



## FY 2022/23 Proposed Budget

Presented February 28, 2022

FY 2022/23 Proposed Budget  
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# Overview



## MEMORANDUM

**DATE:** February 28, 2022  
**TO:** Board of Trustees  
**FROM:** Lisa Mittel, Finance Manager  
**RE:** FY 2022/23 Budget Appropriation Ordinance

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### **Background**

The Appropriation Ordinance provides the legal authority under state statute to allocate funds for specific spending activities. The ordinance, which must be adopted no later than the end of the first quarter of the new fiscal year, also establishes the Authority's legal spending limit for the fiscal year.

Special districts are required to conduct a public hearing before adoption of the ordinance. State statute also requires special districts to publish notice of the public hearing and the location where the ordinance is to be available for review. This notice was published in the Rockford Register Star on January 28, 2022.

The Appropriation Ordinance reflects anticipated expenditure levels found in the annual operating and capital expenditure budget. Staff is recommending approval of the Combined Annual Budget and Appropriations Ordinance 21 22 B 03 in the amount of \$94,259,125. Upon approval, a certified copy of the Appropriation Ordinance must be filed with the County Clerk, within thirty (30) days of its adoption.

### **Budget Summary**

The FY 2023 spending plan includes Operating and Maintenance expenses budgeted at \$27,117,096. This is an increase of \$821,386 (3.1%) from the prior year. Capital improvement projects and equipment total \$37.9 million, with an additional \$20.1 million in carryover projects. The FY 2023 plan includes two large loan funded projects, Primary Filtration and Aerobic Granular Sludge, related to the Nutrient Removal Facility plan.

The FY 2023 budget includes total revenues of \$54,563,802, an increase of \$995,004 (1.9%) to the FY 2022 budget. User fee revenues are \$46,213,440. This is \$2.4 million (5.5%) above the prior budget. Property tax revenue is expected to be \$4.9 million, an increase of \$62,000 from the prior year's budget for the General Fund. State Replacement Tax revenue remains flat at \$1.3 million.

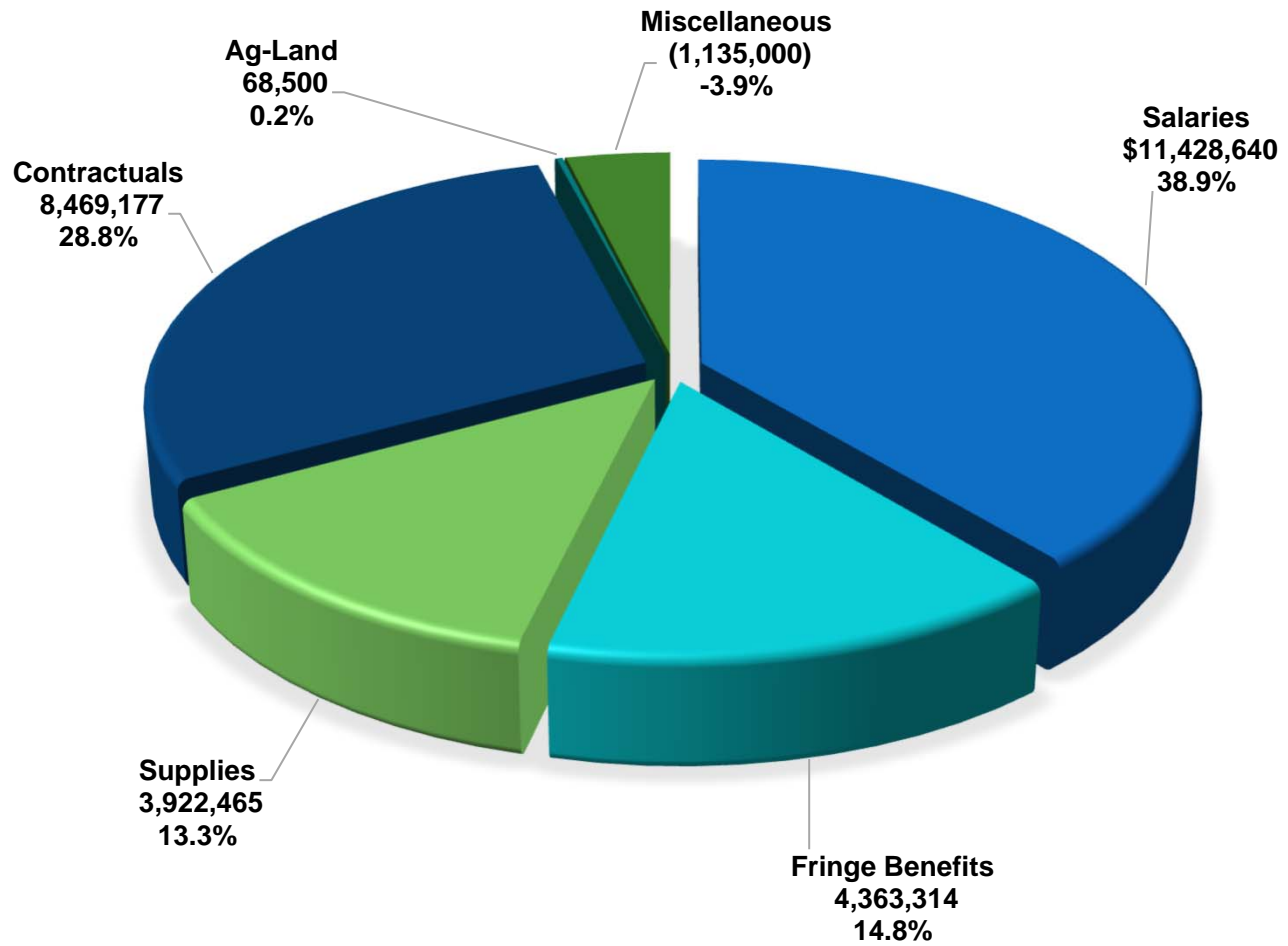
The cash reserve balance for all funds at April 30, 2023 is projected at \$25.2 million. This amount consists of approximately \$8.0 million of operating reserve balance, \$4.3 million reserved for debt service, and funding for special assessment and capital projects. Per FRSA financial policies, operating 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.

The budget for debt service payments totals \$8.6 million, a decrease of \$.7 million (-7.4%) for FY 2023 due to scheduled payments, with no new debt service anticipated in FY 2023. Debt repayments for SRF loan funded projects will be deferred and commence when projects complete. FY 2023 debt service for bonds is \$4.2 million and loans total \$4.4 million.



# Operating Expenditures

## FY 2022/23 Proposed Budget Operations and Maintenance Summary



	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Budget	'22-'23 Budget Change
Salaries	\$ 10,096,767	\$ 10,597,674	\$ 11,154,294	\$ 11,154,294	\$ 11,428,640	\$ 274,346
Fringe Benefits	5,110,669	3,345,320	4,400,039	4,400,039	4,363,314	(36,725)
Supplies	3,655,936	2,992,067	3,938,185	3,938,185	3,922,465	(15,720)
Contractuals	6,297,914	6,797,937	7,794,352	7,794,352	8,469,177	674,825
Repairs & Maintenance	(21,803)	2,713	-	-	-	-
Ag-Land	61,056	48,186	54,500	54,500	68,500	14,000
Miscellaneous	(1,086,878)	(1,181,603)	(1,045,660)	(1,045,660)	(1,135,000)	(89,340)
<b>Grand Total</b>	<b>\$ 24,113,661</b>	<b>\$ 22,602,294</b>	<b>\$ 26,295,710</b>	<b>\$ 26,295,710</b>	<b>\$ 27,117,096</b>	<b>\$ 821,386</b>



**FY 2022/23 Proposed Budget  
Operations and Maintenance  
Summary**

	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Projected</b>	<b>2023 Budgeted</b>	<b>'22-'23 Budget Change</b>
<b>Salaries</b>						
Regular Salaries	\$ 8,237,024	\$ 8,492,043	\$ 9,314,063	\$ 9,314,063	\$ 9,165,113	\$ (148,950)
Overtime	400,901	446,049	502,711	502,711	546,789	44,078
Holiday	446,296	467,546	519,411	519,411	547,187	27,776
Leave Time	345,593	465,951	132,013	132,013	141,861	9,848
Vacation	666,953	725,335	686,096	686,096	720,562	34,466
Other Salaries		750			307,128	307,128
<b>Salaries Total</b>	<b>\$ 10,096,767</b>	<b>\$ 10,597,674</b>	<b>\$ 11,154,294</b>	<b>\$ 11,154,294</b>	<b>\$ 11,428,640</b>	<b>\$ 274,346</b>
<b>Fringe Benefits</b>						
I.M.R.F.	\$ 2,074,820	\$ 397,548	\$ 1,127,537	\$ 1,127,537	\$ 1,074,498	\$ (53,039)
FICA	728,068	762,105	853,304	853,304	874,289	20,985
Health & Life Insurance	2,058,156	2,019,871	2,252,655	2,252,655	2,212,317	(40,338)
Uniforms	10,604	14,009	14,793	14,793	23,535	8,742
Worker's Compensation	239,021	151,787	151,750	151,750	178,675	26,925
<b>Fringe Benefits Total</b>	<b>\$ 5,110,669</b>	<b>\$ 3,345,320</b>	<b>\$ 4,400,039</b>	<b>\$ 4,400,039</b>	<b>\$ 4,363,314</b>	<b>\$ (36,725)</b>
<b>Supplies</b>						
Departmental Supplies	\$ 1,747,585	\$ 1,329,778	\$ 1,979,950	\$ 1,979,950	\$ 1,924,350	\$ (55,600)
Office Supplies	31,691	17,065	52,100	52,100	42,830	(9,270)
Cleaning and Personnel Supplies	48,574	27,968	51,000	51,000	47,000	(4,000)
Fuel	221,232	179,741	300,000	300,000	300,000	-
Fuel Offsite	3,233	558	4,800	4,800	3,600	(1,200)
Grease & Oil	11,988	14,160	21,000	21,000	21,000	-
Tires	45,340	50,830	50,000	50,000	50,000	-
Vehicle Parts	98,410	101,446	120,000	120,000	120,000	-
Periodicals and Books	6,648	7,031	19,160	19,160	19,310	150
Postage	48,216	13,858	61,250	61,250	57,300	(3,950)
Reproduction Costs	-	-	2,000	2,000	1,500	(500)
Small Tools and Equipment	154,235	105,677	159,925	159,925	165,275	5,350
Mobile Phone Hardware	404	685	6,500	6,500	6,500	-
Computer Hardware (Non-Cap)	1,658	22,779	11,500	11,500	24,000	12,500
Computer Software (Non-Cap)	1,225	-	4,000	4,000	4,000	-
Office Furniture	17,161	26,247	15,000	15,000	15,000	-
Safety Materials	77,879	52,016	50,500	50,500	46,500	(4,000)
Ferric Chloride	85,423	85,089	75,000	75,000	80,000	5,000
Chlorine	162,496	128,008	148,000	148,000	160,000	12,000
Polymer	551,722	487,321	418,000	418,000	430,000	12,000
Sodium Bisulfate	81,675	42,724	49,500	49,500	52,500	3,000
Other Chemicals	26,911	33,750	56,000	56,000	68,800	12,800
Concrete	111,094	114,996	135,000	135,000	135,000	-
Road Materials	121,136	150,340	148,000	148,000	148,000	-
<b>Supplies Total</b>	<b>\$ 3,655,936</b>	<b>\$ 2,992,067</b>	<b>\$ 3,938,185</b>	<b>\$ 3,938,185</b>	<b>\$ 3,922,465</b>	<b>\$ (15,720)</b>
<b>Contractuals</b>						
Professional Services	\$ 83,015	\$ 352,628	\$ 306,450	\$ 306,450	\$ 291,550	\$ (14,900)
Legal Services	17,583	36,140	100,000	100,000	105,000	5,000
Contract Employment Services					354,600	354,600
Outside Service Contracts	2,466,861	2,514,674	3,224,886	3,224,886	2,432,858	(792,028)
Vehicle Vendor Service	96,365	110,423	96,000	96,000	110,000	14,000
Pavement Patch Services					350,000	350,000
Publication Fees	7,690	21,458	33,400	33,400	37,500	4,100



**FY 2022/23 Proposed Budget  
Operations and Maintenance  
Summary**

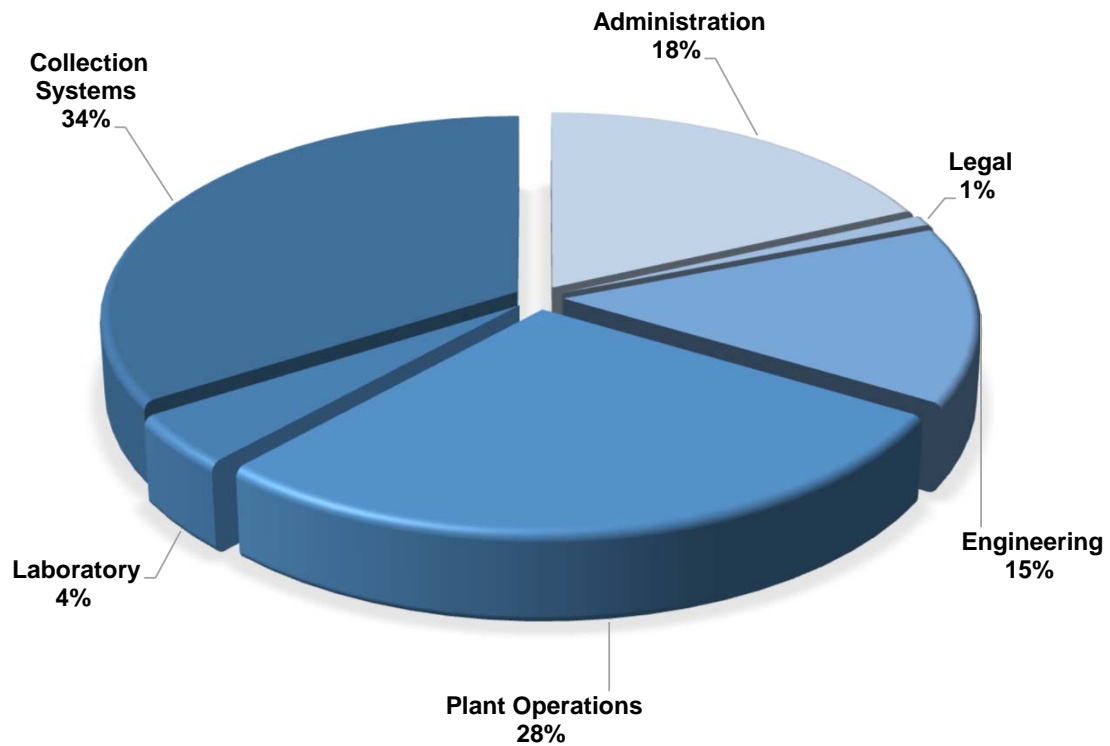
	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2022 Projected</b>	<b>2023 Budgeted</b>	<b>'22-'23 Budget Change</b>
<b>Contractuals Continued</b>						
Solid Waste Disposal	561,348	388,744	273,000	273,000	100,000	(173,000)
Land Application	-	-	-	-	320,000	320,000
Leases	46,041	27,821	34,000	34,000	37,000	3,000
Equipment Rental	57,908	41,227	62,500	62,500	57,500	(5,000)
Maintenance Contracts	875,101	1,047,271	986,115	986,115	1,201,953	215,838
Business Insurance	291,385	295,484	320,000	320,000	345,000	25,000
Claims	188,533	42,388	50,000	50,000	50,000	-
Gas & Heating Oil	151,416	259,088	181,500	181,500	300,000	118,500
Electricity	645,349	711,443	568,550	568,550	780,000	211,450
Electrical Distribution Maint.	1,737	21,942	51,500	51,500	30,000	(21,500)
Generator Maintenance Expense	124,201	278,897	256,950	256,950	300,000	43,050
Telephone	193,334	213,998	185,666	185,666	205,116	19,450
Other Utilities	12,713	10,898	21,500	21,500	22,000	500
Training/Professional Dev.	42,925	16,022	155,265	155,265	143,445	(11,820)
Travel/Lodging	26,725	4,411	79,775	79,775	82,500	2,725
Education Reimbursement	10,713	17,760	22,525	22,525	32,500	9,975
Dues and Memberships	103,379	93,428	429,870	429,870	436,430	6,560
Employee Recognition	10,348	10,914	21,500	21,500	26,500	5,000
Employee Hiring/Recruitment	12,025	18,996	12,200	12,200	14,700	2,500
Health & Wellness	42,723	24,720	31,500	31,500	26,550	(4,950)
Food	7,164	5,278	17,500	17,500	16,650	(850)
Bank Charges	174,321	169,130	206,000	206,000	206,000	-
Miscellaneous	32,700	27,161	21,200	21,200	18,825	(2,375)
Sewer Call Expense	11,250	10,055	25,000	25,000	15,000	(10,000)
Misc Expense - Low Income Affordability	3,061	25,538	20,000	20,000	20,000	-
<b>Contractuals Total</b>	<b>\$ 6,297,914</b>	<b>\$ 6,797,937</b>	<b>\$ 7,794,352</b>	<b>\$ 7,794,352</b>	<b>\$ 8,469,177</b>	<b>\$ 674,825</b>
<b>Repairs &amp; Maintenance</b>						
Repairs and Maintenance	\$ (21,803)	\$ 2,713	\$ -	\$ -	\$ -	\$ -
<b>Repairs &amp; Maintenance Total</b>	<b>\$ (21,803)</b>	<b>\$ 2,713</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Real Estate Taxes</b>						
Ag Land - Real Estate Taxes	\$ 34,468	\$ 33,020	\$ 37,000	\$ 37,000	\$ 50,500	\$ 13,500
Ag Land - Management Fees	26,588	15,166	15,500	15,500	16,000	500
Repairs and Maintenance	-	-	2,000	2,000	2,000	-
<b>Real Estate Taxes Total</b>	<b>\$ 61,056</b>	<b>\$ 48,186</b>	<b>\$ 54,500</b>	<b>\$ 54,500</b>	<b>\$ 68,500</b>	<b>\$ 14,000</b>
<b>Miscellaneous Total</b>						
Transfer to Capital Projects	\$ (627,251)	\$ (730,082)	\$ (700,000)	\$ (700,000)	\$ (750,000)	\$ (50,000)
GASB #51 Reclassification	(353,213)	(360,409)	(295,660)	(295,660)	(340,000)	(44,340)
Transfer to Special Assessments	(106,414)	(91,112)	(50,000)	(50,000)	(45,000)	5,000
<b>Miscellaneous Total</b>	<b>\$ (1,086,878)</b>	<b>\$ (1,181,603)</b>	<b>\$ (1,045,660)</b>	<b>\$ (1,045,660)</b>	<b>\$ (1,135,000)</b>	<b>\$ (89,340)</b>
<b>Grand Total</b>	<b>\$ 24,113,661</b>	<b>\$ 22,602,294</b>	<b>\$ 26,295,710</b>	<b>\$ 26,295,710</b>	<b>\$ 27,117,096</b>	<b>\$ 821,386</b>





# Personnel

## FY 2022/23 Proposed Budget Personnel Summary



	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	'22-'23 Budget Change
Administration	24.5	22.5	23.0	22.5	21.5	(1.0)
Legal	1.5	1.5	1.5	1.0	1.0	-
Engineering	19.0	18.0	17.0	17.0	17.0	-
Plant Operations	29.0	33.0	33.0	33.5	33.5	-
Laboratory	5.0	5.0	5.0	5.0	5.0	-
Collection Systems	38.0	37.0	37.5	38.0	40.0	2.0
<b>Total</b>	<b>117.0</b>	<b>117.0</b>	<b>117.0</b>	<b>117.0</b>	<b>118.0</b>	<b>1.0</b>

## FY 2022/23 Proposed Budget Position Summary

	2021 Budget	2022 Budget	2023 Budget	'22-'23 Budget Change
<b><u>Administration (20)</u></b>				
Executive Director	1.00	1.00	1.00	-
Executive Services Coord.	0.50	0.50	0.50	-
<b>Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>
<b><u>Finance (21)</u></b>				
Finance Manager		1.00	1.00	-
Sr Financial Analyst			0.50	0.50
Accountant		1.00	1.00	-
Financial Services Coord.		1.00	1.00	-
Accounting Technician		1.00	1.00	-
Procurement Coordinator		1.00	1.00	-
<b>Total</b>	<b>-</b>	<b>5.00</b>	<b>5.50</b>	<b>0.50</b>
<b><u>Customer Service (22)</u></b>				
Director of Finance	1.00	-		-
Customer Service Manager		1.00	1.00	-
Billing & Collection Manager	1.00	-		-
Sr Financial Analyst		1.00	0.50	(0.50)
Financial Services Coord.	1.00			-
Financial Services Tech.	1.00	-		-
Accounting Technician	1.00			-
Procurement Coordinator	1.00			-
Bilingual Customer Service Representative		1.00	1.00	-
Customer Service Representative	5.00	5.00	5.00	-
Administrative Clerk	1.00	-		-
Cash Receipts Clerk/Office Hlpr	1.00	-		-
<b>Total</b>	<b>13.00</b>	<b>8.00</b>	<b>7.50</b>	<b>(0.50)</b>
<b><u>Information Technology (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	-		-
IT Manager		1.00	-	(1.00)
Systems Administrator	1.00	-		-
Programmer/Analyst	3.00	2.00	2.00	-
Network Administrator	1.00	1.00	1.00	-
IT Customer Service Support Tech		0.50	0.50	-
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>(1.00)</b>
<b><u>Legal (24)</u></b>				
General Counsel/Director of Internal Services		0.50	0.50	-
Legal Director	1.00	-		-
Legal Secretary	0.50	0.50	0.50	-
<b>Total</b>	<b>1.50</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b><u>Human Resources (25)</u></b>				
Director of Human Resources	1.00	1.00	1.00	-
District Risk Manager	0.50	-		-
Human Resources Generalist	1.00	1.00	1.00	-
<b>Total</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

## FY 2022/23 Proposed Budget Position Summary

	2021 Budget	2022 Budget	2023 Budget	'22-'23 Budget Change
<b><u>Engineering (40)</u></b>				
Director of Engineering	1.00	1.00	1.00	-
Assistant Director of Engineering	1.00	1.00	1.00	-
Senior Civil Engineer-PM	3.00	3.00	3.00	-
Survey & Field Operations Manager	1.00	1.00	1.00	-
Project Engineer III		1.00	1.00	-
Civil Engineer II - Plant Operations Manager	1.00	-		-
Eng Technologist-Designer	2.00	2.00	2.00	-
Eng Technologist-Surveyor	1.00	1.00	1.00	-
Eng Construction Tech II	3.00	3.00	3.00	-
Surveyor Technician	1.00	1.00	1.00	-
Eng GIS Permit Clerk	1.00	1.00	1.00	-
Engineering Administrator	1.00	1.00	1.00	-
GIS Coordinator/Drafter	1.00	1.00	1.00	-
<b>Total</b>	<b>17.00</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	-
<b>Total</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	-
Assistant Lab Manager			1.00	1.00
Quality Assurance Analyst	1.00	1.00		(1.00)
Lab Analyst II			1.00	1.00
Lab Analyst			2.00	2.00
Lab Technician III	1.00	1.00		(1.00)
Lab Technician I	1.00	1.00		(1.00)
Sample Technician/Courier	1.00	1.00		(1.00)
<b>Total</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	-		-
IWS Compliance Manager		1.00	1.00	-
Pretreatment Prog Coordinator	1.00	1.00	1.00	-
Pretreatment Program Group Leader	1.00	-		-
IWP Compliance Tech	2.00	2.00	2.00	-
Plant Oper Tech. Clerk	1.00	1.00	1.00	-
<b>Total</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	-
Collection Systems Maint. Div. Manager	1.00	1.00	1.00	-
Collection Systems Const. Div. Manager	1.00	1.00	1.00	-
District Risk Manager	0.50	1.00		(1.00)
GIS Coordinator-Cons. Clk	1.00	1.00	1.00	-
Supporting Serv. Coordinator	1.00	1.00	1.00	-
Locator Lead Person	1.00	1.00	1.00	-
Utility Tech Locator	1.00	1.00	1.00	-
Inventory Clerk	1.00	1.00	1.00	-
<b>Total</b>	<b>8.50</b>	<b>9.00</b>	<b>8.00</b>	<b>(1.00)</b>

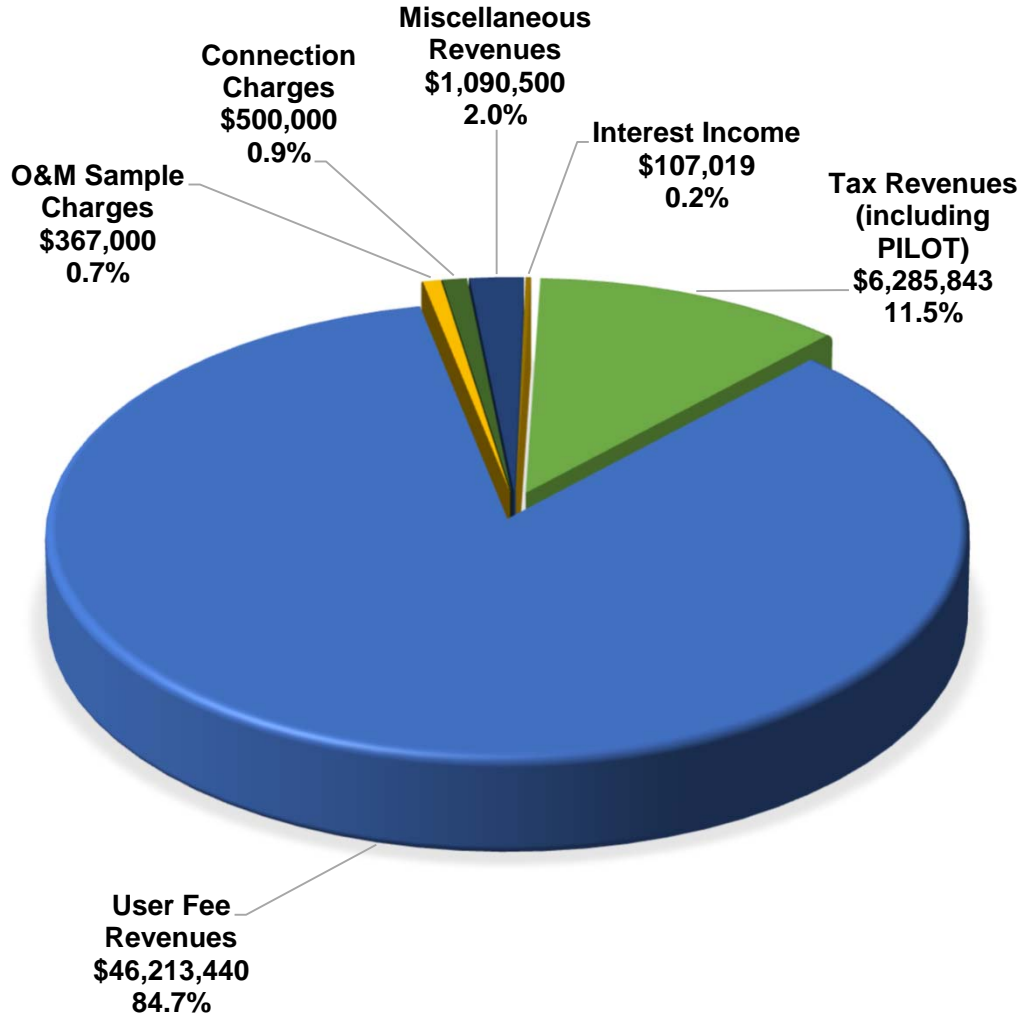
## FY 2022/23 Proposed Budget Position Summary

	2021 Budget	2022 Budget	2023 Budget	'22-'23 Budget Change
<b><u>Buildings and Grounds (61)</u></b>				
Senior Bldg Repair Tech	1.00	1.00	1.00	-
<b>Total</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	4.00	1.00
Tech Eqpt Operator/TV Truck	2.00	2.00	2.00	-
Equipment Operator	3.00	3.00	3.00	-
Vactor/Flusher	5.00	5.00	5.00	-
Container/Garbage Tr Oper	1.00	1.00	1.00	-
Manhole Rehab Tech.	1.00	1.00		(1.00)
Utility Technician	9.00	9.00	12.00	3.00
<b>Total</b>	<b>24.00</b>	<b>24.00</b>	<b>27.00</b>	<b>3.00</b>
<b><u>Vehicle Maintenance (75)</u></b>				
District Fleet & Inventory Manager	1.00	1.00	1.00	-
Diesel Mechanic	2.00	2.00	2.00	-
Inventory Clerk	1.00	1.00	1.00	-
<b>Total</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	-
Plant Operations Division Manager	1.00	1.00	1.00	-
IT Customer Service Support Tech		0.50	0.50	-
Treatment Plant Operator	13.00	13.00	13.00	-
Plant Operations Admin Coordinator			1.00	1.00
Plant Operations Coordinator		1.00		(1.00)
Administrative Clerk	1.00			-
<b>Total</b>	<b>17.00</b>	<b>17.50</b>	<b>16.50</b>	<b>(1.00)</b>
<b><u>Plant &amp; Lift Station Maintenance (90)</u></b>				
Assistant Director of Plant Operations			1.00	1.00
Plant Operations Maint. Div. Manager	1.00	1.00	1.00	-
Maintenance Electrician	3.00	2.00	2.00	-
Maintenance Mechanic	5.00	6.00	6.00	-
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>1.00</b>
<b>Grand Total</b>	<b>117.00</b>	<b>117.00</b>	<b>118.00</b>	<b>1.00</b>



# Revenue & User Rates

## FY 2022/23 Proposed Budget Revenue Summary



	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Budget	'22-'23 Budget Change
Tax Revenues (including PILOT)	\$ 6,880,759	\$ 6,765,940	\$ 6,223,960	\$ 7,100,260	\$ 6,285,843	\$ 61,883
User Fee Revenues	38,049,313	39,598,139	43,814,752	42,320,000	46,213,440	\$ 2,398,688
O&M Sample Charges	220,961	324,350	367,000	382,000	367,000	\$ -
Connection Charges	759,495	761,381	600,000	550,000	500,000	\$ (100,000)
Miscellaneous Revenues	5,024,524	2,103,481	2,351,021	2,521,621	1,090,500	\$ (1,260,521)
Interest Income	748,079	354,057	212,065	50,000	107,019	\$ (105,046)
<b>Total Revenue</b>	<b>\$ 51,683,131</b>	<b>\$ 49,907,348</b>	<b>\$ 53,568,798</b>	<b>\$ 52,923,881</b>	<b>\$ 54,563,802</b>	<b>\$ 995,004</b>



## FY 2022/23 Proposed Budget Revenue Detail

	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Budget	'22-'23 Budget Change
<b>O &amp; M Revenue</b>						
State of IL Replacement Tax	\$ 2,009,891	\$ 1,895,075	\$ 1,300,000	\$ 2,300,000	\$ 1,300,000	\$ -
Flow Charge	17,445,098	17,694,206	19,194,054	18,600,000	18,578,307	(615,747)
BOD Charge	4,226,419	4,121,953	4,986,041	4,780,000	5,299,934	313,893
TSS Charge	13,871,668	14,889,768	15,746,266	15,000,000	17,625,011	1,878,745
Ammonia Charge	604,452	540,948	605,835	650,000	607,993	2,158
Phosphorus Charge		303,056	1,179,913	1,100,000	1,628,911	448,998
O & M Charges - Inc Pollutant	15,036	216,028	200,000	200,000	200,000	-
O & M Charges - WW Monitoring	177,177	75,515	140,000	155,000	140,000	-
O & M Charges - Organics	28,748	32,807	27,000	27,000	27,000	-
Customer Charge	1,901,676	2,048,208	2,102,643	2,190,000	2,473,284	370,641
Pilot Charge	116,223	120,520	105,000	105,000	105,000	-
Well Meter Charge	12,168	12,840	11,000	11,000	11,000	-
Penalty Charges	496,222	329,878	200,000	500,000	300,000	100,000
Lien Charges	70,141	33,615	25,000	40,000	30,000	5,000
Other Charges / Adjustments	(270,389)	(21,707)	(100,000)	(150,000)	(125,000)	(25,000)
Other Past Due Charges	155,881	(986)	40,000	62,000	40,000	-
Interest Income	748,079	354,057	212,065	50,000	107,019	(105,046)
Permit and Inspection Fees	127,313	98,442	125,000	105,000	125,000	-
License & WW Tr Permit Fees	96,749	84,420	70,000	70,000	70,000	-
Drawing Review & Doc Recording	1,000	670	1,000	500	500	(500)
Plans & Specs Fees	4,000	2,150	3,000	1,600	2,000	(1,000)
Rental Income	156,980	151,664	152,000	152,000	152,000	-
Lab Testing Fees					40,000	40,000
Misc. Other Income	509,271	222,785	200,000	100,000	110,000	(90,000)
<b>Total</b>	<b>\$ 42,503,803</b>	<b>\$ 43,205,912</b>	<b>\$ 46,525,817</b>	<b>\$ 46,049,100</b>	<b>\$ 48,847,959</b>	<b>\$ 2,322,142</b>
<b>Capital Revenue</b>						
Corporate Tax Levy	\$ 3,898,020	\$ 3,893,712	\$ 3,950,990	\$ 3,850,000	\$ 4,006,303	\$ 55,313
Chlorination Tax Levy	850,901	851,147	862,470	840,000	874,540	12,070
Special Service Area Tax Levy	5,724	5,486	5,500	5,260	-	(5,500)
Connect Chg - Plant	566,789	459,160	400,000	450,000	400,000	-
Connect Chg - Basin Fee	192,706	302,221	200,000	100,000	100,000	(100,000)
Payback Charges	14,644	14,910	14,500	20,000	20,000	5,500
Cost Participation	2,674,544	-	1,609,521	1,609,521	315,000	(1,294,521)
Developer Contribution	976,000	1,174,800	-	-	-	-
<b>Total</b>	<b>\$ 9,179,328</b>	<b>\$ 6,701,436</b>	<b>\$ 7,042,981</b>	<b>\$ 6,874,781</b>	<b>\$ 5,715,843</b>	<b>\$ (1,327,138)</b>
<b>Total Revenue</b>	<b>\$ 51,683,131</b>	<b>\$ 49,907,348</b>	<b>\$ 53,568,798</b>	<b>\$ 52,923,881</b>	<b>\$ 54,563,802</b>	<b>\$ 995,004</b>





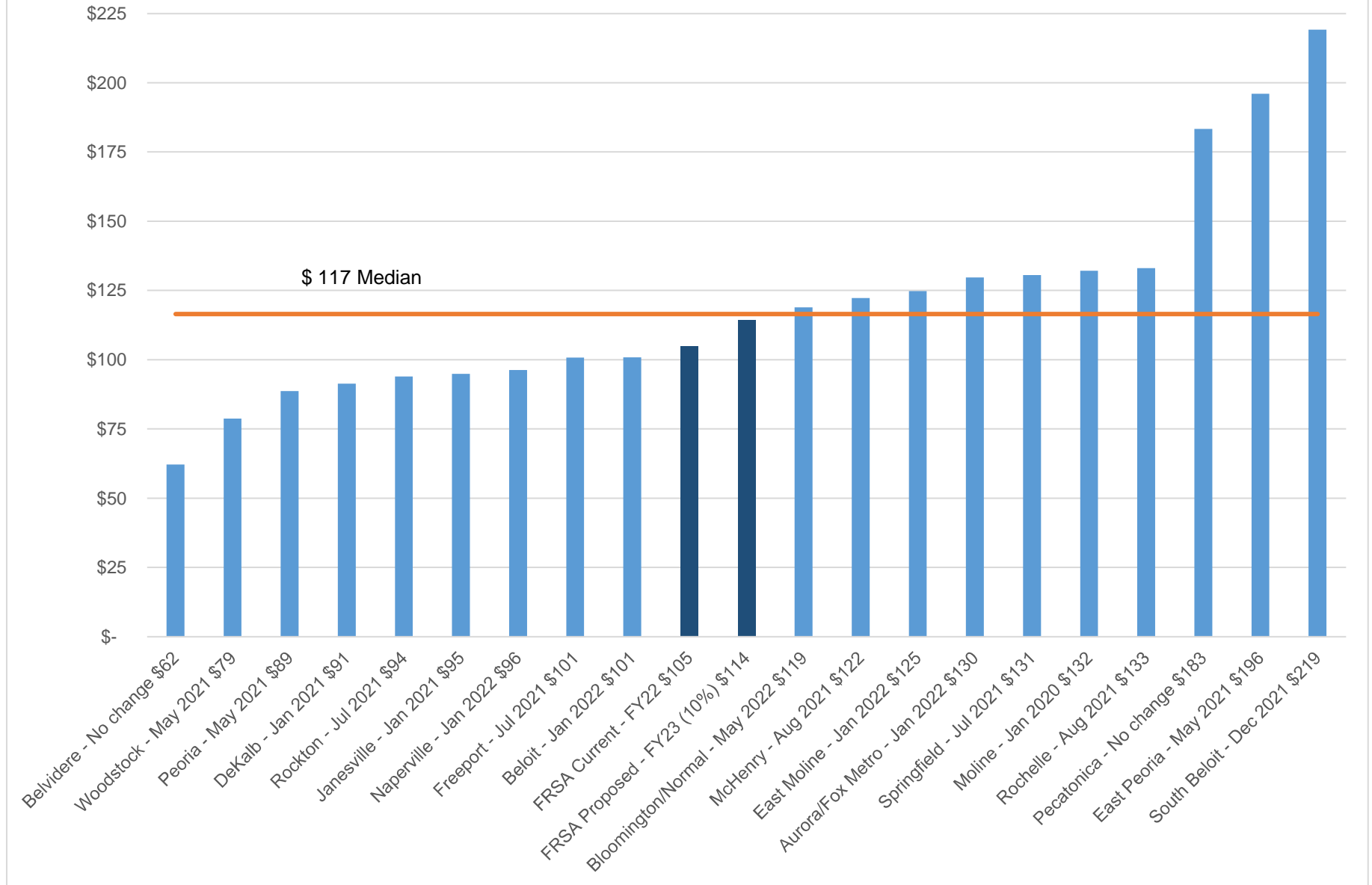
## Four Rivers Sanitation Authority Strategic Financial Planning Model

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

	Current Rates					Budget Year Rates					
	FY 2021 - 2022					FY 2022 - 2023					
	Flow	BOD	TSS	NH4	Phosphorus	Flow	BOD	TSS	NH4	Phosphorus	
	CCF	mg/l	mg/l	mg/l	mg/l	CCF	mg/l	mg/l	mg/l	mg/l	
Strength Concentration (MG per liter)	21	200	250	12	6	21	200	250	12	6	
Quarter Loadings (converted to lbs.)		lbs	lbs	lbs	lbs		lbs	lbs	lbs	lbs	
		26	33	2	1		26	33	2	1	
Constituent Unit Charges	\$ 2.24352	\$ 0.30882	\$ 1.13016	\$ 0.77591	\$ 3.43952	\$ 2.23862	\$ 0.34326	\$ 1.30459	\$ 0.73091	\$ 5.06904	
Constituent Billing	\$ 47.11	\$ 8.03	\$ 37.30	\$ 1.55	\$ 3.44	\$ 47.01	\$ 8.92	\$ 43.05	\$ 1.46	\$ 5.07	
Total Wastewater Service Charges				\$ 97.43					\$ 105.51		
Customer Charge				\$7.33					\$8.57	Percent Change	
Estimated Quarterly Amount				\$104.76					\$114.08	8.9%	
Estimated Property Tax: Value, Levy Rate	\$ 100,000	\$0.1848		\$ 61.60		\$ 100,000	\$0.1795		\$ 59.83	-2.9%	
<b>Total Estimated Annual User Charges</b>				<b>\$ 480.64</b>					<b>\$ 516.15</b>	<b>7.4%</b>	
									Annual Variance	\$ 37.28	
									Monthly Variance	\$ 3.11	
									Annual with property tax Variance	\$ 35.51	
									Monthly with property tax Variance	\$ 2.96	

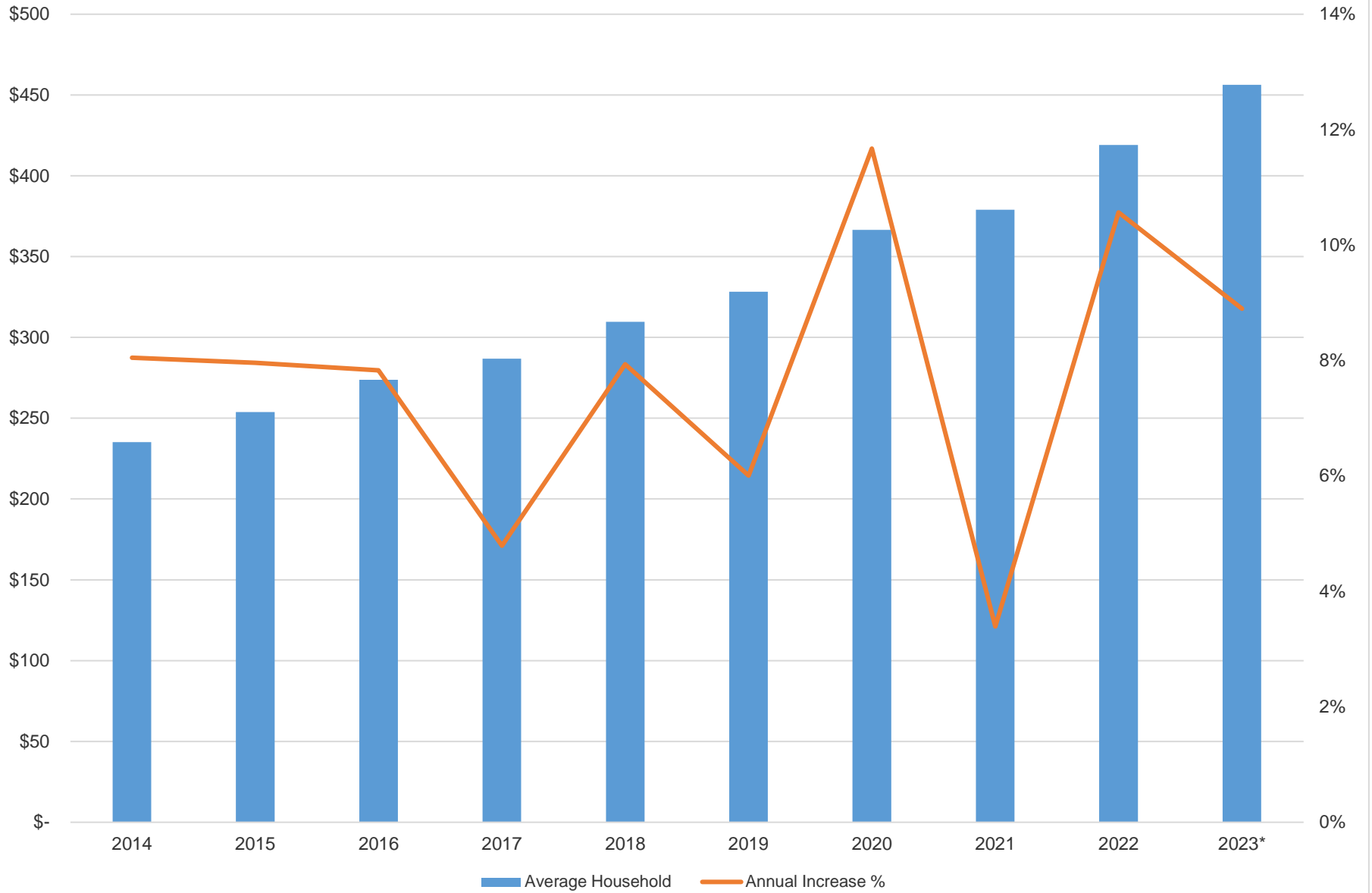
## 2022 Quarterly Bill Comparisons

Includes Fixed Costs at 21 ccf





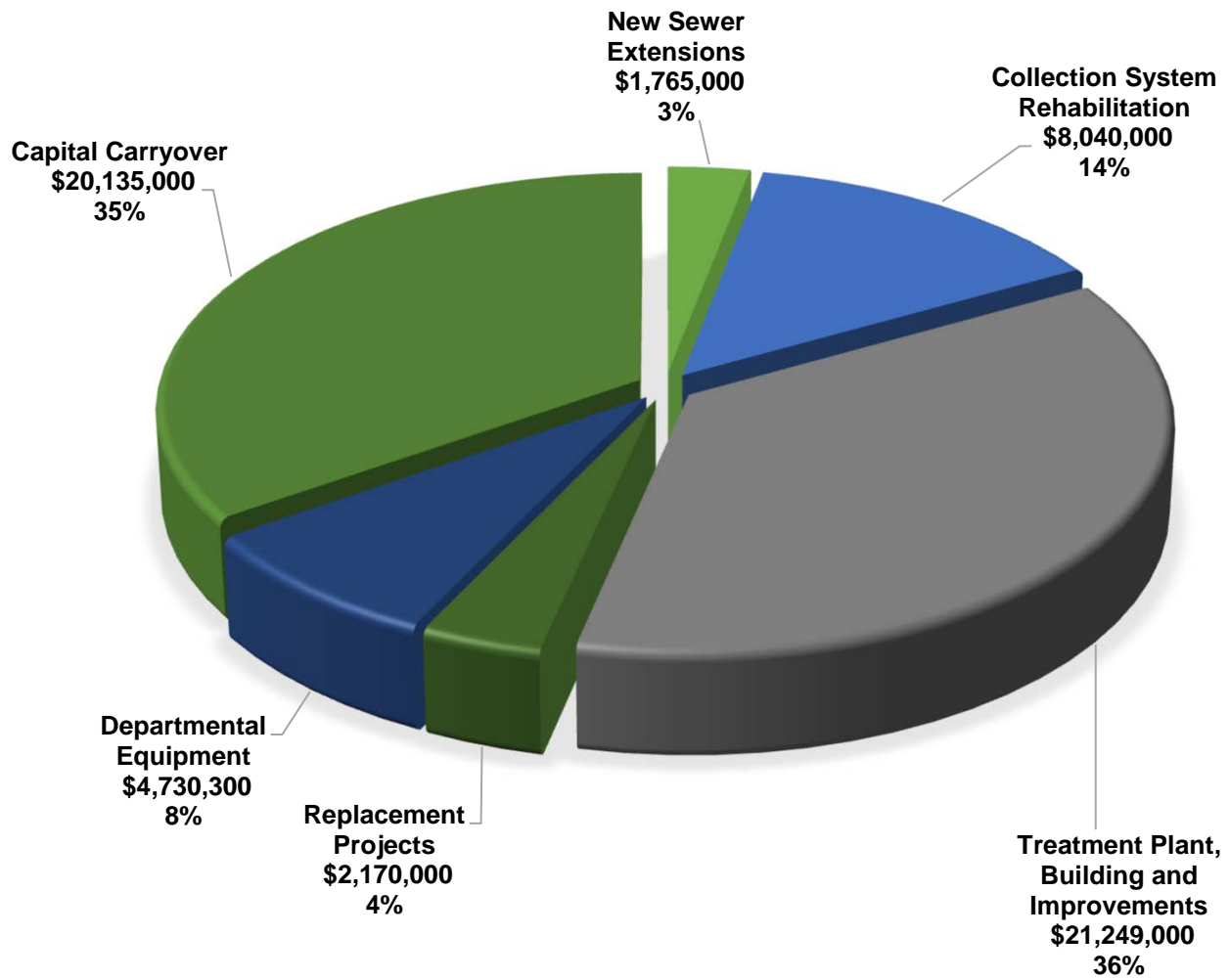
### Rate History & Average Household Bill FY 2014 - FY 2023 @ 21Ccf





# Capital Improvements

## FY 2022/23 Proposed Budget Capital Improvement Program





**FY 2023**  
**Capital Improvement Program - Expenditures**  
 Escalated Cost Estimates (Thousands of Dollars)

PROJECTED CIP - FUTURE EXPENDITURES	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
New Sewer Extensions	\$ 1,765,000	\$ 546,364	\$ 590,073	\$ 1,395,631	\$ 1,234,627	\$ 2,674,677	\$ 1,771,018	\$ 874,071	\$ 1,552,680	\$ 2,002,437
Collection System Rehabilitation	\$ 8,040,000	\$ 6,222,180	\$ 9,616,000	\$ 10,709,218	\$ 9,013,356	\$ 5,283,682	\$ 5,934,142	\$ 5,732,135	\$ 6,295,531	\$ 6,484,396
Treatment Plant, Building & Improvements	\$ 21,249,000	\$ 39,624,615	\$ 26,061,539	\$ 42,994,436	\$ 30,720,763	\$ 37,970,863	\$ 41,139,281	\$ 20,838,369	\$ 260,955	\$ 268,784
Replacement Projects	\$ 2,170,000	\$ 2,625,728	\$ 2,294,727	\$ 956,682	\$ 985,384	\$ 1,373,161	\$ 1,414,354	\$ 1,456,787	\$ 1,109,057	\$ 1,142,329
<b>TOTAL PROJECTED CIP</b>	<b>\$ 33,224,000</b>	<b>\$ 49,018,887</b>	<b>\$ 38,562,339</b>	<b>\$ 56,055,967</b>	<b>\$ 41,954,130</b>	<b>\$ 47,302,383</b>	<b>\$ 50,258,795</b>	<b>\$ 28,901,362</b>	<b>\$ 9,218,223</b>	<b>\$ 9,897,946</b>
<b>Departmental Equipment</b>	<b>\$ 4,730,300</b>	<b>\$ 2,976,249</b>	<b>\$ 3,003,582</b>	<b>\$ 2,778,319</b>	<b>\$ 2,844,280</b>	<b>\$ 3,216,182</b>	<b>\$ 3,086,370</b>	<b>\$ 3,097,257</b>	<b>\$ 3,246,929</b>	<b>\$ 3,581,537</b>

Capital Carryover	<b>\$ 20,135,000</b>									
Total CIP plus Equipment and Carryover	<b>\$ 58,089,300</b>									
90% CIP	\$ 29,901,600	\$ 44,116,998	\$ 34,706,105	\$ 50,450,370	\$ 37,758,717	\$ 42,572,145	\$ 45,232,916	\$ 26,011,226	\$ 8,296,401	\$ 8,908,151
90% CIP plus Equipment	\$ 34,631,900	\$ 47,093,247	\$ 37,709,687	\$ 53,228,689	\$ 40,602,997	\$ 45,788,327	\$ 48,319,286	\$ 29,108,483	\$ 11,543,330	\$ 12,489,688

New Sewer Extensions

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1962	Queen Oaks Trunk w/ Pump Station					\$ 25,000	\$ 750,000	\$ 750,000			
	Greenlee Pump Station									\$ 500,000	\$ 1,200,000
	Kent Creek Trunk Sewer Phase IIA & IIB				\$ 600,000	\$ 400,000	\$ 1,200,000	\$ 400,000	\$ 400,000	\$ 400,000	
2140	Logistics Parkway	\$ 600,000									
1501	McCurry Road Trunk Sewer (Rt 251 to McCurry Road)	\$ 500,000									
1603	McDonald Creek Trunk South Branch	\$ 100,000	\$ 250,000	\$ 250,000							
2331	Other Trunk Participation and Misc. Projects	\$ 400,000									
	Other Trunk Participation and Misc. Projects		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
2330	Projects - Miscellaneous Engineering	\$ 40,000									
	Projects - Miscellaneous Engineering		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
	Rockford SE Trunk - North				\$ 350,000	\$ 350,000					
2332	Special Assessment - Off Site	\$ 100,000									
	Special Assessment - Off Site		\$ 100,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
2327	Unsewered Area Program	\$ 25,000									
	Unsewered Area Program		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Sewer Extension Group Total</b>		<b>\$ 1,765,000</b>	<b>\$ 515,000</b>	<b>\$ 540,000</b>	<b>\$ 1,240,000</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>	<b>\$ 1,490,000</b>

Collection System Rehabilitation

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
2319	11th St Sewer Improv	\$ 10,000	\$ 25,000	\$ 500,000	\$ 400,000	\$ 100,000					
2320	Charles St Sewer Improv	\$ 350,000	\$ 50,000								
2354	Collection System Rehab - Point Repairs	\$ 1,200,000									
	Collection System Rehab - Point Repairs		\$ 900,000	\$ 1,200,000	\$ 900,000	\$ 1,200,000	\$ 900,000	\$ 1,200,000	\$ 900,000	\$ 1,200,000	\$ 1,200,000
	FPCIP 230A (W. Rockford - North) MH 087-151 to 087-068			\$ 30,000	\$ 190,000						
2280	Jefferson St Watermain Project	\$ 200,000									
2135	Other Unidentified Collectn Sys. Rehab	\$ 300,000									
2335	Other Unidentified Collectn Sys. Rehab	\$ 300,000									
	Other Unidentified Collectn Sys. Rehab		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
2333	Service Lateral Lining	\$ 650,000									
	Service Lateral Lining		\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
2301	Service Repair/Cleanout Installation (6 inch)	\$ 600,000									
	Service Repair/Cleanout Installation (6 inch)		\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
2287	Whitman St Sewer Improv	\$ 50,000	\$ 25,000	\$ 500,000	\$ 300,000						
2149	Church Street	\$ 10,000	\$ 10,000	\$ 300,000							
2303	Creek Crossing Protection Program	\$ 75,000									
	Creek Crossing Protection Program		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
	FPCIP #140B Partial, Phase 2 - Ohio Pkwy & Eastgate Pkwy		\$ 20,000	\$ 620,000							
2108	FPCIP #150D (downstream of Cherry Valley PS)	\$ 60,000									
	FPCIP #230B (Belden/Paradise)	\$ -	\$ -	\$ 25,000	\$ 3,500,000						
2322	FPCIP 240-A (N. Second St. S. of 173)	\$ 25,000	\$ 1,200,000								
1577	Keith Crk Trnk Reroute-8th St./15th St.	\$ 10,000	\$ 10,000	\$ 500,000	\$ 200,000	\$ 1,300,000					
2313	Structure Rehabilitation	\$ 200,000									
	Structure Rehabilitation		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
2318	Sewer Pipe Infiltration Projects	\$ 100,000									
	Sewer Pipe Infiltration Projects		\$ 100,000	\$ 100,000							
2337	Sewer System Lining Program	\$ 3,000,000									
	Sewer System Lining Program		\$ 1,600,000	\$ 3,000,000	\$ 1,600,000	\$ 3,000,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
2014	W. State St. Sewer Replace-Phase 2	\$ 100,000									
2323	Madison St Reconstruction	\$ 200,000				\$ 250,000					
2324	15th Ave Sewer Improvements	\$ 250,000			\$ 250,000						
2325	Harmon Park Improvements	\$ 100,000									
2326	Harlem Rd Sewer Improvements	\$ 50,000									
2328	9th St Reconstruction	\$ 200,000		\$ 100,000	\$ 250,000						
<b>Collection System Rehab Group Total</b>		<b>\$ 8,040,000</b>	<b>\$ 5,865,000</b>	<b>\$ 8,800,000</b>	<b>\$ 9,515,000</b>	<b>\$ 7,775,000</b>	<b>\$ 4,425,000</b>	<b>\$ 4,825,000</b>	<b>\$ 4,525,000</b>	<b>\$ 4,825,000</b>	<b>\$ 4,825,000</b>





**Four Rivers Sanitation Authority  
Strategic Financial Planning Model  
Capital Improvement Program**

**Treatment Plant, Building & Improvements**

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
2308	Dewatering Building Improvements Phase 2	\$ 200,000									
2217	New Maintenance Facility Construction	\$ 4,000,000	\$ 2,200,000								
1904	New Maintenance/Admin Facility (Design)	\$ 175,000									
2306	Plant Roadway Replacement	\$ 300,000									
	Plant Roadway Replacement		\$ 800,000	\$ 500,000							
2309	Former Admin Bldg Furniture	\$ 250,000									
2224	Soper St Pump Station Access Improvements	\$ 130,000									
1763	FPCIP Nutrient Removal - (SRFL)						\$ 20,000,000	\$ 18,000,000			
1763	FPCIP Nutrient Removal	\$ 550,000	\$ 1,250,000	\$ 2,000,000	\$ 1,500,000	\$ 1,000,000	\$ -	\$ 7,000,000	\$ 8,000,000		
2022	Primary Filtration - (SRFL)	\$ 3,200,000	\$ 8,200,000								
	Primary Filtration Phase 2 - (SRFL)			\$ 6,000,000	\$ 10,300,000						
	Primary Filtration Phase 2		\$ 250,000								
2207	Aerobic Granular Sludge - (SRFL)	\$ 10,300,000	\$ 18,900,000	\$ 4,300,000							
2207	Aerobic Granular Sludge	\$ -	\$ -	\$ 5,200,000							
	WAS Hydrolysis		\$ 900,000	\$ 2,500,000	\$ 8,500,000						
2304	Sidestream Fermentation - (SRFL)				\$ 15,500,000	\$ 5,200,000					
2304	Sidestream Fermentation	\$ 250,000	\$ 900,000	\$ 900,000	\$ -						
	Deammonification			\$ 700,000	\$ 700,000	\$ 12,500,000	\$ 3,200,000				
	FPCIP Biosolids Expansion					\$ 7,450,000	\$ 8,250,000	\$ 8,250,000	\$ 8,250,000		
	Gravity Belt Thickener Expansion			\$ 100,000	\$ 900,000						
2344	Cogeneration Efficiency Rehab	\$ 350,000	\$ 2,500,000	\$ 1,000,000							
2102	HVAC Replacement	\$ 20,000	\$ 1,200,000								
2202	HVAC Replacement	\$ 825,000									
	HVAC Replacement		\$ 50,000	\$ 450,000	\$ 450,000						
2345	DCB Gas Compressor	\$ 50,000									
	Generator Engine Rebuild #1				\$ 150,000						
	Generator Engine Rebuild #2					\$ 150,000					
	Generator Engine Rebuild #3						\$ 150,000				
2329	Other Unidentified Projects (Plant Ops)	\$ 100,000									
	Other Unidentified Projects (Plant Ops)		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
2314	Final Clarifier 7 & 8 Rehab	\$ 125,000									
2334	Building #8 Stockroom Upgrade	\$ 59,000									
2339	Landscaping and Grounds Improvements	\$ 50,000									
	Landscaping and Grounds Improvements		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2336	Wall Panels	\$ 15,000									
2338	Property Purchases	\$ 150,000									
	Property Purchases		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2340	City Water Connection Improvements	\$ 150,000									
<b>Treatment Plant, Building &amp; Improvements Group Total</b>		<b>\$ 21,249,000</b>	<b>\$ 37,350,000</b>	<b>\$ 23,850,000</b>	<b>\$ 38,200,000</b>	<b>\$ 26,500,000</b>	<b>\$ 31,800,000</b>	<b>\$ 33,450,000</b>	<b>\$ 16,450,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>



Departmental Equipment

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Engineering Equipment Requirements</b>											
1361	Closed Transition - Main Power	\$ 250,000									
2163	Collection System Flow Metering	\$ 30,000	\$ 30,000	\$ 30,000							
2341	Mapping, Digitizing, & GPS Equipment	\$ 20,000									
	Mapping, Digitizing, & GPS Equipment		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
2342	Sewer Hydraulic Modeling Software, Training, Model Upgrd	\$ 30,000									
	Sewer Hydraulic Modeling Software, Training, Model Upgrd		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
	<b>Total Engineering Equipment Requirements</b>	<b>\$ 330,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>ITS Equipment Requirements</b>											
2256	Board Room Remodel	\$ 25,000									
2348	Disk Storage & Data Backup Solutions	\$ 40,000									
	Disk Storage & Data Backup Solutions		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
2064	Enterprise Asset Management Software	\$ 350,000									
2355	ERP Software - Phase 2 (UB)	\$ 800,000									
NA	GASB 51 (internally developed software)	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000	\$ 340,000
2375	Network Security Hardware/Software	\$ 50,000									
2174	New Edge Switches (Out Buildings)	\$ 75,000									
2073	New Phone System	\$ 25,000									
2346	Other Unidentified Equip /Hardware /Software	\$ 250,000									
	Other Unidentified Equip /Hardware /Software		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
2315	PC Upgrades(Replace 10Zigs) - Laptop/Tablet Replacement	\$ 35,000									
	PC Upgrades(Replace 10Zigs) - Laptop/Tablet Replacement		\$ 25,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
2343	Security Upgrade(s) (Access, Alarms, & Cameras)	\$ 25,000									
	Security Upgrade(s) (Access, Alarms, & Cameras)		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
2372	Servers/GPUs	\$ 200,000									
	Servers/GPUs		\$ 150,000								
2262	Wifi Phase 5	\$ 5,000									
2356	Help Desk Software	\$ 10,000									
2357	Payment Kiosk	\$ 25,000									
2358	Plant/IWS Operations Software Replacement	\$ 145,000									
	<b>Total ITS Equipment Requirements</b>	<b>\$ 2,400,000</b>	<b>\$ 815,000</b>	<b>\$ 670,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>	<b>\$ 660,000</b>



**Four Rivers Sanitation Authority  
Strategic Financial Planning Model  
Capital Improvement Program**

**Departmental Equipment**

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Plant Operations Equipment Requirements</b>											
2359	Dishwashers	\$ 30,000									
2360	Flow Injection Analyzer (replaces simple cyanide system)	\$ 45,000									
2361	Autotitrator with Redox Electrode	\$ 5,000									
2305	Fume Hood Controller Replacement	\$ 150,000									
	ICP-MS (with autosampler, vacuum pump, and chiller)		\$ 160,000								
	Water Polishing Unit			\$ 7,500							
	Analytical balance with antistatic kit			\$ 12,000							
	Autoclave			\$ 15,000							
	Ion Chromatograph (with autosampler)				\$ 40,000						
	Auto Block Fill				\$ 15,000						
	UV/Vis Spectrophotometer					\$ 7,500					
	UV/Vis Spectrophotometer					\$ 6,500					
	Muffle Furnace					\$ 10,000					
	Chiller						\$ 12,000				
	Water Polishing Unit						\$ 7,500				
	Centrifuge						\$ 15,000				
	Top Loading Balance							\$ 5,000			
	Micro-gas Chromatograph							\$ 50,000			
	Analytical Balance with antistatic kit								\$ 15,000		
	Autotitrator for amperometric titration								\$ 7,500		
	Autotitrator								\$ 7,500		
	Turbidimeter									\$ 5,000	
	Oil & Grease extractor										\$ 60,000
	<b>Total Plant Operations Equipment Requirements</b>	<b>\$ 230,000</b>	<b>\$ 160,000</b>	<b>\$ 34,500</b>	<b>\$ 55,000</b>	<b>\$ 24,000</b>	<b>\$ 34,500</b>	<b>\$ 55,000</b>	<b>\$ 30,000</b>	<b>\$ 5,000</b>	<b>\$ 60,000</b>



**Four Rivers Sanitation Authority  
Strategic Financial Planning Model  
Capital Improvement Program**

Departmental Equipment

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Collection Systems Equipment Requirements											
2376	Trench Boxes	\$ 20,000									
2377	Ford F250 4x4 (420-015)	\$ 45,500									
2378	Ford T150 Transit Van (420-006)	\$ 42,100									
2379	Ford T150 Transit Van (420-036)	\$ 42,100									
2380	Combination Jet/Vac/Recycler Truck (420-050)	\$ 675,000									
2381	Freightliner 10-Yard Dump Truck (420-042)	\$ 175,000									
2382	Freightliner 10-Yard Dump Truck (420-034)	\$ 175,000									
2383	410K JD Backhoe (421-024)	\$ 153,000									
2384	JD85G excavator w/point/compactor/2 buckets (421-022)	\$ 153,000									
2385	Ford T150 Transit Van (420-012)	\$ 42,100									
2386	Ford F550 4x4 Crew Cab W/Crane (420-045)	\$ 87,500									
2387	Ford F550 4x4 Crew Cab (420-062)	\$ 80,000									
2388	Ford F550 4x4 Crew Cab (420-014)	\$ 80,000									
	Combination Jet/Vacuum truck (420-043)		\$ 515,000								
	Ford F150 4x4 Supercab (420-081)		\$ 35,000								
	Ford F150 4x4 Supercab (420-038)		\$ 35,000								
	Ford F250 4x4 pickup (420-080)		\$ 50,000								
	Ford Escape (420-009)		\$ 30,500								
	Husqvarna 7000D Concrete Saw (421-006)		\$ 39,900								
	Etyre lowboy trailer (419-039)		\$ 85,000								
	24 Foot Dump Trailer (419-093)		\$ 46,000								
	24 Foot Dump Trailer (419-094)		\$ 46,000								
	4" Trash Pump (419-010)		\$ 47,500								
	Ford F140 4x4 (420-048)		\$ 35,000								
	Skid Loader (421-032)		\$ 95,000								
	Ford F550 5 Yard Dump (420-001)		\$ 63,500								
	Ford T150 Transit Van (420-018)		\$ 44,500								
	Ford Escape (420-055)		\$ 30,500								
	Ford Escape (420-064)		\$ 30,500								
	Ford Escape (420-067)		\$ 30,500								
	Ford Escape (420-068)		\$ 30,500								
	Ford Escape (420-073)		\$ 30,500								
	Ford Escape (420-096)		\$ 30,500								
	Enclosed Equipment Trailer (419-007)		\$ 13,500								
	Ford Explorer (420-065)		\$ 35,000								
	Ford F150 Supercab (420-082)		\$ 35,000								
	Ford Escape (420-083)		\$ 30,500								
	Ford Escape (420-097)		\$ 30,500								
	Caterpillar Track Loader (421-002)		\$ 275,000								
	GMC Container truck (420-028)			\$ 133,700							
	Ford F350 4x4 (420-021)			\$ 74,500							
	Ford F250 4x4 Supercab (420-033)			\$ 38,000							
	Ford F150 4x4 Pickup (420-010)			\$ 35,500							
	Ford Explorer (420-003)			\$ 42,500							
	Ford F150 4x4 Supercab (420-051)			\$ 35,500							

Departmental Equipment

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Ford F150 4x4 Supercab (420-052)			\$ 35,500							
	Ford F150 4x4 Supercab (420-019)			\$ 35,500							
	Ford F150 4x4 Supercab (420-022)			\$ 35,500							
	Ford F150 4x4 Supercab (420-026)			\$ 35,500							
	Ford F150 4x4 Supercab (420-029)			\$ 35,500							
	Ford F150 4x4 Supercab (420-037)			\$ 35,500							
	Ford F150 4x4 Supercab (420-084)			\$ 35,500							
	Ford F150 4x4 Supercab (420-086)			\$ 35,500							
	Dodge Grand Caravan (420-046)			\$ 32,500							
	Ford F550 5-yard dump truck (420-001)			\$ 65,000							
	Ford Escape (420-056)			\$ 31,000							
	Ford Escape (420-072)			\$ 31,000							
	Freightliner Flusher (420-044)			\$ 350,000							
	Combination Jet/Vac/Recycler Truck (420-059)			\$ 695,000							
	4" Trash Pump (421-007)			\$ 48,500							
	Lowboy Trailer (419-035)			\$ 87,500							
	Freightliner 10-Yard Dump Truck (420-074)				\$ 185,000						
	Freightliner 10-Yard Dump Truck (420-008)				\$ 185,000						
	Ford E450 TV Truck (420-087)				\$ 510,000						
	Ford E450 TV Truck (420-061)				\$ 510,000						
	Ford Utilimaster (420-031)				\$ 58,000						
	Ford Explorer (420-007)				\$ 37,500						
	Enclosed Equipment Trailer (419-005)				\$ 14,500						
	Enclosed Equipment Trailer (419-045)				\$ 14,500						
	Ford Escape (420-058)				\$ 31,500						
	Ford Escape (420-063)				\$ 31,500						
	Ford Escape (420-013)				\$ 31,500						
	Ford F150 4x4 Supercab (420-002)				\$ 36,000						
	Ford F150 4x4 (420-004)				\$ 35,000						
	Ford T150 Transit Van (420-017)				\$ 43,500						
	Freightliner Tractor (420-049)					\$ 160,000					
	Freightliner Tractor (420-023)					\$ 160,000					
	Ford F550 5-yard dump truck (420-030)					\$ 69,000					
	Dodge Grand Caravan (420-099)					\$ 34,500					
	Dodge Grand Caravan (420-032)					\$ 34,500					
	Excavator (421-019)					\$ 250,000					
	Combination Jet/Vacuum Truck (420-047)					\$ 530,000					
	Deckover Equipment Trailer (419-064)					\$ 13,500					
	24 Foot Dump Trailer (419-093)					\$ 47,000					
	24 Foot Dump Trailer (419-094)					\$ 47,000					
	24 Foot Dump Trailer (419-096)					\$ 47,000					
	Ford F150 4x4 Supercab (420-060)					\$ 37,000					
	Skid Loader (421-011)					\$ 105,000					
	Enclosed Equipment Trailer (419-033)					\$ 12,500					
	10 Yard Dump Truck (420-076)					\$ 192,500					
	Dodge Grand Caravan (420-085)						\$ 32,000				

Departmental Equipment

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Flusher Truck (420-054)						\$ 360,000				
	Garbage Truck (420-088)						\$ 185,000				
	Backhoe/Loader (421-053)						\$ 165,000				
	Backhoe/Loader (421-098)						\$ 165,000				
	10 Yard Dump Truck (420-005)						\$ 192,500				
	10 Yard Dump Truck (420-075)						\$ 192,500				
	5 Yard Dump Truck (420-069)						\$ 70,000				
	Flat Bed Equipment Trailer (419-054)						\$ 26,000				
	Flat Bed Equipment Trailer (419-055)						\$ 26,000				
	Combination Jet/Vacuum Truck (420-035)						\$ 535,000				
	Ford F150 4x4 (420-048)							\$ 38,000			
	10 Yard Dump Truck (420-039)							\$ 195,000			
	10 Yard Dump Truck (420-089)							\$ 195,000			
	Ford Explorer (420-065)							\$ 38,500			
	Ford Escape (420-009)							\$ 35,000			
	Ford Escape (420-055)							\$ 35,000			
	Ford Escape (420-064)							\$ 35,000			
	Ford Escape (420-067)							\$ 35,000			
	Ford Escape (420-068)							\$ 35,000			
	Ford Escape (420-073)							\$ 35,000			
	Ford Escape (420-083)							\$ 35,000			
	Ford Escape (420-096)							\$ 35,000			
	Ford Escape (420-097)							\$ 35,000			
	Deckover Equipment Trailer (419-001)							\$ 19,500			
	Deckover Equipment Trailer (419-022)							\$ 19,500			
	Ford F150 4x4 Supercab (420-081)							\$ 38,000			
	Ford F150 4x4 Supercab (420-038)							\$ 38,000			
	Ford F150 4x4 Supercab (420-082)							\$ 38,000			
	Combination Jet/Vac/Recycler Truck (420-050)							\$ 700,000			
	Skid Loader (421-016)							\$ 110,000			
	Combination Jet/Vacuum Truck (420-043)								\$ 545,000		
	10 Yard Dump Truck (420-041)								\$ 197,500		
	Semi Tractor (420-079)								\$ 175,000		
	Ford Explorer (420-003)								\$ 47,000		
	Ford F150 4x4 Supercab (420-010)								\$ 38,500		
	Ford F250 4x4 Supercab (420-033)								\$ 42,000		
	Ford F150 4x4 Supercab (420-051)								\$ 38,500		
	Ford F150 4x4 Supercab (420-052)								\$ 38,500		
	Ford F150 4x4 Supercab (420-019)								\$ 38,500		
	Ford F150 4x4 Supercab (420-022)								\$ 38,500		
	Ford F150 4x4 Supercab (420-026)								\$ 38,500		
	Ford F150 4x4 Supercab (420-029)								\$ 38,500		
	Ford F150 4x4 Supercab (420-037)								\$ 38,500		
	Ford F150 4x4 Supercab (420-084)								\$ 38,500		
	Ford F150 4x4 Supercab (420-086)								\$ 38,500		
	Ford F250 4x4 (420-015)								\$ 52,500		

Departmental Equipment

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	Ford Escape (420-056)								\$ 35,500		
	Ford Escape (420-072)								\$ 35,500		
	Crew Chief Truck (420-057)								\$ 90,000		
	24 Foot Dump Trailer (419-092)								\$ 50,000		
	24 Foot Dump Trailer (419-095)								\$ 50,000		
	Ford Explorer (420-007)									\$ 40,000	
	Ford Escape (420-058)									\$ 36,000	
	Ford Escape (420-063)									\$ 36,000	
	Ford Escape (420-013)									\$ 36,000	
	Ford F150 4x4 Supercab (420-002)									\$ 39,500	
	Ford F150 4x4 (420-004)									\$ 38,500	
	Ford F350 4x4 W/Utility Box (420-020)									\$ 80,000	
	Ford F350 4x4 W/Utility Box (420-027)									\$ 80,000	
	Semi Tractor (420-040)									\$ 177,500	
	Combination Jet/Vac/Recycler Truck (420-059)									\$ 710,000	
	Unidentified Vehicles and Equipment									\$ 500,000	
	Combination Jet/Vacuum Truck (420-047)										\$ 555,000
	#7,000 Lb Forklift (421-003)										\$ 40,000
	Unidentified Vehicles and Equipment										\$ 1,300,000
	<i>Total Collections Equipment Requirements</i>	\$ 1,770,300	\$ 1,770,400	\$ 1,984,200	\$ 1,723,500	\$ 1,739,500	\$ 1,949,000	\$ 1,744,500	\$ 1,705,000	\$ 1,773,500	\$ 1,895,000
	<b>Total Departmental Equipment</b>	<b>\$ 4,730,300</b>	<b>\$ 2,805,400</b>	<b>\$ 2,748,700</b>	<b>\$ 2,468,500</b>	<b>\$ 2,453,500</b>	<b>\$ 2,693,500</b>	<b>\$ 2,509,500</b>	<b>\$ 2,445,000</b>	<b>\$ 2,488,500</b>	<b>\$ 2,665,000</b>



**Four Rivers Sanitation Authority  
Strategic Financial Planning Model  
Capital Improvement Program**

**Replacement Projects**

Proj. No.	PROJECT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
2389	Fuel Island	\$ 130,000									
2390	Inventory Shelving	\$ 10,000	\$ 100,000								
1575	Airport Lateral Sewer Mod. Project E	\$ 5,000	\$ 475,000								
2321	Roof Replacement	\$ 250,000									
	Roof Replacement		\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
1856	Sludge Storage Building Rehab	\$ 20,000									
	Sludge Storage Building Rehab Phase 2			\$ 1,000,000							
1566	Winnebago WWTP Abandon / Winn Corner PS Upgrade	\$ 225,000									
2150	Plant Concrete Repair	\$ 200,000									
2350	Plant Concrete Repair	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
2311	Plant Concrete Point Repair	\$ 50,000									
	Plant Concrete Point Repair		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
2312	2-7 Transformer Switch	\$ 80,000	\$ 800,000								
	Chlorination Repairs and Tank Replacement			\$ 250,000							
	Digester Rehab #1, #2, #3						\$ 300,000	\$ 300,000	\$ 300,000		
2391	Bulk ferric tanks/day tank	\$ 100,000									
2392	Ohio generator replacement	\$ 250,000									
2351	Other Unidentified Replacement Projects (Plant Ops)	\$ 300,000									
	Other Unidentified Replacement Projects (Plant Ops)		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
2393	Scum Separator	\$ 300,000									
<b>Replacement Group Total</b>		<b>\$ 2,170,000</b>	<b>\$ 2,475,000</b>	<b>\$ 2,100,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,150,000</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>