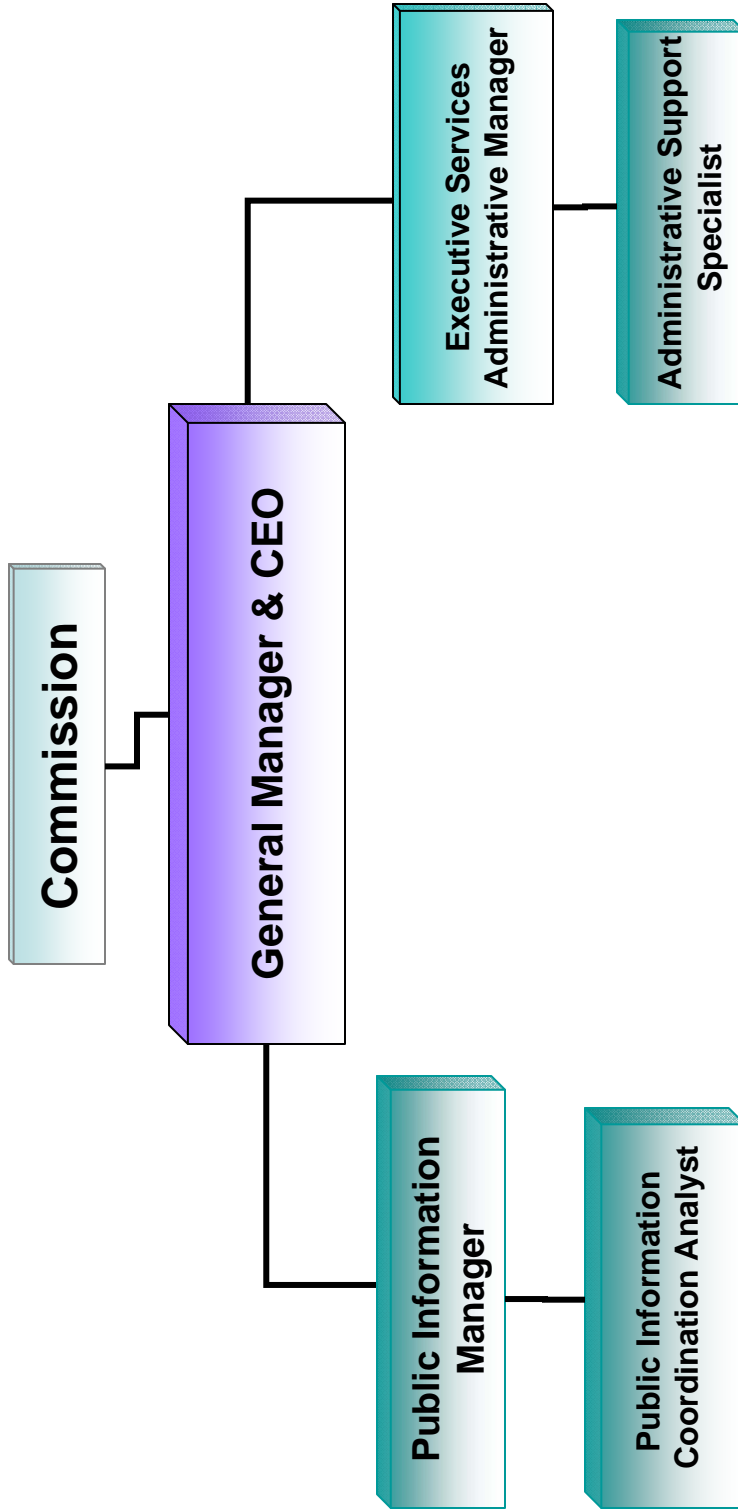
Utilities Commission City of New Smyrna Beach Fiscal Year 2010 Organizational Plan





Utilities Commission
City of New Smyrna Beach
Fiscal Year 2010

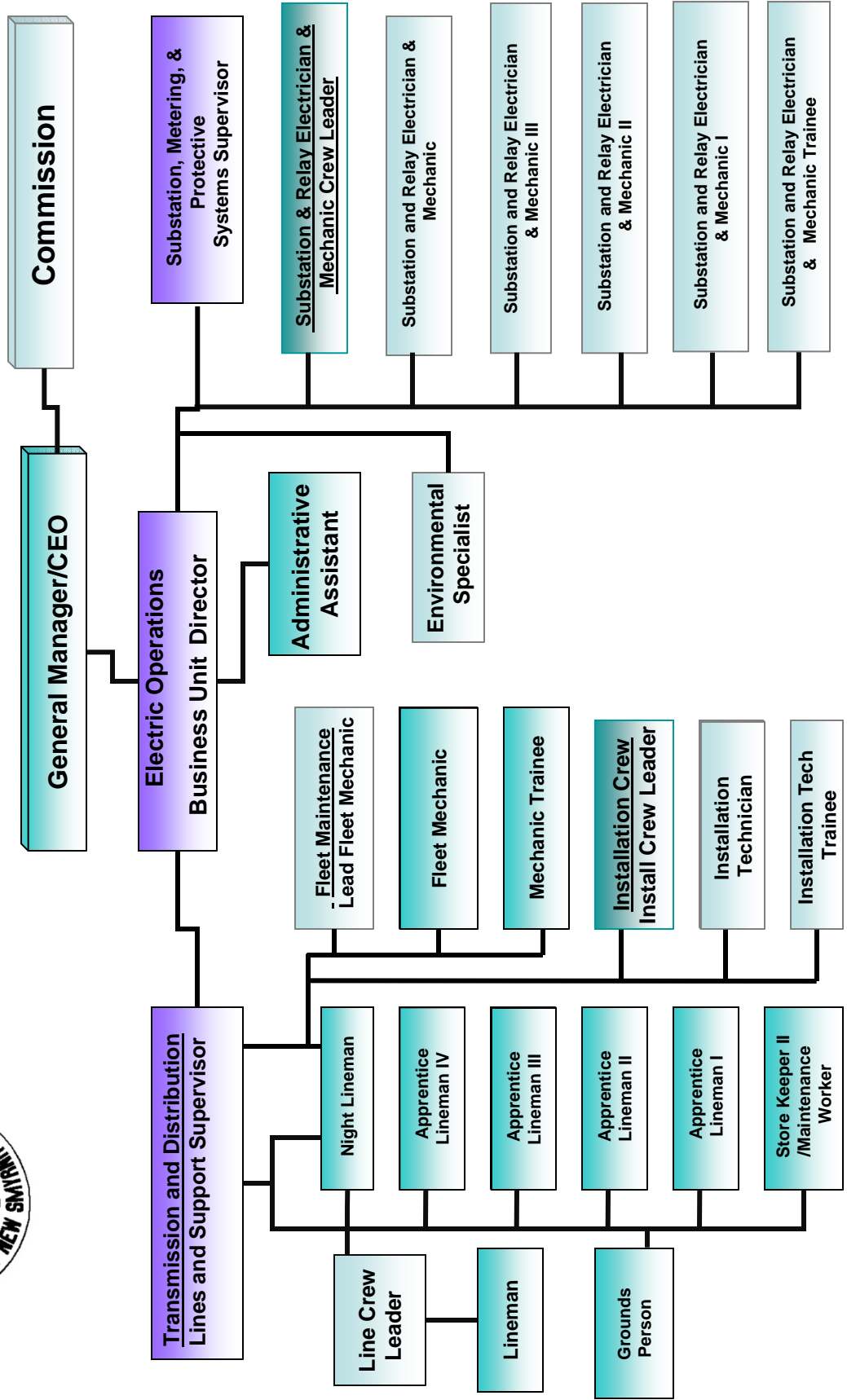
Administration – Organizational Plan



Utilities Commission
 City of New Smyrna Beach
 Fiscal Year 2010



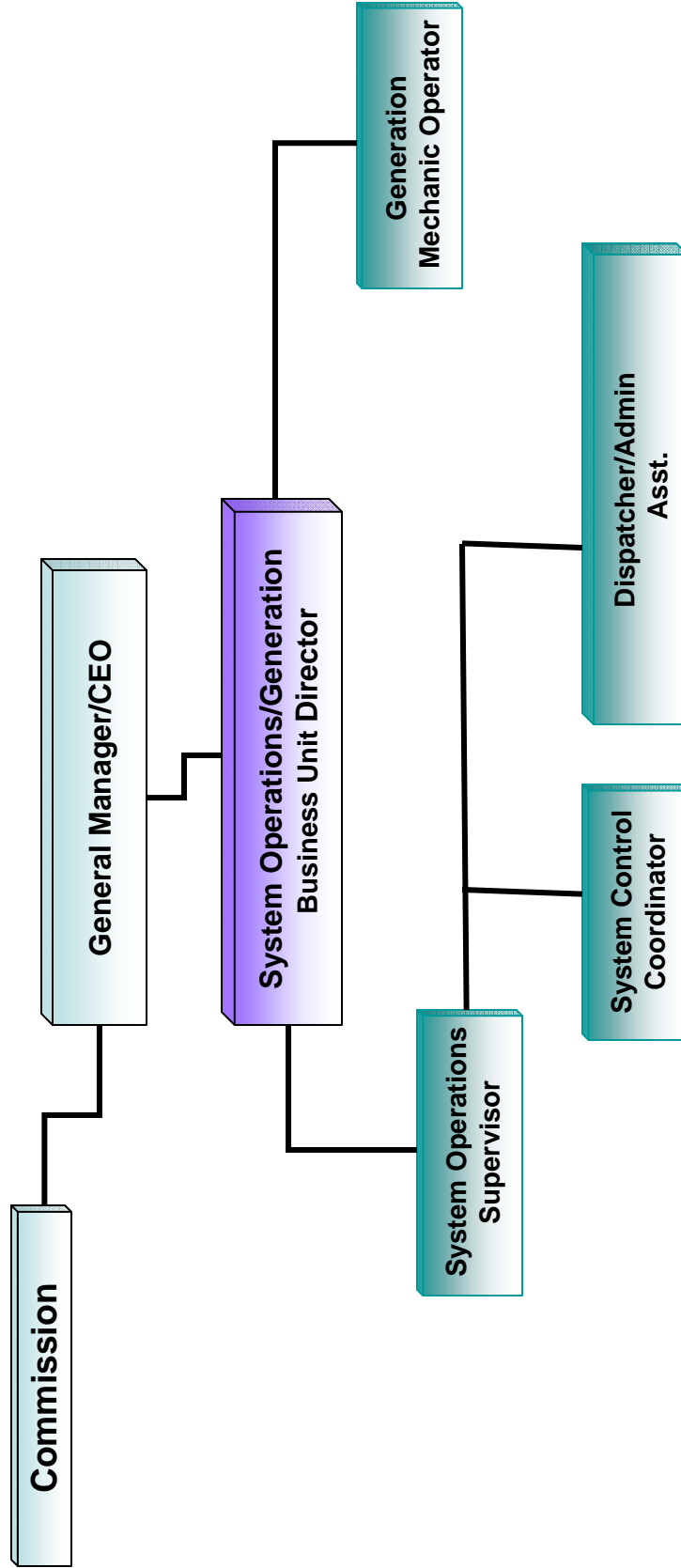
Electric Operations – Organizational Plan





Utilities Commission
City of New Smyrna Beach
Fiscal Year 2010

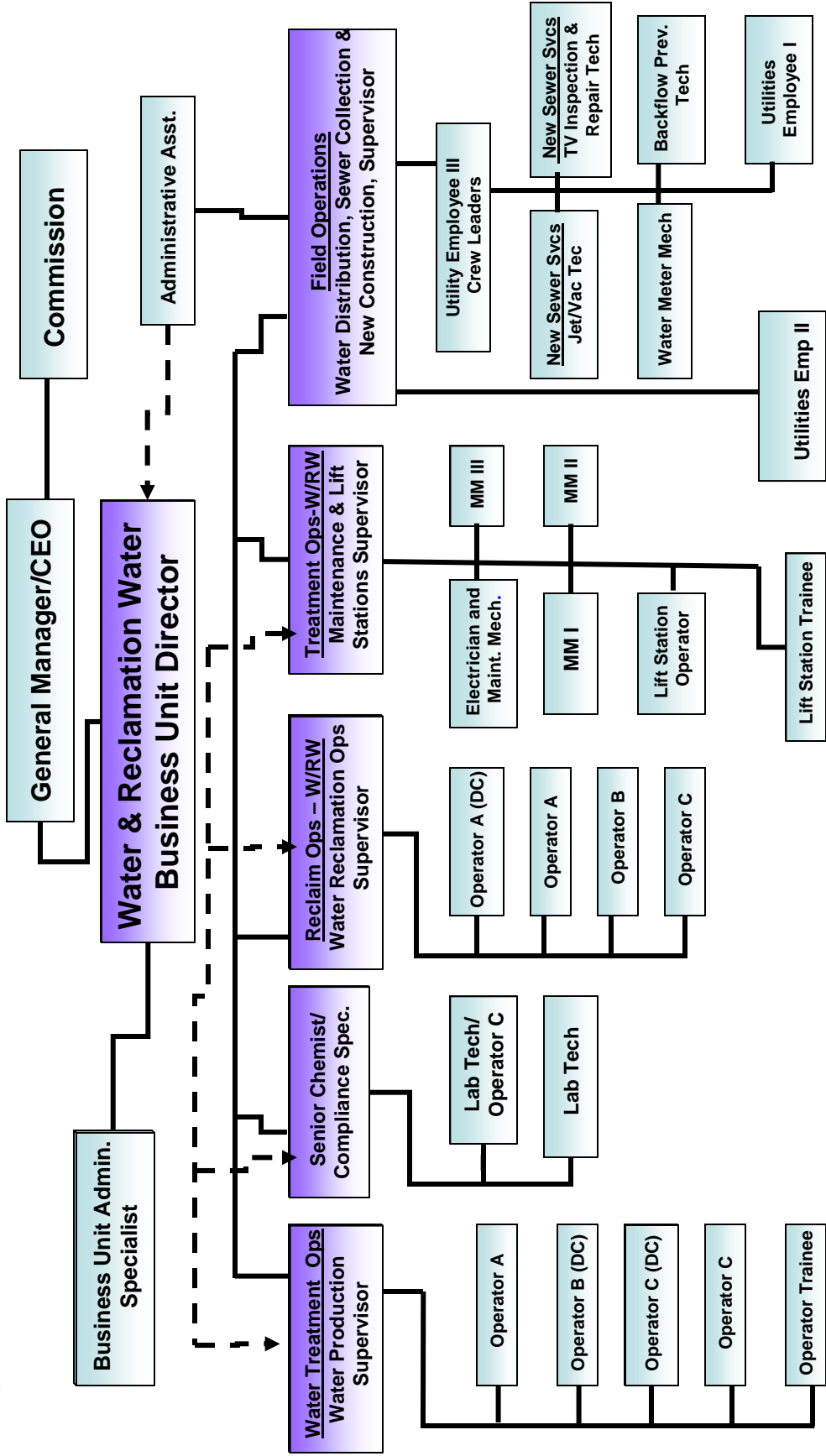
System Operations/Generation – Organizational Plan



Utilities Commission, City of New Smyrna Beach

Fiscal Year 2010

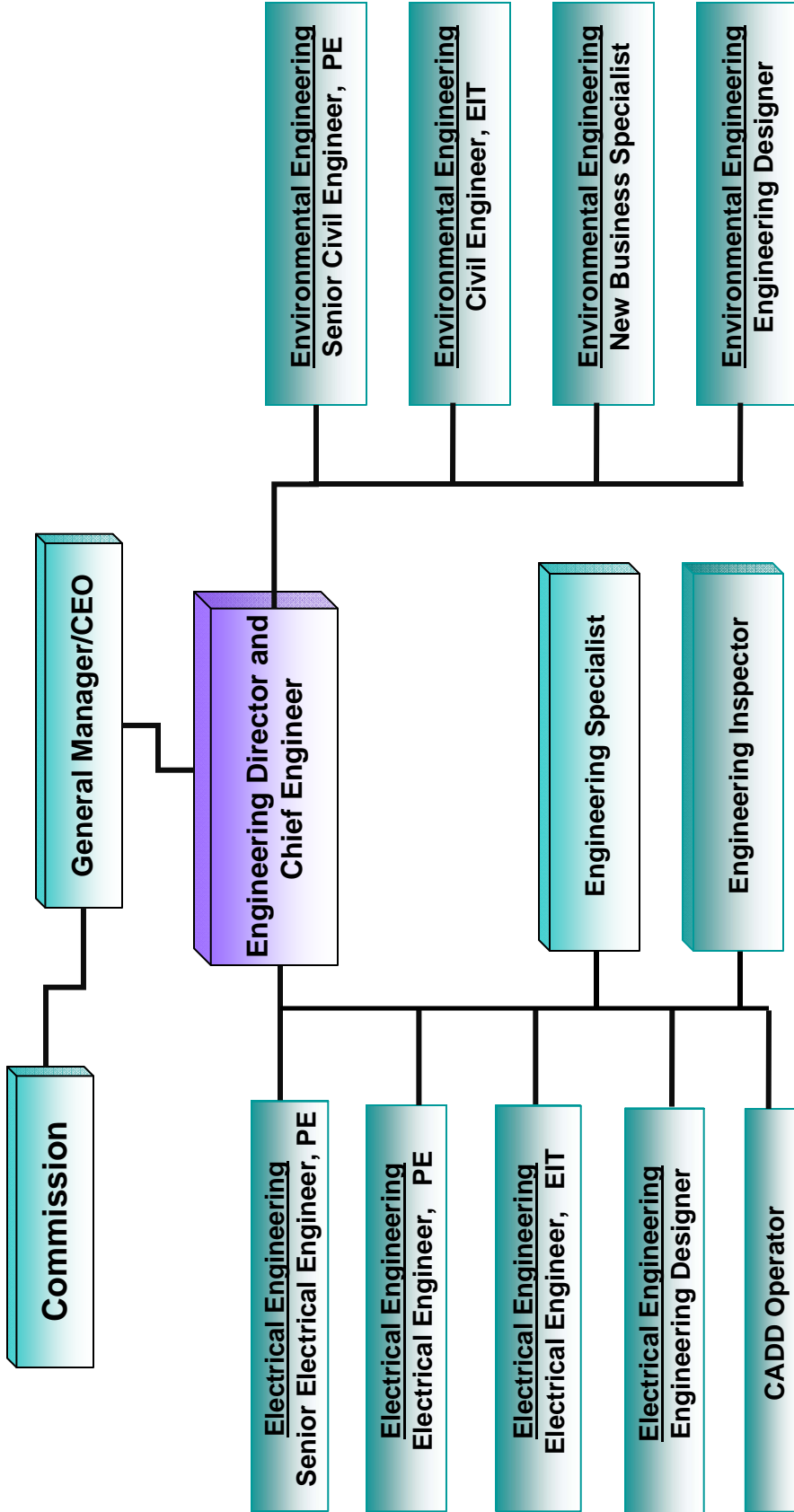
Water & Reclamation Water (W/RW) – Organizational Plan





Utilities Commission
City of New Smyrna Beach
Fiscal Year 2010

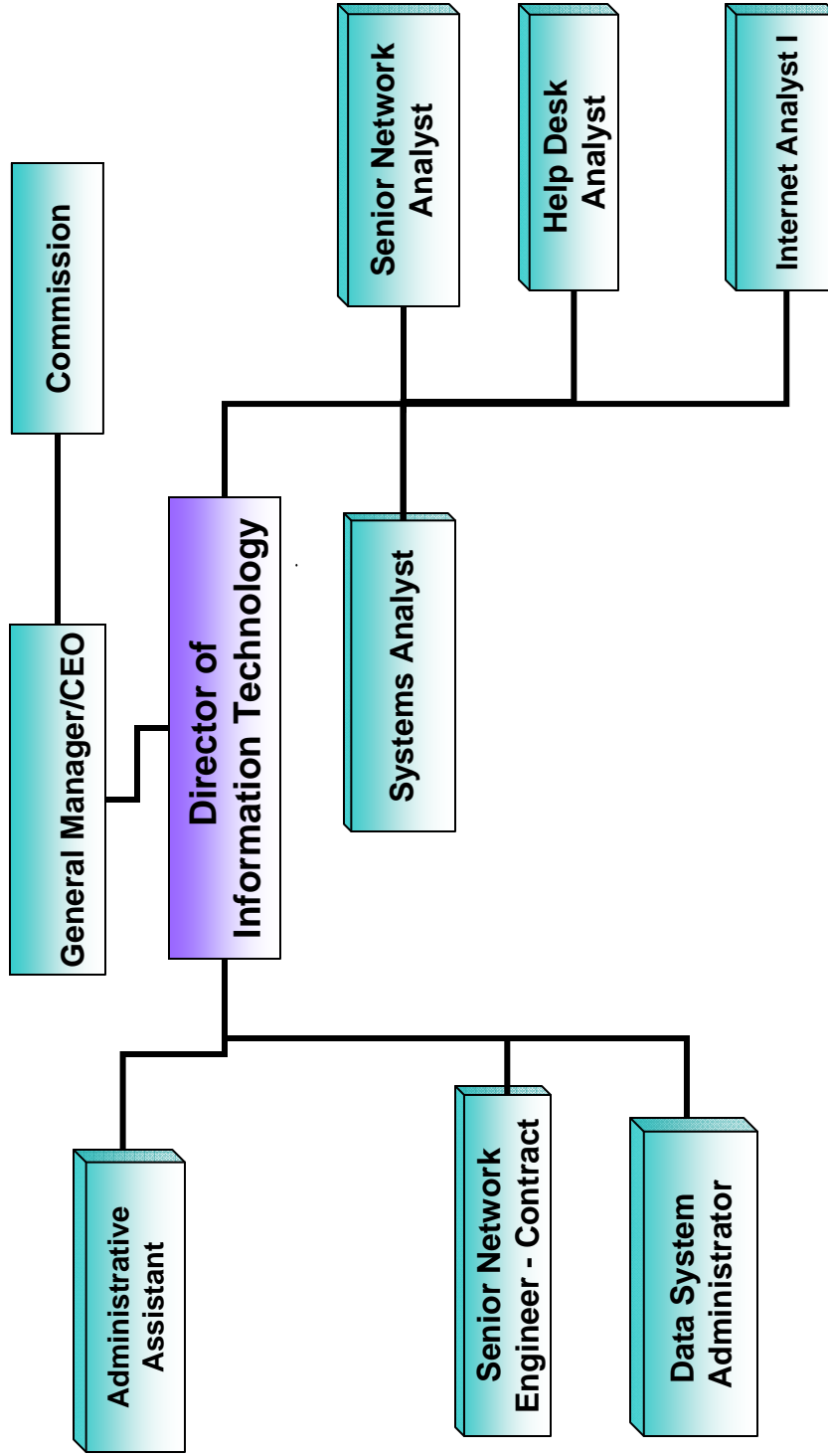
Engineering – Organizational Plan





Utilities Commission, City of New Smyrna Beach
Fiscal Year 2010

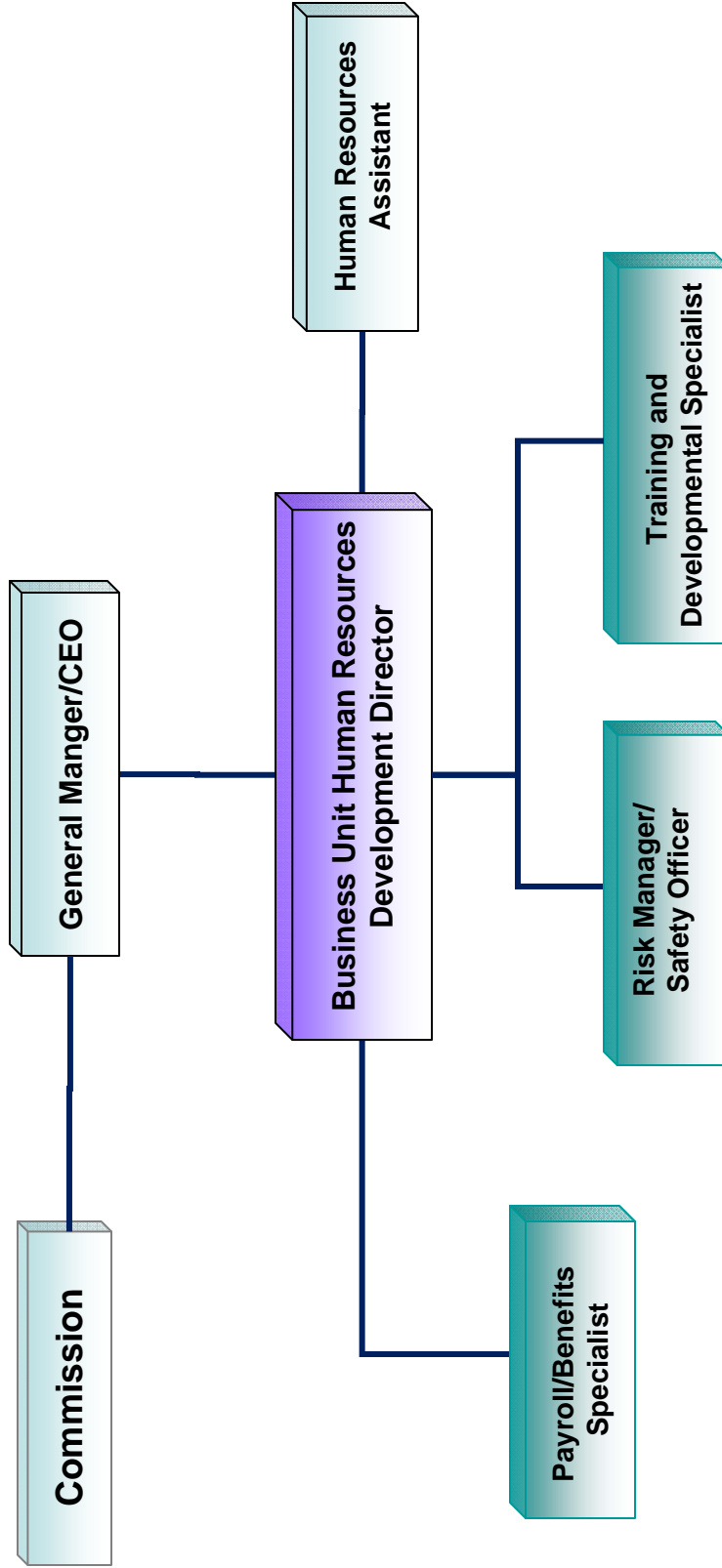
Information Technology – Organizational Plan





Utilities Commission
City of New Smyrna Beach
Fiscal Year 2010

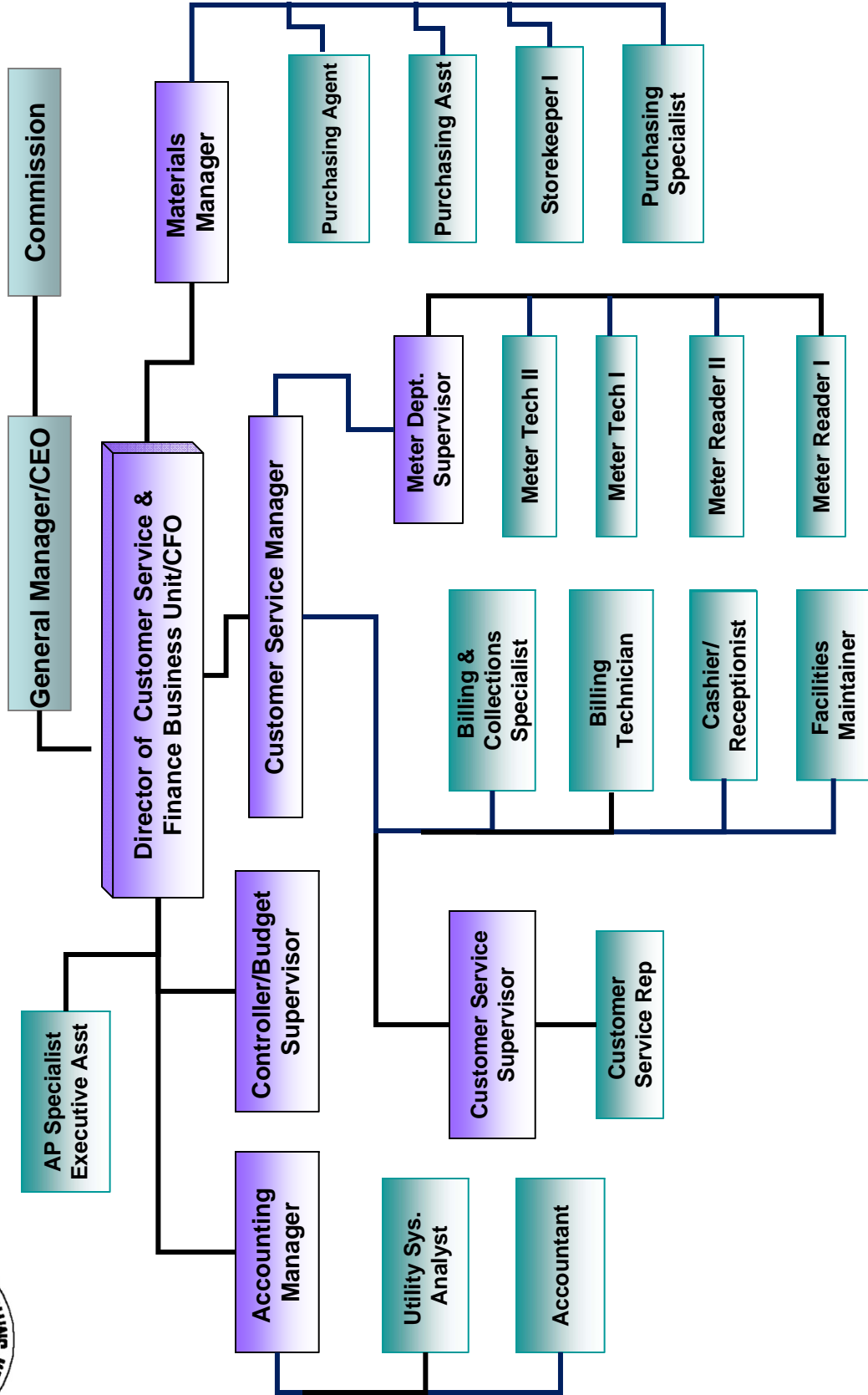
Human Resources – Organizational Plan



Utilities Commission, City of New Smyrna Beach

Fiscal Year 2010

Finance – Organizational Plan



Authorized & Budgeted Positions

Division	Number of Positions			
	Actual FY2007	Actual FY2008	Budget 2009	Budget 2010
110 - Commissioners	5	5	5	5
120 - General Manager/CEO	5	5	5	5
125 - Information Technology	5	6	6	6
130 - Human Resources	5	5	5	5
140 - Call Center				
150 - Internet	4	3	4	1
210 - Electric Operations	3	3	3	3
250 - Fleet Maintenance	3	3	3	3
260 - Electric Transmission & Distribution	26	27	29	26
265 - Substation & Relay Maintenance	5	5	5	5
270 - System Operations/Generation	9	10	11	10
320 - Treatment Operations/Water Production	13	12	13	14
330 - Field Operations/Water Distribution	19	14	19	19
350 - Field Operations/Sewer Collections	5	8	5	5
360 - Treatment Operations/Pollution Control	19	19	20	19
410 - Engineering - Management	3	3	3	3
420 - Engineering - Environmental	4	4	4	4
430 - Engineering - Electrical	4	2	4	4
510 - Accounting	8	7	7	7
520 - Billing & Collections/Meter	22	23	22	22
550 - Materials Management	5	5	5	5
Total Positions	172	169	178	171

***FY 2010 Budgeted Salaries
By Department***

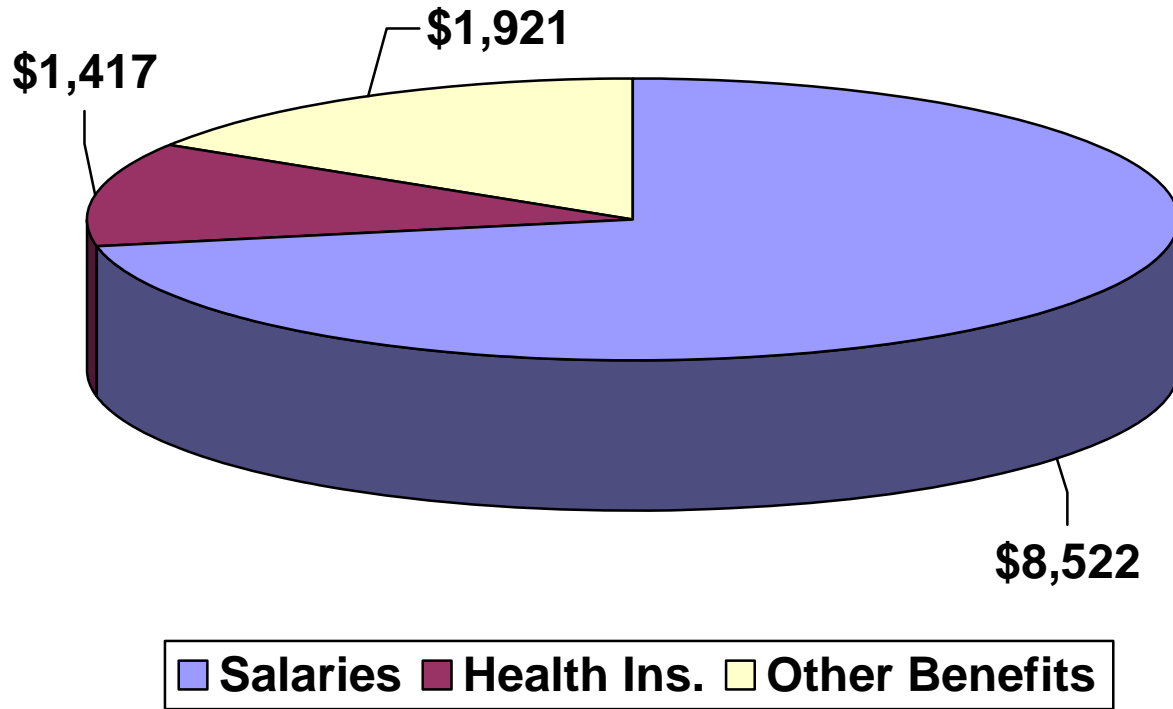
	2008 ACTUAL	2009 BUDGET	2009 - 6 MOS ACTUAL	2010 BUDGET	% CHANGE from FY09 BUDGET
110 - Commission	\$5,953	\$6,000	\$2,723	\$6,000	0.00%
120 - Executive - General Manager/CEO	366,171	367,999	182,287	364,200	-1.03%
125 - Information Technology	286,972	346,000	161,710	351,600	1.62%
130 - Human Resources	287,010	285,000	134,775	306,100	7.40%
140 - Telecommunications					0.00%
150 - Internet	108,373	92,000	51,149	30,800	-66.52%
210 - Electric Operations	182,058	173,000	79,694	174,300	0.75%
250 - Electric - Fleet Maintenance	145,000	147,000	67,490	151,600	3.13%
260 - Electric - Transmission & Distribut	1,536,697	1,645,000	680,543	1,555,000	-5.47%
265 - Electric - Substation/Relay	321,372	281,000	134,245	312,100	11.07%
270 - Electric - Systems Operations	624,302	695,000	309,821	647,400	-6.85%
240 - Electric - Nuclear Production					0.00%
320 - Water Distribution	709,060	758,000	356,284	764,500	0.86%
330 - Water Production	619,273	742,000	257,814	744,200	0.30%
350 - Wastewater Collection	267,436	247,000	157,579	231,700	-6.19%
360 - Wastewater Treatment Ops	780,392	798,000	366,919	823,100	3.15%
410 - Engineering Management	193,877	198,000	87,994	187,200	-5.45%
420 - Engineering Environmental	219,918	250,000	83,916	239,600	-4.16%
430 - Engineering Electrical	166,158	215,000	46,384	185,300	-13.81%
510 - Finance Accounting	435,020	427,000	195,425	440,100	3.07%
520 - Finance Customer Service/Meter	753,859	786,000	355,136	795,800	1.25%
550 - Finance Materials Management	204,778	211,000	96,529	210,900	-0.05%
	8,213,679	8,670,000	3,808,414	8,521,500	-1.71%

SELECTED BENEFITS BY DEPARTMENT

Electric					
Health Insurance	530,697	763,560	313,469	744,780	-2.46%
Workmans Comp	33,795	96,444	17,612	65,700	-31.88%
Other Benefits	813,786	971,367	418,804	943,984	-2.82%
	1,378,278	1,831,371	749,885	1,754,465	-4.20%
Water					
Health Insurance	307,187	380,906	157,246	390,927	2.63%
Workmans Comp	40,723	48,112	8,730	34,485	-28.32%
Other Benefits	434,132	484,572	210,943	495,487	2.25%
	782,042	913,589	376,919	920,900	0.80%
Wastewater					
Health Insurance	257,278	265,123	145,003	273,300	3.08%
Workmans Comp	27,361	33,487	6,862	24,109	-28.01%
Other Benefits	359,201	337,279	173,322	346,398	2.70%
	643,840	635,889	325,187	643,807	1.25%
Internet					
Health Insurance	32,286	23,411	13,743	7,993	-65.86%
Workmans Comp	702	2,957	390	705	-76.16%
Other Benefits	45,314	29,783	16,864	10,131	-65.98%
	78,302	56,151	30,997	18,829	-66.47%
TOTAL EMPLOYEE BENEFITS	2,882,462	3,437,000	1,482,988	3,338,000	-2.88%

*Human Resources
(in thousands)*

Cost of Benefits



Grand Total \$11,860,000

Average Employee Compensation

Salary	\$49,836
Health Insurance	8,287
Retirement & Other Benefits	<u>11,234</u>
Total	\$69,357

5-Year Budget Projections

FY 2010 to FY 2014

**5-YEAR PROJECTIONS FY2010 TO FY2014
COMBINED SYSTEMS**

	FY2010 BUDGET	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST
1. Revenues:					
2. Electric	\$45,194,985	\$46,737,132	\$47,279,801	\$47,830,844	\$48,367,135
3. Water Revenues	7,255,765	7,360,431	7,563,810	7,885,080	8,166,332
4. Wastewater	7,496,927	7,626,600	7,818,193	8,079,363	8,299,075
5. Internet	156,000	157,560	159,136	160,727	162,334
6. Total Revenues	60,103,677	61,881,723	62,820,940	63,956,013	64,994,876
7. Other Revenue Sources:					
8. R & R Contribution	1,109,497	1,198,460	1,110,679	1,130,442	1,159,308
9. Interest Income CR3	44,000	46,000	48,000	50,000	52,000
10. Infrastructure Contribution	75,000	105,000	135,000	165,000	195,000
11. Bond & Other Financing Sources	1,325,000	3,941,000	3,509,000	5,511,000	5,797,000
12. Total Other Sources	2,553,497	5,290,460	4,802,679	6,856,442	7,203,308
13. Balance	62,657,174	67,172,183	67,623,618	70,812,455	72,198,184
14. Operation & Maintenance Expenses:					
Direct Cost Centers					
15. Purchased Power	23,908,800	25,157,888	25,409,467	25,663,562	25,920,197
16. Electric Operations	7,919,683	7,998,880	8,078,869	8,159,657	8,241,254
17. Internet Services	92,600	93,526	94,461	95,406	96,360
18. Water Operations	2,890,855	2,977,581	3,066,908	3,158,915	3,253,683
19. Reclamation Operations	2,616,863	2,682,285	2,749,342	2,818,075	2,888,527
Indirect Cost Centers					
20. Administration	1,001,200	1,018,288	1,035,745	1,053,578	1,071,798
21. Information Technology	660,700	671,734	683,000	694,503	706,251
22. Human Resources	4,211,201	4,289,334	4,369,264	4,451,037	4,534,702
23. Engineering	779,930	795,215	810,860	826,872	843,263
24. Finance	2,176,700	2,211,913	2,247,856	2,284,545	2,322,000
25. Communication Abandonment Expenses	0	0	0	0	0
26. Total O&M Expenses	46,258,532	47,896,644	48,545,770	49,206,152	49,878,035
27. Balance	16,398,642	19,275,539	19,077,848	21,606,304	22,320,149
28. To Sinking Fund:					
29. 1993 Certificates	126,500	126,500	126,500	126,500	126,500
30. 2002 Certificates	4,487,852	4,821,493	4,952,992	4,952,993	1,517,243
31. 2002 Debt Reduction Fund	(530,380)	760,925	458,007	457,808	23,007
32. 2004A Certificates	441,363	121,737	0	0	0
33. 2007 Certificate	196,500	393,000	393,000	393,000	393,000
34. State Revolving Loan - 1997	1,278,718	1,278,718	1,278,718	1,278,718	1,278,718
35. FMPA Loan-Sugar Mill Acquisition	181,375	186,450	192,354	198,068	203,592
36. FMPA Loan-Generator	732,215	744,972	762,146	783,631	804,374
37. FMPA Loan-Land Acquisition	504,827	515,994	526,736	541,967	556,667
38. Total Debt Service	7,418,970	8,949,789	8,690,453	8,732,685	4,903,101
39. Balance	8,979,672	10,325,750	10,387,395	12,873,619	17,417,048
40. Transfer to R & R	3,670,599	2,333,040	2,765,092	3,159,890	7,324,645
41. Transfer to CR3	44,000	46,000	48,000	50,000	52,000
42. Transfer to Restricted R&R	314,592	299,615	277,670	282,611	289,827
43. Transfer to R & R - From Alternate Financing	1,275,000	3,866,000	3,409,000	5,386,000	5,647,000
44. Transfer to Infrastructure	125,000	180,000	235,000	290,000	345,000
45. Balance	3,550,481	3,601,095	3,652,633	3,705,119	3,758,576
46. Transfer to City	3,550,481	3,601,095	3,652,633	3,705,118	3,758,575
47. Balance	\$0	\$0	\$0	\$0	\$0

5-YEAR PROJECTIONS FY2010 TO FY2014
ELECTRIC SYSTEM

	FY2010 BUDGET	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST
1. Revenues:					
2. Direct Sales:					
3. Metered Billings	\$30,023,629	\$30,385,198	\$30,749,060	\$31,110,043	\$31,449,885
4. Load Management Credits	(217,717)	(219,894)	(222,093)	(224,314)	(226,557)
5. Energy Cost Adjustments	15,387,842	15,546,928	15,703,678	15,871,103	16,044,325
6. Underrecovery of Fuel Costs	(1,000,000)	0	0	0	0
7. Misc. Operating Revenue	515,178	527,771	540,678	553,906	567,465
8. Non Operating Revenue	486,053	497,130	508,478	520,105	532,017
9. Total Revenues	45,194,985	46,737,132	47,279,801	47,830,844	48,367,135
10. Other Revenue Sources:					
11. R&R Contribution	0	0	0	0	0
12. Interest Inc. CR3	44,000	46,000	48,000	50,000	52,000
13. Bond & Other Financing Sources	50,000	75,000	100,000	125,000	150,000
14. Total Other Revenue Sources	94,000	121,000	148,000	175,000	202,000
15. Balance	45,288,985	46,858,132	47,427,801	48,005,844	48,569,135
16. Operation & Maintenance Expenses:					
Direct Cost Center					
17. Purchased Power	23,908,800	25,157,888	25,409,467	25,663,562	25,920,197
18. Electric Operations	7,919,683	7,998,880	8,078,869	8,159,657	8,241,254
Indirect Cost Centers					
19. Administration	579,792	585,590	591,446	597,360	603,334
20. Information Technology	389,813	393,711	397,648	401,625	405,641
21. Human Resources	2,165,119	2,186,770	2,208,638	2,230,724	2,253,032
22. Engineering	344,230	347,672	351,149	354,661	358,207
23. Finance	1,394,027	1,407,967	1,422,047	1,436,267	1,450,630
Other					
24. Communications	0	0	0	0	0
25. Total O&M Expenses	36,701,464	38,078,479	38,459,263	38,843,856	39,232,295
26. Balance	8,587,521	8,779,653	8,968,537	9,161,987	9,336,840
27. To Sinking Fund:					
28. 1993 Certificates	67,412	67,412	67,412	67,412	67,412
29. 2002 Certificates	2,224,628	2,390,014	2,455,198	2,455,198	752,097
30. 2002 Debt Reduction Fund	(262,909)	377,191	227,034	226,935	11,405
31. 2004A Certificates	209,162	57,691	0	0	0
32. FMPA Loan-Generator	732,215	744,972	762,146	783,631	804,374
33. FMPA Loan-Land Acquisition	504,827	515,994	526,736	541,967	556,667
34. Total To Sinking Fund	3,475,335	4,153,274	4,038,526	4,075,143	2,191,955
35. Balance	5,112,186	4,626,379	4,930,011	5,086,844	7,144,885
36. To Capital Improvement Plan:					
37. Transfer to CR3	44,000	46,000	48,000	50,000	52,000
38. Transfer to R&R	2,343,861	1,804,311	2,053,932	2,156,485	4,159,972
39. Transfer to Infrastructure	50,000	75,000	100,000	125,000	150,000
40. Total To Capital Improvement Plan	2,437,861	1,925,311	2,201,932	2,331,485	4,361,972
41. Balance	2,674,325	2,701,068	2,728,079	2,755,359	2,782,913
42. Transfer to City	2,674,325	2,701,068	2,728,079	2,755,360	2,782,913
43. Balance	\$0	\$0	\$0	\$0	\$0

5-YEAR PROJECTIONS FY2010 TO FY2014
WATER SYSTEM

	FY2010 FORECAST	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST
1. Revenues:					
2. Metered Billings	\$6,830,351	\$6,925,007	\$7,118,125	\$7,428,878	\$7,699,350
3. Hydrant Rental	25,000	25,000	25,000	25,000	25,000
4. Misc. Operating Revenue	230,811	236,581	242,495	248,558	254,772
5. Non-Operating Revenue	169,603	173,843	178,190	182,644	187,210
6. Total Revenues	7,255,765	7,360,431	7,563,810	7,885,080	8,166,332
7. Other Revenue Sources:					
8. R & R Contribution	516,744	573,241	523,632	533,168	546,856
9. Infrastructure Contribution	50,000	75,000	100,000	125,000	150,000
10. Bond & Other Financing Sources	0	150,000	240,000	444,000	405,000
11. Total Other Revenue Sources	566,744	798,241	863,632	1,102,168	1,101,856
12. Balance	7,822,509	8,158,673	8,427,442	8,987,248	9,268,188
13. Operation & Maintenance Expenses:					
Direct Cost Center					
14. Water Operations	2,890,855	2,977,581	3,066,908	3,158,915	3,253,683
Indirect Cost Center					
15. Administration	200,224	206,231	212,418	218,790	225,354
16. Information Technology	112,319	115,689	119,159	122,734	126,416
17. Human Resources	1,147,932	1,182,370	1,217,841	1,254,376	1,292,008
18. Engineering	190,097	195,800	201,674	207,724	213,956
19. Finance	409,275	421,553	434,200	447,226	460,643
Other					
20. Communications	0	0	0	0	0
21. Total O&M Expenses	4,950,702	5,099,223	5,252,200	5,409,766	5,572,059
22. Balance	2,871,807	3,059,449	3,175,242	3,577,482	3,696,129
23. To Sinking Fund:					
24. 1993 Certificates	43,592	43,592	43,592	43,592	43,592
25. 2002 Certificates	1,239,096	1,331,214	1,367,521	1,367,521	418,911
26. 2002 Debt Reduction Fund	(146,438)	210,091	126,456	126,401	6,352
27. 2004A Certificates	143,134	39,479	0	0	0
28. 2007 Certificates (Water Upgrades)	196,500	393,000	393,000	393,000	393,000
29. FMPA Loan-Sugar Mill Acquisition	79,805	82,038	84,636	87,150	89,580
30. Total To Sinking Fund	1,555,689	2,099,414	2,015,205	2,017,664	951,435
31. Balance	1,316,118	960,036	1,160,037	1,559,818	2,744,694
32. To Capital Improvement Plan:					
33. Transfer to R&R from Alternate Financing	0	150,000	240,000	444,000	405,000
34. Transfer to Infrastructure	50,000	75,000	100,000	125,000	150,000
35. Transfer to Restricted R&R	178,710	143,310	130,908	133,292	136,714
36. Transfer to R&R	666,206	157,886	242,276	397,267	1,578,913
37. Total To Capital Improvement Plan	894,916	526,197	713,184	1,099,559	2,270,627
38. Balance	421,202	433,839	446,854	460,259	474,068
39. Transfer to City	421,202	433,839	446,853	460,259	474,068
40. Balance	\$0	\$0	\$0	\$0	\$0

5-YEAR PROJECTIONS FY2010 TO FY2014
RECLAMATION SYSTEM

	FY2010 BUDGET	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST
1. Revenues:					
2. Sales	\$7,423,885	\$7,551,731	\$7,741,453	\$8,000,704	\$8,218,450
3. Misc. Operating Revenue	13,334	13,668	14,009	14,360	14,719
4. Non-Operating Revenue	59,708	61,201	62,731	64,299	65,906
5. Total Revenues	7,496,927	7,626,600	7,818,193	8,079,363	8,299,075
6. Other Revenue Sources:					
7. R & R Contribution	592,753	625,219	587,047	597,274	612,452
8. Infrastructure Contribution	25,000	30,000	35,000	40,000	45,000
9. Bond & Other Financing Sources	1,275,000	3,716,000	3,169,000	4,942,000	5,242,000
10. Total Other Revenue Sources	1,892,753	4,371,219	3,791,047	5,579,274	5,899,452
11. Balance	9,389,680	11,997,818	11,609,240	13,658,637	14,198,527
12. Operation & Maintenance Expenses:					
Direct Cost Center					
13. Reclamation Operations	2,616,863	2,682,285	2,749,342	2,818,075	2,888,527
Indirect Cost Centers					
14. Administration	204,800	209,920	215,168	220,547	226,061
15. Information Technology	145,354	148,988	152,713	156,530	160,444
16. Human Resources	870,839	892,610	914,925	937,798	961,243
17. Engineering	245,603	251,743	258,037	264,488	271,100
18. Finance	350,714	359,482	368,469	377,681	387,123
Other					
19. Communications	0	0	0	0	0
20. Total O&M Expenses	4,434,173	4,545,027	4,658,653	4,775,119	4,894,497
21. Balance	4,955,507	7,452,791	6,950,587	8,883,518	9,304,030
22. To Sinking Fund:					
23. 1993 Certificates	15,496	15,496	15,496	15,496	15,496
24. 2002 Certificates	1,024,128	1,100,265	1,130,273	1,130,273	346,235
25. 2002 Debt Reduction Fund	(121,033)	173,643	104,517	104,472	5,250
26. 2004A Certificates	89,067	24,567	0	0	0
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	101,570	104,412	107,718	110,918	114,012
29. Total To Sinking Fund	2,387,946	2,697,101	2,636,722	2,639,877	1,759,711
30. Balance	2,567,561	4,755,690	4,313,865	6,243,641	7,544,318
31. To Capital Improvement Plan:					
32. Transfer to R&R from Alternate Financing	1,275,000	3,716,000	3,169,000	4,942,000	5,242,000
33. Transfer to Infrastructure	25,000	30,000	35,000	40,000	45,000
34. Transfer to Restricted R&R	135,882	156,305	146,762	149,319	153,113
35. Transfer to R&R	686,085	396,652	494,951	632,466	1,612,352
36. Total To Capital Improvement Plan	2,121,967	4,298,956	3,845,713	5,763,785	7,052,465
37. Balance	445,594	456,734	468,152	479,856	491,853
38. Transfer to City	445,594	456,734	468,152	479,856	491,853
39. Balance	\$0	\$0	\$0	\$0	\$0

5-YEAR PROJECTIONS FY2010 TO FY2014
INTERNET SYSTEM

	FY2010 BUDGET	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST
1. Revenues:					
2. Sales	\$156,000	\$157,560	\$159,136	\$160,727	\$162,334
3. Total Revenues	156,000	157,560	159,136	160,727	162,334
4. Other Revenue Sources:	0	0	0	0	0
5. Balance	156,000	157,560	159,136	160,727	162,334
6. Operation & Maintenance Expenses:					
Direct Cost Center					
7. Internet Services	92,600	93,526	94,461	95,406	96,360
Indirect Cost Centers					
8. Administration	16,384	16,548	16,713	16,880	17,049
9. Information Technology	13,214	13,346	13,480	13,614	13,751
10. Human Resources	27,311	27,584	27,860	28,139	28,420
11. Finance	22,684	22,911	23,140	23,371	23,605
12. Total O&M Expenses	172,193	173,915	175,654	177,411	179,185
13. Balance	(16,193)	(16,355)	(16,518)	(16,684)	(16,851)
14. Transfer from Other Sources	25,553	25,809	26,067	26,327	26,592
15. Transfer to R & R - Contribution	0	0	0	0	0
16. Balance	9,360	9,454	9,549	9,643	9,741
17. Transfer to City	9,360	9,454	9,548	9,644	9,741
18. Balance	\$0	\$0	\$0	\$0	\$0

Approved

Capital Improvement Plan

FY 2010 to FY 2019

CAPITAL IMPROVEMENT PLAN SUMMARY

Description	TEN YEAR										10-Year Total
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Electric Improvements	\$ 1,812,200	\$ 2,164,200	\$ 2,836,200	\$ 3,262,300	\$ 2,432,200	\$ 2,452,628	\$ 2,556,471	\$ 2,410,251	\$ 2,520,024	\$ 2,166,000	\$ 24,612,474
Water Improvements	1,132,450	1,094,800	995,775	1,193,000	1,231,400	1,545,000	1,860,500	2,086,000	2,367,600	1,400,200	14,906,725
Wastewater Improvements	1,489,400	3,158,800	2,435,200	3,226,700	3,510,200	11,538,000	6,340,600	1,747,200	1,450,800	1,672,400	36,569,300
Reuse Improvements	228,000	1,006,000	1,109,000	2,112,000	2,140,000	1,143,000	1,146,000	150,000	154,000	183,000	9,371,000
Common (IT/HR/Eng/Fin/Adm)	1,047,000	1,340,500	1,099,500	1,172,500	1,102,500	1,127,000	946,000	1,013,000	1,027,000	1,063,000	10,938,000
Total	\$ 5,709,050	\$ 8,764,300	\$ 8,475,675	\$10,966,500	\$10,416,300	\$17,805,628	\$12,849,571	\$ 7,406,451	\$ 7,519,424	\$ 6,484,600	\$ 96,397,499

Description	TEN YEAR										10-Year Total
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
Transfer from Restricted R&R	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Mandatory Transfer to R&R	2,727,297	2,997,262	2,787,075	2,824,341	2,870,614	2,927,786	2,978,070	3,027,644	3,097,782	3,162,424	29,400,295
Additional Transfer to R&R	1,456,753	1,651,038	1,279,600	1,256,159	1,342,886	1,540,114	1,415,030	1,530,156	1,462,418	1,662,176	14,596,330
Alternate Financing/Grants	1,275,000	3,866,000	4,409,000	6,886,000	6,202,800	13,337,728	8,456,471	2,848,651	2,959,224	1,660,000	51,900,874
Total	\$ 5,709,050	\$ 8,764,300	\$ 8,475,675	\$10,966,500	\$10,416,300	\$17,805,628	\$12,849,571	\$ 7,406,451	\$ 7,519,424	\$ 6,484,600	\$ 96,397,499

CAPITAL IMPROVEMENT PLAN ELECTRIC

Item #	Description	FIVE YEAR					TEN YEAR					10-Year Total		
		2010	2011	2012	2013	2014	5-Year Total	2015	2016	2017	2018		2019	
E-7	Remove Obsolete Marsh Line (Line #4)	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 45,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 85,000
E-43	Electronic Reclosures	50,000	50,000	50,000	50,000	50,000	250,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
E-57	Distribution System Automation	30,000	75,000	75,000	75,000	100,000	355,000	100,000	100,000	100,000	100,000	100,000	100,000	855,000
E-65	Install PVC Conduit (Contract)	50,000	50,000	50,000	60,000	70,000	280,000	70,000	70,000	70,000	-	70,000	-	560,000
E-91	Road Proj Reloca/Interagency Coop. Proj	50,000	75,000	100,000	100,000	100,000	425,000	100,000	100,000	100,000	100,000	100,000	100,000	925,000
E-96	115 kV Transmission Tie Airport-Field St	-	-	1,000,000	1,500,000	-	2,500,000	-	-	-	-	-	-	2,500,000
E-97	Replace Underground Cable	100,000	100,000	100,000	100,000	100,000	500,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
E-98	Substation Transformer Contingency	-	250,000	-	-	-	250,000	-	-	-	-	-	-	250,000
E-99	Replace Obsolete Meters	60,000	60,000	60,000	60,000	-	240,000	-	-	-	-	-	-	240,000
E-102	Replace Rolling Stock Equipment	170,000	220,000	170,000	-	250,000	810,000	-	-	-	-	-	-	2,335,000
E-103	Expansion/Field Fixtures/Material/Equip	1,011,200	1,153,200	1,128,200	1,185,300	1,196,400	5,674,300	1,357,900	1,336,000	1,382,600	1,370,800	1,421,000	12,542,600	
E-104	CR-3 Capital Improvements	76,000	111,000	63,000	12,000	-	262,000	-	-	-	-	-	-	262,000
E-106	Operations Center Improvements	10,000	10,000	30,000	110,000	-	160,000	-	-	-	-	-	-	160,000
E-107	SPCC Oil Containment	200,000	-	-	-	-	200,000	-	-	-	-	-	-	200,000
E-108	Vehicle Replacement (div. 270)	-	-	-	-	-	-	-	25,000	-	-	-	-	25,000
E-109	Electric Renewables	-	-	-	-	555,800	555,800	389,728	465,471	297,651	464,224	-	-	2,172,874
Sub Total		\$ 1,812,200	\$ 2,164,200	\$ 2,836,200	\$ 3,262,300	\$ 2,432,200	\$12,507,100	\$ 2,452,628	\$ 2,556,471	\$ 2,410,251	\$ 2,520,024	\$ 2,166,000	\$24,612,474	
Capital Projects - Common Allocation		\$ 511,515	\$ 652,813	\$ 552,299	\$ 603,872	\$ 638,097	\$ 2,958,596	\$ 540,459	\$ 471,520	\$ 480,466	\$ 527,303	\$ 519,935	\$ 5,498,279	
Total Capital Improvements		\$ 2,323,715	\$ 2,817,013	\$ 3,388,499	\$ 3,866,172	\$ 3,070,297	\$15,465,696	\$ 2,993,087	\$ 3,027,991	\$ 2,890,717	\$ 3,047,327	\$ 2,685,935	\$30,110,753	

CAPITAL IMPROVEMENT PLAN ELECTRIC

Projects to be Funded by Infrastructure Fees				
Description	Region I	Region II	Region III	Total
Cassadaga 115 kVa	\$ 2,000,000	\$ 2,000,000	\$ 400,000	\$ 4,400,000
Reconductor Pioneer Trail	166,000			166,000
Reconductor N. Glencoe		135,000		135,000
Venetian Bay Alternate Feed	395,000			395,000
T & D Facilities Station Upgrades	1,077,000	3,159,000		4,236,000
Williamson Boulevard Electric Improv	518,000			518,000
Extend Service to New Develop	1,000,000	1,000,000		2,000,000
	\$ 5,156,000	\$ 6,294,000	\$ 400,000	\$11,850,000

Projects and dollar amounts subject to change as necessary

Description	FIVE YEAR					TEN YEAR					10-Year Total	
	2010	2011	2012	2013	2014	2014	2015	2016	2017	2018		2019
Mandatory Transfer to R&R	\$ 1,617,800	\$ 1,798,802	\$ 1,676,396	\$ 1,693,899	\$ 1,711,306	\$ 8,498,203	\$ 1,728,922	\$ 1,745,840	\$ 1,762,536	\$ 1,789,298	\$ 1,808,553	\$ 17,333,352
Additional Transfer to R&R	705,915	1,018,211	712,103	672,273	\$803,191	3,911,693	874,437	816,680	830,530	793,805	877,382	8,104,527
Alternate Financing	-	-	1,000,000	1,500,000	555,800	3,055,800	389,728	465,471	297,651	464,224	-	4,672,874
Total	\$ 2,323,715	\$ 2,817,013	\$ 3,388,499	\$ 3,866,172	\$ 3,070,297	\$15,465,696	\$ 2,993,087	\$ 3,027,991	\$ 2,890,717	\$ 3,047,327	\$ 2,685,935	\$30,110,753

CAPITAL IMPROVEMENT PLAN WATER

Item #	Description	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	10-Year Total
W-25	Upgrade Under-sized water mains	\$ 210,000	\$ 220,500	\$ 232,000	\$ 244,000	\$ 256,000	\$ 269,000	\$ 282,000	\$ 296,000	\$ 311,000	\$ 327,000	\$ 2,647,500
W-26	New Customers Water Line Extensions	25,000	30,000	40,000	40,000	40,000	40,000	45,000	45,000	45,000	50,000	400,000
W-45	Road Proj Reloc/Interagency Coop. Proj	150,000	150,000	200,000	200,000	200,000	300,000	400,000	400,000	400,000	400,000	2,800,000
W-125	Water Production Equipment and Fixtures	157,250	191,900	218,875	186,700	238,200	207,000	265,500	230,000	291,600	251,200	2,238,225
W-126	Water Distribution Equip and Fixtures	240,200	252,400	264,900	278,300	292,200	307,000	322,000	337,000	353,000	372,000	3,019,000
W-127	WTP Hypochlorite Conversion	250,000	250,000	-	-	-	-	-	-	-	-	500,000
W-128	Future Water Supply	100,000	-	40,000	244,000	205,000	422,000	546,000	778,000	967,000	-	3,302,000
	Sub Total	\$ 1,132,450	\$ 1,094,800	\$ 995,775	\$ 1,193,000	\$ 1,231,400	\$ 1,545,000	\$ 1,860,500	\$ 2,086,000	\$ 2,367,600	\$ 1,400,200	\$ 14,906,725
	Capital Projects - Common Allocation	\$ 282,930	\$ 363,226	\$ 289,999	\$ 302,244	\$ 246,694	\$ 309,318	\$ 251,240	\$ 280,533	\$ 265,505	\$ 286,970	\$ 2,878,658
	Total Capital Improvements	\$ 1,415,380	\$ 1,458,026	\$ 1,285,774	\$ 1,495,244	\$ 1,478,094	\$ 1,854,318	\$ 2,111,740	\$ 2,366,533	\$ 2,633,105	\$ 1,687,170	\$ 17,785,383

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Description	Projects to be Funded by Infrastructure Fees			Total
	Region I	Region II	Region III	
Develop New Central Wellfield	\$ 3,352,000	\$ -	\$ -	\$ 3,352,000
Upgrade Glencoe WTP Filters	975,000	-	-	975,000
Subaqueous Main Crossing Indian River	-	-	715,000	715,000
South Glencoe Road Water Main	-	405,000	-	405,000
Art Center & Sunset Water Main Improv	-	293,000	-	293,000
Ingham & Enterprise Water Main Improv	-	419,000	-	419,000
Pioneer Trail Water Main Extension A	-	686,000	-	686,000
Eslinger Road Water Main Extension	-	673,000	-	673,000
US Highway 1 Water Main Improvements	-	331,000	-	331,000
Pioneer Trail Water Main Ext B & C	-	392,500	-	392,500
West New Blvd N&S Extension	-	-	-	-
Western Storage Tank and Pump Station	-	-	-	-
Horizontal Wells/ASR/Deep Well	-	2,000,000	-	2,000,000
	\$ 8,654,500	\$ 5,199,500	\$ 715,000	\$ 14,569,000

Projects and dollar amounts subject to change as necessary

CAPITAL IMPROVEMENT PLAN

WATER

Description	2010-2019										10-Year Total		
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019			
Transfer from Restricted R&R	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Mandatory Transfer from R&R	516,744	573,241	523,632	533,168	546,856	565,672	581,618	597,984	619,213	641,462	645,589	641,462	5,699,589
Additional Transfer from R&R	648,636	484,785	522,142	518,076	526,238	566,646	584,122	590,549	646,892	645,708	645,708	400,000	5,733,794
Alternate Financing/Grants	\$ 1,415,380	\$ 1,458,026	\$ 1,285,774	\$ 1,495,244	\$ 1,478,094	\$ 1,854,318	\$ 2,111,740	\$ 2,366,533	\$ 2,633,105	\$ 1,687,170	\$ 1,687,170	\$ 1,687,170	\$ 17,380,383
Total													

CAPITAL IMPROVEMENT PLAN WASTEWATER/REUSE

Item #	Description	5-Year Total					10-Year Total					
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
WW-20	Manhole Lining Program	\$ 16,000	\$ 17,000	\$ 18,000	\$ 19,000	\$ 20,000	\$ 21,000	\$ 22,000	\$ 23,000	\$ 24,000	\$ 25,000	\$ 205,000
WW-38	Gravity Sewer Rehabilitation	100,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	400,000	2,800,000
WW-49	Biosolids Process Upgrade	-	500,000	500,000	-	-	-	-	-	-	-	1,000,000
WW-51	Road Relocations/Interagency Coop.	100,000	100,000	150,000	150,000	175,000	175,000	175,000	175,000	200,000	200,000	1,600,000
WW-54	Williamson Blvd Improvements	-	-	-	-	-	-	-	300,000	-	-	300,000
WW-59	Wastewater Collection Equip & Fixtures	62,400	96,800	96,200	75,700	80,200	85,000	89,600	124,200	98,800	138,400	947,300
WW-60	Wastewater Pumping Equip & Fixtures	136,000	169,000	152,000	190,000	168,000	206,000	184,000	227,000	200,000	249,000	1,881,000
WW-61	Reconstruct 6 Lift Stations	200,000	210,000	221,000	232,000	244,000	256,000	269,000	282,000	296,000	311,000	2,521,000
WW-62	Repair/Upgrade 30 Lift Stations	225,000	236,000	248,000	260,000	273,000	287,000	301,000	316,000	332,000	349,000	2,827,000
WW-63	Systemwide Infiltration/Inflow Assessment	-	500,000	-	-	-	-	-	-	-	-	500,000
WW-65	Beachside Interceptor Force Main	-	200,000	750,000	1,000,000	250,000	-	-	-	-	-	2,200,000
WW-66	Sugar Mill Collection System Improve	-	60,000	-	-	-	-	-	-	-	-	60,000
WW-71	WWTP Sodium Hypochlorite Conversion	-	520,000	-	-	-	-	-	-	-	-	520,000
WW-72	Indian Rvr Outfall Dischrg (Dechlorination)	-	-	-	-	-	208,000	-	-	-	-	208,000
WW-73	WWTP Influent Structure Improvement	250,000	-	-	-	-	-	-	-	-	-	250,000
WW-74	Rehabilitate WWTP Clarifiers	300,000	350,000	-	-	-	-	-	-	-	-	650,000
WW-75	WWTP Chlorine Contact Basin Conv	100,000	-	-	-	-	-	-	-	-	-	100,000
WW-76	WWTP 3.5 MG Capacity Expansion	-	-	-	1,000,000	2,000,000	10,000,000	5,000,000	-	-	-	18,000,000
	Sub Total Wastewater	\$ 1,489,400	\$ 3,158,800	\$ 2,435,200	\$ 3,226,700	\$ 3,510,200	\$ 11,538,000	\$ 6,340,600	\$ 1,747,200	\$ 1,450,800	\$ 1,672,400	\$ 36,569,300
R-26	Reclaimed Meters	\$ 53,000	\$ 56,000	\$ 59,000	\$ 62,000	\$ 65,000	\$ 68,000	\$ 71,000	\$ 75,000	\$ 79,000	\$ 83,000	\$ 671,000
R-30	Road Relocations/Interagency Coop.	50,000	50,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	100,000	675,000
R-36	Reclaimed Water Source (ASR) Dvl/pmt	100,000	900,000	1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	-	-	-	8,000,000
R-37	Sugar Mill Tank Storage	25,000	-	-	-	-	-	-	-	-	-	25,000
	Sub Total Reuse	\$ 228,000	\$ 1,006,000	\$ 1,109,000	\$ 2,112,000	\$ 2,140,000	\$ 1,143,000	\$ 1,146,000	\$ 150,000	\$ 154,000	\$ 183,000	\$ 9,371,000
	Capital Projects - Common Allocation	\$ 252,555	\$ 324,461	\$ 257,202	\$ 266,384	\$ 217,709	\$ 277,224	\$ 223,240	\$ 252,001	\$ 234,193	\$ 256,095	\$ 2,561,064
	Total Capital Improvements	\$ 1,969,955	\$ 4,489,261	\$ 3,801,402	\$ 5,605,084	\$ 5,867,909	\$ 12,958,224	\$ 7,709,840	\$ 2,149,201	\$ 1,838,993	\$ 2,111,495	\$ 48,501,364

CAPITAL IMPROVEMENT PLAN WASTE WATER/REUSE

Projects to be Funded by Infrastructure Fees					
Description	Region I	Region II	Region III	Total	
NW Regional Lift Station/Force Main	\$ 2,030,000	\$ -	\$ -	\$ 2,030,000	
SW Regional Lift Station/Force Main	1,973,000	-	-	1,973,000	
Sachs Regional Lift Station/Force Main	1,049,000	-	-	1,049,000	
Becks Regional Lift Station/Force Main	1,194,000	-	-	1,194,000	
Snyma South Lift Station/Force Main	153,000	-	-	153,000	
Village Square Lift Station/Force Main	538,000	-	-	538,000	
Reuse Intercon w/Port Orange	621,000	-	-	621,000	
2 MG Reclaim Water Tank/Pump Station	3,042,000	-	-	3,042,000	
Pioneer Trail 16" Reclaim Pipeline	1,775,000	-	-	1,775,000	
SR 44 - 16" Reclaim Main Extension	822,000	-	-	822,000	
SW Reclaim Loop	1,087,000	-	-	1,087,000	
	\$11,350,000	\$ 2,934,000	\$ -	\$ 14,284,000	

Projects and dollar amounts subject to change as necessary

Description	2010	2011	2012	2013	2014	5-Year Total	2015	2016	2017	2018	2019	10-Year Total
	Transfer from Restricted R&R	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mandatory Transfer from R&R	592,753	625,219	587,047	597,274	612,452	3,014,745	633,193	650,612	667,124	689,272	712,409	6,367,355
Additional Transfer from R&R	102,202	148,042	45,355	65,810	13,457	374,866	99,031	14,228	109,077	21,721	139,086	758,009
Alternate Financing/Grants	1,275,000	3,716,000	3,169,000	4,942,000	5,242,000	18,344,000	12,226,000	7,045,000	1,373,000	1,128,000	1,260,000	41,376,000
Total	\$ 1,969,955	\$ 4,489,261	\$ 3,801,402	\$ 5,605,084	\$ 5,867,909	\$21,733,611	\$12,958,224	\$ 7,709,840	\$ 2,149,201	\$ 1,838,993	\$ 2,111,495	\$48,501,364

CAPITAL IMPROVEMENT PLAN INFORMATION TECHNOLOGY & ADMINISTRATION

Item #	Description	FIVE YEAR					TEN YEAR					
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	10-Year Total
		5-Year Total					10-Year Total					
IT-3	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
IT-15	Accounting/CSMIS System	50,000	50,000	50,000	50,000	100,000	100,000	75,000	75,000	75,000	100,000	725,000
IT-16	AM/FM (GIS) Software&Equip	250,000	500,000	250,000	250,000	100,000	100,000	100,000	100,000	100,000	100,000	1,850,000
IT-17	Work Mgmt/Document Retention	-	50,000	100,000	50,000	25,000	20,000	20,000	25,000	20,000	15,000	325,000
IT-19	Disaster Recovery Apps & Equip	50,000	50,000	100,000	50,000	25,000	25,000	50,000	25,000	25,000	50,000	450,000
IT-20	Production Environment	350,000	350,000	275,000	325,000	400,000	375,000	350,000	350,000	450,000	325,000	3,550,000
IT-21	OSI SCADA Expansion					150,000	150,000					150,000
IT-22	Telephone System	15,000	-	-	-	-	100,000	-	-	-	-	115,000
IT-23	Mobile Radios				100,000							100,000
IT-24	SCADA Upgrades	75,000	100,000	50,000	25,000	25,000	100,000	50,000	100,000	25,000	75,000	625,000
CE-2	Vehicle Replacement (Engineering)	-	-	22,000	-	-	-	-	-	-	25,000	47,000
CF-1	Vehicle Replacement (Meter Dept)	32,000	-	-	18,000	-	20,000	-	22,000	-	24,000	116,000
GF-2	Warehouse Improvements	-	4,500	4,500	44,500	4,500	-	-	-	-	-	58,000
Total		\$ 1,047,000	\$ 1,340,500	\$ 1,099,500	\$ 1,172,500	\$ 1,102,500	\$ 1,127,000	\$ 946,000	\$ 1,013,000	\$ 1,027,000	\$ 1,063,000	\$10,938,000

Description	FIVE YEAR					TEN YEAR					
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	10-Year Total
	5-Year Total					10-Year Total					
Additional Transfer from R&R	\$ 1,047,000	\$ 1,340,500	\$ 1,099,500	\$ 1,172,500	\$ 1,102,500	\$ 1,127,000	\$ 946,000	\$ 1,013,000	\$ 1,027,000	\$ 1,063,000	\$10,938,000
Alternate Financing	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 1,047,000	\$ 1,340,500	\$ 1,099,500	\$ 1,172,500	\$ 1,102,500	\$ 1,127,000	\$ 946,000	\$ 1,013,000	\$ 1,027,000	\$ 1,063,000	\$10,938,000