

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

Water and Sewer

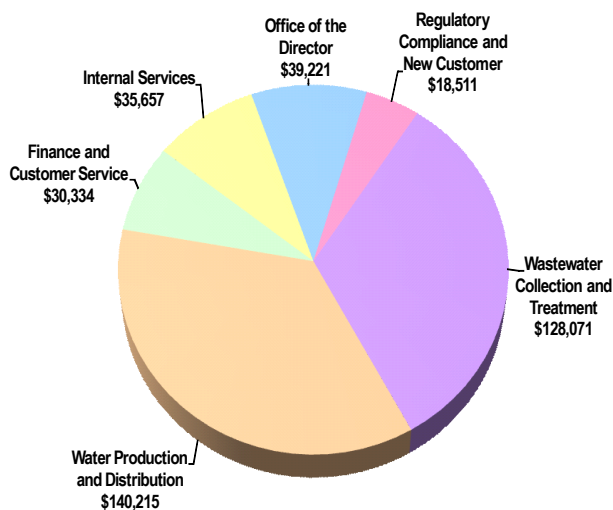
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater disposal services, and safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.

As part of the Neighborhood and Infrastructure strategic area, the Department's main functions are water production and distribution, as well as wastewater collection, treatment, reuse, and disposal. WASD operates three regional and five smaller water treatment plants, with a total rated capacity of 454 million gallons per day (MGD), and three regional wastewater treatment plants with a total treatment capacity of 375 MGD. Additionally, WASD operates and maintains 95 water supply wells (grouped into 15 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridian Aquifer; 1,039 sewer pump stations (1,020 County-owned and 19 maintained for other entities); 7,892 miles of water distribution mains; and 6,271 miles of wastewater mains and lateral collection pipes. The Department implements water conservation measures, provides high quality drinking water, and plans and improves infrastructure for future growth.

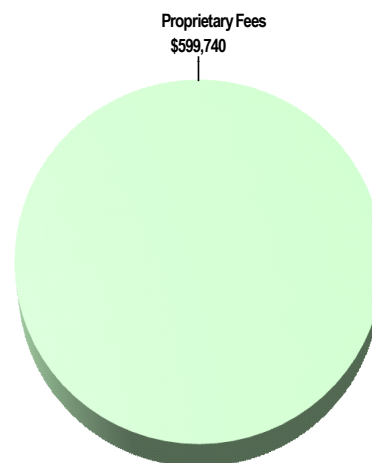
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 422,000 water and 340,000 wastewater retail customers as of September 30, 2011. Additionally, wholesale water service is provided to 15 municipalities and wholesale sewer service is provided to 13 municipalities within Miami-Dade County. In providing these services, the Department interacts with and is regulated by the United States Environmental Protection Agency, the Florida Department of Environmental Protection, the Miami-Dade County Health Department, the South Florida Water Management District, and the Regulatory and Economic Resources Department (RER).

FY 2012-13 Proposed Budget

Expenditures by Activity
(dollars in thousands)

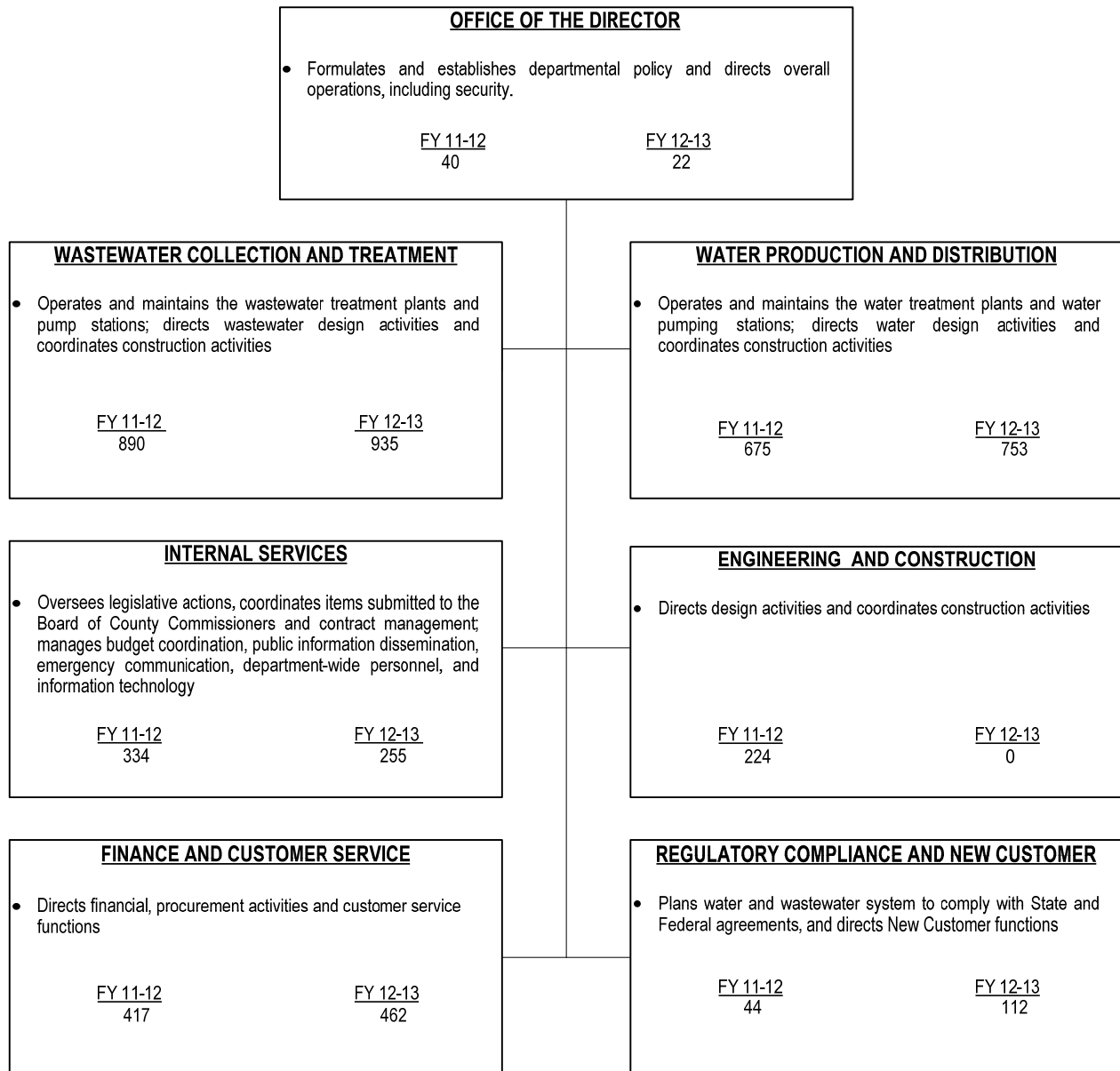


Revenues by Source
(dollars in thousands)



FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
Revenue Summary				
Carryover	58,666	63,226	60,652	55,664
Delinquency, Billing, and Service Charges	11,082	11,362	11,808	11,782
Fire Protection and Fire Hydrant Fees	4,697	4,668	4,842	4,846
Maintenance Fees	246	251	253	255
Miscellaneous Non-Operating	0	4,390	4,889	2,260
Miscellaneous Revenues	5,868	7,308	5,185	6,353
Septic Tanks and High Strength Sewage	2,435	2,568	2,570	2,365
Transfer From Other Funds	0	5,500	16,214	10,038
Wastewater Revenue	261,881	279,323	259,785	271,335
Water Revenue	232,186	240,180	229,674	234,842
Total Revenues	577,061	618,776	595,872	599,740

Operating Expenditures

Summary				
Salary	148,060	136,427	133,153	134,386
Fringe Benefits	45,829	41,250	32,092	32,100
Court Costs	0	0	0	0
Contractual Services	64,924	69,149	78,289	74,494
Other Operating	51,921	52,764	59,022	61,888
Charges for County Services	38,898	33,221	31,426	41,429
Grants to Outside Organizations	0	0	0	0
Capital	41,833	66,685	54,602	47,712
Total Operating Expenditures	391,465	399,496	388,584	392,009

Non-Operating Expenditures

Summary				
Transfers	4,927	32,220	250	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	117,443	126,408	151,374	150,348
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	55,664	57,383
Total Non-Operating Expenditures	122,370	158,628	207,288	207,731

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
Strategic Area: Neighborhood and Infrastructure				
Office of the Director	21,401	39,221	40	22
Wastewater Collection and Treatment	138,110	128,071	890	935
Water Production and Distribution	123,103	140,215	675	753
Internal Services	51,091	35,657	334	255
Finance and Customer Service	32,218	30,334	417	462
Regulatory Compliance and New Customer	9,553	18,511	44	112
Engineering and Construction	13,108	0	224	0
Total Operating Expenditures	388,584	392,009	2,624	2,539

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	733	715	796	715	770
Fuel	2,997	3,598	3,099	3,598	3,634
Overtime	13,298	9,146	7,642	9,146	8,403
Rent	745	538	682	601	709
Security Services	13,936	13,889	14,245	13,889	13,729
Temporary Services	1,005	961	895	961	895
Travel and Registration	78	63	236	63	217
Utilities	1,516	1,287	1,688	1,287	1,314

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
Revenue									
EPA Grant	4,962	0	0	0	0	0	0	0	4,962
Rock Mining Mitigation Fees	20,384	0	0	0	0	0	0	0	20,384
Wastewater Connection Charges	72,770	0	0	0	0	0	0	0	72,770
Water Connection Charges	46,861	3,000	4,775	0	0	0	0	0	54,636
Fire Hydrant Fund	12,896	4,800	5,000	5,000	5,000	5,000	5,000	0	42,696
HLD Special Construction Fund	143,485	0	0	0	0	0	0	0	143,485
Miami Springs Wastewater Construction Fund	1,200	0	0	0	0	0	0	0	1,200
Miami Springs Water Construction Fund	687	0	0	0	0	0	0	0	687
Wastewater Renewal Fund	133,185	34,703	27,500	30,000	30,000	30,000	30,000	0	315,388
Wastewater Special Construction Fund	1,984	300	300	300	300	300	300	0	3,784
Water Construction Fund	3,544	0	0	0	0	0	0	0	3,544
Water Renewal and Replacement Fund	114,588	10,297	27,500	30,000	30,000	30,000	30,000	0	272,385
Water Special Construction Fund	3,845	1,000	1,000	1,000	1,000	1,000	1,000	0	9,845
BBC GOB Future Financing	0	6,379	7,636	7,453	6,029	78,527	44,750	14,885	165,659
BBC GOB Series 2005A	16,278	0	0	0	0	0	0	0	16,278
BBC GOB Series 2008B	3,851	0	0	0	0	0	0	0	3,851
BBC GOB Series 2008B-1	9,288	0	0	0	0	0	0	0	9,288
BBC GOB Series 2011A	10,361	0	0	0	0	0	0	0	10,361
Future WASD Revenue Bonds	0	0	171,605	398,942	348,061	422,657	805,291	2,381,644	4,528,200
Hialeah Reverse Osmosis Plant Construction Fund	9,500	0	0	0	0	0	0	0	9,500
State Revolving Loan Wastewater Program	52,965	2,277	0	0	0	0	0	0	55,242
State Revolving Loan Water Program	77	0	0	0	0	0	0	0	77
WASD Revenue Bonds Sold	268,019	0	0	0	0	0	0	0	268,019
WASD Future Funding	0	0	0	0	0	0	0	4,899,844	4,899,844
Total:	930,730	62,756	245,316	472,695	420,390	567,484	916,341	7,296,373	10,912,085
Expenditures									
Strategic Area: Neighborhood and Infrastructure									
GOB Water and Wastewater Projects	43,353	6,685	7,636	7,453	6,029	78,528	44,750	14,885	209,319
Wastewater Projects	470,253	130,597	125,663	197,237	193,902	339,628	586,570	4,777,826	6,821,676
Water Projects	213,732	98,535	128,522	274,558	225,047	150,917	286,117	2,503,662	3,881,090
Total:	727,338	235,817	261,821	479,248	424,978	569,073	917,437	7,296,373	10,912,085

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department is currently negotiating a consent agreement with the Federal Environmental Protection Agency to address possible regulatory violations resulting from failing infrastructure; the agreement will ultimately be considered by the Board of County Commissioners; all projects are currently included in the capital plan, but schedules for completion may need to be modified; increased debt requirements will lead to future rate adjustments
- In FY 2012-13, the Department will continue implementation of water system capital projects (\$98.5 million in FY 2012-13, \$3.9 billion all years); major water system projects include but not limited to Central Miami-Dade Water Transmission Mains Improvements (Government Cut) (\$2.9 million in FY 2012-13, \$33.3 million all years); Water Distribution System Extension Enhancements (\$3.9 million in FY 2012-13, \$1.7 billion all years); Water Treatment Plant - Floridian Reverse Osmosis (\$23.8 million in FY 2012-13, \$72.9 million all years); Water System Maintenance and Upgrades (\$18.5 million in FY 2012-13, \$316 million all years), and Safe Drinking Water Act Modifications (\$5 million in FY 2012-13, \$672 million all years)
- In FY 2012-13, the Department will continue implementation of wastewater system capital projects (\$130.6 million in FY 2012-13, \$6.8 billion all years), major wastewater system projects include but not limited to Pump Station Generators and Miscellaneous Upgrades (\$664,000 in FY 2012-13, \$67.8 million all years); South District Wastewater Treatment Plant-High Level Disinfection (\$18.5 million in FY 2012-13, \$268 million all years); Peak Flow Management Facilities (\$15.3 million in FY 2012-13, \$945.1 million all years); Wastewater System Maintenance and Upgrades (\$12 million in FY 2012-13, \$266 million all years); North District Wastewater Treatment Plant (\$3.6 million in FY 2012-13, \$127.3 million all years); Central Miami-Dade Wastewater Transmission Mains and Pump Stations Improvements (Government Cut) (\$36.7 million in FY 2012-13, \$379 million all years) and Central District Wastewater Treatment Plant (\$1.5 in FY 2012-13, \$1.2 billion all years)
- The Department will continue implementing Building Better Communities General Obligation Bond (BBC GOB) program projects for water and wastewater (\$5.4 million in FY 2012-13, \$209.3 million all years)
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes funding for a \$45 million transfer of funds to the Renewal and Replacement fund for an enhanced program to expedite repairs, replacements, and rehabilitation of pipe infrastructure and plant facilities

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director formulates and establishes departmental policy and directs overall operations, including security and legal issues.

- Defines and monitors Department-wide operating goals and procedures
- Defines and monitors engineering, construction, and quality assurance goals, and directs planning and regulatory functions
- Provides legal support
- Directs department-wide security services

DIVISION COMMENTS

- In FY 2012-13, the Proposed Budget includes funding (\$261,000) for the Regulatory and Economic Resources Department (RER) to fund the Florida Yards and Neighborhoods Program, and a Sustainable Manager (\$119,000)
- The FY 2012-13 Proposed Budget includes payments to the Audit and Management Services Department (\$440,000) for expenses associated with audits and reviews
- In the FY 2012-13 Proposed Budget, retail water and wastewater rates will remain flat; the bill of the average retail water and sewer customer (6,750 gallons per month) will remain at approximately \$42.03 per month; future adjustments will depend upon debt issuance requirements
- In FY 2012-13, the City of Hialeah's water wholesale rate per thousand gallons increases to include the fifth year of the five-year phase out of the City of Hialeah transmission credit; in addition, the wholesale wastewater rate per thousand gallons will be updated based on an annual true-up methodology to determine the FY 2010-11 actual cost recovery allocation for wholesale customers
- The FY 2012-13 Proposed Budget includes a Memorandum Of Understanding agreement with the Office of The Inspector General (\$100,000)

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

DIVISION: WASTEWATER COLLECTION AND TREATMENT

The Wastewater Collection and Treatment Division operates and maintains the Wastewater System, including wastewater treatment plants, sewer pipes (laterals/force mains), Supervisory Control and Data Acquisition (SCADA) system and pump stations. Additionally, the Division directs Wastewater Priority Projects, including construction management and engineering.

- Directs wastewater operations including treatment and disposal, as well as maintenance of pumping and collection systems
- Directs installation, repairs, and maintenance of the sewer pipeline system
- Performs mechanical, electrical, and structural maintenance of treatment plants and lift stations
- Installs, repairs, relocates, maintains, and replaces all gravity sewer lines, force mains, valves, sewer laterals, and manholes countywide
- Administers the SCADA system, telemetry and radios
- Coordinates High Level Disinfection (HLD) and wastewater reuse projects
- Oversees wastewater system design standards and engineering support, including survey work.
- Oversees design and construction activities for Wastewater Collection and Treatment related projects

Strategic Objectives - Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Reduce response time to sanitary sewer overflows	Average response time to sewage overflows (in minutes)	EF	↓	45	55	55	55	55

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure proper maintenance and operation of the sewage system	Percentage compliance with wastewater effluent limits	OC	↑	100%	100%	100%	99.5%	100%
	Percentage of pumps in service	EF	↑	99%	99%	99%	99%	99%
	Wastewater mainline valves exercised	OP	↔	5,925	6,018	6,018	6,000	6,000
	Percent completion of wastewater pipeline relocation projects required for Miami Harbor Deepening Project	EF	↑	20%	50%	95%	95%	100%

*FY 2011-12 and FY 2012-13 Targets increased from FY 2010-11 Actual due to aging infrastructure, reduction of preventive maintenance activities, and unpredictable weather conditions

DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes the elimination of 24 vacant positions in Pump Stations Maintenance Division (\$1.482 million), 17 vacant positions in Wastewater Collection and Transmission Division (\$648,667), and nine vacant positions in Wastewater Treatment Division (\$441,268), as a result of reorganizational adjustments

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

DIVISION: WATER PRODUCTION AND DISTRIBUTION

The Water Production and Distribution Division operates and maintains water treatment plants, water transmission and distribution pipes, water pumping stations and metering. Additionally the Division directs Water Priority Projects, including construction management and engineering.

- Directs operation of the water system, including installation, repairs, and maintenance of the water infrastructure
- Installs, repairs, relocates, maintains, and replaces all water mains and valves, fire lines, and water meters countywide
- Performs mechanical, electrical, and structural maintenance of treatment plants
- Implements Cross Connection Control Program
- Provides laboratory analysis to comply with regulatory agencies requirements
- Coordinates Water Priority Projects
- Oversees water system design standards and engineering support, including survey work

Strategic Objectives - Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Program (in thousands)*	EF	↑	1,608	1,589	1,500	1,600	1,124

*FY 2012-13 Target revised based on revised Water Use Permit requirements

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Fully comply with drinking water standards	Percentage compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%
	Percent completion of water pipeline relocation projects required for Miami Harbor Deepening Project	EF	↑	20%	50%	95%	95%	100%

DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes the elimination of nine vacant positions in Water Production Division (\$555,658), six vacant positions in Water Transmission and Distribution Division (\$286,566), and two vacant positions in Meter Installation and Maintenance Division (\$206,533), as a result of reorganizational adjustments

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

DIVISION: INTERNAL SERVICES

The Internal Services Division oversees legislative coordination; oversees contract management; manages budget coordination, public information dissemination, the emergency communications center, human resources; and oversees support services and Information Technology.

- Coordinates state and federal legislative actions and liaisons with municipalities
- Coordinates items submitted to the Board of County Commissioners (BCC)
- Interprets and maintains the Department's Rules and Regulations
- Manages the Department's operating and capital budgets and provides strategic planning
- Coordinates communications with media and customers
- Operates the 24-Hour Emergency Communication Center to resolve urgent infrastructure issues
- Directs human resources and general maintenance services
- Directs department-wide IT resources and support

Strategic Objectives - Measures

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Workforce skills to support County priorities	Training hours per employee	OP	↔	10	10	10	8	8
	Percentage non-emergency requests dispatched in less than three business days	OP	↔	95%	97%	95%	95%	95%

DIVISION COMMENTS

- *The FY 2012-13 Proposed Budget includes the elimination of six vacant positions in General Maintenance Division (\$404,257) and four vacant positions in Information Technology Division (\$334,830), as a result of reorganizational adjustments*

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

DIVISION: FINANCE AND CUSTOMER SERVICE

The Finance and Customer Service Division directs financial operations, procurement and stores, and customer service functions

- Coordinates financial activities including debt administration, investments, grants and cash management
- Administers the general ledger and asset control functions
- Prepares accounts payable, retail and wholesale bills, and special billings and collection
- Manages business process support for the Customer Information System, Enterprise Resource Planning, and Enterprise Asset Management software systems
- Oversees contract administration
- Manages retail customer account services
- Oversees procurement and stores activities

Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	2.3	17	15	13	2
	Percentage calls answered within two minutes (monthly)	EF	↑	61%	12%	20%	40%	90%

*Due to administrative reductions in FY 2010-11, an increase in call wait times was experienced; in FY 2011-12, additional part-time positions were added to decrease call wait time and increase the percentage of calls answered within two minutes

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	AA-	AA-	AA-	AA-	AA-
	Bond rating evaluation by Standard and Poor's	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Moody's	OC	↑	A1	A1	A1	A1	A1

DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes payments to the Finance Department (\$50,000) for expenses associated with cash management services
- The Department is projecting a year-end combined fund balance of \$55.6 million in the rate stabilization and general reserve funds for FY 2011-12, and a projected combined balance of \$45.6 million for FY 2012-13; this reserve is available should an additional debt issuance be required in FY 2012-13; the Department will have a year-end fund balance of \$57.4 million in the operating budget as reserve required for bond ordinance
- The FY 2012-13 Proposed Budget includes the elimination of four vacant positions in Finance and Customer Service Divisions (\$408,892), and two vacant positions in Stores and Procurement Division (\$149,831), as a result of reorganizational adjustments

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

DIVISION: REGULATORY COMPLIANCE AND NEW CUSTOMER

The Regulatory Compliance and New Customer Division plans the water and wastewater system to ensure compliance with state and federal agreements. The New Customer Section processes applications for new water services.

- Directs planning of water and wastewater facilities and infrastructure
- Oversees environmental regulations and compliance with federal and state agreements
- Directs Water Use Efficiency and Water Loss Reduction Plans
- Processes applications for new water service, mains, pump stations, and fire hydrant installations by private contractors

Strategic Objectives - Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Percent compliance with 20-Year Water Use Permit (WUP) as scheduled	EF	↑	100%	90%	90%	90%	90%
Comprehensive Development of Master Plan	Percentage of Comprehensive Development Master Plan comments submitted timely	EF	↑	100%	90%	80%	90%	90%
	Percentage of Development Impact Committee comments provided timely	EF	↑	100%	90%	80%	90%	90%

DIVISION COMMENTS

- ☛ In FY 2012-13, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power Plan and of an employee awareness program, which includes an energy conservation website, newsletter, and workshops
- In FY 2012-13, the Department will enter into a Memorandum of Understanding (MOU) with the Regulatory and Economic Resources (RER) Department to coordinate the work functions for eleven positions at the Permitting and Inspection Center (PIC)
- *The FY 2012-13 Proposed Budget includes the elimination of two vacant positions in New Customer Division (\$158,785), as a result of reorganizational adjustments*

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund four positions in the Information Technology Division to support operation of data processing peripheral equipment	\$0	\$335	4
Fund two positions in the New Customer Division to support initiations of new water service for business through public contact	\$0	\$159	2
Fund one position in the System Implementation Section to support a complex portfolio of software products & services is required	\$0	\$102	1
Fund three positions in the Finance and Customer Service Division to identify and correct billing errors	\$0	\$250	3
Fund eight positions to provide housekeeping of plant equipment	\$0	\$399	8
Fund 17 positions in the Wastewater Collection and Treatment Division to assist in the inspection, installation maintenance & repair of cast iron pipes, clay, PVC, and galvanized above and below ground	\$0	\$649	17
Fund 24 positions in the Wastewater Collection and Treatment Division for repair and maintenance of pump stations throughout Miami Dade County	\$0	\$1,482	24
Fund four positions in the Water Production and Distribution Division to install, maintain, repair and troubleshoot recording instrumentation used in the water plants	\$0	\$218	4
Fund six positions in the Water Production and Distribution Division to install and repair pipes	\$0	\$303	6
Fund two positions in the Meter Installation and Maintenance Division to inspect, clean, repair and reassemble water meters	\$0	\$107	2
Fund seven positions in the Internal Services Division to service and provide maintenance of construction equipment	\$0	\$408	7
Fund four positions in the System Implementation Section to support the billing and financial systems	\$0	\$262	4
Fund one Contracts Officer and one W&S Secretary in the Contract Processing Section to maintain internal controls related to professional service task agreements, purchase orders, and payments	\$0	\$113	2
Fund 16 positions in the Controller Division to maintain internal controls and improve customer service by reopening pay stations downtown	\$0	\$713	16
Fund 38 positions in the Retail Customer Service Section to restore two additional hours (5 p.m. to 7 p.m.) of telephone support	\$0	\$1,763	38
Fund one W&S Communication Support Specialist in the Emergency Communications Section to maintain customer service and reporting levels	\$0	\$65	1
Fund five positions in the Wastewater Collection and Treatment Division to maintain wastewater collections regulatory reporting	\$0	\$159	5
Fund nine positions in the Meter Section to maintain reporting level notifications to field operators as well as field investigations of billing issues without increased overtime expenditures	\$0	\$412	9
Fund 11 positions in Water Collection and Treatment Division to maintain service and reporting levels for water transmission and distribution systems	\$0	\$380	11

FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund 13 positions in the Internal Services Division to maintain the network uptime, the departmental billing system and SCADA	\$0	\$936	13
Fund four positions in the Human Resources Section for employee recruitment and ADA compliance to reduce workloads	\$0	\$279	4
Total	\$0	\$9,494	181