

Fund 69010: Sewer Operation and Maintenance

Mission To safely collect and treat wastewater in compliance with all regulatory requirements using state-of-the-art technology in the most cost-effective manner in order to improve the environment and enhance the quality of life in Fairfax County.

Focus The Wastewater Management Program includes wastewater collection and conveyance, wastewater treatment, and planning and monitoring program areas. The primary functions are to strategically plan, and efficiently operate and maintain the wastewater system in the best interest of the County and its customers.



Funding for Fund 69010, Sewer Operation and Maintenance, is financed by a transfer from Fund 69000, Sewer Revenue, which is used to credit all system revenues collected, including availability fees and sewer service charges associated with the program.

This program operates and maintains nearly 3,250 miles of sewer, 63 pump stations and 57 flow-metering stations. Treatment of wastewater generated is provided primarily through six regional wastewater collection and treatment plants. The regional treatment approach takes advantage of economies of scale in wastewater treatment and ensures the economical and efficient operation and management of the program.

One of the six regional plants is the County owned and operated Noman M. Cole, Jr. Pollution Control Plant (NCPCP), which is currently permitted to treat 67 million gallons per day (mgd) of flow. Other regional facilities where the County has purchased treatment capacity include the District of Columbia Water's Blue Plains Treatment Plant with 31 mgd capacity; Alexandria Renew Enterprises Treatment Plant with 32.4 mgd capacity; Upper Occoquan Service Authority's Treatment Plant with 22.1 mgd capacity; Arlington County's Treatment Plant with 3 mgd capacity; and Loudoun Water's Broad Run Plant with 1 mgd capacity. Fairfax County utilizes all of these facilities to accommodate a total capacity of 156.5 mgd.

The Wastewater Management Program is funded by revenues generated by the customers of the sanitary sewer system and recorded in Fund 69000, Sewer Revenue. Sewer Service Charges support system operation and maintenance costs, debt service payments, and capital projects attributable to supporting and improving wastewater treatment services for existing customers. Availability Charges support a proportional share of system costs and capital projects attributable to growth of the system required to support new customers. Existing customers are defined as those who have paid an Availability Charge for access to the system and receive wastewater treatment services. New customers are those who have not paid the Availability Charge. Upon payment of the Availability Charge and connection to the system, a new customer becomes an existing customer. The County allocates expenses, interest income, bond proceeds, debt service payments, capital improvement project costs, and operating costs between existing and new users of the system. In accordance with the County's "Growth Pays for Growth Policy," both existing and new customers must pay for their share of the system's total annual revenue requirements.

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A number of trends that may influence the operation and maintenance of the sanitary sewer system over the next two to five years include the following:

Chesapeake Bay Water Quality Program Requirements - The Chesapeake Bay water quality program requires reductions in the amount of nutrient pollutants discharged from wastewater treatment facilities. In December 2004, the state notified the County that the renewal of the County's Virginia Pollutant Discharge Elimination System (VPDES) permit includes a requirement that nutrient removal be performed using "State of the Art" technology and meet a waste load allocation (cap) for the nitrogen and phosphorous nutrients. A phased approach was used to renovate and upgrade current plant facilities to accommodate these more stringent nutrient discharge requirements. These renovations and upgrades were completed in FY 2015. Other regional plants serving the County are at various stages of upgrade for compliance with the new requirements.

Capacity, Management, Operation, and Maintenance (CMOM) - The United States Environmental Protection Agency (USEPA) has proposed sanitary sewer overflow (SSO) regulations, which require municipalities to develop and implement a Capacity, Management, Operation and Maintenance (CMOM) program to eliminate any sewer overflows and back-ups from the wastewater collection systems. The County has implemented the CMOM program that is featured on the USEPA's website at the following link - https://www3.epa.gov/npdes/pubs/sso_casestudy_fairfax.pdf.

Capital Improvements - Reinvestment in the sewer system infrastructure ensures optimum operation of all wastewater facilities. This initiative, closely related to CMOM endeavors for a quality sewer system, emphasizes capital improvements to wastewater collection and treatment facilities to meet the requirements of the sanitary sewer overflow regulations. The program continues to take a proactive stance toward infrastructure rehabilitation.

Integration of Information Technology - The Geographic Information System (GIS), the Supervisory Control and Data Acquisition (SCADA) system and the Infrastructure Computerized Maintenance Management System (ICMMS) require integration for optimal use. Computing and information technology are an integral part of every aspect of the Wastewater Management Program operations. Today's high customer expectations and increasing reliance on consistent 24-hour services lead to an increasing dependence on stable and reliable integrated information technologies that infuse the business process. Presently, the Enterprise Asset Management system (EAM) has successfully integrated with GIS and ICMMS to provide reports for the SCADA system. The EAM system and SCADA system are not yet integrated. Future customer service needs will require a full enterprise integration of the critical information technology systems to reduce the total cost of ownership, increase availability of critical business data in the right format, and improve the quality and delivery of services to sewer customers.

Asset Management Program - As a result of evaluating the program's financial management strategies, an Asset Management Program was developed. The first phase aligned the program's capital asset policies and procedures with the County's fixed asset policies and developed a process in which to evaluate the program's infrastructure. The second phase developed criteria to identify the program's critical assets. After the criteria were tested and accepted, they were applied to all program assets. Phase three will be the condition assessment of all assets beginning with the most critical assets. In FY 2022, the condition assessment continues on the large diameter pipes, 15-inches and larger, sewer lines that were sliplined in the 1990s and sewer lines with sags.

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Wastewater Collection Division (WCD) - operates and maintains approximately 3,250 miles of collection system, 63 pumping stations, and 57 flow meter stations throughout the service area. The agency continues to take a very proactive approach toward maintenance and strives for continuous improvement in its daily functions. WCD maintains facilities at a high competence level.

Wastewater Treatment Division (WTD) - operates and maintains the Noman M. Cole, Jr. Pollution Control Plant. The agency has an exemplary record of producing high-quality clean water, which surpasses regulatory requirements at a low unit cost relative to other advanced wastewater treatment plants in the region. Construction of facilities for the Enhanced Nutrient Removal upgrades at the plant is complete.

Wastewater Planning and Monitoring Division (WPMD) - establishes and manages the future requirements for the Wastewater Management Program in regard to expansion needs of facilities by reviewing and monitoring new and potential developments in the County. WPMD also analyzes the financial position of the Program in order to maintain competitive rates and high bond ratings, and achieve financial targets. WPMD and Fairfax County Department of Finance work together annually to create award winning Comprehensive Annual Financial Reports (CAFR) for the Integrated Sewer System. In addition, WPMD documents the high quality of the County's treated wastewater by analyzing an extensive number of water samples. While actively promoting outreach throughout the County, WPMD passes audits, confirms discharge quality, and runs a successful Industrial Pretreatment program to prevent damage to the collection system and the treatment processes, and to protect the health and safety of the employees and the public.

The table below reflects the Wastewater Management Program's projected fiscal health in FY 2022 and FY 2023. The financial planning process incorporates the following indicators that are interrelated and structured to identify the adequacy of rates from a cash flow, business, and compliance standpoint. These indicators are used by the bond rating agencies to determine the Program's credit rating.

Calculated Financial Indicators			
Financial Indicator	Target	FY 2022	FY 2023
Net Revenue Margin	37.0% to 65.0%	49%	53%
Days Working Capital ¹	150 to 200 days	182	181
Debt Coverage Senior	Min. 3.00x	3.06x	2.60x
Debt Coverage All-in ²	1.80x to 2.20x	1.92x	1.85x
Affordability (% of median income spent on sewer bill)	Less than 1.2%	0.6%	0.6%
Debt to Net Plant in Service	Below 40.0% Never above 50.0%	35%	39%
Outstanding Debt per Connection	Max \$3,000	\$1,865	\$2,126
Next Sewer Bond Sale in FY 2021 - \$200 million			

¹ The Days Working Capital financial indicator is exclusive of Availability Charges in Fund 69000, Sewer Revenue, debt expenses in the Wastewater debt-related funds, Fund 69300, Sewer Construction Improvements, and Fund 69310, Sewer Bond Construction. It is calculated based on Operating Expenses and 360 days per year.

² The Debt Coverage All-in financial indicator is exclusive of Availability Charges.

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The billing rates for both Sewer Service Charges and Base Charges will increase in FY 2022. The Base Charge will increase from \$32.91 per quarter to \$36.54 per quarter. The Sewer Service Charge will increase from \$7.28 to \$7.72 per 1,000 gallons of water consumed based on Fairfax County's winter quarter average consumption of 18,000 gallons. In addition, as part of the FY 2020 Adopted Budget Plan, the Board of Supervisors approved the establishment of charges to recover a portion of the cost of disposal and treatment of hauled wastewater at the County's septage receiving facility (SRF), which is located at the NCPCC. The Department of Public Works and Environmental Services (DPWES) initially set the charges at a level comparable to the fees charged by the Upper Occoquan Service Authority (UOSA), the only other facility in the County that receives hauled wastewater. Since septic tank and restaurant grease waste has higher strength than portable toilet and landfill leachate waste, the charge for high strength waste will remain the same at \$27 per 1,000 gallons of the hauler's truck capacity in FY 2022. The fee for low strength waste will increase from \$7.28 to \$7.72 per 1,000 gallons of hauler truck capacity in FY 2022. This fee is based on the prevailing sewer service charge and will be modified as the sewer service charge is adjusted in the future. The projected FY 2022 revenue from charges for hauled wastewater is equal to \$275,000. For more information, please refer to Fund 69000, Sewer Revenue, in Volume 2 of the FY 2022 Advertised Budget Plan.

It is anticipated that these billing charges will support the County's ability to maintain high bond ratings (AAA by Fitch Investor Service and Standard and Poor's Corporation and Aaa by Moody's Investors Service, Inc.) from the rating agencies. These high credit ratings have enabled the County to sell bonds on behalf of the Program at interest rates lower than those obtained by most sewer authorities, thereby achieving savings throughout the life of the bonds.

Pandemic Response and Impact

The Wastewater Management Program of DPWES has continued to work at full capacity during the COVID-19 pandemic to fulfill the System's responsibilities to its customers. Accomplishing this task has required considerable innovation, hard work, and adaptation (e.g., additional personal protective equipment, facility cleaning, distancing measures, equipment, and new tools) that have increased the System's resource requirements.

The Wastewater Management staff worked with the System's financial advisors to project estimated impacts to revenues and developed financial management strategies. The System's 10-year financial plan has been updated to include adjustments for revenues during the pandemic and staff is closely monitoring unfolding trends throughout the year.

Organizational Chart



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Budget and Staff Resources

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$34,218,679	\$33,274,019	\$33,274,019	\$33,867,202
Operating Expenses	68,670,627	73,961,108	77,781,510	77,416,114
Capital Equipment	2,217,393	0	1,593,997	2,525,470
Subtotal	\$105,106,699	\$107,235,127	\$112,649,526	\$113,808,786
Less:				
Recovered Costs	(\$460,739)	(\$598,010)	(\$598,010)	(\$598,010)
Total Expenditures	\$104,645,960	\$106,637,117	\$112,051,516	\$113,210,776
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	329 / 329	329 / 329	329 / 329	329 / 329

FY 2022 Funding Adjustments

The following funding adjustments from the FY 2021 Adopted Budget Plan are necessary to support the FY 2022 program:

Personnel Services Adjustment **\$540,000**

An increase of \$540,000 includes \$140,000 that will support projected Personnel Services costs associated with both the Wastewater and Stormwater funds and \$400,000 that will support projected Fringe Benefits costs associated with the Wastewater fund.

Other Post-Employment Benefits **\$53,183**

An increase of \$53,183 in Personnel Services reflects required adjustments associated with providing Other Post-Employment Benefits (OPEBs) to retirees, including the Retiree Health Benefits Subsidy. For more information on Other Post-Employment Benefits, please refer to Fund 73030, OPEB Trust, in Volume 2 of the FY 2022 Advertised Budget Plan.

Operational Requirements **\$2,097,104**

An increase of \$2,097,104 in Operating Expenses is necessary to fund increased chemical and electrical costs, and expenses associated with the anticipated increase in flows due to new development.

Operating Expenses Adjustment **\$1,357,902**

An increase of \$1,357,902 in Operating Expenses will support department-wide information technology, human resources, communications and business support functions and additional operating expenses within Agency 25, Business Planning and Support. These functions were consolidated in order to better support the Department of Public Works and Environmental Services' (DPWES) four core business areas and ensure that services are provided in an integrated, "one department" approach and that all resources are utilized in an efficient manner.

Capital Equipment **\$2,525,470**

Funding of \$2,525,470 in Capital Equipment, which is an increase of \$2,525,470 over the FY 2021 Adopted Budget Plan, is necessary to fund replacement and new Capital Equipment. Replacement vehicles and equipment in the amount of \$2,389,000 include vehicles and equipment that have outlived their useful life and are not cost effective to repair. The replacement vehicles and equipment include: \$620,000 for two large flatbed trucks, two flatbed equipment trailers, six pickup trucks, and one mini bucket loader to provide transportation for crews and their equipment; \$350,000 for one sewer cleaning truck to clean sewers and manholes; \$625,000 for two utility trucks, one backhoe loader and one bucket loader to repair sewer mains and manholes; \$175,000 for one four-door truck with a utility tool body to repair and maintain manholes; \$105,000 for three small SUVs to mark utility

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lines for Miss Utility calls; \$80,000 for two utility trucks needed for maintenance activities; \$110,000 for one vehicle outfitted to enable welding specific activities; \$14,000 for the replacement of critical laboratory equipment, including a Millipore membrane filter; and \$310,000 for other replacement technical support equipment used for maintenance requirements. The new Capital Equipment in the amount of \$136,470 includes \$71,470 for critical laboratory equipment, including an autosampler, a complete ammonia distillation system, two uninterrupted power supply systems, an isotemp incubator and hotblocks with racks, and \$65,000 for a closed-circuit television (CCTV) portable camera that will be used to inspect sewers in remote areas that are inaccessible with Fairfax County's current CCTV vehicles.

Changes to FY 2021 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2021 Revised Budget Plan since passage of the FY 2021 Adopted Budget Plan. Included are all adjustments made as part of the FY 2020 Carryover Review, FY 2021 Mid-Year Review, and all other approved changes through December 31, 2020:

Carryover Adjustments **\$5,414,399**
 As part of the FY 2020 Carryover Review, the Board of Supervisors approved funding of \$5,414,399 due to encumbrances of \$3,820,402 in Operating Expenses, encumbrances of \$1,102,481 in Capital Equipment and an adjustment of \$491,516 in Capital Equipment to replace specialized vehicles that require an extended period of time to be procured.

Cost Centers

Wastewater Collection

The Wastewater Collection Division is responsible for the operation and maintenance of the collection system which includes the physical inspection of sewer lines, the rehabilitation of aging and deteriorated sewer lines, and pumping stations; raising manholes, sewer line location and marking for the Miss Utility Program. The division also responds to emergency repair of sewer lines and provides 24-hour hotline and service response to homeowners in the County.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
EXPENDITURES				
Total Expenditures	\$19,031,773	\$17,357,123	\$20,790,276	\$20,297,123
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	139 / 139	139 / 139	139 / 139	139 / 139

Wastewater Treatment

The Wastewater Treatment Division includes a variety of activities to support the advanced treatment of wastewater, which includes regulatory requirements associated with the Chesapeake Bay, the Clean Water Act, and other environmental standards. The plant also provides enhanced odor control services, water and energy management, and water reuse.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
EXPENDITURES				
Total Expenditures	\$23,401,714	\$28,182,172	\$29,047,525	\$28,149,105
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	135 / 135	135 / 135	135 / 135	135 / 135

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Wastewater Planning and Monitoring

The Wastewater Planning and Monitoring Division assesses and monitors long-term planning needs for the Wastewater Management Program and conducts environmental monitoring for regulatory compliance and for protection of the wastewater system and the environment. The staff also determines and plans for infrastructure expansion requirements and financial demands for the entire wastewater system.

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised
EXPENDITURES				
Total Expenditures	\$62,212,473	\$61,097,822	\$62,213,715	\$64,764,548
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	55 / 55	55 / 55	55 / 55	55 / 55

Position Detail

The FY 2022 Advertised Budget Plan includes the following positions:

WASTEWATER COLLECTION - 139 Positions			
Collection Program			
1	Director	1	Safety Analyst II
1	Human Resources Generalist III	3	Administrative Assistants IV
1	Human Resources Generalist I	2	Administrative Assistants III
1	Management Analyst III		
Projects and Assets			
1	Engineer V	2	Environmental Services Supervisors
2	Engineers IV	7	Instrumentation Technicians II
1	Senior Engineer III	4	Instrumentation Technicians I
2	Engineers III	1	Project Manager II
2	Engineering Technicians III	2	Project Managers I
3	Engineering Technicians II	2	Assistant Project Managers
9	Engineering Technicians I		
Gravity Sewers			
1	Public Works Env. Svcs. Mgr.	11	Senior Maintenance Workers
1	Public Works Env. Svcs. Specialist	5	Maintenance Workers
7	Senior Maintenance Supervisors	3	Environmental Services Supervisors
1	Vehicle Maintenance Coordinator	1	Engineer III
11	Heavy Equipment Operators	1	Engineering Technician II
15	Motor Equipment Operators	1	Industrial Electrician III
1	Truck Driver		
Pumping Stations			
1	Public Works Env. Svcs. Mgr.	7	Plant Mechanics III
1	Industrial Electrician Supervisor	7	Plant Mechanics II
1	Instrumentation Supervisor	3	Instrumentation Technicians III
2	Plant Maintenance Supervisors	2	Instrumentation Technicians II
2	Industrial Electricians III	3	Instrumentation Technicians I
3	Industrial Electricians II		

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WASTEWATER TREATMENT - 135 Positions			
NCPCP			
1	Director	1	Heavy Equipment Supervisor
1	Senior Engineer III	3	Heavy Equipment Operators
1	Safety Analyst II	1	Administrative Assistant IV
1	Management Analyst III		
IT Services			
1	Info. Tech. Prog. Manager I	1	Business Analyst IV
1	Network/Telecomm. Analyst III	1	Programmer Analyst III
4	Network/Telecomm. Analysts II	1	Data Analyst I
1	Network/Telecomm. Analyst I		
Operations			
1	Public Works Env. Svcs. Mgr.	15	Plant Operators II
1	Plant Operation Superintendent	23	Plant Operators I
6	Plant Operations Supervisors	1	Instrumentation Technician II
8	Plant Operators III		
Engineering Support			
1	Engineer V	1	Engineering Technician III
1	Engineer IV	3	Assistant Project Managers
2	Engineers III		
Maintenance			
1	Public Works Env. Svcs. Mgr.	5	Instrumentation Technicians II
1	Industrial Electrician Supervisor	5	Senior Maintenance Workers
1	Instrumentation Supervisor	6	Plant Mechanics III
2	Plant Maintenance Supervisors	8	Plant Mechanics II
1	Chief Building Maintenance Section	1	Painter II
5	Industrial Electricians III	2	Painters I
2	Industrial Electricians II	2	HVACs II
2	Industrial Electricians I	1	General Building Maint. Worker I
2	Welders II	2	Public Works Env. Svcs. Operations
3	Instrumentation Technicians III	1	Engineering Technician II
WASTEWATER PLANNING AND MONITORING - 55 Positions			
Financial Management and Planning			
1	Deputy Director, Wastewater/Stormwater	2	Administrative Assistants V
1	Director, Planning/Monitoring Division	1	Administrative Assistant IV
1	Finance Manager, Wastewater/Stormwater	4	Administrative Assistants III
1	Management Analyst I	2	Material Mgmt. Specialists III
1	Financial Specialist IV	4	Material Mgmt. Specialists II
1	Financial Specialist III	1	Engineering Technician III
1	Financial Specialist II	2	Engineering Technicians II
2	Inventory Managers		
Engineering Planning and Analysis			
1	Engineer V	2	Senior Engineers III
2	Engineers IV	2	Engineers III
Environmental Monitoring			
1	Chief, Environmental Monitoring	2	Environmental Technologists III
1	Pretreatment Manager	2	Environmental Technologists II
1	Env. Laboratory Manager	7	Environmental Technologists I
1	Code Specialist III	2	Management Analysts II
3	Code Specialists II	1	Management Analyst I
1	Code Specialist I	1	Administrative Assistant III

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Performance Measurement Results

The Wastewater Management Program continues to maintain 100 percent compliance with Title V air permit and State water quality permit requirements.

When comparing average annual sewer service billings for the regional jurisdictions, Fairfax County has a below regional average annual sewer service billing at \$702.40. Other regional jurisdictions range from \$513 to \$1,239 (as of November 1, 2020). The average sewer service billings for the other regional jurisdictions have been developed by applying each jurisdiction's sewer service rate to appropriate Single Family Residence Equivalent's (SFRE) water usage determined from an analysis of Fairfax Water's historical average water usage records for SFREs. Based on the latest rate comparison, Fairfax County has the third lowest annual sewer service charge out of the seven jurisdictions. The program is able to maintain its competitive rates while providing quality service to its customers, protecting the environment, and maintaining sufficient financial resources to fully fund the program's initiatives.

Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
Compliance with Title V air permit and State water quality permit	100%	100%	100%	100%	100%	100%
Blockages causing sewer back-ups per year (5-yr. avg. = 15)	17	8	15	10	15	15
Average household sewer bill compared to other providers in the area	Below regional average	Below regional average	Below regional average	Below regional average	Below regional average	Below regional average
Debt Coverage Ratio: (Revenue - Operating Cost/Debt)	2.38	2.26	2.30	2.28	1.62	1.62

A complete list of performance measures can be viewed at
<https://www.fairfaxcounty.gov/budget/fy-2022-advertised-performance-measures-pm>

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FUND STATEMENT

Category	FY 2020 Actual	FY 2021 Adopted Budget Plan	FY 2021 Revised Budget Plan	FY 2022 Advertised Budget Plan
Beginning Balance	\$3,999,070	\$289,273	\$5,723,110	\$71,594
Transfer In:				
Sewer Revenue (69000)	\$109,220,000	\$109,250,000	\$109,250,000	\$116,100,000
Total Transfer In	\$109,220,000	\$109,250,000	\$109,250,000	\$116,100,000
Total Available	\$113,219,070	\$109,539,273	\$114,973,110	\$116,171,594
Expenditures:				
Personnel Services	\$34,218,679	\$33,274,019	\$33,274,019	\$33,867,202
Operating Expenses	68,670,627	73,961,108	77,781,510	77,416,114
Recovered Costs	(460,739)	(598,010)	(598,010)	(598,010)
Capital Equipment	2,217,393	0	1,593,997	2,525,470
Total Expenditures	\$104,645,960	\$106,637,117	\$112,051,516	\$113,210,776
Transfer Out:				
General Fund (10001) ¹	\$2,850,000	\$2,850,000	\$2,850,000	\$2,850,000
Total Transfer Out	\$2,850,000	\$2,850,000	\$2,850,000	\$2,850,000
Total Disbursements	\$107,495,960	\$109,487,117	\$114,901,516	\$116,060,776
Ending Balance²	\$5,723,110	\$52,156	\$71,594	\$110,818

¹ Funding in the amount of \$2,850,000 is transferred to the General Fund to partially offset central support services supported by the General Fund, which benefit Fund 69010, Sewer Operation and Maintenance. These indirect costs include support services such as Human Resources, Purchasing, Budget, and other administrative services.

² The Wastewater Management Program maintains fund balances at adequate levels relative to projected operation and maintenance expenses. These costs change annually; therefore, funding for sewer operations and maintenance is carried forward each fiscal year, and ending balances fluctuate, reflecting the carryover of these funds.