

*UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH, FLORIDA*

APPROVED

*Operating Budget &
Capital Improvement Plan*

FISCAL YEAR ENDING SEPTEMBER 30, 2011



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

Utilities Commissioners

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

Director of Finance/CFO

Laurie Klinkenberg

General Manager/CEO

William Ray Mitchum

Table of Contents

A Brief Overview	1
Budget and Budgetary Accounting	2
The Budget Process.....	2
Other Accounting Information	
Reporting Entity	3
Accounting Policies	3
Basis of Accounting	3
Visual Representation of Funds	4
Unrestricted Funds	
Revenue Fund.....	5
Restricted Funds	
CR 3 Nuclear Plant Decommission Fund.....	5
Debt Service Sinking Funds	5
Debt Service Reserve Fund	5
Debt Reduction Fund	6
Renewal and Replacement Fund	6
Restricted Renewal and Replacement Fund.....	6
Infrastructure Fees.....	7
Customer Deposits	7
Internally Designated Fund	
Rate Stabilization Fund	7
Where We Are Going.....	8
Strategic Initiatives	
Vision	9
Strategies	9
Mission.....	9
Objectives.....	9
Financial Plan – Sources & Uses of Funds	10
Combined System	11
Sources of Funds (graphic)	12
Uses of Funds (graphic)	12
Electric System.....	13
Revenue Trends (graphic)	14
O&M (graphic).....	14
Water System	15
Revenue Trends (graphic)	16

O&M (graphic).....	16
Reclamation System.....	17
Revenue Trends (graphic)	18
O&M (graphic).....	18
Internet System.....	19
Sales Trends (graphic).....	20
O&M (graphic).....	20
Functional Responsibilities by Department	21
Commission.....	21
Administrative.....	21
Information Technology.....	21
Human Resources Development	21
Internet	22
Electric	22
Electric Operations.....	22
Fleet Maintenance	22
Electric Transmission & Distribution.....	23
Electric System Operations & Generation	23
Nuclear Production.....	23
Water Operations	23
Water Reclamation Operations	24
Engineering	24
Engineering Management	24
Environmental Engineering.....	24
Electrical Engineering	25
Finance	25
Accounting	25
Customer Service & Meter.....	25
Materials Management.....	25
Organizational Composition	26
Overview of UC	27
Administration.....	28
Electric Department	29
Electric System Operations/Generation	30
Water/Water Reclamation Departments.....	31
Engineering	32
Information Technology/Internet	33
Human Resources.....	34
Finance	35

Authorized & Budgeted Positions.....	36
Summary Salaries by Division & Selected Benefits	37
Salaries & Benefits (graphic)	38
5 Year Budget Projections	39
Combined System	40
Electric System.....	41
Water System	42
Water Reclamation System	43
Internet System.....	44
Capital Improvement Plan.....	45
Executive Summary	46
Summary All Systems.....	47
Electric System.....	48
Electric System Project Descriptions	50
Water System	53
Water System Project Descriptions	55
Reclamation (Wastewater/Reuse) System.....	57
Wastewater System Project Descriptions	59
Reuse System Project Descriptions	61
Information Technology/Administration	62
IT/Administration Project Descriptions	63

A Brief Overview

Presented herein is the proposed Utilities Commission budget for the fiscal year ending September 30, 2011. 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 an anticipated rate increase in the base rate for all meter sizes for irrigation water to further support potable water conservation efforts. Also projected in this budget is a reduction in the Fuel & Purchased Power Adjustment from \$41.70 per 1,000 kWh to \$37.70.
- The projected level of Staff is 4% lower than in the 2010 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 minimal growth in expected revenues, in an effort to maintain staffing levels in this difficult economy.
- FY 2011 budget assumes all costs associated with the exiting/abandonment of Telecommunications have been previously accounted for.
- FY 2011 Capital Improvement Plan (CIP) incorporates the projects proposed by a combined effort of all UC Departments and approved by the Commission.
- FY 2011 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, by 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

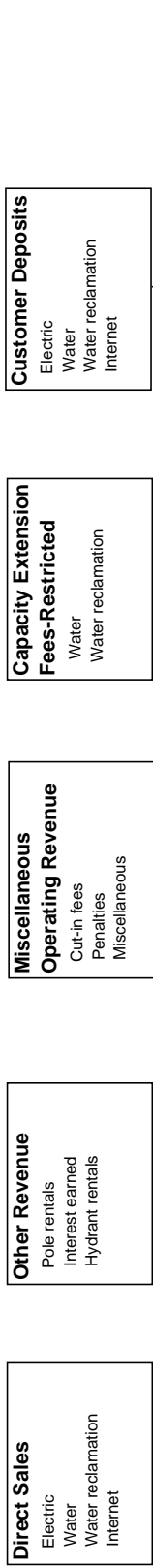
The financial statements of the Utilities Commission are presented in conformity with accounting principles generally accepted in the United States of America as applicable to governmental units. The existing hierarchy provides that accounting guidance should first be sought in statements of the Governmental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

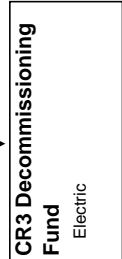
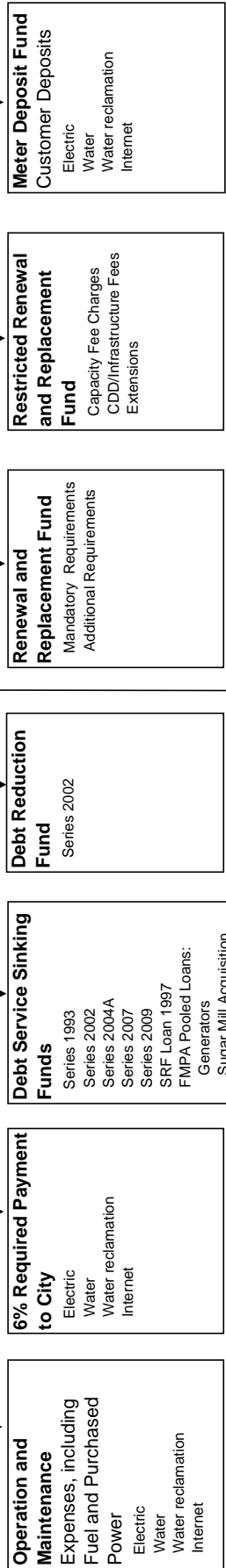
Basis of accounting refers to when revenues and expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurements made, regardless of the measurement focus applied. The Utilities Commission's financial statements are prepared on the accrual 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 (refinanced in 2009), 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 \$1,605,370 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 February, 2010 approximates \$2.1 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 - 2010

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

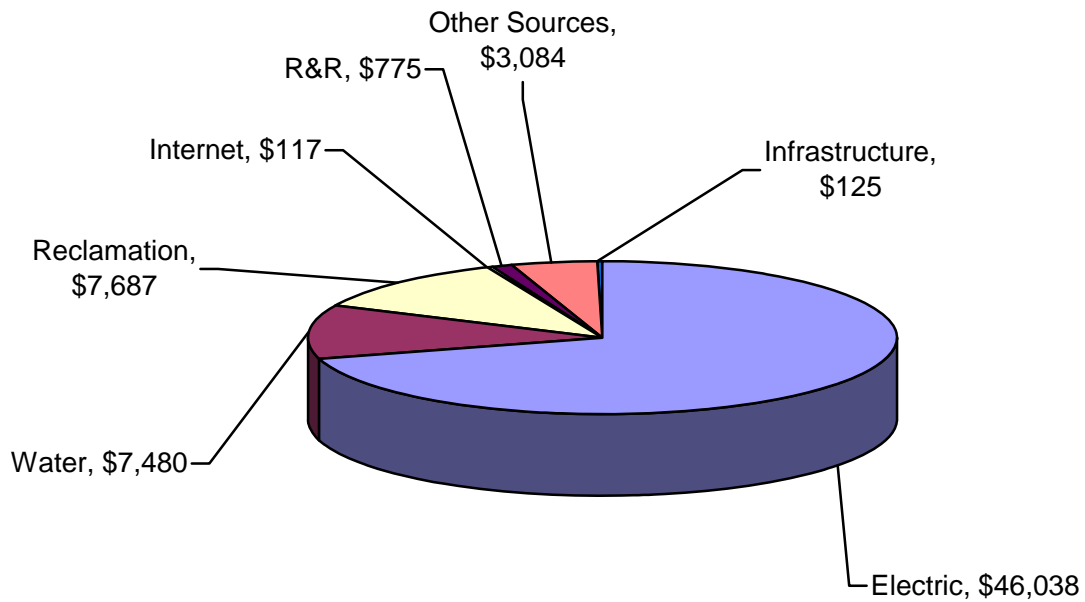
Sources & Uses of Funds

Budget Forecast FY 2011

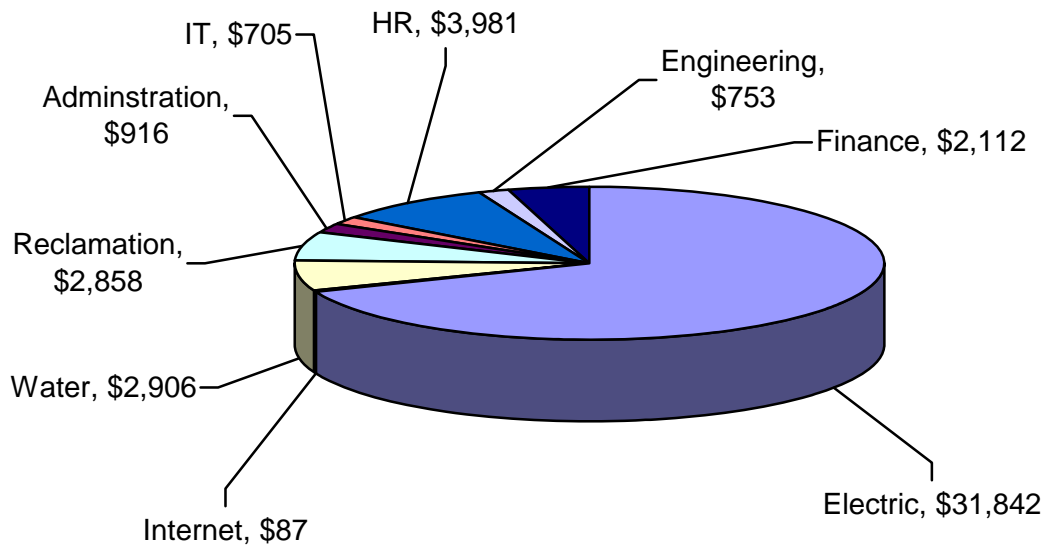
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2011
COMBINED SYSTEM

	<u>FY 2009 ACTUAL</u>	<u>FY 2010 BUDGET</u>	<u>2010 - 4 MO ACTUAL</u>	<u>FY 2011 BUDGET</u>	<u>% CHANGE from FY10 BUDGET</u>
1. Revenues:					
2. Electric	\$42,877,115	\$45,194,985	\$15,005,696	\$46,038,055	1.87%
3. Water	6,832,369	7,255,765	2,296,901	7,479,770	3.09%
4. Reclamation	7,373,469	7,496,927	2,475,502	7,687,331	2.54%
5. Internet	131,288	156,000	36,853	117,000	-25.00%
6. Total Revenues	57,214,241	60,103,677	19,814,952	61,322,156	2.03%
7. Other Revenue Sources:					
8. R & R Contribution	605,715	1,109,497	174,536	775,000	-30.15%
9. Interest Income CR3	26,076	0	1,432	46,000	0.00%
10. Infrastructure Contribution	6,552	125,000	0	125,000	0.00%
11. Bond & Other Sources	6,483,955	1,275,000	0	3,038,036	138.28%
12. Total Other Sources	7,122,298	2,509,497	175,968	3,984,036	58.76%
13. Balance	64,336,539	62,613,174	19,990,920	65,306,192	4.30%
14. Operation & Maintenance Expenses:					
Direct Cost Centers					
15. Purchased Power	22,173,198	23,908,800	7,756,242	23,655,650	-1.06%
16. Electric Operations	6,951,064	7,919,683	2,818,087	8,186,145	3.36%
17. Internet Services	122,862	92,600	24,059	87,400	-5.62%
18. Water Operations	2,755,013	2,890,855	817,305	2,905,817	0.52%
19. Reclamation Operations	2,741,862	2,616,862	794,424	2,858,338	9.23%
Indirect Cost Centers					
20. Administration	916,335	1,001,200	291,075	915,800	-8.53%
21. Information Technology	712,482	660,700	211,400	705,150	6.73%
22. Human Resources	3,759,174	4,211,200	1,150,865	3,981,300	-5.46%
23. Engineering	646,106	779,930	149,449	753,030	-3.45%
24. Finance/Customer Service/Mate	2,039,035	2,176,700	602,143	2,111,900	-2.98%
25. Comm Abandonment Expenses	172,578	0	0	0	0.00%
26. Total O&M Expenses	42,989,709	46,258,530	14,615,049	46,160,530	-0.21%
27. Balance	21,346,830	16,354,644	5,375,871	19,145,662	17.07%
28. To Sinking Fund:					
29. 1993 Certificates	106,120	126,500	0	0	-100.00%
30. 2002 Certificates	4,281,482	4,487,853	1,495,951	4,821,493	7.43%
31. 2002 Debt Reduction Fund	241,329	(530,380)	(176,793)	760,925	-243.47%
32. 2004A Certificates	644,657	441,363	215,307	121,737	-72.42%
33. 2007 Certificates	0	196,500	0	393,000	100.00%
34. 2009 Certificates	556,788	0	267,299	1,716,260	0.00%
35. State Revolving Loan - 1997	1,277,579	1,278,718	430,364	1,278,718	0.00%
36. FMPA Loan-Sugar Mill Acquisition	39,113	181,375	0	0	-100.00%
37. FMPA Loan-Generator	422,585	732,215	0	0	-100.00%
38. FMPA Loan-Land Acquisition	161,251	504,827	0	0	-100.00%
39. Total Debt Service	7,730,904	7,418,971	2,232,128	9,092,133	22.55%
40. Balance	13,615,926	8,935,673	3,143,743	10,053,529	12.51%
41. Transfer to R & R - Contribution	3,203,539	3,670,600	1,394,684	4,241,006	15.54%
42. Transfer to CR3	26,076	0	1,432	46,000	0.00%
43. Transfer to R & R - Restricted Con	294,209	314,592	68,374	249,130	-20.81%
44. Transfer to R & R - From Alternat	6,483,955	1,275,000	0	1,779,036	39.53%
45. Transfer to Infrastructure - Contrib	6,552	125,000	0	125,000	0.00%
46. Balance	3,601,595	3,550,481	1,679,253	3,613,357	1.77%
47. Transfer to City	3,601,595	3,550,481	1,207,870	3,613,357	1.77%
48. Balance	0	0	471,383	0	0.00%

Combined System Sources of Funds (in thousands)



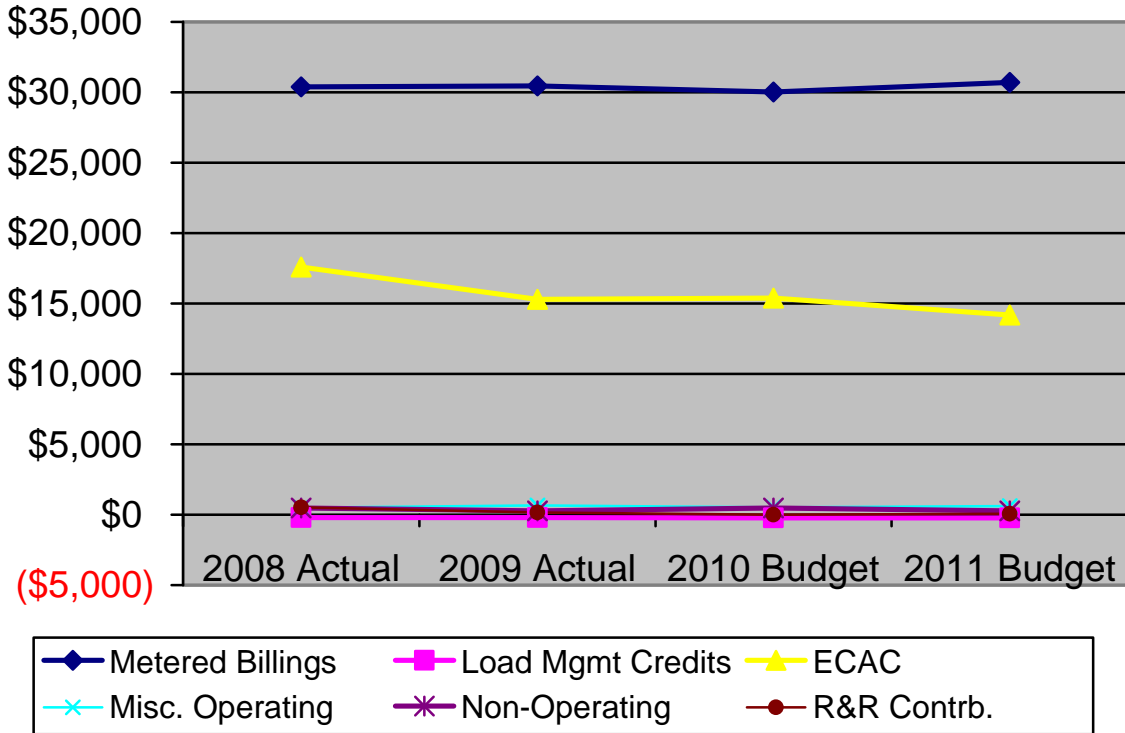
Combined System Uses of Funds (in thousands)



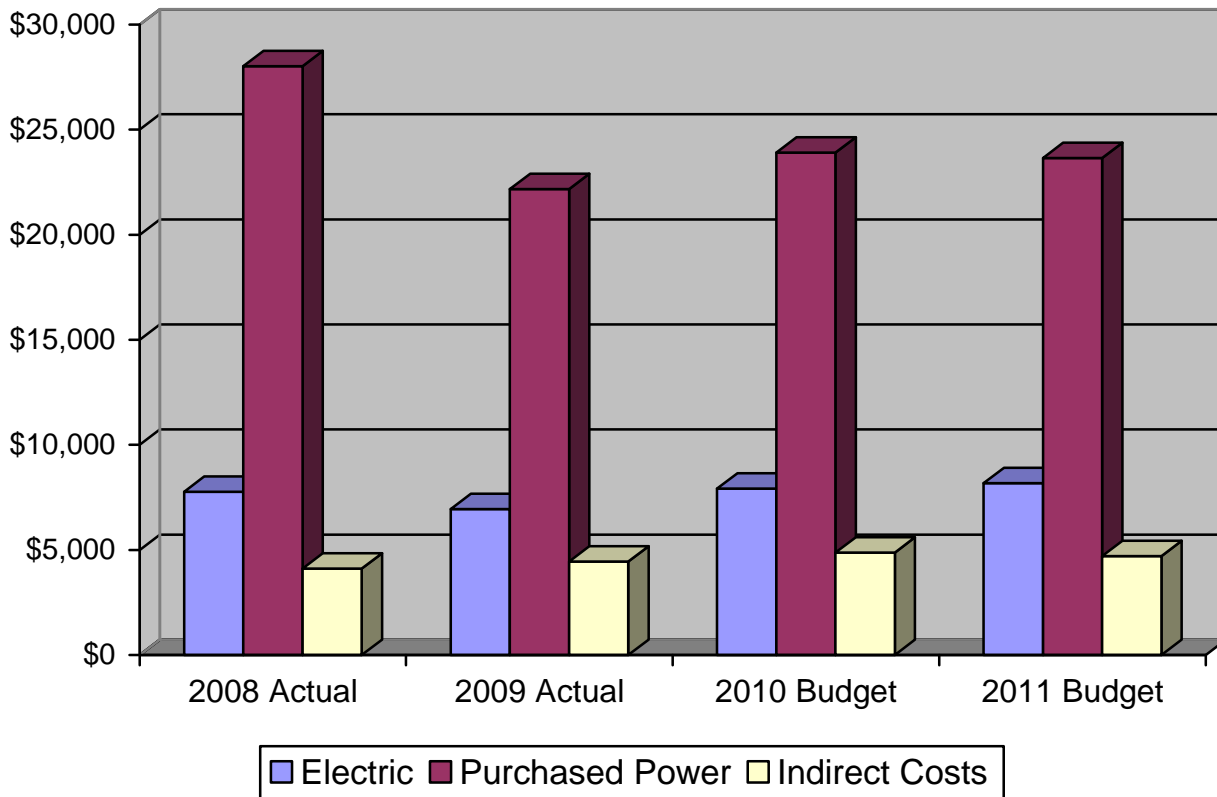
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2011
ELECTRIC SYSTEM

	<u>FY 2009 ACTUAL</u>	<u>FY 2010 BUDGET</u>	<u>2010 - 4 MO ACTUAL</u>	<u>FY 2011 BUDGET</u>	<u>% CHANGE from FY10 BUDGET</u>
1. Revenues:					
2. Direct Sales:					
3. Metered Billings	\$30,465,259	\$30,023,629	\$10,287,038	\$30,696,603	2.24%
4. Load Management Credits	(207,423)	(217,717)	(71,564)	(219,894)	1.00%
5. Energy Cost Adjustments	15,294,853	15,387,842	5,178,490	14,184,663	-7.82%
6. Underrecovery of Fuel Costs	(3,621,606)	(1,000,000)	(852,442)	500,000	-150.00%
7. Misc. Operating Revenue	670,177	515,178	335,055	606,528	17.73%
8. Non Operating Revenue	275,854	486,053	129,124	270,155	-44.42%
9. Total Revenues	42,877,114	45,194,985	15,005,701	46,038,055	1.87%
10. Other Revenue Sources:					
11. R&R Contribution	157,851	0	84,819	75,000	0.00%
12. Interest Income CR3	26,076	0	1,432	46,000	0.00%
13. Infrastructure Contribution	0	50,000	0	50,000	0.00%
15. Total Other Revenue Sources	183,927	50,000	86,251	171,000	242.00%
16. Balance	43,061,041	45,244,985	15,091,952	46,209,055	2.13%
17. Operation & Maintenance Expenses:					
Direct Cost Center					
18. Purchased Power	22,173,198	23,908,800	7,756,242	23,655,650	-1.06%
19. Electric Operations	6,951,064	7,919,683	2,818,087	8,186,145	3.36%
Indirect Cost Centers					
20. Administration	527,606	579,792	176,830	546,387	-5.76%
21. Information Technology	419,696	389,813	124,942	423,090	8.54%
22. Human Resources	1,904,600	2,165,119	611,566	2,032,862	-6.11%
23. Engineering	282,475	344,230	56,704	327,985	-4.72%
24. Finance/Customer Service/Mat	1,318,203	1,394,027	385,527	1,381,963	-0.87%
Other					
25. Communications					
26. Total O&M Expenses	33,576,842	36,701,464	11,929,898	36,554,082	-0.40%
27. Balance	9,484,199	8,543,521	3,162,054	9,654,973	13.01%
28. To Sinking Fund:					
29. 1993 Certificates	56,551	67,412	0	0	-100.00%
30. 2002 Certificates	2,122,331	2,224,628	741,543	2,390,014	7.43%
31. 2002 Debt Reduction Fund	119,627	(262,909)	(87,636)	377,191	-243.47%
32. 2004A Certificates	305,503	209,162	102,034	57,691	-72.42%
33. FMPA Loan-Generator	422,585	732,215	0	0	-100.00%
34. FMPA Loan-Land Acquisition	161,251	504,827	0	0	-100.00%
35. 2009 Certificates	282,069	0	135,414	869,457	0.00%
36. Total To Sinking Fund	3,469,917	3,475,335	891,355	3,694,353	6.30%
37. Balance	6,014,282	5,068,186	2,270,699	5,960,620	17.61%
38. To Capital Improvement Plan:					
40. Transfer to CR3	26,076	0	1,432	46,000	0.00%
41. Net Transfer to R&R	3,224,551	2,343,861	774,572	3,150,867	34.43%
42. Transfer to Infrastructure Fund	4,914	50,000	0	50,000	0.00%
43. Total To Capital Improvemen	3,255,541	2,393,861	776,004	3,246,867	35.63%
44. Balance	2,758,741	2,674,325	1,494,695	2,713,753	1.47%
45. Transfer to City	2,758,741	2,674,325	928,855	2,713,753	1.47%
46. Balance	0	0	565,840	0	0.00%

Electric Revenue Trends (in thousands)



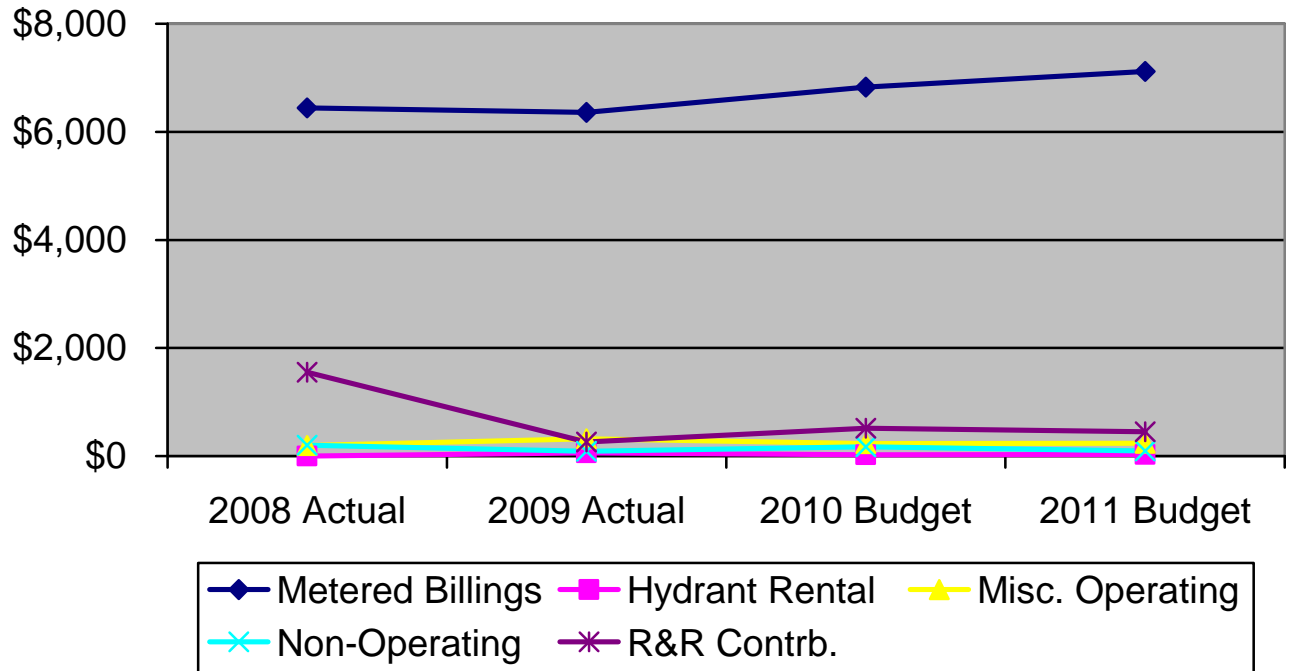
Electric O&M (in thousands)



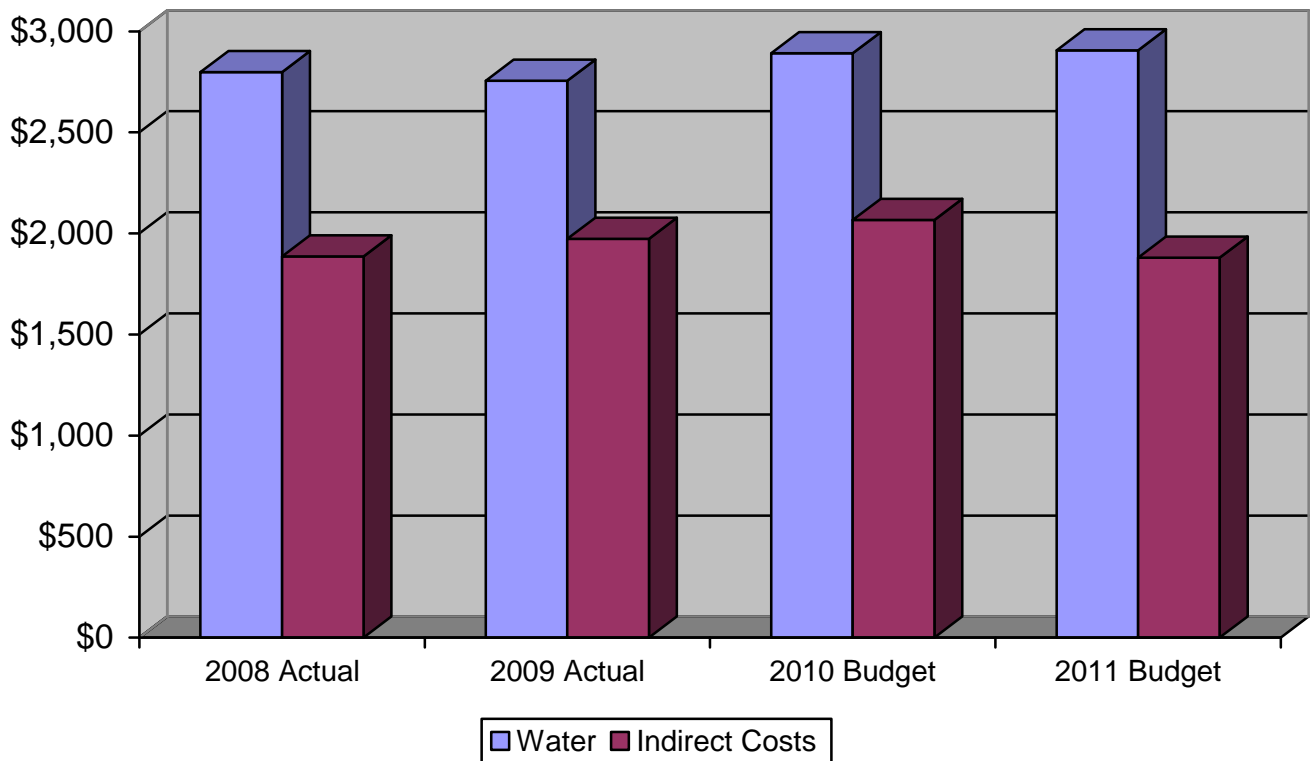
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2011
WATER SYSTEM

	<u>FY 2009 ACTUAL</u>	<u>FY 2010 BUDGET</u>	<u>2010 - 4 MO ACTUAL</u>	<u>FY 2011 BUDGET</u>	<u>% CHANGE from FY10 BUDGET</u>
1. Revenues:					
2. Metered Billings	\$6,362,249	\$6,830,351	\$2,114,146	\$7,115,713	4.18%
3. Hydrant Rental	61,700	25,000	10,300	30,000	20.00%
4. Misc. Operating Revenue	319,827	230,811	156,401	236,615	2.51%
5. Non-Operating Revenue	88,593	169,603	16,054	97,442	-42.55%
6. Total Revenues	6,832,369	7,255,765	2,296,901	7,479,770	3.09%
7. Other Revenue Sources:					
8. R & R Contribution	260,675	516,744	61,703	450,000	-12.92%
9. Infrastructure Contribution	6,552	50,000	0	50,000	0.00%
10. Bond & Other Sources	6,483,955	0	0	750,036	0.00%
11. Total Other Revenue Sources	6,751,182	566,744	61,703	1,250,036	120.56%
12. Balance	13,583,551	7,822,509	2,358,604	8,729,806	11.60%
13. Operation & Maintenance Expenses:					
Direct Cost Center					
14. Water Operations	2,755,013	2,890,855	817,305	2,905,817	0.52%
Indirect Cost Centers					
15. Administration	217,205	200,224	52,786	172,968	-13.61%
16. Information Technology	120,882	112,319	35,848	119,875	6.73%
17. Human Resources	948,975	1,147,932	279,848	1,006,829	-12.29%
18. Engineering	199,994	190,097	41,633	187,114	-1.57%
19. Finance/Customer Service/Mat	486,912	409,275	111,378	393,124	-3.95%
Other					
20. Communications					
21. Total O&M Expenses	4,728,981	4,950,702	1,338,798	4,785,727	-3.33%
22. Balance	8,854,570	2,871,807	1,019,806	3,944,079	37.34%
23. To Sinking Fund:					
24. 1993 Certificates	36,569	43,592	0	0	-100.00%
25. 2002 Certificates	1,182,117	1,239,096	413,032	1,331,214	7.43%
26. 2002 Debt Reduction Fund	66,631	(146,438)	(48,813)	210,091	-243.47%
27. 2004A Certificates	209,062	143,134	69,824	39,479	-72.42%
28. 2007 Certificates (Water Upgrades)	0	196,500	0	393,000	100.00%
29. 2009 Certificates	87,360	0	41,939	269,281	0.00%
30. FMPA Loan-Sugar Mill Acquisiti	17,210	79,805	0	0	-100.00%
31. Total To Sinking Fund	1,598,949	1,555,689	475,982	2,243,065	44.18%
32. Balance	7,255,621	1,316,118	543,824	1,701,014	29.24%
33. To Capital Improvement Plan:					
34. Transfer to R&R from Alternate	6,483,955	0	0	543,036	0.00%
35. Transfer to Infrastructure	6,552	50,000	0	50,000	0.00%
36. Transfer to Restricted R&R	137,764	178,710	40,359	149,481	-16.36%
37. Net Transfer to R&R	232,117	666,206	388,460	518,313	-22.20%
38. Total To Capital Improvemen	6,860,388	894,916	428,819	1,260,830	40.89%
39. Balance	395,233	421,202	115,005	440,184	4.51%
40. Transfer to City	395,233	421,202	133,652	440,184	4.51%
41. Balance	0	0	(18,647)	0	0.00%

Water Revenue Trends (in thousands)



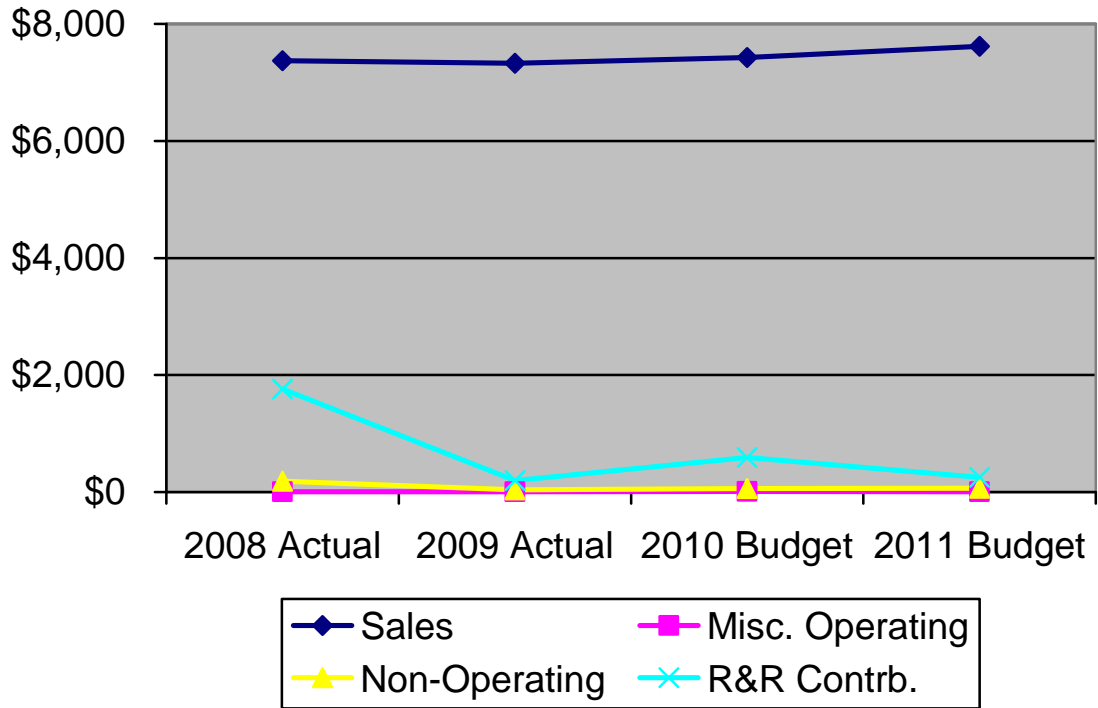
Water O&M (in thousands)



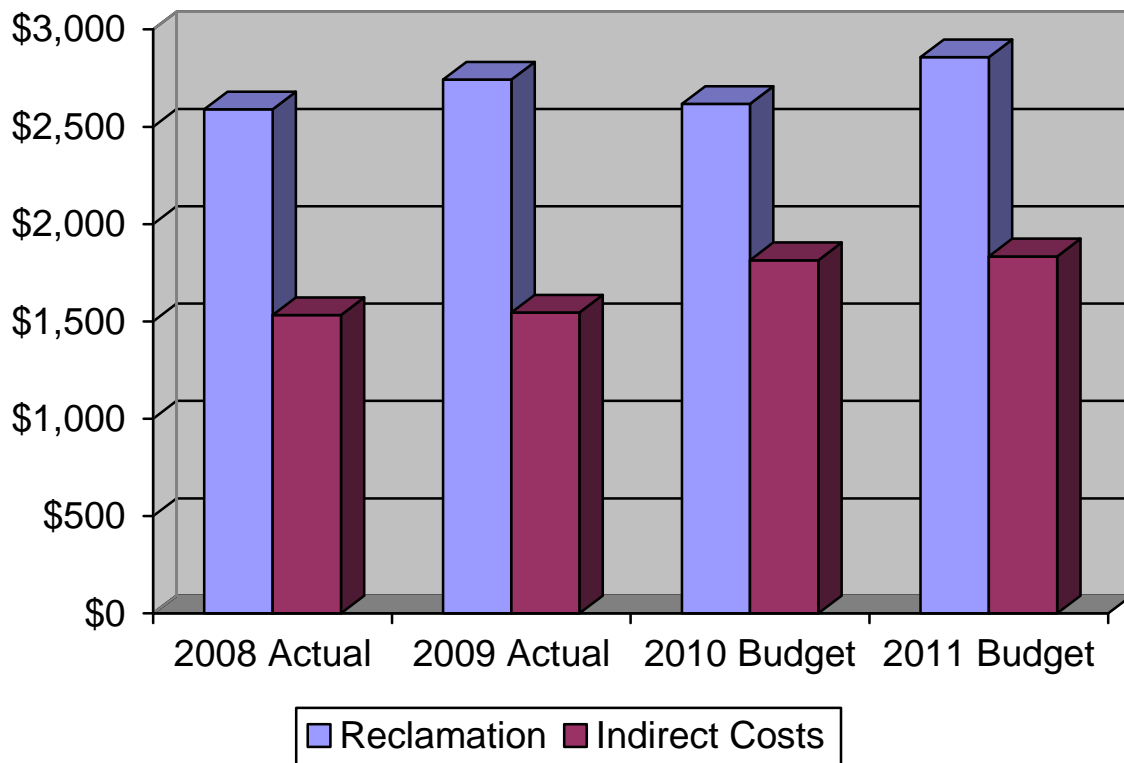
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2011
RECLAMATION SYSTEM

	<u>FY 2009</u> <u>ACTUAL</u>	<u>FY 2010</u> <u>BUDGET</u>	<u>2010 - 4 MO</u> <u>ACTUAL</u>	<u>FY 2011</u> <u>BUDGET</u>	<u>% CHANGE</u> <u>from</u> <u>FY10 BUDGET</u>
1. Revenues:					
2. Sales	\$7,329,599	\$7,423,885	\$2,431,573	\$7,616,709	2.60%
3. Misc. Operating Revenue	3,170	13,334	1,774	3,417	-74.37%
4. Non-Operating Revenue	40,700	59,708	42,155	67,205	12.56%
5. Total Revenues	7,373,469	7,496,927	2,475,502	7,687,331	2.54%
6. Other Revenue Sources:					
7. R & R Contribution	197,017	592,753	28,015	250,000	-57.82%
8. Infrastructure Contribution	0	25,000	0	25,000	0.00%
9. Bond & Other Sources	0	1,275,000	0	2,288,000	79.45%
10. Total Other Revenue Sources	197,017	1,892,753	28,015	2,563,000	35.41%
11. Balance	7,570,486	9,389,680	2,503,517	10,250,331	9.17%
12. Operation & Maintenance Expenses:					
Direct Cost Center					
13. Reclamation Operations	2,741,862	2,616,862	794,424	2,858,338	9.23%
Indirect Cost Centers					
14. Administration	161,451	204,800	56,772	193,916	-5.31%
15. Information Technology	156,405	145,354	46,392	155,133	6.73%
16. Human Resources	850,235	870,839	247,352	914,662	5.03%
17. Engineering	163,638	245,603	51,112	237,931	-3.12%
18. Finance/Customer Service/Mat	213,474	350,714	98,591	331,312	-5.53%
Other					
19. Communications					
20. Total O&M Expenses	4,287,065	4,434,172	1,294,643	4,691,292	5.80%
21. Balance	3,283,421	4,955,508	1,208,874	5,559,039	12.18%
22. To Sinking Fund:					
23. 1993 Certificates	13,000	15,496	0	0	-100.00%
24. 2002 Certificates	977,034	1,024,129	341,376	1,100,265	7.43%
25. 2002 Debt Reduction Fund	55,071	(121,033)	(40,344)	173,643	-243.47%
26. 2004A Certificates	130,092	89,067	43,449	24,567	-72.42%
27. 2009 Certificates	187,359	0	89,946	577,521	0.00%
28. State Revolving Loan-1997	1,277,579	1,278,718	430,364	1,278,718	0.00%
29. FMPA Loan-Sugar Mill Acquisiti	21,903	101,570	0	0	-100.00%
30. Total To Sinking Fund	2,662,038	2,387,947	864,791	3,154,714	32.11%
31. Balance	621,383	2,567,561	344,083	2,404,325	-6.36%
32. To Capital Improvement Plan:					
33. Transfer to R&R from Alternate Financing	0	1,275,000	0	1,236,000	-3.06%
34. Transfer to Infrastructure	4,914	25,000	0	25,000	0.00%
35. Transfer to Restricted R&R	156,445	135,882	28,015	99,649	-26.67%
36. Transfer to R&R	20,284	686,085	231,652	591,277	-13.82%
37. Total To Capital Improvemen	181,643	2,121,967	259,667	1,951,926	-8.01%
38. Balance	439,740	445,594	84,416	452,399	1.53%
39. Transfer to City	439,740	445,594	143,154	452,399	1.53%
40. Balance	0	0	(58,738)	0	0.00%

Reclamation Revenue Trends (in thousands)



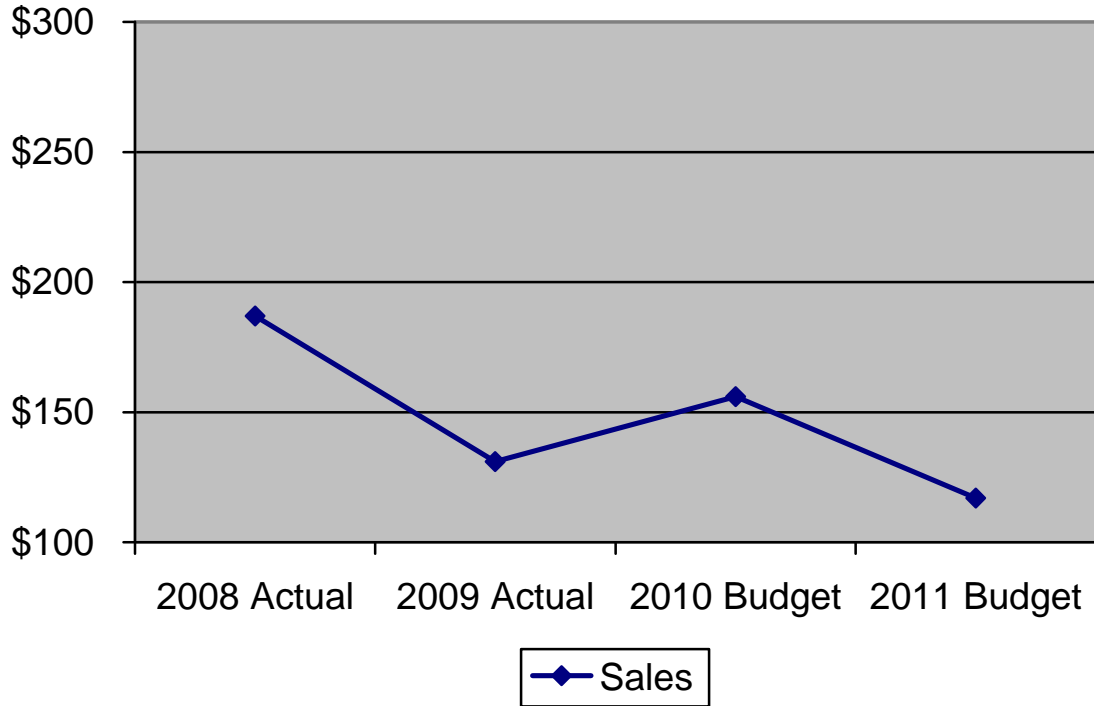
Reclamation O&M (in thousands)



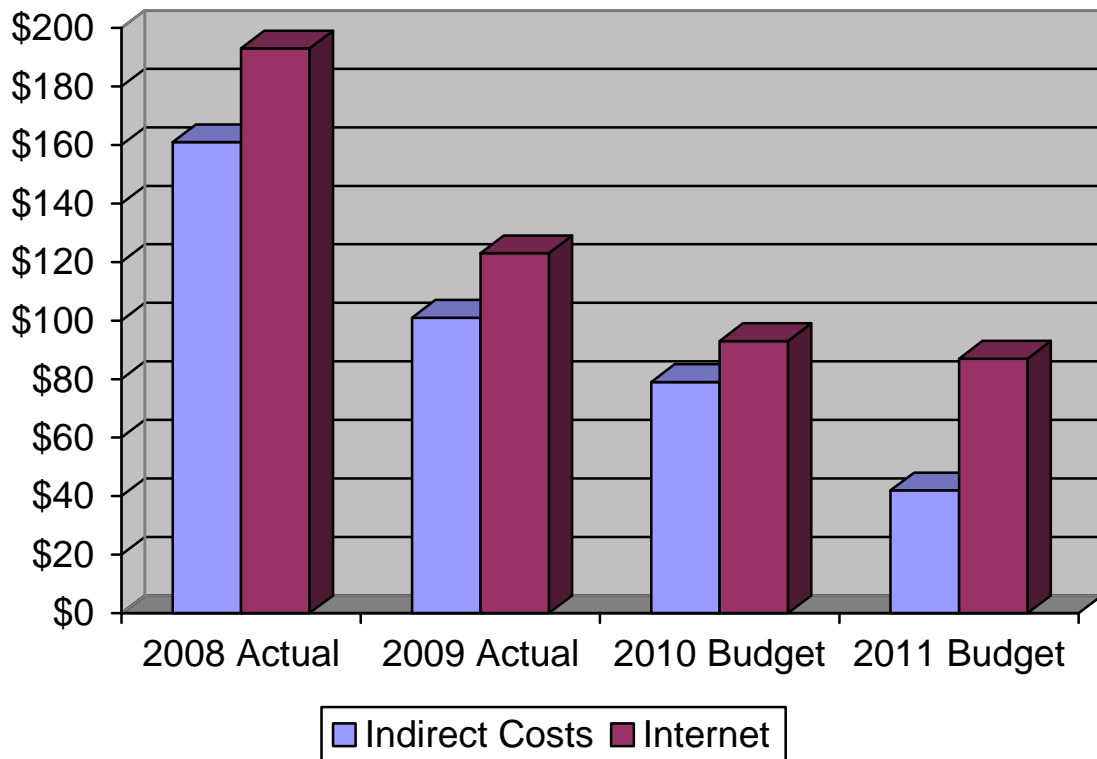
UTILITIES COMMISSION
CITY OF NEW SMYRNA BEACH
FORECAST REPORT
BUDGET FY 2011
INTERNET SYSTEM

	<u>FY 2009 ACTUAL</u>	<u>FY 2010 BUDGET</u>	<u>2010 - 4 MO ACTUAL</u>	<u>FY 2011 BUDGET</u>	<u>% CHANGE from FY10 BUDGET</u>
1. Revenues:					
2. Sales	\$131,288	\$156,000	\$36,853	\$117,000	-25.00%
3. Total Revenues	131,288	156,000	36,853	117,000	-25.00%
4. Other Revenue Sources:					
5. Balance	131,288	156,000	36,853	117,000	-25.00%
6. Operation & Maintenance Expenses:					
Direct Cost Center					
7. Internet Services	122,862	92,600	24,059	87,400	-5.62%
Indirect Cost Centers					
8. Administration	10,073	16,384	4,687	2,530	-84.56%
9. Information Technology	15,499	13,214	4,217	7,052	-46.63%
10. Human Resources	55,365	27,311	12,098	26,947	-1.33%
11. Finance/Customer Service/Mate	20,445	22,684	6,382	5,501	-75.75%
12. Total O&M Expenses	224,244	172,193	51,443	129,430	-24.83%
13. Balance	(92,956)	(16,193)	(14,590)	(12,430)	-23.24%
14. Transfer from Other Sources	100,837	25,553	0	19,450	-23.88%
16. Balance	7,881	9,360	(14,590)	7,020	-25.00%
17. Transfer to City	7,881	9,360	2,209	7,020	-25.00%
18. Balance	0	0	(16,799)	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 2011 and FY 2010 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.

- \$34,000 decrease in Salaries due to a reduction in support staff

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.

- \$30,000 increase in cost of maintaining software licensing requirements

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.

- \$25,000 decrease in Worker's Compensation Insurance due to favorable experience ratings over the past few years.
- \$158,000 decrease in Group Medical 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.

- There are no significant variances between the FY 2011 and FY 2010 budgeted expenses

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 2011 and FY 2010 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 2011 and FY 2010 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.

- \$50,000 decrease in Salaries due to staffing realignment
- \$48,000 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.

- There are no significant variances between FY 2011 and FY 2010 budgeted expenses.

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.

- 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. Based on the most current information, FY 2011 budgeted expenses are projected to increase \$228,000 over FY 2010 budget.

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 2011 and FY 2010 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. The following categories are projected to increase between FY 2011 and FY 2010 budgeted expenses:

- Wastewater sludge disposal costs - \$ 55,000
- Fuel & purchased power costs for treatment and wastewater pumping - \$ 89,000
- Salaries expense due to staffing realignment - \$70,000

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.

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

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 2011 and FY 2010 budgeted expenses for the Engineering Department.

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 2011 and FY 2010 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.

- \$26,000 decrease in Meter salaries due to a reduction in staff

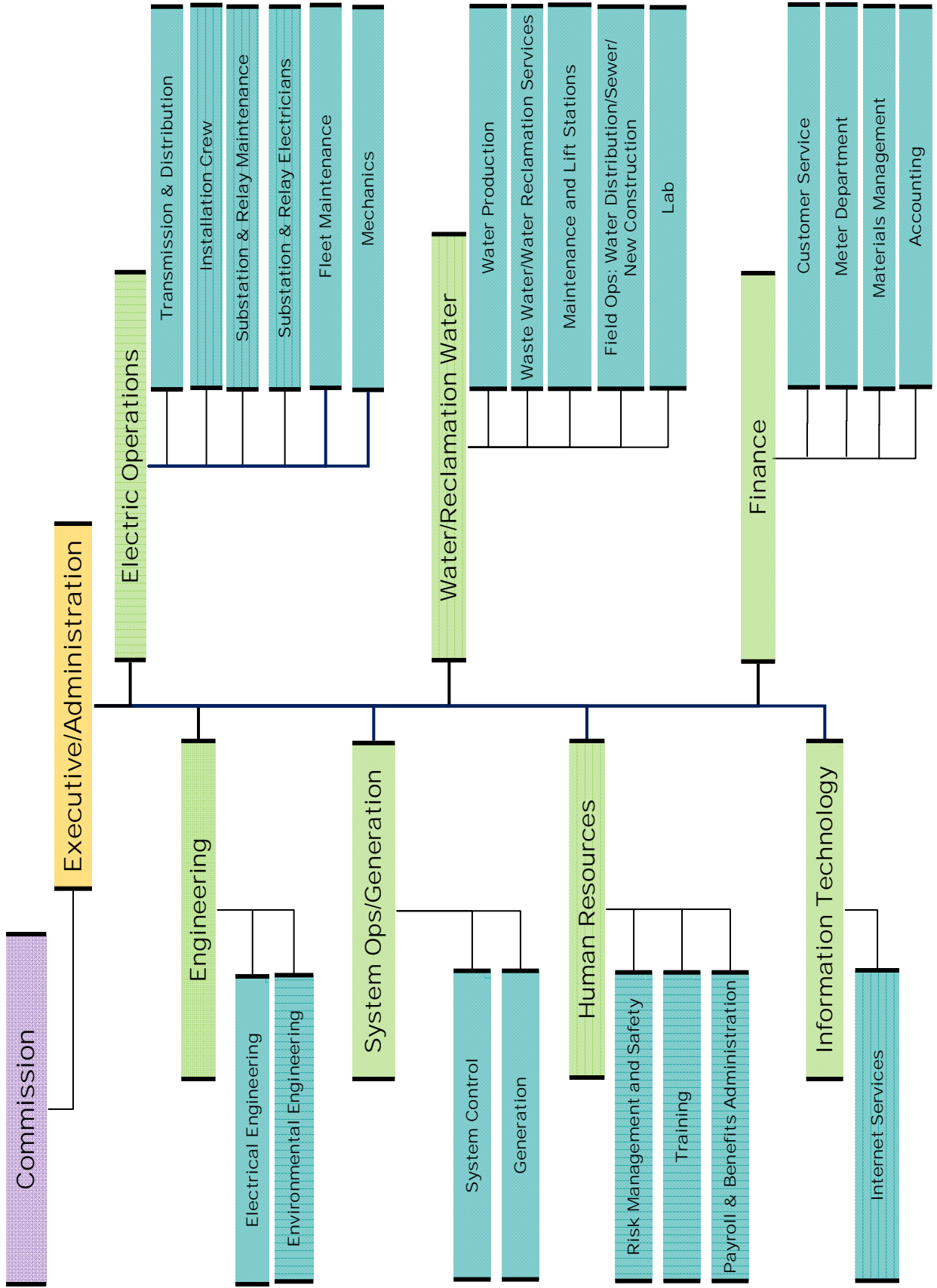
Materials Management ~ The purpose of the Materials Management division is to obtain the defined quality materials and services at cost-effective pricing. The UC utilizes this division for centralized purchasing to ensure the correct amount of product or service is received at the appropriate time and 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 2011 and FY 2010 budgeted expenses.

*Organizational
Composition*



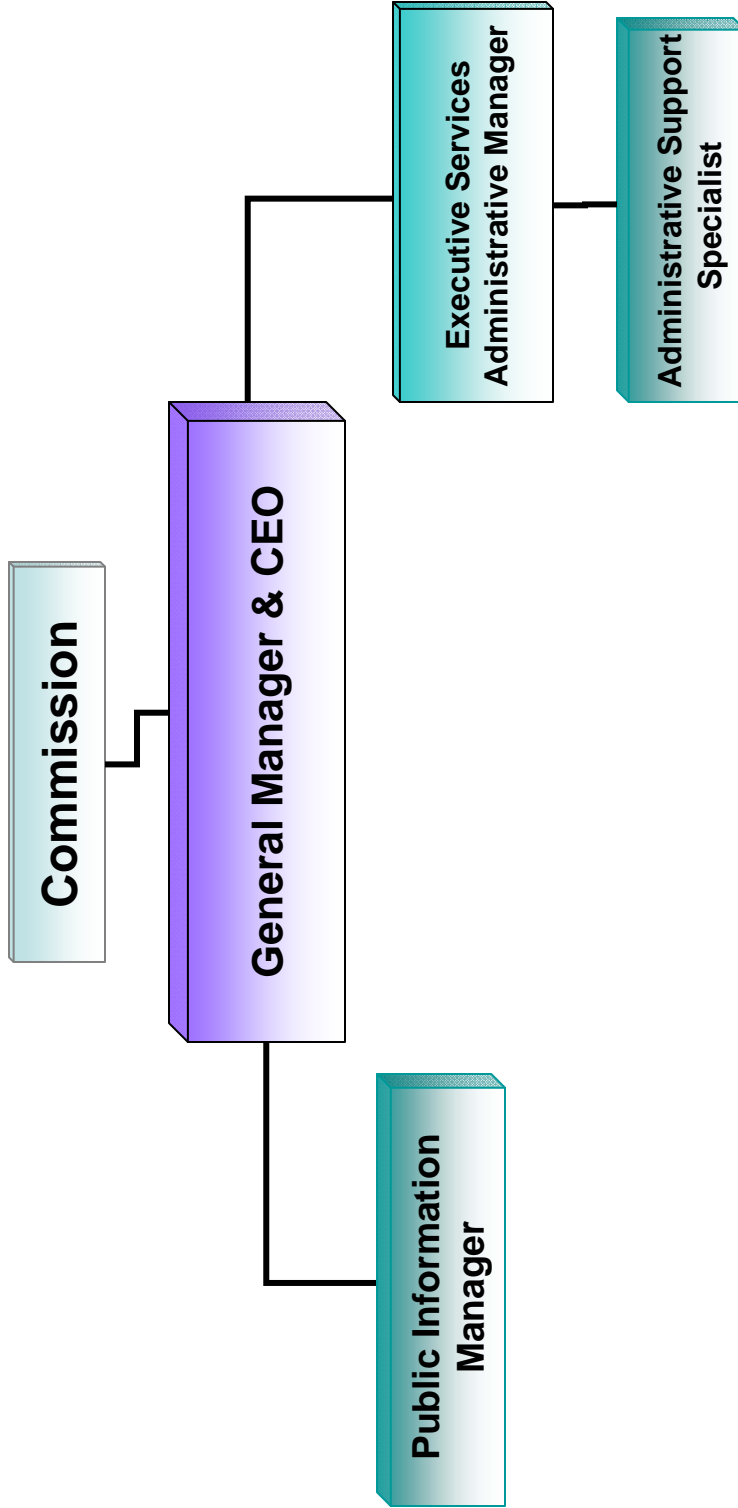
Utilities Commission City of New Smyrna Beach Fiscal Year 2011 Organizational Plan





Utilities Commission
City of New Smyrna Beach
Fiscal Year 2011

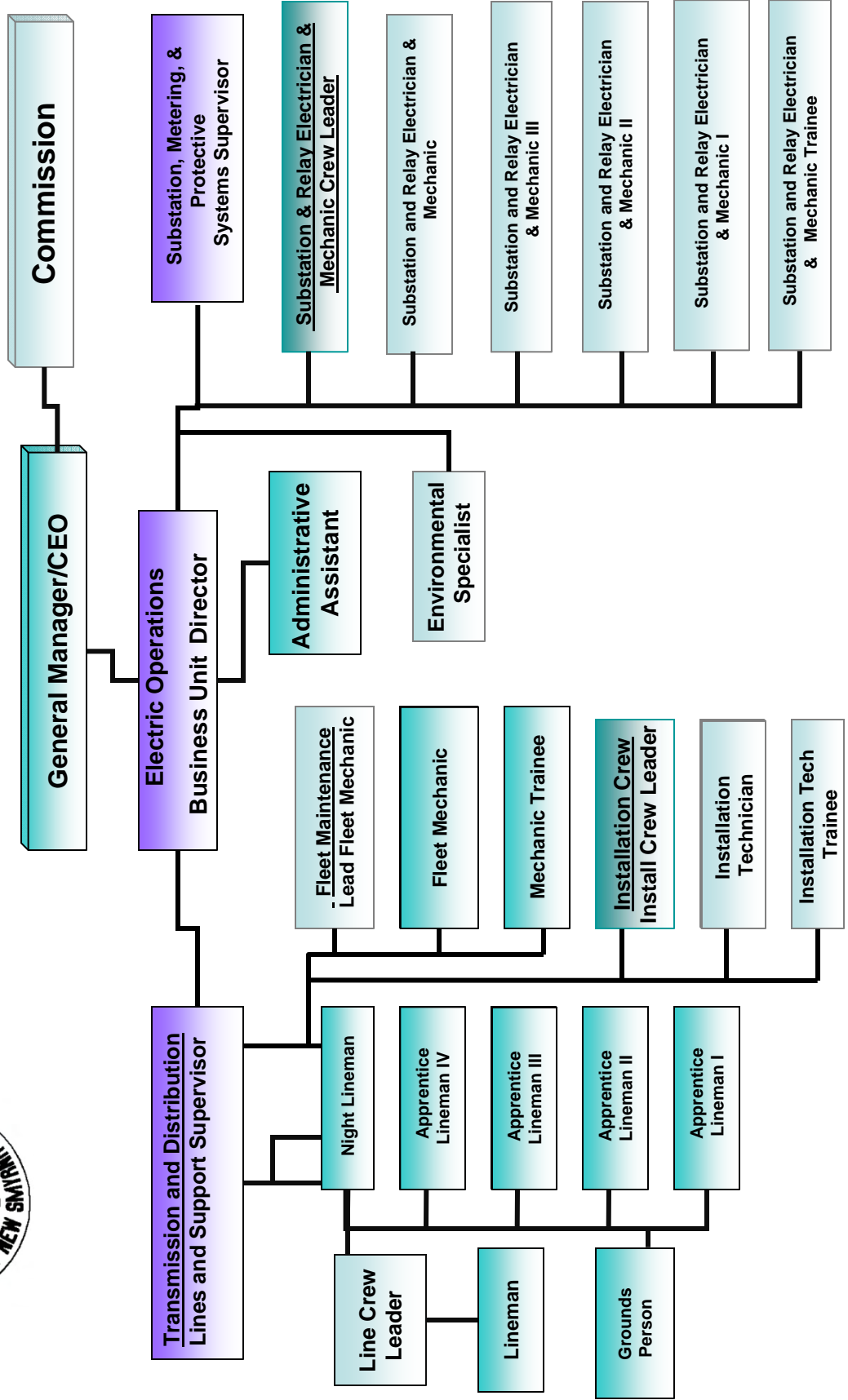
Administration – Organizational Plan



Utilities Commission
 City of New Smyrna Beach
 Fiscal Year 2011



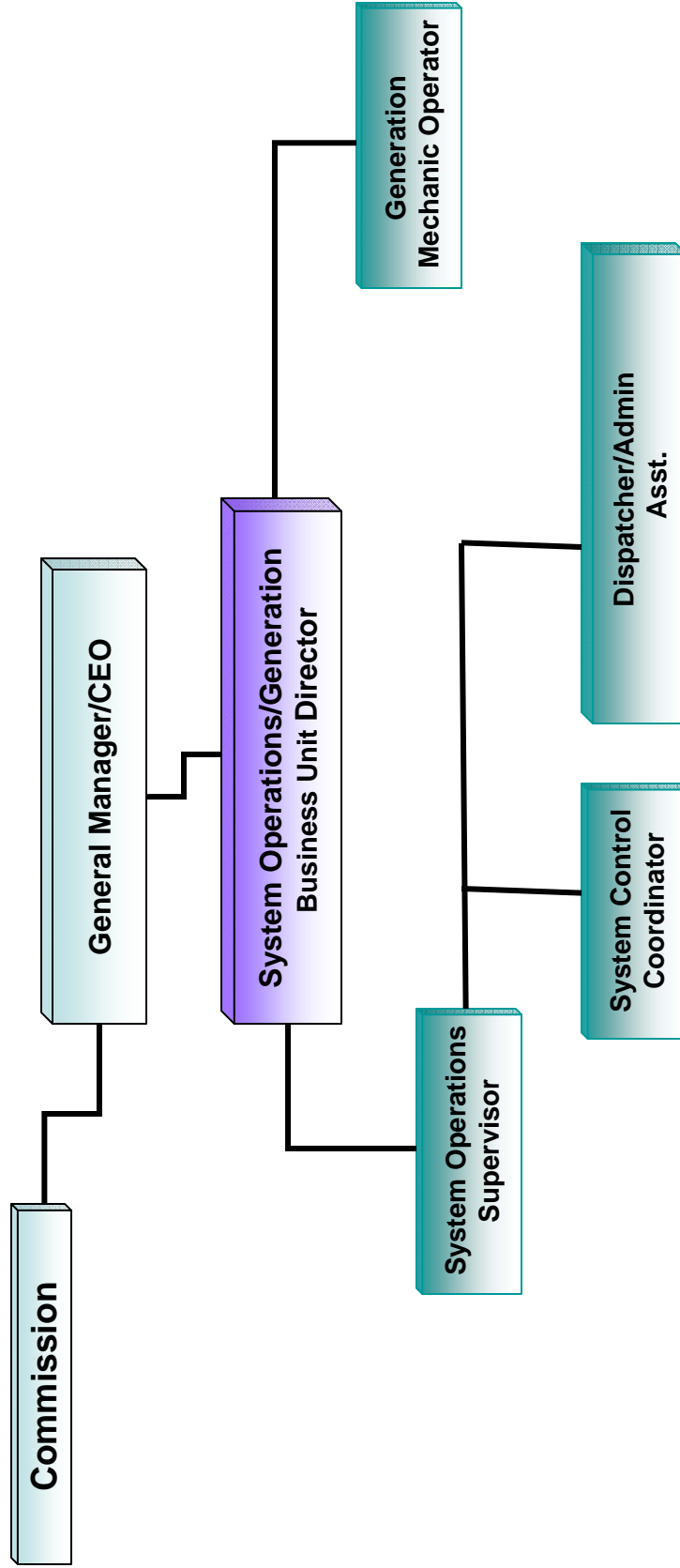
Electric Operations – Organizational Plan





Utilities Commission
City of New Smyrna Beach
Fiscal Year 2011

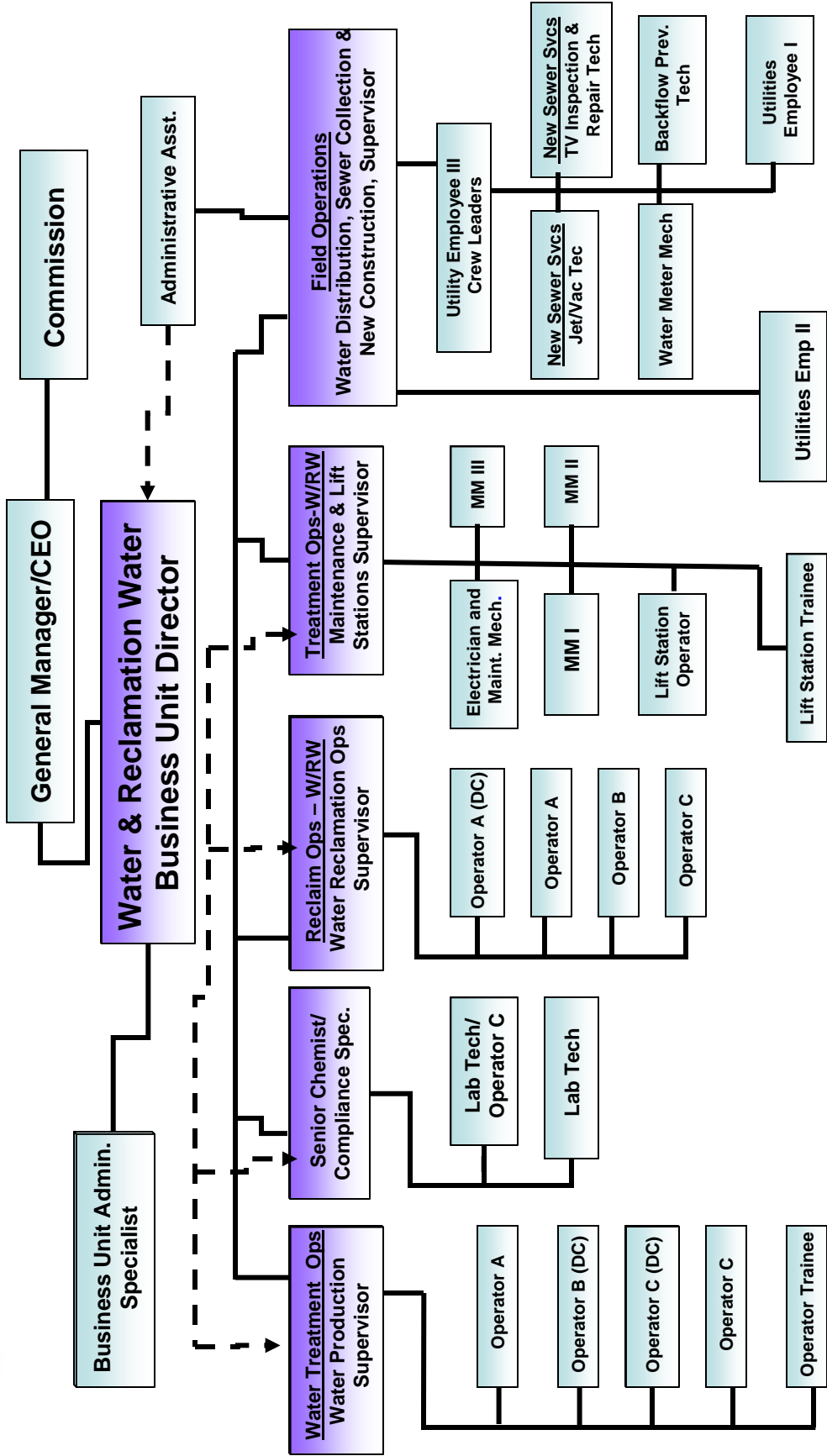
System Operations/Generation – Organizational Plan



Utilities Commission, City of New Smyrna Beach

Fiscal Year 2011

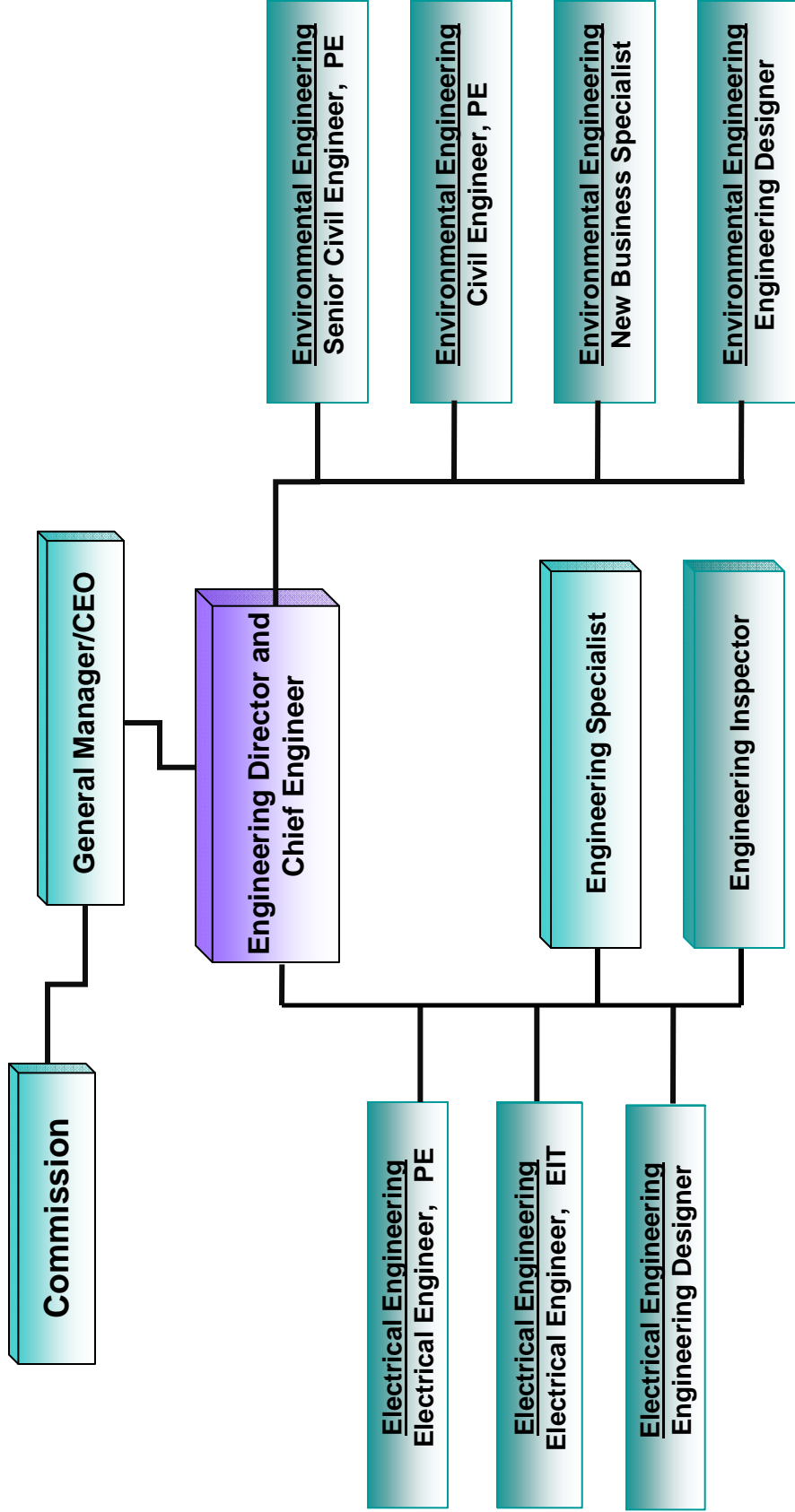
Reclamation – Organizational Plan





Utilities Commission
City of New Smyrna Beach
Fiscal Year 2011

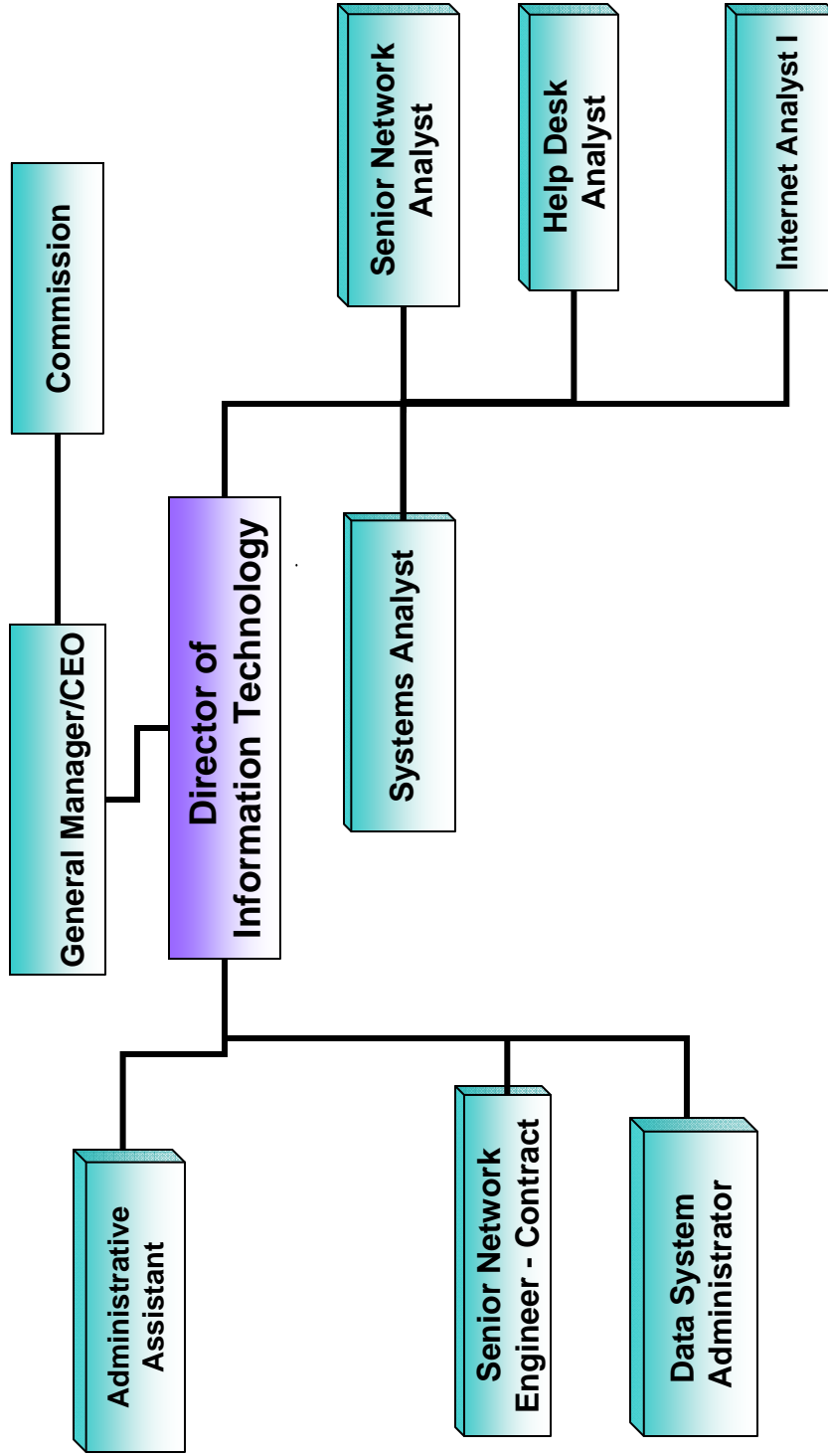
Engineering – Organizational Plan





Utilities Commission, City of New Smyrna Beach
Fiscal Year 2011

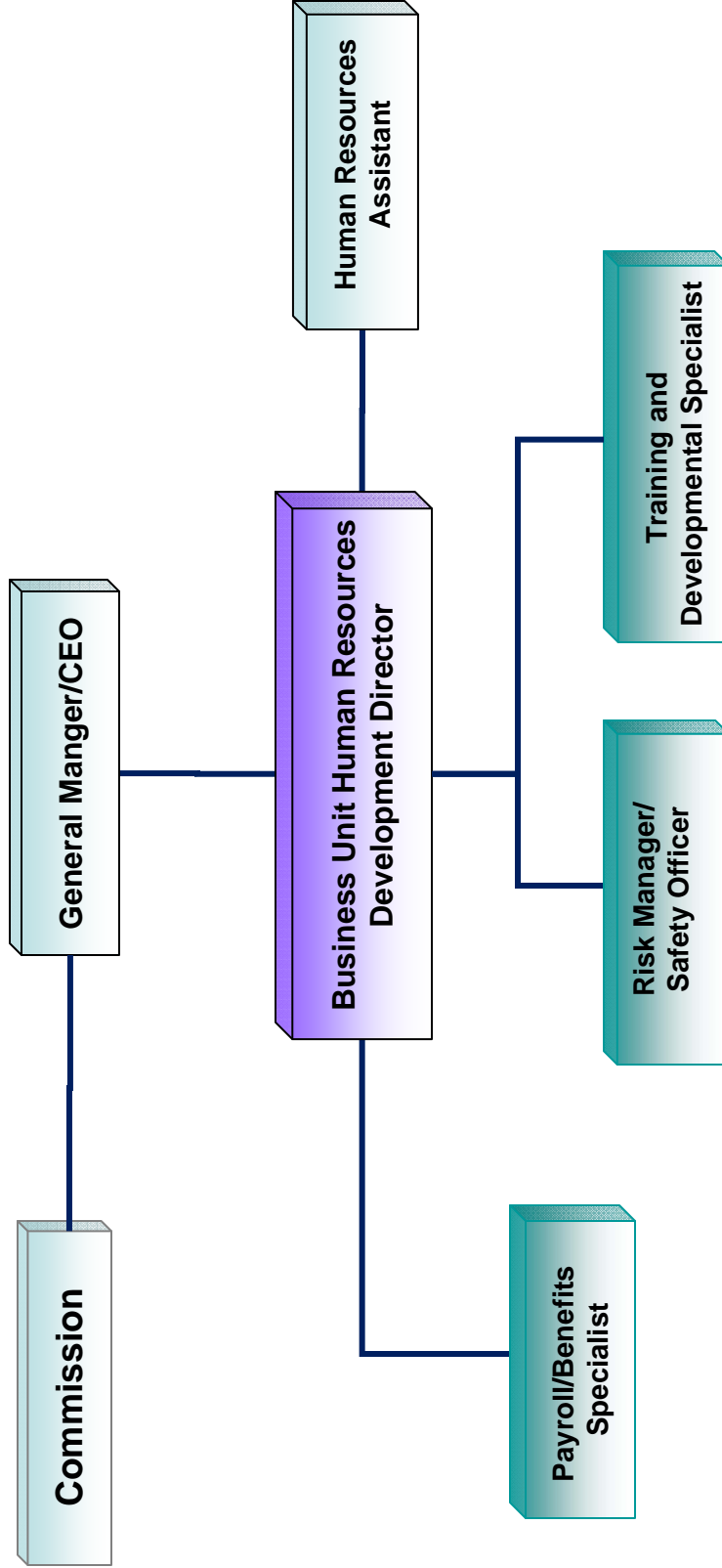
Information Technology – Organizational Plan





Utilities Commission
City of New Smyrna Beach
Fiscal Year 2011

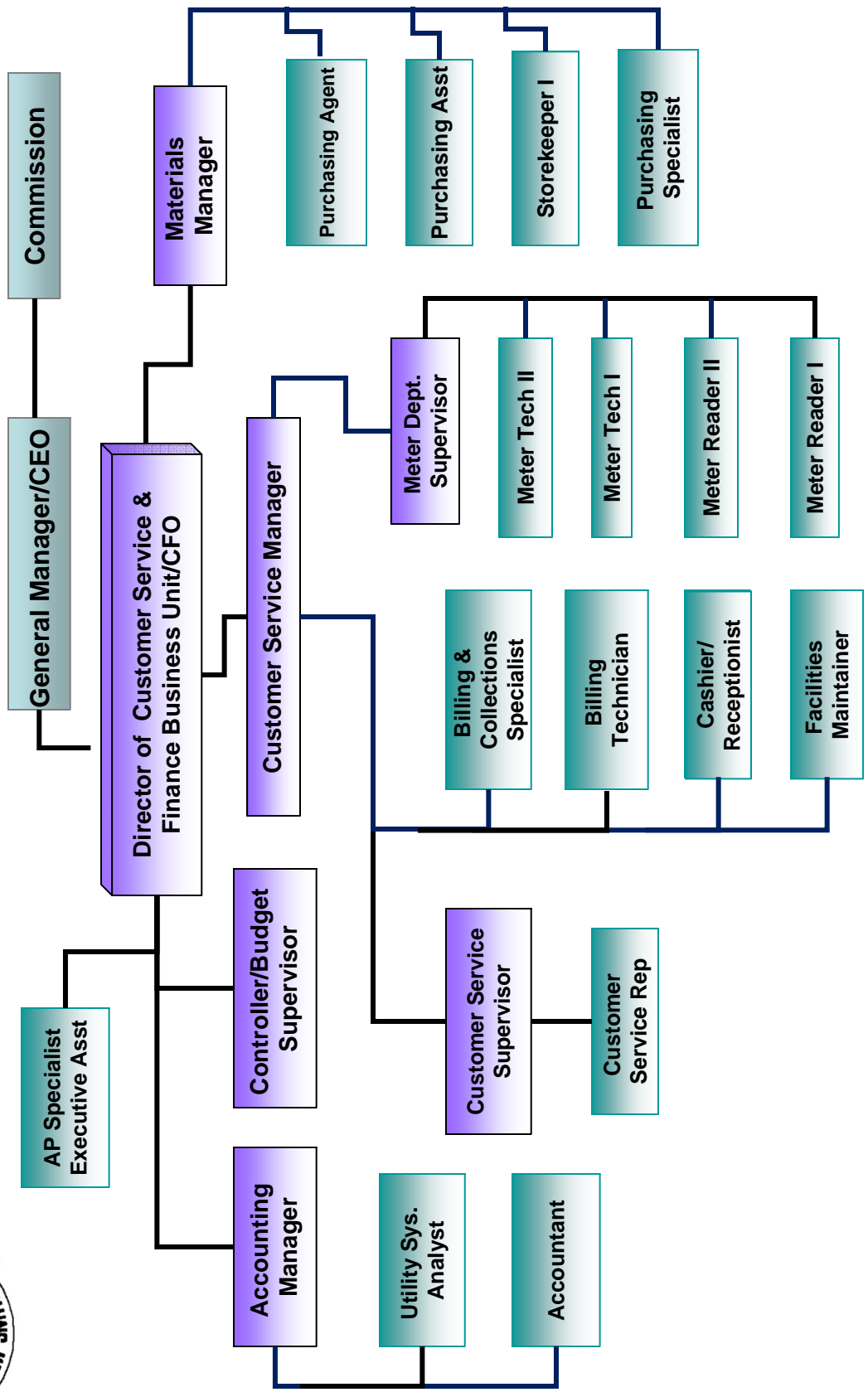
Human Resources – Organizational Plan



Utilities Commission, City of New Smyrna Beach

Fiscal Year 2011

Finance – Organizational Plan



Authorized & Budgeted Positions

Division	Number of Positions			
	Actual FY2008	Actual FY2009	Budget 2010	Budget 2011
110 - Commissioners	5	5	5	5
120 - General Manager/CEO	5	4	5	4
125 - Information Technology	6	6	6	6
130 - Human Resources	5	5	5	5
150 - Internet	3	1	1	1
210 - Electric Operations	3	3	3	3
250 - Fleet Maintenance	3	3	3	3
260 - Electric Transmission & Distribution	27	22	26	25
265 - Substation & Relay Maintenance	5	5	5	5
270 - System Operations/Generation	10	10	10	10
320 - Treatment Operations/Water Production	12	12	14	14
330 - Field Operations/Water Distribution	14	11	19	14
350 - Field Operations/Sewer Collections	8	10	5	7
360 - Treatment Operations/Pollution Control	19	20	19	19
410 - Engineering - Management	3	3	3	3
420 - Engineering - Environmental	4	4	4	4
430 - Engineering - Electrical	2	2	4	3
510 - Accounting	7	7	7	7
520 - Billing & Collections/Meter	23	21	22	22
550 - Materials Management	5	5	5	5
Total Positions	169	159	171	165

***FY 2011 Budgeted Salaries
By Department***

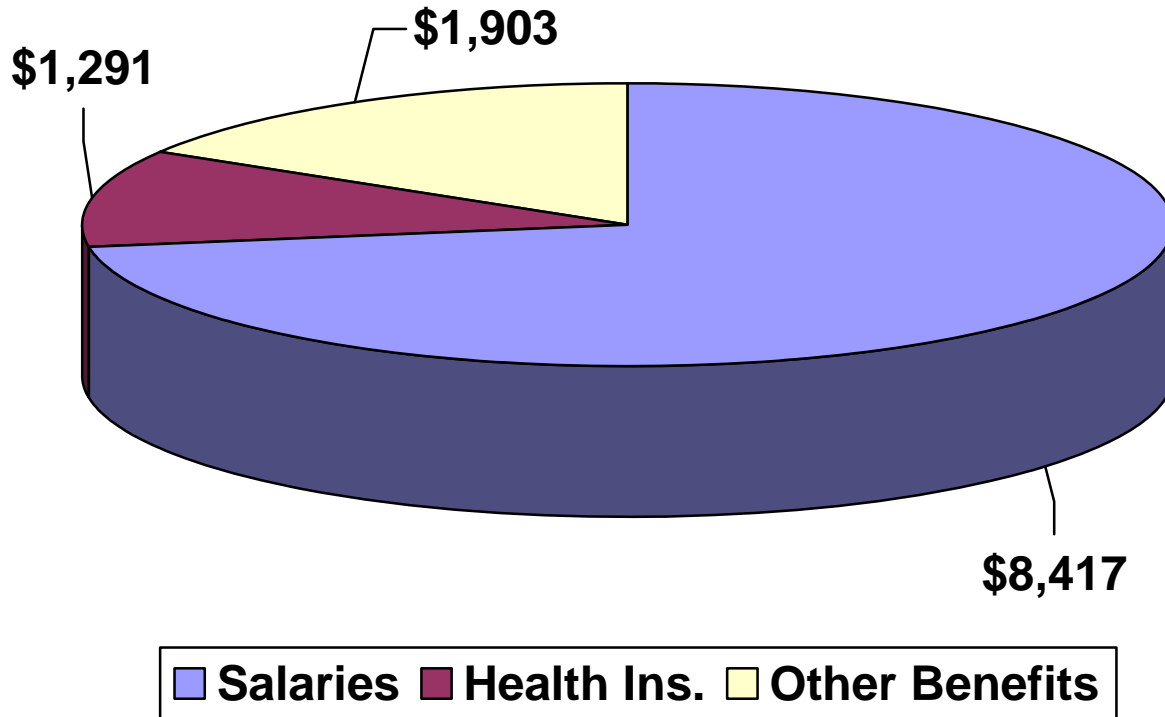
	2009 ACTUAL	2010 BUDGET	2010 - YTD Jan ACTUAL	2011 BUDGET	% CHANGE from FY10 BUDGET
110 - Commission	\$6,023	\$6,000	\$1,777	\$6,000	0.00%
120 - Executive - General Manager/CEO	398,029	364,200	98,267	329,800	-9.45%
125 - Information Technology	375,949	351,600	112,976	361,700	2.87%
130 - Human Resources	299,156	306,100	88,660	302,500	-1.18%
150 - Internet	75,066	30,800	9,135	32,400	5.19%
Total Administration	1,154,222	1,058,700	310,815	1,032,400	-2.48%
210 - Electric Operations	180,982	174,300	53,518	174,200	-0.06%
250 - Electric - Fleet Maintenance	149,563	151,600	45,034	159,300	5.08%
260 - Electric - Transmission & Distribution	1,501,726	1,555,000	387,785	1,505,300	-3.20%
265 - Electric - Substation/Relay	321,837	312,100	105,512	310,200	-0.61%
270 - Electric - Systems Operations	676,276	647,400	221,741	669,600	3.43%
Total Electric System	2,830,385	2,840,400	813,590	2,818,600	-0.77%
320 - Water Distribution	767,399	764,500	234,761	767,700	0.42%
330 - Water Production	517,385	744,200	136,355	622,000	-16.42%
350 - Wastewater Collection	360,909	231,700	108,299	292,400	26.20%
360 - Wastewater Treatment Ops	795,152	823,100	266,503	836,100	1.58%
Total Water/Wastewater System	2,440,845	2,563,500	745,918	2,518,200	-1.77%
410 - Engineering Management	191,802	187,200	53,288	192,100	2.62%
420 - Engineering Environmental	198,309	239,600	56,621	223,100	-6.89%
430 - Engineering Electrical	104,038	185,300	30,364	165,500	-10.69%
Total Engineering	494,150	612,100	140,273	580,700	-5.13%
510 - Finance Accounting	438,703	440,100	132,984	446,100	1.36%
520 - Finance Customer Service/Meter	789,351	795,800	236,020	801,000	0.65%
550 - Finance Materials Management	201,311	210,900	60,726	220,200	4.41%
Total Finance	1,429,365	1,446,800	429,730	1,467,300	1.42%
	8,348,967	8,521,500	2,440,327	8,417,201	-1.22%

SELECTED BENEFITS BY DEPARTMENT

Electric					
Health Insurance	622,268	744,780	200,796	678,417	-8.91%
Workmans Comp	35,685	65,700	14,842	52,339	-20.34%
Other Benefits	910,871	943,984	294,879	947,427	0.36%
	1,568,824	1,754,464	510,518	1,678,183	-4.35%
Water					
Health Insurance	304,894	390,927	90,391	333,769	-14.62%
Workmans Comp	16,389	34,485	6,294	25,750	-25.33%
Other Benefits	442,215	495,487	127,318	466,139	-5.92%
	763,497	920,900	224,002	825,658	-10.34%
Wastewater					
Health Insurance	285,146	273,300	81,169	271,037	-0.83%
Workmans Comp	13,379	24,109	5,337	20,910	-13.27%
Other Benefits	366,126	346,398	105,000	378,528	9.28%
	664,651	643,807	191,506	670,475	4.14%
Internet					
Health Insurance	19,688	7,993	3,486	7,778	-2.69%
Workmans Comp	783	705	326	600	-14.91%
Other Benefits	27,844	10,131	6,190	10,862	7.22%
	48,316	18,829	10,002	19,240	2.18%
TOTAL EMPLOYEE BENEFITS	3,045,287	3,338,000	936,028	3,193,556	-4.33%

*Human Resources
(in thousands)*

Cost of Benefits



Grand Total \$11,611,000

Average Employee Compensation

Salary	\$51,013
Health Insurance	7,824
Retirement & Other Benefits	<u>11,533</u>
Total	\$70,370

5-Year Budget Projections

FY 2011 to FY 2015

5-YEAR PROJECTIONS FY 2011 TO FY 2015
COMBINED SYSTEMS

	FY2011 BUDGET	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST	FY2015 FORECAST
1. Revenues:					
2. Electric	\$46,038,055	\$46,325,411	\$46,583,773	\$47,007,385	\$47,339,847
3. Water Revenues	7,479,770	7,673,001	7,906,531	8,170,571	8,446,578
4. Wastewater	7,687,331	7,805,836	7,948,800	8,123,639	8,314,052
5. Internet	117,000	118,170	119,352	120,545	121,751
6. Total Revenues	61,322,156	61,922,418	62,558,455	63,422,140	64,222,228
7. Other Revenue Sources:					
8. R & R Contribution	775,000	875,000	975,000	1,075,000	1,175,000
9. Interest Income CR3	46,000	48,000	50,000	52,000	54,000
10. Infrastructure Contribution	75,000	100,000	125,000	150,000	175,000
11. Bond & Other Financing Sources	3,088,036	3,936,000	3,820,000	4,358,000	5,086,000
12. Total Other Sources	3,984,036	4,959,000	4,970,000	5,635,000	6,490,000
13. Balance	65,306,192	66,881,418	67,528,455	69,057,140	70,712,228
14. Operation & Maintenance Expenses:					
Direct Cost Centers					
15. Purchased Power	23,655,650	24,144,707	24,386,154	24,630,015	24,876,315
16. Electric Operations	8,186,145	8,268,006	8,350,687	8,434,193	8,518,535
17. Internet Services	87,400	88,274	89,157	90,048	90,949
18. Water Operations	2,905,817	2,992,992	3,082,781	3,175,265	3,270,523
19. Reclamation Operations	2,858,338	2,929,796	3,003,041	3,078,117	3,155,070
Indirect Cost Centers					
20. Administration	915,801	931,327	947,185	963,383	979,929
21. Information Technology	705,150	716,926	728,950	741,228	753,766
22. Human Resources	3,981,300	4,054,970	4,130,323	4,207,403	4,286,256
23. Engineering	753,030	767,872	783,063	798,613	814,532
24. Finance	2,111,900	2,145,851	2,180,502	2,215,870	2,251,972
25. Communication Abandonment Expenses	0	0	0	0	0
26. Total O&M Expenses	46,160,531	47,040,720	47,681,842	48,334,136	48,997,847
27. Balance	19,145,661	19,840,698	19,846,613	20,723,004	21,714,381
28. To Sinking Fund:					
29. 1993 Certificates	0	0	0	0	0
30. 2002 Certificates	4,821,493	4,952,992	4,952,992	1,514,243	1,513,738
31. 2002 Debt Reduction Fund	760,925	458,007	457,808	23,007	22,013
32. 2004A Certificates	121,737	0	0	0	0
33. 2007 Certificates	393,000	393,000	393,000	393,000	983,000
34. 2009 Certificates	1,716,259	1,728,640	1,709,101	1,788,243	2,058,370
35. State Revolving Loan - 1997	1,278,718	1,278,718	1,278,718	1,278,718	1,278,718
36. FMPA Loan-Sugar Mill Acquisition	0	0	0	0	0
37. FMPA Loan-Generator	0	0	0	0	0
38. FMPA Loan-Land Acquisition	0	0	0	0	0
39. Total Debt Service	9,092,132	8,811,357	8,791,619	4,997,211	5,855,839
40. Balance	10,053,529	11,029,341	11,054,994	15,725,793	15,858,542
41. Transfer to R & R	4,241,007	3,925,261	3,982,240	6,579,393	6,597,497
42. Transfer to CR3	46,000	48,000	50,000	52,000	54,000
43. Transfer to Restricted R&R	249,130	350,000	350,000	100,000	100,000
44. Transfer to R & R - From Alternate Financing	1,779,036	2,861,000	2,720,000	4,933,000	4,936,000
45. Transfer to Infrastructure	125,000	180,000	235,000	290,000	345,000
46. Balance	3,613,356	3,665,080	3,717,754	3,771,400	3,826,045
47. Transfer to City	3,613,356	3,665,080	3,717,754	3,771,400	3,826,045
48. Balance	\$0	\$0	\$0	\$0	\$0

5-YEAR PROJECTIONS FY 2011 TO FY 2015
ELECTRIC SYSTEM

	FY2011 BUDGET	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST	FY2015 FORECAST
1. Revenues:					
2. Direct Sales:					
3. Metered Billings	\$30,696,603	\$31,275,281	\$31,515,831	\$31,921,160	\$32,234,853
4. Load Management Credits	(219,894)	(222,093)	(224,314)	(226,557)	(228,823)
5. Energy Cost Adjustments	14,184,663	14,375,990	14,375,990	14,375,990	14,375,990
6. Underrecovery of Fuel Costs	500,000	0	0	0	0
7. Misc. Operating Revenue	606,528	620,404	634,626	649,202	664,143
8. Non Operating Revenue	270,155	275,829	281,640	287,590	293,684
9. Total Revenues	46,038,055	46,325,411	46,583,773	47,007,385	47,339,847
10. Other Revenue Sources:					
11. R&R Contribution	75,000	75,000	75,000	75,000	75,000
12. Interest Inc. CR3	46,000	48,000	50,000	52,000	54,000
13. Bond & Other Financing Sources	50,000	75,000	100,000	125,000	150,000
15. Total Other Revenue Sources	171,000	198,000	225,000	252,000	279,000
16. Balance	46,209,055	46,523,411	46,808,773	47,259,385	47,618,847
17. Operation & Maintenance Expenses:					
Direct Cost Center					
18. Purchased Power	23,655,650	24,144,707	24,386,154	24,630,015	24,876,315
19. Electric Operations	8,186,145	8,268,006	8,350,687	8,434,193	8,518,535
Indirect Cost Centers					
20. Administrative	546,387	551,851	557,369	562,943	568,573
21. Information Technology	423,090	427,321	431,594	435,910	440,269
22. Human Resources	2,032,862	2,053,191	2,073,723	2,094,460	2,115,404
23. Engineering	327,985	331,265	334,577	337,923	341,303
24. Finance	1,381,963	1,395,783	1,409,740	1,423,838	1,438,076
Other					
25. Communications	0	0	0	0	0
26. Total O&M Expenses	36,554,082	37,172,123	37,543,844	37,919,282	38,298,475
27. Balance	9,654,973	9,351,288	9,264,928	9,340,103	9,320,371
28. To Sinking Fund:					
29. 1993 Certificates	0	0	0	0	0
30. 2002 Certificates	2,390,014	2,455,198	2,455,198	752,097	750,360
31. 2002 Debt Reduction Fund	377,191	227,034	226,935	11,405	10,912
32. 2004A Certificates	57,691	0	0	0	0
33. FMPA Loan-Generator	0	0	0	0	0
34. FMPA Loan-Land Acquisition	0	0	0	0	0
35. 2009 Certificates	869,457	875,729	875,729	875,729	875,729
36. Total To Sinking Fund	3,694,353	3,557,961	3,557,862	1,639,231	1,637,001
37. Balance	5,960,620	5,793,327	5,707,066	7,700,872	7,683,370
38. To Capital Improvement Plan:					
40. Transfer to CR3	46,000	48,000	50,000	52,000	54,000
41. Net Transfer to R&R	3,150,867	2,929,437	2,788,767	4,727,890	4,655,428
42. Transfer to Infrastructure	50,000	75,000	100,000	125,000	150,000
43. Total To Capital Improvement Plan	3,246,867	3,052,437	2,938,767	4,904,890	4,859,428
44. Balance	2,713,753	2,740,890	2,768,300	2,795,982	2,823,942
45. Transfer to City	2,713,753	2,740,891	2,768,299	2,795,982	2,823,942
46. Balance	\$0	\$0	\$0	\$0	\$0

5-YEAR PROJECTIONS FY 2011 TO FY 2015
WATER SYSTEM

	FY2011 FORECAST	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST	FY2015 FORECAST
1. Revenues:					
2. Metered Billings	\$7,115,713	\$7,300,594	\$7,525,563	\$7,780,829	\$8,047,843
3. Hydrant Rental	30,000	30,000	30,000	30,000	30,000
4. Misc. Operating Revenue	236,615	242,530	248,593	254,808	261,178
5. Non-Operating Revenue	97,442	99,878	102,374	104,934	107,557
6. Total Revenues	7,479,770	7,673,001	7,906,531	8,170,571	8,446,578
7. Other Revenue Sources:					
8. R & R Contribution	450,000	500,000	550,000	600,000	650,000
9. Infrastructure Contribution	50,000	75,000	100,000	125,000	150,000
10. Bond & Other Financing Sources	750,036	40,000	244,000	205,000	422,000
11. Total Other Revenue Sources	1,250,036	615,000	894,000	930,000	1,222,000
12. Balance	8,729,806	8,288,001	8,800,531	9,100,571	9,668,578
13. Operation & Maintenance Expenses:					
Direct Cost Center					
14. Water Operations	2,905,817	2,992,992	3,082,781	3,175,265	3,270,523
Indirect Cost Center					
15. Administration	172,968	178,157	183,502	189,007	194,677
16. Information Technology	119,875	123,471	127,175	130,991	134,920
17. Human Resources	1,006,829	1,037,034	1,068,145	1,100,189	1,133,195
18. Engineering	187,114	192,727	198,509	204,465	210,598
19. Finance	393,124	404,918	417,065	429,577	442,465
Other					
20. Communications	0	0	0	0	0
21. Total O&M Expenses	4,785,727	4,929,299	5,077,178	5,229,493	5,386,378
22. Balance	3,944,079	3,358,702	3,723,353	3,871,078	4,282,200
23. To Sinking Fund:					
24. 1993 Certificates	0	0	0	0	0
25. 2002 Certificates	1,331,214	1,367,521	1,367,521	415,911	417,943
26. 2002 Debt Reduction Fund	210,091	126,456	126,401	6,352	6,078
27. 2004A Certificates	39,479	0	0	0	0
28. 2007 Certificates (Water Upgrades)	393,000	393,000	393,000	393,000	983,000
29. 2009 Certificates	269,281	271,224	265,010	290,177	376,077
30. FMPA Loan-Sugar Mill Acquisition	0	0	0	0	0
31. Total To Sinking Fund	2,243,065	2,158,201	2,151,932	1,105,440	1,783,098
32. Balance	1,701,014	1,200,501	1,571,421	2,765,638	2,499,102
33. To Capital Improvement Plan:					
34. Transfer to R&R from Alternate Financing	543,036	40,000	244,000	905,000	422,000
35. Transfer to Infrastructure	50,000	75,000	100,000	125,000	150,000
36. Transfer to Restricted R&R	149,481	250,000	250,000	0	0
37. Net Transfer to R&R	518,313	382,111	510,430	1,254,637	1,431,670
38. Total To Capital Improvement Plan	1,260,830	747,111	1,104,430	2,284,637	2,003,670
39. Balance	440,184	453,391	466,991	481,001	495,432
40. Transfer to City	440,184	453,391	466,991	481,001	495,432
41. Balance	\$0	\$0	\$0	\$0	\$0

5-YEAR PROJECTIONS FY 2011 TO FY 2015
RECLAMATION SYSTEM

	FY2011 BUDGET	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST	FY2015 FORECAST
1. Revenues:					
2. Sales	\$7,616,709	\$7,733,448	\$7,874,603	\$8,047,586	\$8,236,099
3. Misc. Operating Revenue	3,417	3,503	3,590	3,680	3,772
4. Non-Operating Revenue	67,205	68,885	70,607	72,372	74,181
5. Total Revenues	7,687,331	7,805,836	7,948,800	8,123,639	8,314,052
6. Other Revenue Sources:					
7. R & R Contribution	250,000	300,000	350,000	400,000	450,000
8. Infrastructure Contribution	25,000	25,000	25,000	25,000	25,000
9. Bond & Other Financing Sources	2,288,000	3,821,000	3,476,000	4,028,000	4,514,000
10. Total Other Revenue Sources	2,563,000	4,146,000	3,851,000	4,453,000	4,989,000
11. Balance	10,250,331	11,951,836	11,799,800	12,576,639	13,303,052
12. Operation & Maintenance Expenses:					
Direct Cost Center					
13. Reclamation Operations	2,858,338	2,929,796	3,003,041	3,078,117	3,155,070
Indirect Cost Centers					
14. Administration	193,916	198,764	203,733	208,826	214,047
15. Information Technology	155,133	159,011	162,987	167,061	171,238
16. Human Resources	914,662	937,529	960,967	984,991	1,009,616
17. Engineering	237,931	243,879	249,976	256,226	262,631
18. Finance	331,312	339,595	348,085	356,787	365,706
Other					
19. Communications	0	0	0	0	0
20. Total O&M Expenses	4,691,292	4,808,574	4,928,789	5,052,008	5,178,309
21. Balance	5,559,039	7,143,262	6,871,012	7,524,630	8,124,744
22. To Sinking Fund:					
23. 1993 Certificates	0	0	0	0	0
24. 2002 Certificates	1,100,265	1,130,273	1,130,273	346,235	345,435
25. 2002 Debt Reduction Fund	173,643	104,517	104,472	5,250	5,023
26. 2004A Certificates	24,567	0	0	0	0
27. 2009 Certificates	577,521	581,687	568,362	622,337	806,564
28. State Revolving Loan-1997	1,278,718	1,278,718	1,278,718	1,278,718	1,278,718
29. FMPA Loan-Sugar Mill Acquisition	0	0	0	0	0
30. Total To Sinking Fund	3,154,714	3,095,195	3,081,825	2,252,540	2,435,740
31. Balance	2,404,325	4,048,067	3,789,187	5,272,090	5,689,004
32. To Capital Improvement Plan:					
33. Transfer to R&R from Alternate Financing	1,236,000	2,821,000	2,476,000	4,028,000	4,514,000
34. Transfer to Infrastructure	25,000	30,000	35,000	40,000	45,000
35. Transfer to Restricted R&R	99,649	100,000	100,000	100,000	100,000
36. Transfer to R&R	591,277	633,357	702,885	616,906	530,639
37. Total To Capital Improvement Plan	1,951,926	3,584,357	3,313,885	4,784,906	5,189,639
38. Balance	452,399	463,709	475,301	487,184	499,365
39. Transfer to City	452,399	463,709	475,302	487,184	499,365
40. Balance	\$0	\$0	\$0	\$0	\$0

5-YEAR PROJECTIONS FY 2011 TO FY 2015
INTERNET SYSTEM

	FY2011 BUDGET	FY2012 FORECAST	FY2013 FORECAST	FY2014 FORECAST	FY2015 FORECAST
1. Revenues:					
2. Sales	\$117,000	\$118,170	\$119,352	\$120,545	\$121,751
3. Total Revenues	117,000	118,170	119,352	120,545	121,751
4. Other Revenue Sources:	0	0	0	0	0
5. Balance	117,000	118,170	119,352	120,545	121,751
6. Operation & Maintenance Expenses:					
Direct Cost Center					
7. Internet Services	87,400	88,274	89,157	90,048	90,949
Indirect Cost Centers					
8. Administration	2,530	2,555	2,581	2,607	2,633
9. Information Technology	7,052	7,123	7,194	7,266	7,338
10. Human Resources	26,947	27,216	27,489	27,764	28,041
11. Finance	5,501	5,556	5,612	5,668	5,724
12. Total O&M Expenses	129,430	130,724	132,032	133,352	134,685
13. Balance	(12,430)	(12,554)	(12,680)	(12,807)	(12,935)
14. Transfer from Other Sources	19,450	19,645	19,841	20,039	20,241
15. Transfer to R & R - Contribution	0	0	0	0	0
16. Balance	7,020	7,091	7,161	7,232	7,306
17. Transfer to City	7,020	7,090	7,161	7,233	7,306
18. Balance	\$0	\$0	\$0	\$0	\$0

Preliminary

Capital Improvement Plan

FY 2011 to FY 2020

Capital Improvement Plan FY 2011 to FY 2015 and FY 2016 to FY 2020

Executive Summary

This report addresses the planning period from Fiscal Year 2011 through 2015 and Fiscal Years 2016 through 2020. Improvements presented herein are perceived as a statement of needs and are necessary to maintain and continue a level of service to accommodate what we believe to be minimal or managed growth. We continue to review projects and changing regulations for both impacts to our system and different technologies to improve our effectiveness from both a financial and asset performance perspective. Significant projects require an adequate lead time for detail planning and for the execution of the plans.

The improvements described herein are divided into electric, water, wastewater/reuse and administration (IT, HR, Finance, Engineering). The cost estimates are based on current costs using 2010 dollars. Projects are included based on the best available information from current assessments.

All planning requires some flexibility, particularly with a five and ten-year planning horizon. Annual updates are necessary and reasonable, and no planning can be certain enough to exclude the possibility that external forces may generate a need not perceived or tend to reduce the need for a particular project or projects. In the coming years, depending on experience, we may elect to defer spending until the projects are needed.

The Utilities Commission can take satisfaction in the knowledge that the Five Year Plan will provide the facilities necessary to accommodate growth, replacement, and system rehabilitation, and is intended to anticipate the needs of its customers.

Total capital improvements estimated for this five-year planning period amounts to \$44,121,028, not including projects to be funded with infrastructure fees which total \$38,905,600. The improvements to be undertaken will be funded by a combination of connection fees, grants, capital improvement funds, and alternate means of financing.

Prepared by the Utilities Commission Staff

CAPITAL IMPROVEMENT PLAN SUMMARY

Description	TEN YEAR										10-Year Total	
	2011	2012	2013	2014	2015	5-Year Total						
	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020		
Electric Improvements	\$ 1,504,500	\$ 3,263,200	\$ 3,311,300	\$ 2,537,200	\$ 2,554,628	\$13,170,828	\$ 2,660,471	\$ 2,507,251	\$ 2,610,024	\$ 2,251,000	\$ 1,922,000	\$ 25,121,574
Water Improvements	852,400	1,199,900	1,448,700	1,238,900	1,547,000	6,286,900	1,863,500	2,089,100	2,370,700	1,404,400	1,505,200	15,519,800
Wastewater Improvements	1,407,000	3,325,300	2,903,600	2,470,900	2,982,000	13,088,800	3,543,300	11,961,600	6,677,900	1,912,200	1,932,600	39,116,400
Reuse Improvements	231,000	1,009,000	1,112,000	2,140,000	2,143,000	6,635,000	1,146,000	1,150,000	154,000	183,000	187,000	9,455,000
Common (IT/HR/Eng/Fin/Adm)	804,500	1,266,500	1,052,500	832,000	984,000	4,939,500	796,000	931,000	862,000	889,000	999,000	9,416,500
Total	\$ 4,799,400	\$10,063,900	\$ 9,828,100	\$ 9,219,000	\$10,210,628	\$44,121,028	\$10,009,271	\$18,638,951	\$12,674,624	\$ 6,639,600	\$ 6,545,800	\$ 98,629,274

Description	TEN YEAR										10-Year Total	
	2011	2012	2013	2014	2015	5-Year Total						
	2016	2017	2018	2019	2020	2016	2017	2018	2019	2020		
Transfer from Restricted R&R	\$ 543,036	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 1,043,036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,043,036
Mandatory Transfer to R&R	2,707,337	2,763,134	2,865,608	2,919,030	2,961,919	14,217,028	3,004,260	3,019,390	3,115,623	3,192,791	3,266,709	29,815,801
Additional Transfer to R&R	313,027	1,939,766	1,492,492	1,511,170	1,922,981	7,179,436	1,908,540	2,128,910	1,955,777	2,140,809	1,938,091	17,251,563
Alternate Financing/Grants	1,236,000	5,111,000	5,220,000	4,788,800	5,325,728	21,681,528	5,096,471	13,490,651	7,603,224	1,306,000	1,341,000	50,518,874
Total	\$ 4,799,400	\$10,063,900	\$ 9,828,100	\$ 9,219,000	\$10,210,628	\$44,121,028	\$10,009,271	\$18,638,951	\$12,674,624	\$ 6,639,600	\$ 6,545,800	\$ 98,629,274

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	134,000			134,000	
Reconductor N. Glencoe		250,000		250,000	
Venetian Bay Alternate Feed	395,000			395,000	
T & D Facilities Station Upgrades	1,746,000	1,814,000		3,560,000	
Williamson Boulevard Electric Improv	518,000			518,000	
Extend Service to New Develop	1,000,000	1,000,000		2,000,000	
	\$ 5,793,000	\$ 5,064,000	\$ 400,000	\$ 11,257,000	

Projects and dollar amounts subject to change as necessary

Description	FIVE YEAR					TEN YEAR					10-Year Total
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Mandatory Transfer to R&R	\$ 1,597,819	\$ 1,622,796	\$ 1,733,876	\$ 1,764,230	\$ 1,779,119	\$ 1,805,397	\$ 1,787,160	\$ 1,850,515	\$ 1,884,307	\$ 1,912,839	\$ 17,738,057
Additional Transfer to R&R	312,955	1,042,431	618,146	\$641,854	\$850,986	782,186	895,285	735,756	795,061	521,729	7,196,389
Alternate Financing	-	1,250,000	1,500,000	555,800	389,728	465,471	297,651	464,224	-	-	4,922,874
Total	\$ 1,910,774	\$ 3,915,227	\$ 3,852,022	\$ 2,961,884	\$ 3,019,833	\$ 3,053,054	\$ 2,980,096	\$ 3,050,495	\$ 2,679,368	\$ 2,434,568	\$ 29,857,320

Capital Improvements Projects

Descriptions

Electric

- E-7 Remove Obsolete Marsh Line (Line # 4)
Work required to remove abandoned lines in salt marsh east of US-1 from Police Station to Swoope Dr. and the line crossing the river at Arbor Dr. in Edgewater. These lines were damaged during 2004 hurricane season.
- E-43 Electronic Reclosers
Work required to perform maintenance on existing system electronic reclosers and installing new electronic reclosers. These funds will allow us to provide acceptable reliability levels.
- E-57 Distribution System Automation
Funds required to install additional SCADA operated switches and switchgear to improve reliability levels.
- E-65 Install PVC Conduit (Contract)
Funds will be utilized for installation of PVC conduit in existing underground subdivisions that have direct buried underground cables.
- E-70* Cassadaga 115 KV Transmission Line Extension
Construction of the extension of the existing Cassadaga Line from Williamson Blvd. to Field Street Substation. This line will provide an alternate transmission feed for Field Street Substation.
- E-72* Reconductor Pioneer Trail
Construction of line extension along sections of Pioneer Trail to provide additional capacity for new developments.
- E-79* Reconductor N. Glencoe
Construction of line extension along Glencoe Road, to provide additional capacity for new developments along Glencoe Rd. and Pioneer Tr.
- E-80* Venetian Bay Alternate Feed
Construction of line extension from Airport Road to Venetian Bay for additional capacity, plus supply proposed developments east of the subdivision.
- E-81* T&D Facilities Station Upgrades
Funds will provide for various items identified in the R. W. Beck Transmission and Distribution Study.

- E-82* Williamson Boulevard Electric Improvements
Funds will provide to install electric facilities for PUD's along Williamson Boulevard as homes are developed.
- E-85* Extend Service to New Developments
Construction of connections of new homes developed in the UCNSB service area.
- E-91 Road Project Relocations/Interagency Coop. Projects
Work consists of relocating of electric facilities for projects planned along county and state roads.
- E-96 115 kV Transmission Tie Airport to Field Street
Construction of this transmission line will provide a second source for Airport and Field St. substations in the event of a failure of the existing lines from Smyrna Substation. Field St. and Airport substations comprise +/- 80% of system capacity.
- E-97 Replace Underground Cable
Work will provide for the replacement of underground cable that has reached the end of life in existing subdivisions.
- E-98 Substation Transformer Contingency
These funds will provide for the mobilization and installation of a mobile substation transformer in the event of a transformer failure in system.
- E-99 Replace Obsolete Meters
Funds will provide for the replacement of damaged and/or outdated electric meters.
- E-102 Replace Rolling Stock Equipment
Funds will provide for the replacement and/or re-stocking of existing equipment in line, bucket and pick-up trucks.
- E-103 Expansion/Field Fixtures/Equipment
Project will provide for the yearly extension of electric facilities to include transformers, new services, and streetlight, power operated tools, and substation equipment. Funds will also provide for transmission line clearing to comply with new PSC Storm Hardening Mandates.
- E-104 CR-3 Capital Improvements
Project is for improvements to Crystal River Nuclear Facility, as defined by plant owners.
- E-106 Operations Center Improvements
Project is to replace the roof of the Operations Center building, and provide for upgrades to the mobile radio and SCADA systems.

- E-107 SPCC Oil Containment
Work is to provide for oil containment at various electric facilities to comply with EPA guidelines.

- E-108 Vehicle Replacement (div. 270)
Replace diesel pick-up truck.

- E-109 Electric Renewables
Funding for alternate energy sources including renewables.

- E-110 Borosopic Inspection
Funding for internal inspection of the turbine blades, based on operating hours.

*denotes project to be funded with Infrastructure Fees

CAPITAL IMPROVEMENT PLAN WATER

Item #	Description	2011	2012	2013	2014	2015	5-Year Total	2016	2017	2018	2019	2020	10-Year Total
W-25	Upgrade Under-sized water mains	\$ 220,500	\$ 232,000	\$ 244,000	\$ 256,000	\$ 269,000	\$ 1,221,500	\$ 282,000	\$ 296,000	\$ 311,000	\$ 327,000	\$ 343,000	\$ 2,780,500
W-26	New Customers Water Line Extensions	30,000	40,000	40,000	40,000	40,000	190,000	45,000	45,000	45,000	50,000	50,000	425,000
W-45	Road Proj Reloc/Interagency Coop. Proj	150,000	150,000	200,000	200,000	300,000	1,000,000	400,000	400,000	400,000	400,000	400,000	3,000,000
W-125	Water Production Equipment and Fixtures	199,500	223,000	191,400	242,800	208,000	1,064,700	263,500	229,100	291,700	254,400	322,200	2,425,600
W-126	Water Distribution Equip and Fixtures	252,400	264,900	279,300	295,100	308,000	1,399,700	327,000	341,000	356,000	373,000	390,000	3,186,700
W-127	WTP Hypochlorite Conversion	-	250,000	250,000	-	-	500,000	-	-	-	-	-	500,000
W-128	Future Water Supply	-	40,000	244,000	205,000	422,000	911,000	546,000	778,000	967,000	-	-	3,202,000
	Sub Total	\$ 852,400	\$ 1,199,900	\$ 1,448,700	\$ 1,238,900	\$ 1,547,000	\$ 6,286,900	\$ 1,863,500	\$ 2,089,100	\$ 2,370,700	\$ 1,404,400	\$ 1,505,200	\$ 15,519,800
	Capital Projects - Common Allocation	\$ 208,949	\$ 325,854	\$ 271,944	\$ 216,268	\$ 273,210	\$ 1,296,224	\$ 213,365	\$ 240,890	\$ 223,843	\$ 243,035	\$ 258,435	\$ 2,475,791
	Total Capital Improvements	\$ 1,061,349	\$ 1,525,754	\$ 1,720,644	\$ 1,455,168	\$ 1,820,210	\$ 7,583,124	\$ 2,076,865	\$ 2,329,990	\$ 2,594,543	\$ 1,647,435	\$ 1,763,635	\$ 17,995,591

CAPITAL IMPROVEMENT PLAN WATER

Projects to be Funded by Infrastructure Fees				
Description	Region I	Region II	Region III	Total
W-28 Develop New Central Wellfield	\$3,447,600	\$ -	\$ -	\$3,447,600
W-40 Upgrade Glencoe WTP Filters	975,000	-	-	975,000
W-105 Subaqueous Main Crossing Indian River	-	-	715,000	715,000
W-106 South Glencoe Road Water Main	405,000	-	-	405,000
W-107 Art Center & Sunset Water Main Improv	293,000	-	-	293,000
W-109 Ingham & Enterprise Water Main Improv	419,000	-	-	419,000
W-110 Pioneer Trail Water Main Extension A	686,000	-	-	686,000
W-111 Eslinger Road Water Main Extension	673,000	-	-	673,000
W-112 US Highway I Water Main Improvements	331,000	-	-	331,000
W-114 Pioneer Trail Water Main Ext B & C	392,500	392,500	-	785,000
W-115 West New Blvd N&S Extension	669,000	-	-	669,000
W-117 Western Storage Tank and Pump Station	3,266,000	-	-	3,266,000
W-124 Horizontal Wells/ASR/Deep Well	700,000	-	-	700,000
	\$ 8,750,100	\$ 3,899,500	\$ 715,000	\$13,364,600

Projects and dollar amounts subject to change as necessary

Description	5-Year Total					10-Year Total					
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Transfer from Restricted R&R	\$ 543,036	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,043,036
Mandatory Transfer from R&R	518,313	546,428	537,105	551,060	568,041	565,671	581,618	597,984	619,213	641,462	5,726,893
Additional Transfer from R&R		689,326	689,539	699,108	830,169	965,194	970,372	1,029,559	1,028,222	1,122,173	8,023,662
Alternate Financing/Grants		40,000	244,000	205,000	422,000	546,000	778,000	967,000	-	-	3,202,000
Total	\$ 1,061,349	\$ 1,525,754	\$ 1,720,644	\$ 1,455,168	\$ 1,820,210	\$ 2,076,865	\$ 2,329,990	\$ 2,594,543	\$ 1,647,435	\$ 1,763,635	\$ 17,995,591

Capital Improvements Projects

Descriptions

Water

- W-25 Upgrade Under-sized water mains
Upgrade Under-sized water lines to 6-inch lines (including looping) where necessary.
- W-26 New Customer Water Line Extensions
Limited to extensions which will serve larger parts of the system as loop or upsizes.
- W-28* Develop New Central Wellfield
This ongoing construction of the new central wellfield to develop the 1.84 MGD increased allocation. Work includes drilling 8” monitoring well, 4-6 additional production wells, auxiliary generator and remote transfer switch, piping to raw water transmission line at S.R. 44 and automated remote control, site and access improvements.
- W-40* Upgrade Glencoe Water Treatment Plant Filters
Work consists of replacing the existing filters at Glencoe Water Treatment Plant with new higher capacity units. This will be for re-rating of the plant to 12.5 MGD.
- W-45 Road Project Relocations/Interagency Coop. Projects
Work consists of relocating, adjusting or replacing water lines which conflict with other features of road improvement/widening projects in the possible rights-of-way.
- W-105* Subaqueous Main Crossing Indian River
Work consists of constructing a new subaqueous 12” pipeline across the Indian River near the North Causeway to improve flow capacity.
- W-106* South Glencoe Road Water Main
Work includes constructing new 8” main in South Glencoe Road between Glenhaven and Cone Lake Drive to loop existing mains.
- W-107* Art Center and Sunset Drive Water Main Improvements
Work includes constructing four segments of 6” and 8” main in Sunset Drive and Art Center Avenue to loop and provide better quantity and quality to that area.
- W-109* Ingham Road and Enterprise Road Water Main Improvements
Work includes two segments of 8” main construction to loop existing lines providing improved quality and flow characteristics.

- W-110* Pioneer Trail Water Main Extension “A”
Work includes constructing a segment of 12” water main in Pioneer Trail between Alberta and Sweet Bay Roads improving flow characteristics for regional developments.
- W-111* Eslinger Road Water Main Extension
Work includes constructing a new 12” water main in Eslinger Road between Rossmore and Old Mission to improve quality and flow serving new development in the area.
- W-112* U.S. Highway 1 Water Main Improvements
Work includes constructing new 8” water main in U.S. Highway 1 to provide better flow and quality in the south service area.
- W-114* Pioneer Trail Water Main Extension “B” and “C”
Work includes constructing 12” water main extension in Pioneer Trail between Sweet Bay Road and Promenade Park.
- W-115* Williamson Boulevard Water Main Extension Completion (North and South)
Work includes constructing new 12” water main north to Pioneer Trail and south to Hammock Creek Drive for flow for Land Mar and Hammond Co. Development.
- W-117* Western Storage Tank and Pump Station
Work includes constructing new pump station and 1 MG tank in the west service area around Venetian Bay/Venetian Palms including land acquisition.
- W-124* Construct Horizontal Wells/ASR/Deep Well
Work includes beginning development of holding lake, horizontal wells, deep Floridan well, ASR combination to develop more source water to augment reclaim water and potable supplies; could include reverse osmosis treatment.
- W-125 Water Production Equipment and Fixtures
Replace/upgrade water treatment equipment for production division.
- W-126 Water Distribution Equipment and Fixtures
Replace/upgrade water treatment equipment for distribution division.
- W-127 Water Treatment Plant Hypochlorite Conversion
This work includes the conversion of the Water Treatment Plant disinfection from gaseous chlorine to liquid sodium hypochlorite for safety and security considerations.
- W-128 Future Water Supply
Funding for alternate water supply needs.

*denotes project to be funded with Infrastructure Fees

CAPITAL IMPROVEMENT PLAN WASTEWATER/REUSE

Item #	Description	2011	2012	2013	2014	2015	5-Year Total	2016	2017	2018	2019	2020	10-Year Total
WW-20	Manhole Lining Program	\$ 30,000	\$ 32,000	\$ 34,000	\$ 36,000	\$ 38,000	\$ 170,000	\$ 40,000	\$ 42,000	\$ 44,000	\$ 46,000	\$ 48,000	\$ 390,000
WW-38	Gravity Sewer Rehabilitation	100,000	200,000	300,000	300,000	300,000	1,200,000	300,000	300,000	300,000	400,000	400,000	2,900,000
WW-49	Biosolids Process Upgrade	50,000	500,000	450,000	-	-	1,000,000	-	-	-	-	-	1,000,000
WW-51	Road Relocations/Interagency Coop.	100,000	150,000	150,000	175,000	175,000	750,000	175,000	175,000	200,000	200,000	200,000	1,700,000
WW-54	Williamson Blvd Improvements	-	-	-	-	-	-	-	300,000	-	-	-	300,000
WW-59	Wastewater Collection Equip & Fixtures	199,000	145,300	126,600	158,900	141,000	770,800	148,300	185,600	162,900	206,200	214,600	1,688,400
WW-60	Wastewater Pumping Equip & Fixtures	272,000	259,000	301,000	284,000	327,000	1,443,000	310,000	361,000	343,000	400,000	377,000	3,234,000
WW-61	Reconstruct Lift Stations	210,000	221,000	232,000	244,000	256,000	1,163,000	269,000	282,000	296,000	311,000	327,000	2,648,000
WW-62	Repair/Upgrade Lift Stations	236,000	248,000	260,000	273,000	287,000	1,304,000	301,000	316,000	332,000	349,000	366,000	2,968,000
WW-63	Systemwide Infiltration/Inflow Assessment	-	500,000	-	-	-	500,000	-	-	-	-	-	500,000
WW-65	Beachside Interceptor Force Main	-	200,000	750,000	1,000,000	250,000	2,200,000	-	-	-	-	-	2,200,000
WW-66	Sugar Mill Collection System Improve	60,000	-	-	-	-	60,000	-	-	-	-	-	60,000
WW-71	WWTP Sodium Hypochlorite Conversion	-	520,000	-	-	-	520,000	-	-	-	-	-	520,000
WW-72	Indian Rvr Outfall Dischrg (Dechlorination)	-	-	-	-	208,000	208,000	-	-	-	-	-	208,000
WW-73	WWTP Influent Structure Improvement	150,000	-	-	-	-	150,000	-	-	-	-	-	150,000
WW-74	Rehabilitate WWTP Clarifiers	-	350,000	300,000	-	-	650,000	-	-	-	-	-	650,000
WW-76	WWTP 3.5 MG Capacity Expansion	-	-	-	-	1,000,000	1,000,000	2,000,000	10,000,000	5,000,000	-	-	18,000,000
	Sub Total Wastewater	\$ 1,407,000	\$ 3,325,300	\$ 2,903,600	\$ 2,470,900	\$ 2,982,000	\$ 13,088,800	\$ 3,543,300	\$ 11,961,600	\$ 6,677,900	\$ 1,912,200	\$ 1,932,600	\$ 39,116,400
R-26	Reclaimed Meters	\$ 56,000	\$ 59,000	\$ 62,000	\$ 65,000	\$ 68,000	\$ 310,000	\$ 71,000	\$ 75,000	\$ 79,000	\$ 83,000	\$ 87,000	\$ 705,000
R-30	Road Relocations/Interagency Coop.	50,000	50,000	50,000	75,000	75,000	300,000	75,000	75,000	75,000	100,000	100,000	725,000
R-36	Reclaimed Water Source (ASR) Dvlpmt	100,000	900,000	1,000,000	2,000,000	2,000,000	6,000,000	1,000,000	1,000,000	-	-	-	8,000,000
R-37	Sugar Mill Tank Storage	25,000	-	-	-	\$	25,000	-	-	-	-	-	25,000
	Sub Total Reuse	\$ 231,000	\$ 1,009,000	\$ 1,112,000	\$ 2,140,000	\$ 2,143,000	\$ 6,635,000	\$ 1,146,000	\$ 1,150,000	\$ 154,000	\$ 183,000	\$ 187,000	\$ 9,455,000
	Capital Projects - Common Allocation	\$ 189,277	\$ 288,619	\$ 239,834	\$ 191,049	\$ 245,585	\$ 1,154,364	\$ 190,053	\$ 217,265	\$ 197,686	\$ 217,598	\$ 227,998	\$ 2,204,963
	Total Capital Improvements	\$ 1,827,277	\$ 4,622,919	\$ 4,255,434	\$ 4,801,949	\$ 5,370,585	\$ 20,878,164	\$ 4,879,353	\$ 13,328,865	\$ 7,029,586	\$ 2,312,798	\$ 2,347,598	\$ 50,776,363

CAPITAL IMPROVEMENT PLAN WASTEWATER/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	-	1,049,000	
Becks Regional Lift Station/Force Main	1,194,000	1,194,000	-	1,194,000	
Snyrna South Lift Station/Force Main	153,000	153,000	-	153,000	
Village Square Lift Station/Force Main	538,000	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	5-Year Total					10-Year Total					
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Transfer from Restricted R&R											
Mandatory Transfer from R&R	591,205	593,910	594,627	603,741	614,759	633,193	650,612	667,124	689,272	712,409	
Additional Transfer from R&R	72	208,009	184,807	170,208	241,826	161,160	263,253	190,462	317,526	294,189	
Alternate Financing/Grants	1,236,000	3,821,000	3,476,000	4,028,000	4,514,000	4,085,000	12,415,000	6,172,000	1,306,000	1,341,000	
Total	\$ 1,827,277	\$ 4,622,919	\$ 4,255,434	\$ 4,801,949	\$ 5,370,585	\$ 4,879,353	\$ 13,328,865	\$ 7,029,586	\$ 2,312,798	\$ 2,347,598	
											\$ 50,776,363

Wastewater

- WW-20 Manhole Lining Program
Work includes on-going annual program of repairing/reconstructing old mostly brick manholes.
- WW-38 Gravity Sewer Rehabilitation
Work includes on-going annual program of repairing/reconstructing old failing gravity sewer lines.
- WW-49 Biosolids Process Change
Work includes developing, permitting, constructing, implementing a new system of treating wastewater sludge when land application is no longer available.
- WW-51 Road Project Relocations/Interagency Co-op
This work includes relocating/reconstructing pipelines which conflict with planned roadway improvements in public rights-of-way.
- WW-54 Williamson Blvd. Wastewater Improvements
Possible extension of Williamson Blvd.
- WW-59 Wastewater Collection Equipment and Fixtures
Replace/upgrade wastewater treatment equipment and fixtures in the collection division.
- WW-61 Reconstruct 6 Lift Stations
Work includes reconstruction 6 obsolete lift stations.
- WW-62 Repair/Improve 30 Lift Stations
Work includes major repairs to 30 lift stations suffering from age and wear.
- WW-63 Systemwide Infiltration/Inflow Assessment
Work includes evaluating and testing entire system to determine location and extent of infiltration/inflow so that corrections might start.
- WW-65 Beachside Interceptor Force Main
Work includes constructing a regional force main into which several lift stations will pump eliminating several repump situations.
- WW-66 Sugar Mill Collection System Improvements
Work includes modifications to Lift Station Nos. 71, 72, 77 and 78 to improve overloaded lift stations.
- WW-67* NW Regional Lift Station and Force Main
Work includes constructing a regional lift station in the Pioneer Land Trust Development to serve that area.

- WW-68* SW Regional Lift Station and Force Main
Work includes constructing a regional lift station in the Land Mar Development and a force main to conduct flow the WWTP.
- WW-69* Sachs Regional Lift Station and Force Main
Work includes constructing a regional lift station in/near the Sachs property development and new force main to connect to the 30" interceptor force main on S.R. 44.
- WW-70* Becks Regional Lift Station and Force Main
This work includes constructing a regional lift station to serve the Becks property and a force main to connect to the 30" interceptor on S.R. 44.
- WW-71 WWTP Sodium Hypochlorite Conversion
This work includes the conversion of the WWTP effluent disinfection from gaseous chlorine to liquid sodium hypochlorite for safety and security considerations.
- WW-72 Indian River Outfall Discharge Dechlorination Improvements
This work includes improvements to the outfall dechlorination equipment to meet regulatory requirements, environmental controls and improve community safety and security.
- WW-73 WWTP Influent Structure Improvements
Work includes replacing equipment and modifying structures to improve the function of the WWTP influent structure, automatic monitoring and control, new grit bar screen, and solids disposal.
- WW-74 Rehabilitate WWTP Clarifiers
This work includes replacement of corroding and wearing equipment due to age/wear and tear to maintain operational ability of the Plant to meet regulatory requirements.
- WW-76 WWTP 3.5 MGD Capacity Expansion Train
This work includes constructing a third treatment process model/train to raise the capacity of the Plant from 7.0 MGD to 10.5 MGD to improve operational efficiency, meet regulatory requirements and serve growing population.

*denotes project to be funded with Infrastructure fees

Reuse System

- R-26 Reclaimed Meters
Installation of reuse meters throughout service area.
- R-29* Reuse Water Interconnection with Port Orange
Work includes constructing remote operated, metered interconnection with Port Orange reclaim water system for mutual assistance.
- R-30 Road Project Relocations/Interagency Coop. Projects
This work includes relocating/reconstructing pipelines which conflict with planned roadway improvement in public rights-of-way.
- R-32* 2 MG Reclaim Water Tank and Pump Station SW
This work includes constructing new reclaim storage and pumping facilities in the southwest service area to serve Land Mar/Venetian Palms and Venetian Bay.
- R-33* Pioneer Trail 16" Reclaim Pipeline
This work includes constructing a new pipeline to and along Pioneer Trail to serve new developments of Promenade Park, Pioneer Land Trust (sod farm), Port Orange interconnect and Venetian Bay.
- R-34* S.R. 44 16" Reclaim Main Extension
This work includes extending the S.R. 44 reclaim transmission line to the service/pumping point at the WWTP.
- R-35* Southwest Reclaim Loop
This work includes constructing a new 16" looping pipeline to serve the Land Mar area and provide a connection point for an Edgewater interconnect.
- R-36 Reclaim Water Source Development
This work includes planning, engineering, permitting and constructing new source water for irrigation from some to be determined combination of lake storage, stormwater, horizontal wells and deep well aquifer brine development and treatment.
- R-37 Sugar Mill Tank Storage
Funds available for use of the tank and facilities for storage of re-use water.

*denotes project to be funded with Infrastructure Fees

CAPITAL IMPROVEMENT PLAN INFORMATION TECHNOLOGY & ADMINISTRATION

Item #	Description	FIVE YEAR					TEN YEAR						
		2011	2012	2013	2014	2015	5-Year Total	2016	2017	2018	2019	2020	10-Year Total
		IT-3	Municipal and U.C. Communications	\$ 118,000	\$ 124,000	\$ 130,000	\$ 137,000	\$ 144,000	\$ 653,000	\$ 151,000	\$ 159,000	\$ 167,000	\$ 175,000
IT-15	Accounting/CSMIS System	-	50,000	50,000	100,000	100,000	300,000	75,000	75,000	75,000	100,000	75,000	700,000
IT-16	AM/FM (GIS) Software&Equip	100,000	500,000	250,000	100,000	100,000	1,050,000	100,000	100,000	100,000	100,000	100,000	1,550,000
IT-17	Work Mgmt/Document Retention	25,000	100,000	50,000	25,000	20,000	220,000	20,000	25,000	20,000	15,000	15,000	315,000
IT-19	Disaster Recovery Apps & Equip	25,000	100,000	50,000	25,000	25,000	225,000	50,000	25,000	25,000	50,000	25,000	400,000
IT-20	Production Environment	350,000	275,000	325,000	400,000	375,000	1,725,000	350,000	350,000	450,000	325,000	325,000	3,525,000
IT-21	OSI SCADA Net Mitigation/Upgrades	50,000					50,000	75,000					125,000
IT-22	Telephone System	-	-	-	-	100,000	100,000	-	-	-	-	-	225,000
IT-23	Mobile Radios			100,000			100,000						225,000
IT-24	SCADA Upgrades	100,000	50,000	25,000	25,000	100,000	300,000	50,000	100,000	25,000	75,000	25,000	575,000
IT-25	RTU Replacement	25,000	25,000										
CE-2	Vehicle Replacement (Engineering)	-	22,000	-	-	-	22,000	-	-	-	25,000	-	47,000
CF-1	Vehicle Replacement (Meter Dept)	11,500	16,000	18,000	-	20,000	54,000	-	22,000	-	24,000	-	100,000
CF-2	Warehouse Improvements	804,500	4,500	54,500	20,000	-	90,500	796,000	931,000	862,000	889,000	999,000	9,366,500
	Total	\$ 804,500	\$ 1,266,500	\$ 1,052,500	\$ 832,000	\$ 984,000	\$ 4,889,500	\$ 796,000	\$ 931,000	\$ 862,000	\$ 889,000	\$ 999,000	\$ 9,366,500

Description	FIVE YEAR					TEN YEAR						
	2011	2012	2013	2014	2015	5-Year Total	2016	2017	2018	2019	2020	10-Year Total
	Additional Transfer from R&R	\$ 804,500	\$ 1,266,500	\$ 1,052,500	\$ 832,000	\$ 984,000	\$ 4,939,500	\$ 796,000	\$ 931,000	\$ 862,000	\$ 889,000	\$ 999,000
Alternate Financing	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 804,500	\$ 1,266,500	\$ 1,052,500	\$ 832,000	\$ 984,000	\$ 4,939,500	\$ 796,000	\$ 931,000	\$ 862,000	\$ 889,000	\$ 999,000	\$ 9,416,500

Capital Improvements Projects

Descriptions

IT & Administration

- IT-3 Municipal and UC Communications
Provides for upgrades, maintenance and support for our existing and expanding internal network and security needs. Also provides for the installation, maintenance and support for our Municipal Fiber backbone.
- IT-15 Accounting/Customer Service MIS Systems
Provides for upgrade, support and maintenance of the Microsoft Great Plains/Dynamics accounting system, as well as our current/future Utility Billing Systems.
- IT-16 AM/FM (GIS) Software and Equipment
Provides for the installation, maintenance and support of a GIS software system.
- IT-17 Work Management/Document Retention Systems
Provides for the initial installation, training, and assisting of a document management/retention systems. Will also provide the maintenance, support and addition of any new modules.
- IT-19 Disaster Recovery Applications & Equipment
Provides for support for installation and maintenance of a data disaster center (off site). In addition to providing for equipment and supplies that will be needed for the implementation of the disaster recovery plan.
- IT-20 Production Environment
Provides for upgrade, support and maintenance of existing PC's, servers, and printers that are currently in our production environment, including Mark V unit at Field St.
- IT-21 OSI SCADA Expansion
Provides for the upgrade, support and maintenance of the current SCADA System expansions.
- IT-22 Telephone System
Provides for replacement and upgrade of telephone system.
- IT-23 Mobile Radio System
Replace obsolete technology for mobile radio communications, repeaters and Radios (Electric, Water and Wastewater vehicles).
- IT-24 SCADA Expansion
Provides for the upgrade, maintenance and support of the current water and wastewater SCADA system.
- IT-25 RTU Replacement
Provides for the upgrade of the current water and wastewater Remote Terminal Units in conjunction with the SCADA system.
- CE-2 Vehicle Replacement
Provides for replacement of vehicle utilized by Engineering staff.
- CF-1 Vehicle Replacement
Provides for replacement of vehicles used by Meter department.
- CF-2 Warehouse Improvements
Provides for warehouse facility improvements and/or equipment upgrades.