

Rock River Water Reclamation District  
FY 2021/2022 Budget Summary

# FY 2021/22 Budget Summary

## Table of Contents

Budget Memo.....	1
Revenue Summary.....	4
Expense Summary.....	6
Personnel Summary.....	9
Rate Detail (Average Residential User).....	13
Residential Rate History.....	14
Quarterly Bill Comparisons (Other Communities).....	15
Capital Improvements.....	16



# Rock River Water Reclamation District

## MEMORANDUM

**DATE:** January 25, 2021

**FROM:** Lisa Mittel, Finance Manager  
Julia Scott-Valdez, Director of Management Services

**TO:** Board Members

**RE:** FY 2021/22 Budget Summary

---

### **Summary**

The proposed budget includes total revenues of \$53,568,798, an increase of \$4,551,561 (9.3%) to the FY 2021 budget. User fee revenues are \$43,814,752. This is \$4.1 million (10.2%) above the prior budget. A Phosphorus unit charge component has been added to the rate structure. User fee rates are planned to increase approximately 10.6% for the average residential user.

The proposed spending plan totals \$78,037,023, an increase of \$7,764,685 from the prior year. Operating and Maintenance expenses are budgeted at \$26,295,710. This is an increase of \$1,175,654 (4.7%) from the prior year. Capital improvement projects and equipment total \$41.5 million as compared to the FY 2021 budget of \$34.2 million. The FY 2022 capital improvement budget includes \$9.5 million of carryover dollars from the previous fiscal year. The FY 2022 plan includes one large loan funded project, Primary Filtration, related to the Nutrient Removal Facility plan. Debt service increases about \$.8 million (9.3%) to \$9.4 million for FY 2022.

### **Revenue**

Budgeted revenues total \$53.6 million, an increase of \$4.5 million (9.3%) from the prior year's budget. User fee revenues grow by \$4.1 million from the budgeted FY 2021 total to \$43.8 million. The growth in revenues is a result of staff recommending a user fee increase of 10%. The increase was based upon discussions and direction from the Finance committee. The effect of the proposed rate increases over the next several years will result in a reduction of borrowing for state mandated projects and therefore minimize long-term debt obligations. When comparing a nominal rate increase of 6% versus an increase of 10% for the next five years, the capital financing plan projects an \$80 million reduction in loan funding for the ten-year span.

The effective residential user increase, including the customer service charge, is estimated to increase \$3.34 per month. The customer service charge is \$7.33 per bill. Non-residential user bills will change depending on the amount and strength of contributed flows. The District

continues to experience declines in billable flows that result in higher rates to generate the revenue needed to maintain our infrastructure and meet regulatory requirements.

Property tax revenue is expected to be \$4.8 million, an increase of \$107,000 from the prior year's budget for the General Fund. State Replacement Tax revenue was reduced \$300,000 to \$1.3 million based on current economic conditions. A one-time payment of \$1.3 million is expected from the Village of Winnebago for future costs.

### **Expenditures**

The operations and maintenance expenditure budget is \$26,295,710 an increase of \$1,175,654 (4.7%) from the prior year. The salary and fringe benefit lines include a contingency of \$363,000 for increases while in a contract negotiation year. The proposal includes no change in the number of full-time equivalent positions. In addition to the 117 full-time equivalent positions, the District has three full-time contract employees in Internal Services.

Fringe benefits decrease \$ 95,766 (-2.1 %) from the prior year to \$4,400,039. The District's IMRF contribution rate in 2021 decreases from 11.18% to 10.39% of eligible wages. The rate change combined with growth in salaries results in an expected decrease in IMRF expense of \$50,834 (-4.3%). The District's shift from a self-funded worker's compensation plan reflects a decrease of \$198,250 in budgeted expense for FY 2022. Health insurance plan changes effective January 1 reflect an increase of \$126,351.

The budgeted amounts for other expense areas also change in the upcoming fiscal year. The supply accounts group increases \$70,635 (1.8%) to \$3,938,185. Departmental supplies for plant operations increase \$153,650 for various items for lift stations, pump maintenance, and aeration facilities. Reductions in chemicals (\$36,350) and concrete (\$60,000) were based upon prior and current year experience.

The contractual accounts group budget is \$7,794,352, an increase of \$809,348 or 11.6% from the prior year's budget. Significant changes in the contractual accounts group include the following:

- continuation of the rebranding project, related website redesign and signage totaling \$250,000;
- plant operations projects including tank 6 lid removal, digester cleaning, and lift station property improvements totaling \$120,000; and
- watershed group dues totaling \$325,000.

The miscellaneous account group, which consists of the transfers and expense reclassifications, decreases \$40,757.

### **Cash Reserve Balances**

The projected cash reserve balances at April 30, 2022 is \$24.1 million. This amount consists of approximately \$7.1 million of operating reserve balance, \$4.7 million reserved for debt service, and \$12.3 million for capital projects.

Per our financial policies, operating reserves are targeted at 25% of departmental operating expenses plus equipment and debt service reserves are targeted at 50% of debt service payments for the budget year.

### **Capital Improvement Projects**

The total budget for new CIP projects (\$29.9 million), equipment (\$2.0 million), and capital carryover (\$9.6 million) totals \$41.5 million. Based on past experience, annual capital improvement plan (CIP) projects have been budgeted at 90% of the total planned cost. Funding sources for the capital projects consists of cash funding and state revolving loan funds (\$14.6 million).

The District's ten-year plan includes updated project estimates for several Treatment Plant, Building and Improvement projects:

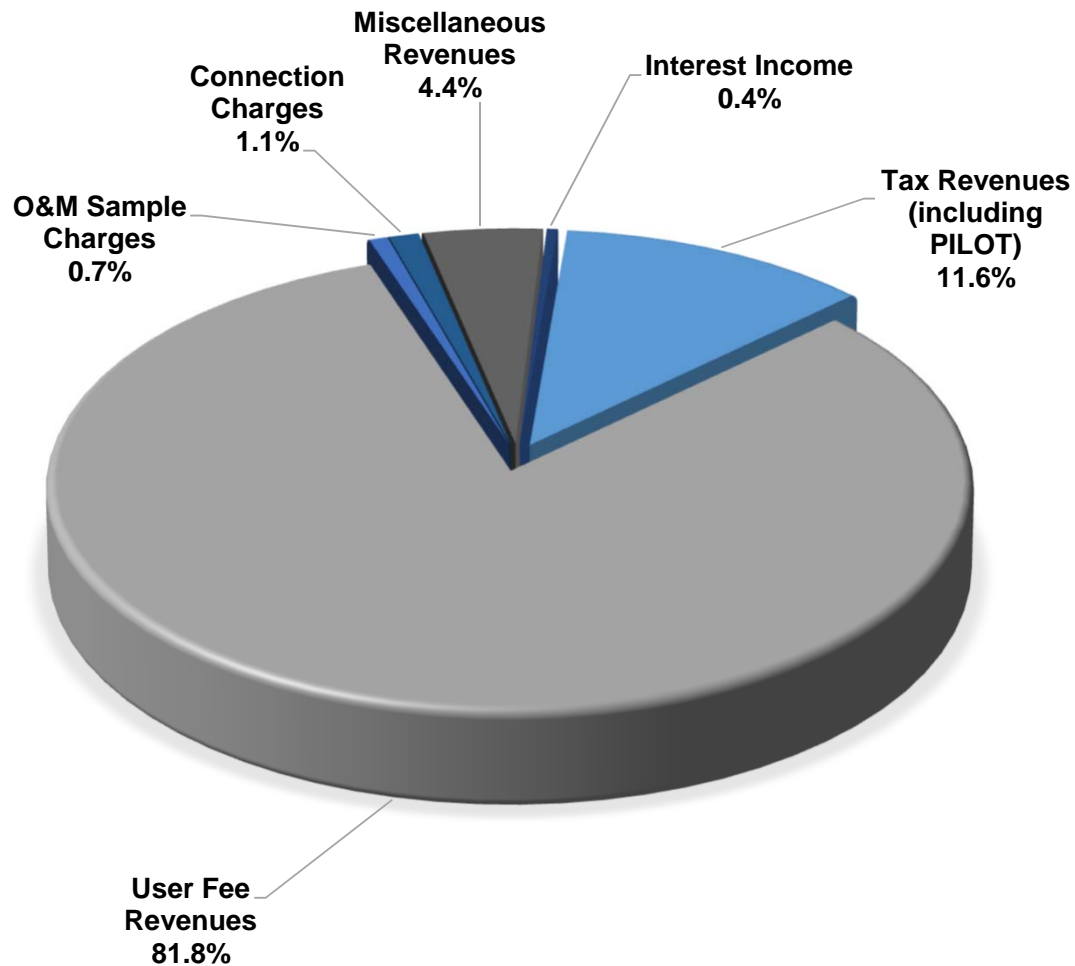
- Primary Filtration is programmed from FY 2021-24 totaling \$34.3 million;
- Aerobic Granular Sludge is programmed for FY 2022-2025 totaling \$37.3 million;
- Nutrient Removal is programmed from FY 2021-30 for \$112.5 million;
- Biosolids Expansion is programmed for FY 2027-30 for \$32.2 million; and
- New Maintenance Facility Construction is programmed for FY 2022-2023 totaling \$10.0 million.

### **Debt Service**

The budget for debt service payments totals \$9.4 million. Debt service on bonds totals \$4.3 million and loans totals \$5.1 million. Without a new bond issue, debt service will decline \$1.4 million in 2024 with the retirement of our 2013 bonds. With the proposed rate increases, a savings of approximately \$24 million in debt service is projected over the next ten years. Without the rate increases, loan debt service will escalate significantly with the continued use of state revolving loan funds for major capital projects.



**Rock River Water Reclamation District  
FY 2021/22 Proposed Budget  
Revenue Summary**



	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget	'21-'22 Budget Change
Tax Revenues (including PILOT)	\$ 6,387,475	\$ 6,880,759	\$ 6,416,340	\$ 6,106,777	\$ 6,223,960	\$ (192,380)
User Fee Revenues	35,390,780	38,049,313	39,743,339	38,240,000	43,814,752	4,071,413
O&M Sample Charges	357,640	220,961	367,000	367,000	367,000	-
Connection Charges	1,024,161	759,495	730,000	575,000	600,000	(130,000)
Miscellaneous Revenues	4,553,494	5,024,524	1,260,558	915,292	2,351,021	1,090,463
Interest Income	521,251	748,079	500,000	200,000	212,065	(287,935)
<b>Total Revenue</b>	<b>\$ 48,234,801</b>	<b>\$ 51,683,131</b>	<b>\$ 49,017,237</b>	<b>\$ 46,404,069</b>	<b>\$ 53,568,798</b>	<b>\$ 4,551,561</b>

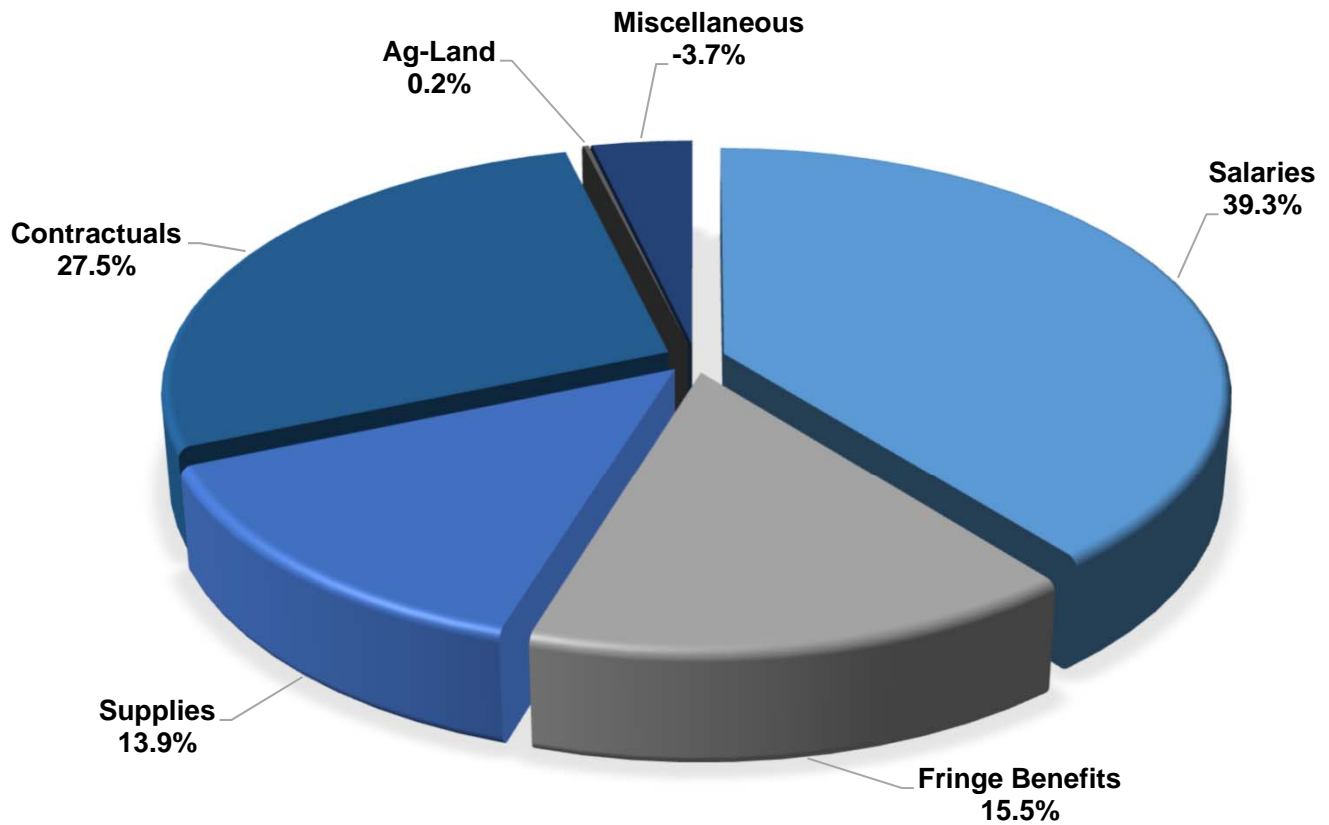


**Rock River Water Reclamation District**  
**FY 2021/22 Proposed Budget**  
**Revenue Detail**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Projected</b>	<b>2022 Budget</b>	<b>'21-'22 Budget Change</b>
<b>O &amp; M Revenue</b>						
State of IL Replacement Tax	\$ 1,526,641	\$ 2,009,891	\$ 1,600,000	\$ 1,300,000	\$ 1,300,000	\$ (300,000)
Flow Charge	17,410,821	17,445,098	17,698,753	17,200,000	19,194,054	1,495,301
BOD Charge	3,910,830	4,226,419	4,063,974	3,800,000	4,986,041	922,067
TSS Charge	11,653,252	13,871,668	15,659,127	14,900,000	15,746,266	87,139
Ammonia Charge	526,836	604,452	445,457	460,000	605,835	160,378
Phosphorus Charge					1,179,913	1,179,913
O & M Charges - Inc Pollutant	284,790	15,036	200,000	200,000	200,000	-
O & M Charges - WW Monitoring	44,914	177,177	140,000	140,000	140,000	-
O & M Charges - Organics	27,936	28,748	27,000	27,000	27,000	-
Customer Charge	1,889,041	1,901,676	1,876,028	1,880,000	2,102,643	226,615
Pilot Charge	228,483	116,223	105,000	105,000	105,000	-
Well Meter Charge	11,497	12,168	11,000	11,000	11,000	-
Penalty Charges	553,296	496,222	525,000	65,000	200,000	(325,000)
Lien Charges	65,369	70,141	55,000	-	25,000	(30,000)
Other Charges / Adjustments	(188,176)	(270,389)	(200,000)	(50,000)	(100,000)	100,000
Other Past Due Charges	159,339	155,881	85,000	20,000	40,000	(45,000)
Interest Income	521,251	748,079	500,000	200,000	212,065	(287,935)
Permit and Inspection Fees	168,726	127,313	125,000	120,000	125,000	-
License & WW Tr Permit Fees	112,420	96,749	84,571	70,000	70,000	(14,571)
Drawing Review & Doc Recording	2,095	1,000	2,400	1,000	1,000	(1,400)
Plans & Specs Fees	4,550	4,000	3,000	3,000	3,000	-
Rental Income	154,088	156,980	152,000	152,000	152,000	-
Misc. Other Income	321,039	509,271	94,295	200,000	200,000	105,705
<b>Total</b>	<b>\$ 39,389,038</b>	<b>\$ 42,503,803</b>	<b>\$ 43,252,605</b>	<b>\$ 40,804,000</b>	<b>\$ 46,525,817</b>	<b>\$ 3,273,212</b>
<b>Capital Revenue</b>						
Corporate Tax Levy	\$ 3,790,504	\$ 3,898,020	\$ 3,862,160	\$ 3,853,857	\$ 3,950,990	\$ 88,830
Chlorination Tax Levy	826,882	850,901	843,080	842,434	862,470	19,390
Special Service Area Tax Levy	14,965	5,724	6,100	5,486	5,500	(600)
Connect Chg - Plant	746,942	566,789	500,000	375,000	400,000	(100,000)
Connect Chg - Basin Fee	277,219	192,706	230,000	200,000	200,000	(30,000)
Payback Charges	13,721	14,644	14,500	14,500	14,500	-
Cost Participation	571,530	2,674,544	308,792	308,792	1,609,521	1,300,729
Developer Contribution	2,604,000	976,000	-	-	-	-
<b>Total</b>	<b>\$ 8,845,763</b>	<b>\$ 9,179,328</b>	<b>\$ 5,764,632</b>	<b>\$ 5,600,069</b>	<b>\$ 7,042,981</b>	<b>\$ 1,278,349</b>
<b>Total Revenue</b>	<b>\$ 48,234,801</b>	<b>\$ 51,683,131</b>	<b>\$ 49,017,237</b>	<b>\$ 46,404,069</b>	<b>\$ 53,568,798</b>	<b>\$ 4,551,561</b>



**Rock River Water Reclamation District  
FY 2021/22 Proposed Budget  
Operations and Maintenance Summary**



	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget	'21-'22 Budget Change
Salaries	\$ 9,597,986	\$ 10,096,767	\$ 10,804,334	\$ 10,804,334	\$ 11,154,294	\$ 349,960
Fringe Benefits	4,671,258	5,110,669	4,495,805	4,297,555	4,400,039	(95,766)
Supplies	2,110,803	3,655,936	3,867,550	3,867,550	3,938,185	70,635
Contractuals	4,456,133	6,297,914	6,985,004	7,129,043	7,794,352	809,348
Repairs & Maintenance	2,049,311	(21,803)	-	-	-	-
Ag-Land	46,703	61,056	53,780	53,780	54,500	720
Miscellaneous	(1,247,140)	(1,086,878)	(1,086,417)	(1,086,417)	(1,045,660)	40,757
<b>Grand Total</b>	<b>\$ 21,685,054</b>	<b>\$ 24,113,661</b>	<b>\$ 25,120,056</b>	<b>\$ 25,065,845</b>	<b>\$ 26,295,710</b>	<b>\$ 1,175,654</b>



**Rock River Water Reclamation District  
FY 2021/22 Proposed Budget  
Operations and Maintenance  
Summary**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Projected</b>	<b>2022 Budget</b>	<b>'21-'22 Budget Change</b>
<b>Salaries</b>						
Regular Salaries	\$ 7,844,553	\$ 8,237,024	\$ 8,925,368	\$ 8,925,368	\$ 9,314,063	\$ 388,695
Overtime	408,245	400,901	534,389	534,389	502,711	(31,678)
Holiday	431,388	446,296	493,496	493,496	519,411	25,915
Leave Time	272,402	345,593	157,004	157,004	132,013	(24,991)
Vacation	641,398	666,953	694,077	694,077	686,096	(7,981)
<b>Salaries Total</b>	<b>9,597,986</b>	<b>10,096,767</b>	<b>10,804,334</b>	<b>10,804,334</b>	<b>11,154,294</b>	<b>349,960</b>
<b>Fringe Benefits</b>						
I.M.R.F.	\$ 1,376,079	\$ 2,074,820	\$ 1,178,371	\$ 1,178,371	\$ 1,127,537	\$ (50,834)
FICA	691,604	728,068	826,531	826,531	853,304	26,773
Health & Life Insurance	2,249,228	2,058,156	2,063,104	2,063,104	2,115,998	52,894
Retiree Health & Dental			63,200	63,200	136,657	73,457
Uniforms	11,883	10,604	14,599	14,599	14,793	194
Worker's Compensation	342,464	239,021	350,000	151,750	151,750	(198,250)
<b>Fringe Benefits Total</b>	<b>\$ 4,671,258</b>	<b>\$ 5,110,669</b>	<b>\$ 4,495,805</b>	<b>\$ 4,297,555</b>	<b>\$ 4,400,039</b>	<b>\$ (95,766)</b>
<b>Supplies</b>						
Departmental Supplies	\$ 637,598	\$ 1,747,585	\$ 1,826,300	\$ 1,826,300	\$ 1,979,950	\$ 153,650
Office Supplies	63	31,691	33,900	33,900	52,100	18,200
Cleaning and Personal Supplies	37,001	48,574	35,000	35,000	51,000	16,000
Fuel	267,354	221,232	325,000	325,000	300,000	(25,000)
Fuel Offsite	-	3,233	6,000	6,000	4,800	(1,200)
Grease & Oil	-	11,988	21,000	21,000	21,000	-
Tires	47,166	45,340	50,000	50,000	50,000	-
Vehicle Parts	10	98,410	150,000	150,000	120,000	(30,000)
Periodicals and Books	7,727	6,648	18,280	18,280	19,160	880
Postage	50,766	48,216	61,000	61,000	61,250	250
Reproduction Costs	3,871	-	2,000	2,000	2,000	-
Small Tools and Equipment	127,868	154,235	162,620	162,620	159,925	(2,695)
Mobile Phone Hardware	-	404	5,000	5,000	6,500	1,500
Computer Hardware (Non-Cap)	-	1,658	7,500	7,500	11,500	4,000
Computer Software (Non-Cap)	-	1,225	4,000	4,000	4,000	-
Office Furniture	-	17,161	30,000	30,000	15,000	(15,000)
Safety Materials	66,767	77,879	-	-	50,500	50,500
Ferric Chloride	69,434	85,423	130,000	130,000	75,000	(55,000)
Chlorine	168,138	162,496	157,250	157,250	148,000	(9,250)
Polymer	522,885	551,722	380,000	380,000	418,000	38,000
Sodium Bisulfate	61,848	81,675	56,100	56,100	49,500	(6,600)
Other Chemicals	42,307	26,911	59,500	59,500	56,000	(3,500)
Concrete	-	111,094	195,000	195,000	135,000	(60,000)
Road Materials	-	121,136	152,100	152,100	148,000	(4,100)
<b>Supplies Total</b>	<b>\$ 2,110,803</b>	<b>\$ 3,655,936</b>	<b>\$ 3,867,550</b>	<b>\$ 3,867,550</b>	<b>\$ 3,938,185</b>	<b>\$ 70,635</b>
<b>Contractuals</b>						
Professional Services	\$ 136,153	\$ 83,015	\$ 222,450	\$ 255,450	\$ 306,450	\$ 84,000
Legal Services	(4,193)	17,583	80,000	80,000	100,000	20,000
Outside Service Contracts	1,293,943	2,466,861	2,939,341	2,939,341	3,224,886	285,545
Vehicle Vendor Service	-	96,365	50,000	50,000	96,000	46,000
Publication Fees	22,759	7,690	20,400	20,400	33,400	13,000

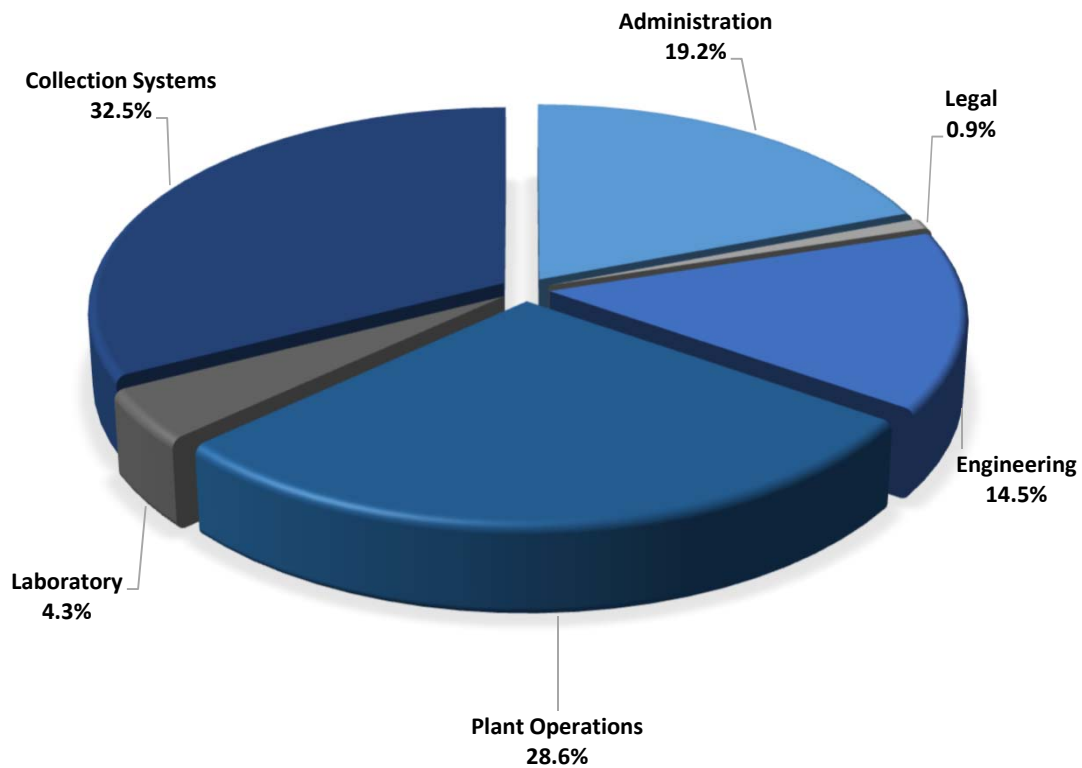


**Rock River Water Reclamation District  
FY 2021/22 Proposed Budget  
Operations and Maintenance  
Summary**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2021 Projected</b>	<b>2022 Budget</b>	<b>'21-'22 Budget Change</b>
<b>Contractuals Continued</b>						
Solid Waste Disposal	\$ 207,014	\$ 561,348	\$ 274,000	\$ 274,000	\$ 273,000	\$ (1,000)
Leases	32,819	46,041	36,900	36,900	34,000	(2,900)
Equipment Rental	-	57,908	63,500	63,500	62,500	(1,000)
Maintenance Contracts	750,163	875,101	940,500	940,500	986,115	45,615
Business Insurance	273,392	291,385	299,500	308,573	320,000	20,500
Claims	-	188,533	25,000	25,000	50,000	25,000
Gas & Heating Oil	223,820	151,416	109,142	152,108	181,500	72,358
Electricity	608,183	645,349	544,300	603,300	568,550	24,250
Electrical Distribution Maint.	48,151	1,737	48,000	48,000	51,500	3,500
Generator Maintenance Expense	137,414	124,201	396,300	396,300	256,950	(139,350)
Telephone	197,160	193,334	220,240	220,240	185,666	(34,574)
Other Utilities	11,874	12,713	19,500	19,500	21,500	2,000
Training/Professional Dev.	94,049	42,925	143,549	143,549	155,265	11,716
Travel/Lodging	863	26,725	92,034	92,034	79,775	(12,259)
Education Reimbursement	-	10,713	25,000	25,000	22,525	(2,475)
Dues and Memberships	73,738	103,379	100,323	100,323	429,870	329,547
Employee Recognition	-	10,348	21,500	21,500	21,500	-
Employee Hiring/Recruitment	-	12,025	14,200	14,200	12,200	(2,000)
Health & Wellness	-	42,723	35,000	35,000	31,500	(3,500)
Food	428	7,164	15,625	15,625	17,500	1,875
Bank Charges	165,700	174,321	175,000	175,000	206,000	31,000
Miscellaneous	166,455	32,700	28,700	28,700	21,200	(7,500)
Sewer Call Expense	12,715	11,250	25,000	25,000	25,000	-
Misc Expense - Low Income Afford	3,533	3,061	20,000	20,000	20,000	-
<b>Contractuals Total</b>	<b>\$ 4,456,133</b>	<b>\$ 6,297,914</b>	<b>\$ 6,985,004</b>	<b>\$ 7,129,043</b>	<b>\$ 7,794,352</b>	<b>\$ 809,348</b>
<b>Repairs &amp; Maintenance</b>						
Repairs and Maintenance	\$ 2,049,311	\$ (21,803)	\$ -	\$ -	\$ -	\$ -
<b>Repairs &amp; Maintenance Total</b>	<b>\$ 2,049,311</b>	<b>\$ (21,803)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Real Estate Taxes</b>						
Ag Land - Real Estate Taxes	\$ 31,843	\$ 34,468	\$ 36,500	\$ 36,500	\$ 37,000	\$ 500
Ag Land - Management Fees	14,860	26,588	15,280	15,280	15,500	220
Repairs and Maintenance	-	-	2,000	2,000	2,000	-
<b>Real Estate Taxes Total</b>	<b>\$ 46,703</b>	<b>\$ 61,056</b>	<b>\$ 53,780</b>	<b>\$ 53,780</b>	<b>\$ 54,500</b>	<b>\$ 720</b>
<b>Miscellaneous Total</b>						
Transfer to Capital Projects	\$ (839,315)	\$ (627,251)	\$ (748,000)	\$ (748,000)	\$ (700,000)	\$ 48,000
GASB #51 Reclassification	(350,485)	(353,213)	(293,417)	(293,417)	(295,660)	(2,243)
Transfer to Special Assessments	(57,340)	(106,414)	(45,000)	(45,000)	(50,000)	(5,000)
<b>Miscellaneous Total</b>	<b>\$ (1,247,140)</b>	<b>\$ (1,086,878)</b>	<b>\$ (1,086,417)</b>	<b>\$ (1,086,417)</b>	<b>\$ (1,045,660)</b>	<b>\$ 40,757</b>
<b>Grand Total</b>	<b>\$ 21,685,054</b>	<b>\$ 24,113,661</b>	<b>\$ 25,120,056</b>	<b>\$ 25,065,845</b>	<b>\$ 26,295,710</b>	<b>\$ 1,175,654</b>



# Rock River Water Reclamation District FY 2021/22 Proposed Budget Personnel FTE Summary



	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	'21-'22 Budget Change
Administration	24.00	24.50	22.50	23.00	22.50	(0.50)
Legal	2.00	1.50	1.50	1.50	1.00	(0.50)
Engineering	18.00	19.00	18.00	17.00	17.00	-
Plant Operations	29.00	29.00	33.00	33.00	33.50	0.50
Laboratory	5.00	5.00	5.00	5.00	5.00	-
Collection Systems	37.00	38.00	37.00	37.50	38.00	0.50
<b>Total</b>	<b>115.00</b>	<b>117.00</b>	<b>117.00</b>	<b>117.00</b>	<b>117.00</b>	<b>-</b>



**Rock River Water Reclamation District  
FY 2021/22 Proposed Budget  
Position Summary**

	2018	2019	2020	2021	2022	'21-'22 Budget Change
	Budget	Budget	Budget	Budget	Budget	
<b><u>Administration (20)</u></b>						
Executive Director	1.00	1.00	1.00	1.00	1.00	-
Director of Finance	1.00	1.00	1.00	-	-	-
Code Compliance Officer		1.00	-	-	-	-
Director of Human Resources			1.00	-	-	-
Human Resources Coordinator	1.00	1.00	1.00	-	-	-
Executive Services Coord.	1.00	0.50	0.50	0.50	0.50	-
Procurement/Word Processor	1.00	1.00	1.00	-	-	-
<b>Total</b>	<b>5.00</b>	<b>5.50</b>	<b>5.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>
<b><u>Customer Service &amp; Finance (22)</u></b>						
Director of Finance				1.00	-	(1.00)
Finance Manager					1.00	1.00
Customer Service Manager					1.00	1.00
Billing & Collection Manager	1.00	1.00	1.00	1.00	-	(1.00)
Accountant					1.00	1.00
Business Analyst					1.00	1.00
Financial Services Coord.	1.00	1.00	1.00	1.00	1.00	-
Financial Services Tech.	1.00	1.00	1.00	1.00	-	(1.00)
Accounting Technician		1.00	1.00	1.00	1.00	-
Procurement Coordinator				1.00	1.00	-
Customer Service Representative	5.00	5.00	5.00	5.00	6.00	1.00
Administrative Clerk	1.00	1.00	1.00	1.00	-	(1.00)
Cash Receipts Clerk/Office Hlpr	1.00	1.00	1.00	1.00	-	(1.00)
<b>Total</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>
<b><u>Internal Services (23)</u></b>						
General Counsel/Director of Internal Services					0.50	0.50
Assistant Director of Internal Services					1.00	1.00
Chief Information Officer	1.00	1.00	1.00	1.00	-	(1.00)
IT Manager					1.00	1.00
Systems Administrator	1.00	1.00	1.00	1.00	-	(1.00)
Programmer/Analyst	3.00	3.00	3.00	3.00	2.00	(1.00)
Network Administrator	1.00	1.00	1.00	1.00	1.00	-
IT Customer Service Support Tech					0.50	0.50
Systems Technician	2.00	1.00	-	-		-
Applications Tech.	1.00	1.00	-	-		-
<b>Total</b>	<b>9.00</b>	<b>8.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>
<b><u>Legal (24)</u></b>						
General Counsel/Director of Internal Services					0.50	0.50
Legal Director	1.00	1.00	1.00	1.00	-	(1.00)
Legal Secretary	1.00	0.50	0.50	0.50	0.50	-
<b>Total</b>	<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.00</b>	<b>(0.50)</b>
<b><u>Human Resources (25)</u></b>						
Director of Human Resources				1.00	1.00	-
District Risk Manager				0.50	-	(0.50)
Human Resources Generalist				1.00	1.00	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.50</b>	<b>2.00</b>	<b>(0.50)</b>



# **Rock River Water Reclamation District** **FY 2021/22 Proposed Budget** **Position Summary**

	2018	2019	2020	2021	2022	'21-'22
	Budget	Budget	Budget	Budget	Budget	Budget Change
<b><u>Engineering (40)</u></b>						
Director of Engineering	1.00	1.00	1.00	1.00	1.00	-
Assistant Director of Engineering	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineer-PM	3.00	4.00	4.00	3.00	3.00	-
Survey & Field Operations Manager				1.00	1.00	-
Project Engineer III					1.00	1.00
Land Survey/ROW Coordinator	1.00	1.00	1.00	-	-	-
Civil Engineer II - Plant Operations Manager				1.00	-	(1.00)
Chief Eng. Const Technician	1.00	1.00	1.00	-	-	-
Eng Technologist-Designer	2.00	2.00	2.00	2.00	2.00	-
Eng Technologist-Surveyor	1.00	1.00	1.00	1.00	1.00	-
Eng Construction Tech II	3.00	3.00	3.00	3.00	3.00	-
Surveyor Technician	1.00	1.00	-	1.00	1.00	-
Eng GIS Permit Clerk	1.00	1.00	1.00	1.00	1.00	-
Engineering Coordinator	1.00	1.00	1.00	-	-	-
Engineering Administrator				1.00	1.00	-
GIS Coordinator/Drafter	1.00	1.00	1.00	1.00	1.00	-
Engineering Secretary	1.00	1.00	1.00	-	-	-
<b>Total</b>	<b>18.00</b>	<b>19.00</b>	<b>18.00</b>	<b>17.00</b>	<b>17.00</b>	<b>-</b>
<b><u>Plant Operations Administration (50)</u></b>						
Director of Plant Operations	1.00	1.00	1.00	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b><u>Laboratory (51)</u></b>						
District Laboratory Manager	1.00	1.00	1.00	1.00	1.00	-
Quality Assurance Analyst	1.00	1.00	1.00	1.00	1.00	-
Lab Technician III	1.00	1.00	1.00	1.00	1.00	-
Lab Technician I	1.00	1.00	1.00	1.00	1.00	-
Sample Technician/Courier	1.00	1.00	1.00	1.00	1.00	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
<b><u>Pretreatment and Industrial (52)</u></b>						
Asst Director Plant Ops/Cust Svc					1.00	1.00
IWS Division Manager	1.00	1.00	1.00	1.00	-	(1.00)
IWS Compliance Manager					1.00	1.00
Pretreatment Prog Coordinator			1.00	1.00	1.00	-
Pretreatment Program Group Leader			1.00	1.00	-	(1.00)
IWP Compliance Tech	1.00	1.00	2.00	2.00	2.00	-
IWP Tech/Inspector	2.00	2.00	-	-	-	-
Pretreatment Program Tech	1.00	1.00	-	-	-	-
Plant Oper Tech. Clerk	1.00	1.00	1.00	1.00	1.00	-
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>
<b><u>Collection Systems (60)</u></b>						
Director of Collection Systems	1.00	1.00	1.00	1.00	1.00	-
Collection Systems Maint. Div. Manager	1.00	1.00	1.00	1.00	1.00	-
Collection Systems Const. Div. Manager			1.00	1.00	1.00	-
District Risk Manager				0.50	1.00	0.50
Supprt'ng Serv Grp. Ldr	1.00	1.00	-	-	-	-
GIS Coordinator-Cons. Clk		1.00	1.00	1.00	1.00	-
Supporting Serv. Coordinator	1.00	1.00	1.00	1.00	1.00	-
Locator Lead Person	1.00	1.00	1.00	1.00	1.00	-



**Rock River Water Reclamation District  
FY 2021/22 Proposed Budget  
Position Summary**

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	'21-'22 Budget Change
Utility Tech Locator	1.00	1.00	1.00	1.00	1.00	-
Inventory Clerk	1.00	1.00	1.00	1.00	1.00	-
<b>Total</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.50</b>	<b>9.00</b>	<b>0.50</b>
<b><u>Buildings and Grounds (61)</u></b>						
Senior Bldg Repair Tech	1.00	1.00	1.00	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b><u>Sewer Maintenance (70)</u></b>						
Sewer Const. Lead Person	3.00	3.00	3.00	3.00	3.00	-
Tech Eqpt Operator/TV Truck	2.00	2.00	2.00	2.00	2.00	-
Equipment Operator	3.00	3.00	3.00	3.00	3.00	-
Vactor/Flusher	5.00	5.00	5.00	5.00	5.00	-
Container/Garbage Tr Oper	1.00	1.00	1.00	1.00	1.00	-
Manhole Rehab Tech.	1.00	1.00	1.00	1.00	1.00	-
Utility Technician	10.00	9.00	9.00	9.00	9.00	-
Administrative Clerk	-	1.00	-	-	-	-
<b>Total</b>	<b>25.00</b>	<b>25.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>-</b>
<b><u>Vehicle Maintenance (75)</u></b>						
District Fleet & Inventory Manager	1.00	1.00	1.00	1.00	1.00	-
Diesel Mechanic	2.00	2.00	2.00	2.00	2.00	-
Inventory Clerk	1.00	1.00	1.00	1.00	1.00	-
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>
<b><u>Plant Operations (80)</u></b>						
Assistant Director of Plant Operations			1.00	1.00	1.00	-
Process System Engineer	1.00	1.00	1.00	1.00	1.00	-
Plant Operations Division Manager	1.00	1.00	1.00	1.00	1.00	-
Operations Lead Person	1.00	-	-	-	-	-
IT Customer Service Support Tech					0.50	0.50
Treatment Plant Operator	10.00	11.00	13.00	13.00	13.00	-
Plant Operations Coordinator			1.00	1.00	1.00	-
<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.50</b>	<b>0.50</b>
<b><u>Plant &amp; Lift Station Maintenance (90)</u></b>						
Plant Operations Maint. Div. Manager	1.00	1.00	1.00	1.00	1.00	-
Maintenance Electrician	4.00	4.00	3.00	3.00	2.00	(1.00)
Maintenance Mechanic	4.00	4.00	5.00	5.00	6.00	1.00
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>
<b>Grand Total</b>	<b>115.00</b>	<b>117.00</b>	<b>117.00</b>	<b>117.00</b>	<b>117.00</b>	<b>-</b>

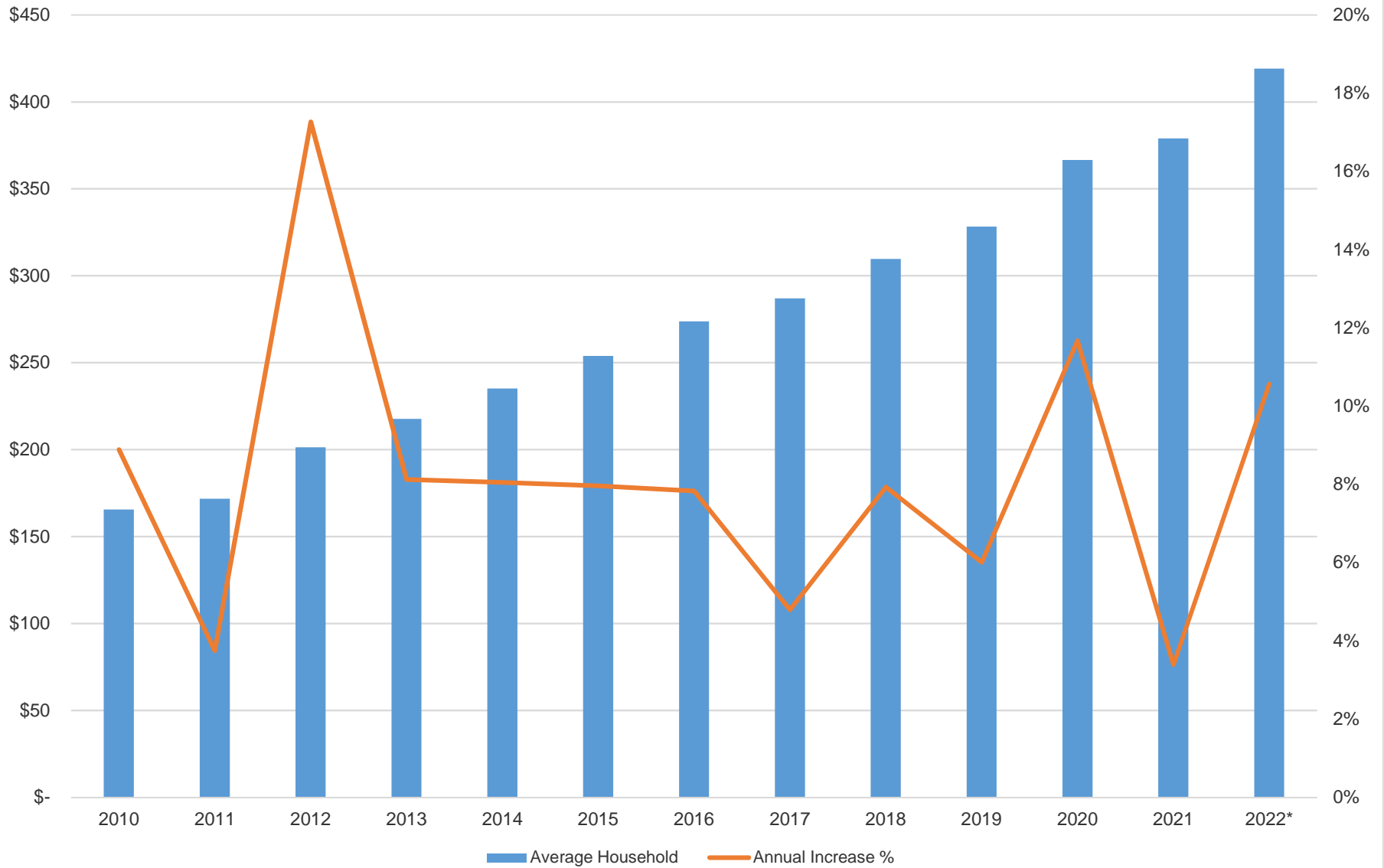


## Rock River Water Reclamation District Strategic Financial Planning Model

### Current vs. Budget Year Rates - Bill Calculator Average Residential User

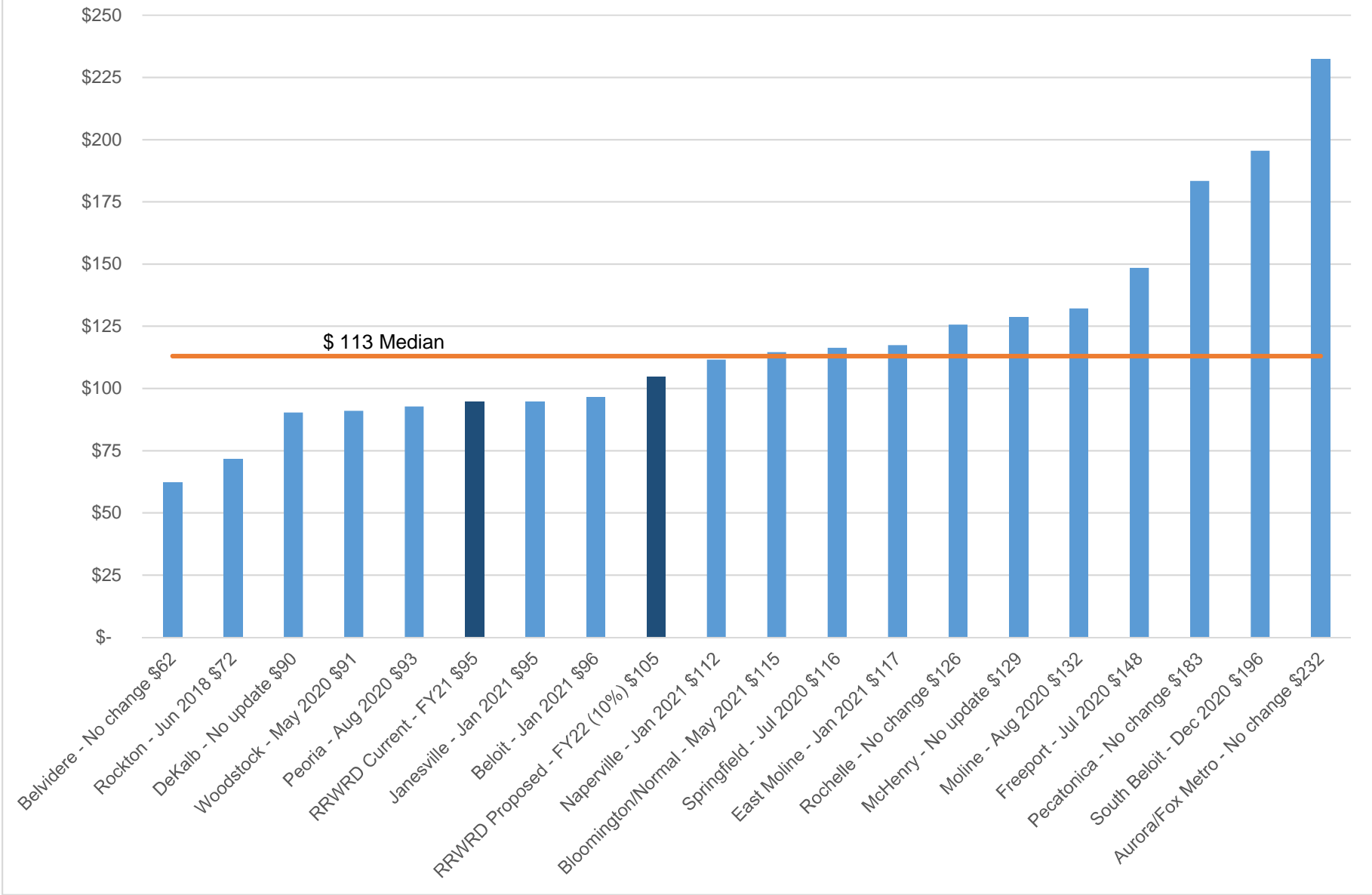
	Current Rates				Budget Year Rates					Percent Change
	FY 2020 - 2021				FY 2021 - 2022					
	Flow	BOD	TSS	NH4	Flow	BOD	TSS	NH4	Phosphorus	
	CCF	mg/l	mg/l	mg/l	CCF	mg/l	mg/l	mg/l	mg/l	
Strength Concentration (MG per liter)	21	200	250	12	21	200	250	12	6	
		lbs	lbs	lbs		lbs	lbs	lbs	lbs	
Quarter Loadings (converted to lbs.)		26	33	2		26	33	2	1	
Constituent Unit Charges	\$ 2.06874	\$ 0.25171	\$ 1.12404	\$ 0.57051	\$ 2.24352	\$ 0.30882	\$ 1.13016	\$ 0.77591	\$ 3.43952	
Constituent Billing	\$ 43.44	\$ 6.54	\$ 37.09	\$ 1.14	\$ 47.11	\$ 8.03	\$ 37.30	\$ 1.55	\$ 3.44	
Total Wastewater Service Charges				\$ 88.21					\$ 97.43	
Customer Charge				\$6.54					\$7.33	
Estimated Quarterly Amount				\$94.75					\$104.76	10.6%
Estimated Property Tax: Value, Levy Rate	\$ 100,000	\$0.1964		\$ 65.47	\$ 100,000	\$0.1847			\$ 61.57	-6.0%
<b>Total Estimated Annual User Charges</b>				<b>\$ 444.47</b>					<b>\$ 480.61</b>	8.1%
						Annual				
						Variance				
						Monthly				
						Variance				
						with property				
						tax				
						with property				
						tax				

# Rock River Water Reclamation District Rate History & Average Household Bill FY 2010 - FY 2022



# 2021 Quarterly Bill Comparisons

Includes Fixed Costs at 21 ccf



FY 2022

**Capital Improvement Program - Expenditures**

Escalated Cost Estimates (Thousands of Dollars)

PROJECTED CIP - FUTURE EXPENDITURES	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
New Sewer Extensions	\$ 930,000	\$ 1,501,174	\$ 562,755	\$ 326,398	\$ 1,437,499	\$ 1,271,665	\$ 2,754,917	\$ 1,824,149	\$ 900,293	\$ 1,599,262
Collection System Rehabilitation	\$ 8,910,000	\$ 9,760,281	\$ 10,867,170	\$ 8,216,213	\$ 5,263,105	\$ 7,224,017	\$ 5,349,951	\$ 5,953,820	\$ 5,741,003	\$ 6,316,407
Treatment Plant, Building & Improvements	\$ 24,412,000	\$ 35,878,577	\$ 29,077,465	\$ 17,861,825	\$ 32,714,714	\$ 37,218,612	\$ 39,196,079	\$ 42,462,134	\$ 21,554,853	\$ 362,858
Replacement Projects	\$ 5,075,000	\$ 2,201,368	\$ 874,182	\$ 2,025,916	\$ 927,420	\$ 955,242	\$ 1,352,860	\$ 1,393,448	\$ 1,435,250	\$ 1,075,133
<b>TOTAL PROJECTED CIP</b>	<b>\$ 39,327,000</b>	<b>\$ 49,341,400</b>	<b>\$ 41,381,572</b>	<b>\$ 28,430,352</b>	<b>\$ 40,342,738</b>	<b>\$ 46,669,536</b>	<b>\$ 48,653,807</b>	<b>\$ 51,633,551</b>	<b>\$ 29,631,399</b>	<b>\$ 9,353,660</b>
<b>Departmental Equipment</b>	<b>\$ 2,138,317</b>	<b>\$ 3,376,654</b>	<b>\$ 2,038,718</b>	<b>\$ 1,734,652</b>	<b>\$ 2,890,438</b>	<b>\$ 2,481,740</b>	<b>\$ 2,202,355</b>	<b>\$ 2,268,427</b>	<b>\$ 2,336,478</b>	<b>\$ 2,406,572</b>

90% CIP

\$ 35,394,300 \$ 44,407,260 \$ 37,243,415 \$ 25,587,317 \$ 36,308,464 \$ 42,002,582 \$ 43,788,426 \$ 46,470,196 \$ 26,668,259 \$ 8,418,294

90% CIP plus Equipment

\$ 37,532,617 \$ 47,783,914 \$ 39,282,133 \$ 27,321,969 \$ 39,198,902 \$ 44,484,322 \$ 45,990,781 \$ 48,738,623 \$ 29,004,737 \$ 10,824,866

**Rock River Water Reclamation District**  
**Strategic Financial Planning Model**  
**Capital Improvement Program**

**New Sewer Extensions**

Proj. No.	PROJECT	2022	2023	2024	2025	2026
2230	Projects - Miscellaneous Engineering	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2130	Projects - Miscellaneous Engineering	\$ 15,000				
2231	Other Trunk Participation and Misc. Projects	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Greenlee Pump Station					
	Rockford SE Trunk - North					\$ 350,000
	Kent Creek Trunk Sewer Phase IIA & IIB					\$ 600,000
2227	Unsewered Area Program	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
1501	McCurry Road Trunk Sewer (Rt 251 to McCurry Road)	\$ 100,000	\$ 500,000			
1603	McDonald Creek Trunk South Branch	\$ -	\$ 250,000	\$ 250,000		
2140	Logistics Parkway	\$ 250,000	\$ 400,000			
	<b>TRUNK SEWER SUBGROUP TOTALS:</b>	<b>\$ 830,000</b>	<b>\$ 1,315,000</b>	<b>\$ 415,000</b>	<b>\$ 165,000</b>	<b>\$ 1,115,000</b>
	<b>Special Assessment Projects</b>					
2232	Special Assessment - Off Site	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 125,000
	<b>SSA SUBGROUP TOTALS:</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>
	<b>SEWER EXTENSION GROUP TOTAL</b>	<b>\$ 930,000</b>	<b>\$ 1,415,000</b>	<b>\$ 515,000</b>	<b>\$ 290,000</b>	<b>\$ 1,240,000</b>

<b>Rock River Water Reclamation District</b> <b>Strategic Financial Planning Model</b> <b>Capital Improvement Program</b>						
New Sewer Extensions						
Proj. No.	PROJECT	2027	2028	2029	2030	2031
2230	Projects - Miscellaneous Engineering	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2130	Projects - Miscellaneous Engineering					
2231	Other Trunk Participation and Misc. Projects	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Greenlee Pump Station					\$ 500,000
	Rockford SE Trunk - North	\$ 350,000				
	Kent Creek Trunk Sewer Phase IIA & IIB	\$ 400,000	\$ 1,200,000	\$ 400,000	\$ 400,000	\$ 400,000
2227	Unsewered Area Program	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
1501	McCurry Road Trunk Sewer (Rt 251 to McCurry Road)					
1603	McDonald Creek Trunk South Branch					
2140	Logistics Parkway					
	<b>TRUNK SEWER SUBGROUP TOTALS:</b>	<b>\$ 940,000</b>	<b>\$ 2,115,000</b>	<b>\$ 1,315,000</b>	<b>\$ 565,000</b>	<b>\$ 1,065,000</b>
	<b>Special Assessment Projects</b>					
2232	Special Assessment - Off Site	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
	<b>SSA SUBGROUP TOTALS:</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>
	<b>SEWER EXTENSION GROUP TOTAL</b>	<b>\$ 1,065,000</b>	<b>\$ 2,240,000</b>	<b>\$ 1,440,000</b>	<b>\$ 690,000</b>	<b>\$ 1,190,000</b>

**Rock River Water Reclamation District**  
**Strategic Financial Planning Model**  
**Capital Improvement Program**

**Collection System Rehabilitation**

Proj. No.	PROJECT	2022	2023	2024	2025	2026	2027
2107	Fac. Plan CIP (FPCIP) 150C-Eastrock	\$ 25,000	\$ 200,000				
2014	W. State St. Sewer Replace-Phase 2	\$ 1,200,000	\$ 100,000				
2233	Service Lateral Lining	\$ 650,000	\$ 650,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
2133	Service Lateral Lining	\$ 100,000					
2254	Collection System Rehab	\$ 900,000	\$ 1,200,000	\$ 900,000	\$ 1,200,000	\$ 900,000	\$ 1,200,000
2201	Service Repair/Cleaning (6 inch)	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2235	Other Unidentified Collctn Sys. Rehab	\$ 210,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
2135	Other Unidentified Collctn Sys. Rehab	\$ 250,000					
2280	Jefferson St Watermain Project	\$ 90,000					
2281	Buckbee Creek Sewer Improv	\$ 100,000					
2282	Edgebrook Area Sewer Improv	\$ 150,000					
2283	Main St Sewer Improv (Roscoe)	\$ 150,000					
2284	Seminary St Sewer Improv	\$ 200,000					
2285	Alpine Dam Sewer Improv	\$ 150,000	\$ 250,000				
2286	Christina St Reconstruct CIP	\$ 125,000	\$ 50,000				
2287	Whitman St Sewer Improv	\$ 25,000	\$ 200,000	\$ 500,000			
	Charles St Sewer Improv			\$ 250,000			
	11th St Sewer Improv			\$ 25,000	\$ 500,000		
	FPCIP 240-A (N. Second St. S. of 173)		\$ 25,000	\$ 1,200,000			
	FPCIP #230B (Belden/Paradise)		\$ 25,000	\$ 3,500,000			
2108	FPCIP #150D (downstream of Cherry Valley PS)	\$ 300,000					
	FPCIP #140B Partial, Phase 2 - Ohio Pkwy & Eastgate Pkwy			\$ 20,000	\$ 620,000		
1214	North Main St. Sewer Rehab w/ Road Reconstruction	\$ 400,000					
2288	IL 251 and Spring Creek Rd Settlement	\$ 225,000					
1506	Harrison Av Reconstruction Sewer Repairs	\$ 250,000					
1577	Keith Crk Trnk Reroute-8th St./15th St.	\$ 75,000	\$ 2,000,000				
2203	Creek Crossing Protection Program	\$ 75,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	FPCIP 230A (W. Rockford - North) MH 087-151 to 087-068				\$ 30,000	\$ 190,000	
	Manhole Lining		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
2017	E State St; IDOT 64L90 (Bell School-I90)	\$ 50,000					
2019	IL251; IDOT 64D70 (SandyHollow-Blackhawk)	\$ 35,000					
2109	E State St; IDOT 64L14 (Mill-Buckley)	\$ 50,000					
2289	US 20 Bus (Meridian-Springfield) IDOT 64M07	\$ 25,000					
2147	Hard Rock Casino	\$ 550,000					
2149	Church Street	\$ 350,000	\$ 250,000				
2118	Sewer Pipe Infiltration Assessment	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		
	COLLECTION SYSTEM REHAB SUBGROUP TOTALS:	<b>\$7,410,000</b>	<b>\$6,200,000</b>	<b>\$8,345,000</b>	<b>\$4,300,000</b>	<b>\$2,940,000</b>	<b>\$3,050,000</b>
<b>SEWER System Lining</b>							
	Sewer System Lining Program	\$ -	\$ 3,000,000	\$ 1,600,000	\$ 3,000,000	\$ 1,600,000	\$ 3,000,000
2137	Sewer System Lining Program	\$ 1,500,000					
	SEWER LINING SUBGROUP TOTALS:	<b>\$1,500,000</b>	<b>\$3,000,000</b>	<b>\$1,600,000</b>	<b>\$3,000,000</b>	<b>\$1,600,000</b>	<b>\$3,000,000</b>
	<b>COLLECTION SYSTEM REHAB GROUP TOTAL</b>	<b>\$8,910,000</b>	<b>\$9,200,000</b>	<b>\$9,945,000</b>	<b>\$7,300,000</b>	<b>\$4,540,000</b>	<b>\$6,050,000</b>

**Rock River Water Reclamation District**  
**Strategic Financial Planning Model**  
**Capital Improvement Program**

**Collection System Rehabilitation**

Proj. No.	PROJECT	2028	2029	2030	2031
2107	Fac. Plan CIP (FPCIP) 150C-Eastrock				
2014	W. State St. Sewer Replace-Phase 2				
2233	Service Lateral Lining	\$ 700,000	\$ 750,000	\$ 750,000	\$ 750,000
2133	Service Lateral Lining				
2254	Collection System Rehab	\$ 900,000	\$ 1,200,000	\$ 900,000	\$ 1,200,000
2201	Service Repair/Cleaning (6 inch)	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
2235	Other Unidentified Collctn Sys. Rehab	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
2135	Other Unidentified Collctn Sys. Rehab				
2280	Jefferson St Watermain Project				
2281	Buckbee Creek Sewer Improv				
2282	Edgebrook Area Sewer Improv				
2283	Main St Sewer Improv (Roscoe)				
2284	Seminary St Sewer Improv				
2285	Alpine Dam Sewer Improv				
2286	Christina St Reconstruct CIP				
2287	Whitman St Sewer Improv				
	Charles St Sewer Improv				
	11th St Sewer Improv				
	FPCIP 240-A (N. Second St. S. of 173)				
	FPCIP #230B (Belden/Paradise)				
2108	FPCIP #150D (downstream of Cherry Valley PS)				
	FPCIP #140B Partial, Phase 2 - Ohio Pkwy & Eastgate Pkwy				
1214	North Main St. Sewer Rehab w/ Road Reconstruction				
2288	IL 251 and Spring Creek Rd Settlement				
1506	Harrison Av Reconstruction Sewer Repairs				
1577	Keith Crk Trnk Reroute-8th St./15th St.				
2203	Creek Crossing Protection Program	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	FPCIP 230A (W. Rockford - North) MH 087-151 to 087-068				
	Manhole Lining	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
2017	E State St; IDOT 64L90 (Bell School-I90)				
2019	IL251; IDOT 64D70 (SandyHollow-Blackhawk)				
2109	E State St; IDOT 64L14 (Mill-Buckley)				
2289	US 20 Bus (Meridian-Springfield) IDOT 64M07				
2147	Hard Rock Casino				
2149	Church Street				
2118	Sewer Pipe Infiltration Assessment				
	COLLECTION SYSTEM REHAB SUBGROUP TOTALS:	\$2,750,000	\$3,100,000	\$2,800,000	\$3,100,000
<b>SEWER System Lining</b>					
	Sewer System Lining Program	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
2137	Sewer System Lining Program				
	SEWER LINING SUBGROUP TOTALS:	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000
	COLLECTION SYSTEM REHAB GROUP TOTAL	\$4,350,000	\$4,700,000	\$4,400,000	\$4,700,000

**Rock River Water Reclamation District  
Strategic Financial Planning Model  
Capital Improvement Program**

**Treatment Plant, Building & Improvements**

Proj. No.	PROJECT	2022	2023	2024	2025	2026	2027
2252	Painting & Coating - Lift Stations and Treatment Plant	\$ 60,000	\$ 60,000	\$ 60,000	\$ 70,000	\$ 70,000	\$ 70,000
2238	Property Purchases (for Martin Road Facility)	\$ 400,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2239	Landscaping and Grounds Improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2229	Other Unidentified Projects (Plant Ops)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
2202	HVAC Replacement	\$ 50,000	\$ 800,000	\$ 400,000	\$ 400,000		
2102	HVAC Replacement (Maintenance Building)	\$ 775,000					
1763	FPCIP Nutrient Removal - (SRFL)						
1763	FPCIP Nutrient Removal	\$ 500,000	\$ 1,250,000	\$ 1,250,000	\$ 2,000,000	\$ 1,500,000	\$ 1,000,000
2022	Primary Filtration - (SRFL)	\$ 12,000,000	\$ 17,200,000	\$ 4,300,000			
2022	Primary Filtration						
2207	Aerobic Granular Sludge - (SRFL)		\$ 4,600,000	\$ 12,000,000	\$ 3,400,000		
2207	Aerobic Granular Sludge	\$ 2,150,000	\$ 4,750,000	\$ 5,200,000	\$ 5,200,000		
	WAS Hydrolysis - (SRFL)						
	WAS Hydrolysis			\$ 900,000	\$ 2,500,000	\$ 8,500,000	
	Sidestream Fermentation - (SRFL)					\$ 10,500,000	\$ 5,200,000
	Sidestream Fermentation			\$ 900,000	\$ 900,000	\$ 5,000,000	\$ -
	Deammonification - (SRFL)						\$ 12,500,000
	Deammonification				\$ 700,000	\$ 700,000	
	FPCIP Biosolids Expansion - (SRFL)						
	FPCIP Biosolids Expansion						\$ 7,450,000
	Cogeneration - Heat Utilization				\$ 500,000	\$ 1,500,000	\$ 3,000,000
	Post Aeration					\$ 100,000	\$ 1,600,000
	Gravity Belt Thickener Expansion		\$ 100,000	\$ 900,000			
1706	Railings for Clarifiers	\$ 25,000					
2224	Soper St Pump Station Access Improvements	\$ 215,000					
1804	Clear Water Discharge-Admin Reroute		\$ 500,000	\$ 500,000			
2206	Plant Roadway Replacement	\$ 300,000	\$ 300,000				
	Generator Engine Rebuild					\$ 150,000	\$ 150,000
2211	Cogen Generator Engine # 1 Rebuild	\$ 200,000					
2212	Cogen Generator Engine # 3 Rebuild	\$ 200,000					
1904	New Maintenance/Admin Facility (Design)	\$ 50,000					
2217	New Maintenance Facility Construction	\$ 6,000,000	\$ 4,000,000				
2223	Renovation of Billing/Collections	\$ 87,000					
2004	Remodel of Former Administration Bldg	\$ 700,000	\$ -				
2155	Dewatering Building Parapet/Brick Repair	\$ 500,000					
2157	Clow Building, Bulk Bisulfite Feed System (Storage)	\$ 50,000					
	Building #8 Stockroom Upgrade		\$ 59,000				
	<b>TREATMENT PLANT, BUILDING &amp; IMPROVEMENTS GROUP TOTAL</b>	<b>\$ 24,412,000</b>	<b>\$ 33,819,000</b>	<b>\$ 26,610,000</b>	<b>\$ 15,870,000</b>	<b>\$ 28,220,000</b>	<b>\$ 31,170,000</b>

**Rock River Water Reclamation District  
Strategic Financial Planning Model  
Capital Improvement Program**

**Treatment Plant, Building & Improvements**

Proj. No.	PROJECT	2028	2029	2030	2031
2252	Painting & Coating - Lift Stations and Treatment Plant	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
2238	Property Purchases (for Martin Road Facility)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2239	Landscaping and Grounds Improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2229	Other Unidentified Projects (Plant Ops)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
2202	HVAC Replacement				
2102	HVAC Replacement (Maintenance Building)				
1763	FPCIP Nutrient Removal - (SRFL)	\$ 20,000,000	\$ 18,000,000		
1763	FPCIP Nutrient Removal		\$ 7,000,000	\$ 8,000,000	
2022	Primary Filtration - (SRFL)				
2022	Primary Filtration				
2207	Aerobic Granular Sludge - (SRFL)				
2207	Aerobic Granular Sludge				
	WAS Hydrolysis - (SRFL)				
	WAS Hydrolysis				
	Sidestream Fermentation - (SRFL)				
	Sidestream Fermentation				
	Deammonification - (SRFL)				
	Deammonification	\$ 3,200,000			
	FPCIP Biosolids Expansion - (SRFL)				
	FPCIP Biosolids Expansion	\$ 8,250,000	\$ 8,250,000	\$ 8,250,000	
	Cogeneration - Heat Utilization				
	Post Aeration				
	Gravity Belt Thickener Expansion				
1706	Railings for Clarifiers				
2224	Soper St Pump Station Access Improvements				
1804	Clear Water Discharge-Admin Reroute				
2206	Plant Roadway Replacement				
	Generator Engine Rebuild	\$ 150,000			
2211	Cogen Generator Engine # 1 Rebuild				
2212	Cogen Generator Engine # 3 Rebuild				
1904	New Maintenance/Admin Facility (Design)				
2217	New Maintenance Facility Construction				
2223	Renovation of Billing/Collections				
2004	Remodel of Former Administration Bldg				
2155	Dewatering Building Parapet/Brick Repair				
2157	Clow Building, Bulk Bisulfite Feed System (Storage)				
	Building #8 Stockroom Upgrade				
	<b>TREATMENT PLANT, BUILDING &amp; IMPROVEMENTS GROUP TOTAL</b>	<b>\$ 31,870,000</b>	<b>\$ 33,520,000</b>	<b>\$ 16,520,000</b>	<b>\$ 270,000</b>

**Rock River Water Reclamation District**  
**Strategic Financial Planning Model**  
**Capital Improvement Program**

**Departmental Equipment**

Proj. No.	PROJECT	2022	2023	2024	2025	2026	2027
<b>Engineering Equipment Requirements</b>							
2241	Mapping, Digitizing, & GPS Equipment	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
2242	Sewer Hydraulic Modeling Software, Training, Model Upgrades	\$ 10,000	\$ 30,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2163	Collection System Flow Metering	\$ 60,000	\$ 30,000	\$ 30,000	\$ 30,000		
<i>Total Engineering Equipment Requirements</i>		\$ 90,000	\$ 80,000	\$ 60,000	\$ 60,000	\$ 30,000	\$ 30,000
<b>ITS Equipment Requirements</b>							
NA	GASB 51 (internally developed software)	\$ 294,317	\$ 294,317	\$ 294,317	\$ 294,317	\$ 294,317	\$ 294,317
2243	Security Upgrade(s) (Access, Alarms, & Cameras)	\$ 100,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2246	Other Unidentified Equip /Hardware /Software	\$ 20,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
2248	Disk Storage & Data Backup Solutions	\$ 10,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2255	Scale Terminal/Controller	\$ 20,000					
2072	Servers/GPUs	\$ 100,000	\$ 500,000	\$ 150,000			
2215	PC Upgrades(Replace 10Zigs) - Laptop/Tablet Replacements/	\$ 80,000	\$ 25,000	\$ 25,000	\$ 30,000	\$ 20,000	\$ 20,000
2256	Board Room Remodel	\$ 50,000					
2257	Equipment for Old Admin Remodel	\$ 55,000					
2199	ERP Software - Phase 1 (Financials & HCM)	\$ 350,000					
	ERP Software - Phase 2 (CIS)		\$ 450,000				
2258	VMWare Software Upgrade - Desktop and PCS SCADA	\$ 25,000					
2259	Application Layering Software Upgrade	\$ 20,000					
2260	Document Management Software	\$ 100,000					
2261	Board Meeting Management Software	\$ 30,000					
2073	New Phone System	\$ 150,000					
2075	Network Security Hardware/Software	\$ 20,000					
2076	Replace Data Center UPS	\$ 30,000					
2262	Wifi Phase 5	\$ 25,000					
2064	Assetworks - Enterprise Asset Management Software	\$ 400,000					
2168	JULIE Ticket Software	\$ 14,000					
2169	Web Meeting - Maint, HR, Lab, Ops	\$ 5,000					
<i>Total ITS Equipment Requirements</i>		\$ 1,898,317	\$ 1,569,317	\$ 769,317	\$ 624,317	\$ 614,317	\$ 614,317
<b>Plant Operations Equipment Requirements</b>							
2205	Laboratory Instrument Replacement	\$ 50,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
1361	Closed Transition - Main Power	\$ 100,000					
<i>Total Plant Operations Equipment Requirements</i>		\$ 150,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
<b>Collection Systems Equipment Requirements</b>							
	Ford F250 4x4 (420-015)		\$ 40,500				
	Ford E250 Van (420-006)		\$ 27,500				
	Ford E250 Van (420-036)		\$ 27,500				
	Combination Jet/Vacuum truck (420-050)		\$ 505,000				
	Freightliner 10-Yard Dump Truck (420-042)		\$ 136,500				
	Freightliner 10-Yard Dump Truck (420-034)		\$ 136,500				
	410K JD Backhoe (421-024)		\$ 125,000				
	410K JD Backhoe (421-022)		\$ 125,000				
	Skid Loader (421-011)		\$ 89,000				
	Dodge Grand Caravan (420-012)		\$ 26,000				
	Ford F550 4x4 Crew Cab W/Crane (420-045)		\$ 75,000				
	Ford F550 4x4 Crew Cab W/Crane (420-062)		\$ 75,000				
	Ford F550 4x4 Crew Cab W/Crane (420-014)		\$ 75,000				
	Combination Jet/Vacuum truck (420-043)			\$ 510,000			
	Ford F150 4x4 pickup (420-081)			\$ 35,000			
	Ford F150 4x4 pickup (420-038)			\$ 35,000			
	Ford F150 4x4 pickup (420-080)			\$ 48,500			
	Ford F150 Escape (420-009)			\$ 30,500			
	Ford F150 Explorer (420-007)			\$ 37,000			
	Husqvarna 7000D Concrete Saw (421-006)			\$ 39,900			
	Etnyre lowboy trailer (419-039)			\$ 77,000			
	Mac Dump Trailer (419-093)			\$ 43,000			
	Mac Dump Trailer (419-094)			\$ 43,000			
	Mac Dump Trailer (419-096)			\$ 43,000			
	Godwin Trash Pump (421-007)			\$ 24,500			
	GMC Container truck (420-028)				\$ 133,700		
	Freightliner Manhole truck (420-016)				\$ 129,200		
	Ford F350 4x4 (420-021)				\$ 64,300		
	Ford F150 4x4 pickup (420-033)				\$ 36,000		
	Ford F250 4x2 (420-010)				\$ 34,300		
	Ford E250 Van (420-018)				\$ 25,500		
	Econoline 12-Passenger (420-024)				\$ 30,400		
	Ford F150 4x4 Supercab (420-051)				\$ 30,500		
	Ford F150 4x4 Supercab (420-052)				\$ 30,500		

**Rock River Water Reclamation District**  
**Strategic Financial Planning Model**  
**Capital Improvement Program**

**Departmental Equipment**

Proj. No.	PROJECT	2022	2023	2024	2025	2026	2027
	Ford F150 4x4 Supercab (420-019)				\$ 30,500		
	Ford F150 4x4 Supercab (420-022)				\$ 30,500		
	Ford F150 4x4 Supercab (420-026)				\$ 30,500		
	Ford F150 4x4 Supercab (420-037)				\$ 30,500		
	Ford F150 4x4 Supercab (420-084)				\$ 30,500		
	Ford F150 4x4 pickup (420-086)				\$ 30,500		
	Dodge Grand Caravan (420-046)				\$ 29,500		
	Ford F550 5-yard dump truck (420-001)				\$ 60,000		
	Freightliner 10-Yard Dump Truck (420-074)					\$ 185,000	
	Freightliner 10-Yard Dump Truck (420-008)					\$ 185,000	
	Freightliner Flusher (420-044)					\$ 300,000	
	Ford E450 TV Truck (420-087)					\$ 510,000	
	Ford E450 TV Truck (420-061)					\$ 510,000	
	Ford Utilimaster (420-031)					\$ 58,000	
	Ford F150 4x4 Supercab (420-084)					\$ 31,000	
	Freightliner Tractor (420-049)						\$ 160,000
	Freightliner Tractor (420-023)						\$ 160,000
	Combination Jet/Vacuum truck (420-059)						\$ 515,000
	Ford F550 5-yard dump truck (420-030)						\$ 69,100
	Dodge Grand Caravan (420-099)						\$ 30,000
	Dodge Grand Caravan (420-032)						\$ 30,000
	Dodge Grand Caravan (420-085)						
	Peterbilt 12-yard dump truck (420-076)						
	Unidentified Vehicles & Equipment						\$ 400,000
<i>Total Collection Systems Equipment Requirements</i>		\$ -	\$ 1,463,500	\$ 966,400	\$ 786,900	\$ 1,779,000	\$ 1,364,100
<b>Total Departmental Equipment</b>		<b>\$ 2,138,317</b>	<b>\$ 3,182,817</b>	<b>\$ 1,865,717</b>	<b>\$ 1,541,217</b>	<b>\$ 2,493,317</b>	<b>\$ 2,078,417</b>

**Rock River Water Reclamation District**  
**Strategic Financial Planning Model**  
**Capital Improvement Program**

**Departmental Equipment**

Proj. No.	PROJECT	2028	2029	2030	2031
<b>Engineering Equipment Requirements</b>					
2241	Mapping, Digitizing, & GPS Equipment	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
2242	Sewer Hydraulic Modeling Software, Training, Model Upgrades	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
2163	Collection System Flow Metering				
<b>Total Engineering Equipment Requirements</b>		<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>ITS Equipment Requirements</b>					
NA	GASB 51 (internally developed software)	\$ 294,317	\$ 294,317	\$ 294,317	\$ 294,317
2243	Security Upgrade(s) (Access, Alarms, & Cameras)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2246	Other Unidentified Equip /Hardware /Software	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
2248	Disk Storage & Data Backup Solutions	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2255	Scale Terminal/Controller				
2072	Servers/GPUs				
2215	PC Upgrades(Replace 10Zigs) - Laptop/Tablet Replaceme	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
2256	Board Room Remodel				
2257	Equipment for Old Admin Remodel				
2199	ERP Software - Phase 1 (Financials & HCM)				
	ERP Software - Phase 2 (CIS)				
2258	VMWare Software Upgrade - Desktop and PCS SCADA				
2259	Application Layering Software Upgrade				
2260	Document Management Software				
2261	Board Meeting Management Software				
2073	New Phone System				
2075	Network Security Hardware/Software				
2076	Replace Data Center UPS				
2262	Wifi Phase 5				
2064	Assetworks - Enterprise Asset Management Software				
2168	JULIE Ticket Software				
2169	Web Meeting - Maint, HR, Lab, Ops				
<b>Total ITS Equipment Requirements</b>		<b>\$ 614,317</b>	<b>\$ 614,317</b>	<b>\$ 614,317</b>	<b>\$ 614,317</b>
<b>Plant Operations Equipment Requirements</b>					
2205	Laboratory Instrument Replacement	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
1361	Closed Transition - Main Power				
<b>Total Plant Operations Equipment Requirements</b>		<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>
<b>Collection Systems Equipment Requirements</b>					
	Ford F250 4x4 (420-015)				
	Ford E250 Van (420-006)				
	Ford E250 Van (420-036)				
	Combination Jet/Vacuum truck (420-050)				
	Freightliner 10-Yard Dump Truck (420-042)				
	Freightliner 10-Yard Dump Truck (420-034)				
	410K JD Backhoe (421-024)				
	410K JD Backhoe (421-022)				
	Skid Loader (421-011)				
	Dodge Grand Caravan (420-012)				
	Ford F550 4x4 Crew Cab W/Crane (420-045)				
	Ford F550 4x4 Crew Cab W/Crane (420-062)				
	Ford F550 4x4 Crew Cab W/Crane (420-014)				
	Combination Jet/Vacuum truck (420-043)				
	Ford F150 4x4 pickup (420-081)				
	Ford F150 4x4 pickup (420-038)				
	Ford F150 4x4 pickup (420-080)				
	Ford F150 Escape (420-009)				
	Ford F150 Explorer (420-007)				
	Husqvarna 7000D Concrete Saw (421-006)				
	Etnyre lowboy trailer (419-039)				
	Mac Dump Trailer (419-093)				
	Mac Dump Trailer (419-094)				
	Mac Dump Trailer (419-096)				
	Godwin Trash Pump (421-007)				
	GMC Container truck (420-028)				
	Freightliner Manhole truck (420-016)				
	Ford F350 4x4 (420-021)				
	Ford F150 4x4 pickup (420-033)				
	Ford F250 4x2 (420-010)				
	Ford E250 Van (420-018)				
	Econoline 12-Passenger (420-024)				
	Ford F150 4x4 Supercab (420-051)				
	Ford F150 4x4 Supercab (420-052)				

**Rock River Water Reclamation District**  
**Strategic Financial Planning Model**  
**Capital Improvement Program**

**Departmental Equipment**

Proj. No.	PROJECT	2028	2029	2030	2031
	Ford F150 4x4 Supercab (420-019)				
	Ford F150 4x4 Supercab (420-022)				
	Ford F150 4x4 Supercab (420-026)				
	Ford F150 4x4 Supercab (420-037)				
	Ford F150 4x4 Supercab (420-084)				
	Ford F150 4x4 pickup (420-086)				
	Dodge Grand Caravan (420-046)				
	Ford F550 5-yard dump truck (420-001)				
	Freightliner 10-Yard Dump Truck (420-074)				
	Freightliner 10-Yard Dump Truck (420-008)				
	Freightliner Flusher (420-044)				
	Ford E450 TV Truck (420-087)				
	Ford E450 TV Truck (420-061)				
	Ford Utilimaster (420-031)				
	Ford F150 4x4 Supercab (420-084)				
	Freightliner Tractor (420-049)				
	Freightliner Tractor (420-023)				
	Combination Jet/Vacuum truck (420-059)				
	Ford F550 5-yard dump truck (420-030)				
	Dodge Grand Caravan (420-099)				
	Dodge Grand Caravan (420-032)				
	Dodge Grand Caravan (420-085)	\$ 32,000			
	Peterbilt 12-yard dump truck (420-076)	\$ 224,400			
	Unidentified Vehicles & Equipment	\$ 800,000	\$ 1,056,400	\$ 1,056,400	\$ 1,056,400
<i>Total Collection Systems Equipment Requirements</i>		\$ 1,056,400	\$ 1,056,400	\$ 1,056,400	\$ 1,056,400
<b>Total Departmental Equipment</b>		<b>\$ 1,790,717</b>	<b>\$ 1,790,717</b>	<b>\$ 1,790,717</b>	<b>\$ 1,790,717</b>

**Rock River Water Reclamation District**  
**Strategic Financial Planning Model**  
**Capital Improvement Program**

**Replacement Projects**

Proj. No.	PROJECT	2022	2023	2024	2025	2026
2250	Plant Concrete Repair	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
2150	Plant Concrete Repair	\$ 650,000				
2251	Other Unidentified Projects	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
1575	Airport Lateral Sewer Mod. Project E	\$ 15,000	\$ 475,000			
	Chlorination Repairs and Tank Replacement		\$ 250,000			
1566	Winnebago WWTP Abandon / Winn Corner PS Upgrade	\$ 10,000	\$ 100,000			
1420	Cherry Valley Lift Station Parallel Forcemain - (SRFL)	\$ 2,600,000				
1856	Sludge Storage Building Rehab	\$ 250,000			\$1,000,000	
	Lift Station Generator Replacement		\$ 250,000			
2221	Roof Replacement	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
2264	Switchgear Transformer Rehab/Replacement	\$ 200,000				
2265	Digester #2 Rehab	\$ 300,000				
	Digester Rehab					
2036	Pryamid Lift Station Pump Replacement	\$ 250,000				
	Inventory Shelving		\$ 100,000			
	Fuel Island		\$ 100,000			
Replacement Group Total		\$ 5,075,000	\$ 2,075,000	\$ 800,000	\$ 1,800,000	\$ 800,000

Rock River Water Reclamation District						
Strategic Financial Planning Model						
Capital Improvement Program						
Replacement Projects						
Proj. No.	PROJECT	2027	2028	2029	2030	2031
2250	Plant Concrete Repair	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
2150	Plant Concrete Repair					
2251	Other Unidentified Projects	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
1575	Airport Lateral Sewer Mod. Project E					
	Chlorination Repairs and Tank Replacement					
1566	Winnebago WWTP Abandon / Winn Corner PS Upgrade					
1420	Cherry Valley Lift Station Parallel Forcemain - (SRFL)					
1856	Sludge Storage Building Rehab					
	Lift Station Generator Replacement					
2221	Roof Replacement	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
2264	Switchgear Transformer Rehab/Replacement					
2265	Digester #2 Rehab					
	Digester Rehab		\$300,000	\$300,000	\$300,000	
2036	Pryamid Lift Station Pump Replacement					
	Inventory Shelving					
	Fuel Island					
Replacement Group Total		\$ 800,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 800,000