

ORIGINAL

County-Wide Utility Co., Inc.

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August 24, 2006

COMMISSION
CLERK

Ms. Blanca Bayo
Commission Clerk and Administrative Services Director
Florida Public Service Commission
2540 Shumard Oak Boulevard
Tallahassee, FL 32399

RE: Docket No. 05-0862-WU; Application for Staff Assisted Rate Case for County-Wide Utility Co., Inc. – Response to Preliminary Staff Report dated June 19, 2006

Dear Ms. Bayo:

In response to the June 19, 2006 Preliminary Staff Report:

Issue 3

Water Transmission and Distribution System

In the second paragraph, Staff recommends that the transmission main be considered 62.78% used and useful based upon the simple calculation that the main serves 470 current ERC's plus 18 ERC's per year over the next five years out of a potential 892 ERC's without expansion.

Staff also states that *"the utility's 16" water transmission main was designed to cover the entire service territory; it traverses the service territory, from the point of interconnection to its furthest customer"* is incorrect. This 5,500 foot long transmission main was only extended to the furthest *current* customer and will have to be extended approximately 4,000 feet further to build out the current service territory. Therefore the transmission main is 58% complete to serve the current service territory and the portion of the main required to serve almost all future customers has not yet been constructed.

On July 20, 2006, Dirk Leeward met with Gerald Edwards and reviewed the construction contract for the interconnect to estimate the cost of that portion of the transmission main and distribution main that was constructed past the last connection to the existing residential customers. The existing Kangaroo gas station was connected at the far end of the transmission main.

The hard construction costs are summarized below:

- CMP _____
- COM _____
- CTR _____
- ECR _____
- GCL _____
- OPC _____
- RCA _____
- SCR _____
- SGA _____
- SEC 1
- OTH _____

Mailing Address:
Office Address:

P.O. Box 1476 – Ocala, FL 34478-1467
3233 SE Maricamp Rd., Suite 601 – Ocala, FL 34471

Phone (352) 873-8686
Fax (352) 245-1144

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FPSC-COMMISSION CLERK

Line	Quantity	Unit	Item	Unit Price	Extended Price
1	1275	lf	16" Water Main	37.00	47,175
2	6	ea	16" valves	3,300.00	19,800
3	3	ea	bends	600.00	1,800
4	1	ea	air release	3,800.00	3,800
5	1	ea	cap	400.00	400
6	1	ea	fire hydrant assembly	2,600.00	2,600
7	1	lump sum	distribution system	9,380.00	9,380
8					84,955
9			Total System Cost	divided by	600,000
10				equals	14.2%
11					
12					100%
13				minus	14.2%
14				equals	85.8%
15					
16			Staff's growth projections for next 5 years (ERC's)		90.00
17			Current ERC's	divided by	470.00
18			Growth over next 5 years	equals	19%
19					
20			Current Customrs - Minimum Used and Useful		85.8%
21			Growth over next 5 years	plus	19%
22				equals	105.0%

If it is staff's contention that the additional 1,275 feet that serves the existing Kangaroo gas station is for future customers, then the used and useful should be, at a minimum, 85.8% for existing customers after adding staff's growth factor of 19%, used and useful is 100%.

Even if the Commission does not consider the transmission main to be 100% used and useful, any non-used and useful amount should be recoverable with an Allowance for Funds Prudently Invested as the Utility could not have reasonably constructed this main in increments.

Issue 4

Utility Plant in Service (UPIS)

We have located the invoice for one of the two plant additions which is attached. Although we believe the general ledger records supplied for the earlier addition should be sufficient, we believe that at least the newer addition of \$_____ should be added back to rate base. The invoice and ledger record is attached as Exhibit "A".

We object to the disallowance of the project management fee. A percentage fee is an accepted method in the construction industry and staff is welcome to interview bidders, contractors and engineers on the project to determine the level of involvement Dirk Leeward of Leeward Properties, LLC had on the project. We are confident they will confirm there was strict cost control throughout the project. In any event, management and supervision of the design and construction of a project of this magnitude is not part of a part-time (35% by staff's accounting) manager's normal duties. Mr. Leeward devoted innumerable additional hours above and beyond normal operations time to oversee the construction project and at least a substantial portion of the fee should be allowed.

On April 11, 2006, the Utility's response to item number 3 of Staff's Second Data Request (see Exhibit "B" attached) included estimates of costs of capital items the Utility had under construction and/or anticipated to spend in 2005/2006. How does staff plan to allow the Utility a return on this investment without making the customers pay for another rate proceeding?

Issue 6

Staff has made a pro-forma adjustment to income without a corresponding pro-forma adjustment to expenses creating an accounting mis-match. One cannot be made without the other.

Issue 7

Salaries and Wages – Officers – (603)

Staff's recommended equivalent full time salary (supposedly based on 2003 AWWA data) for the utility's top executive, Dirk Leeward, is \$54,857 per year. We believe this rate is below market as evidenced by the following salary data:

	Marion County Utilities Department October 2005	AWWA 2004 Compensation Survey	Average
Top Executive/Utilities Director			
Top of Pay Scale	92,040		
Bottom of Pay Scale	55,944		
Median		94,179	80,721
Water Operations Manager			
Top of Pay Scale	67,537		
Bottom of Pay Scale	42,411		
Median		61,373	57,107
Average of Both Positions			\$ 68,914

See Exhibit "C" – Salary Data from Marion County Utilities Department, AWWA.

Dirk Leeward holds a bachelors degree and has been operating the utility for over 20 years which should place him in the top end of the Marion County pay grade but we have conservatively assumed that he would fall in the middle of the County pay scale and would earn only the median AWWA wage.

Assuming Dirk equally divides his time working for the Utility between his roles as Top Executive and Water Operations Manager, Dirk's salary at a minimum should be based on the average of the each these ranges or \$68,914 per year.

We strongly disagree with staff's contention that becoming a "reseller" of water reduces some of his [Dirk Leeward's] responsibilities to merely reviewing a report once a month." We spent many hours preparing a detailed listing of duties for each employee and fail to understand how a growing utility company can be managed for \$1,600 per month at \$26.84 per hour. Staff has not provided any data to support their estimate of 35% of full time.

The Utility estimates his duties are 66% of full time (see Exhibit "D") and staff estimates 35%. Assuming a compromise of 50% of full time (the average of the two), Dirk should earn \$34,457 per year in 2004/2005 dollars. Adjusted for wage growth for two years at a conservative 3% per year, staff should allocate a salary of \$36,555 per year or \$3,046 per month.

If the staff prefers to have J

Contractual Services – Other – (636)

As documented to staff previously, operator services are still required by the FDEP for a consecutive system (which the Bahia Oaks system now is) and savings are only \$155 per month or \$1,860 per year, not \$2,980 per year.

Contractual Services – Professional – (631)

We are unaware of any Utility Consultant charging a rate as low as \$47.24 per hour. Our experience has been that, depending on the level of experience, rates range from \$100 to \$300 per hour. Please provide documentation from other utility rate cases that gives an example of a utility consultant with 35 years of utility experience charging \$47 per hour.

Rents – (640)

Since staff has reduced the rent allocation to what it considers the same portion of the office manager's time, a proforma adjustment for office furniture, file cabinets, office machines, telephone system, postage meter, and office supplies then needs to be made. We propose an allocation of \$200 per month for these items.

Regulatory Commission Expense – (665)

See our response to questions 1 through 4 of Staff's Data Request dated July 17, 2006. In addition, the Utility will now have to file a Class B annual report which entails substantially more information. Our consultant has estimated that their fee will be \$3,000 per year with an additional \$1,000 to set up the first year. In addition, he estimates staff time to prepare the data for the annual report, including preparation of the preliminary trial balance, responding to our annual questionnaire and the supporting documentation, and posting of any adjustments will take 8 to 16 hours.

Miscellaneous Expense – (675)

Computer and accounting expense is a per-customer charge and not an allocation of total expenses. The staff adjustment is in error.

Operating Expense Comparison

Additionally, the Utility has analyzed information from 2005 Annual Reports of similar water utility companies and have found that the Utility's operating costs (less the cost to purchase or produce water) of \$15.82 per customer are currently lower than any of the comparable companies as shown on Exhibit "E". We cannot understand why staff is arguing that our salaries and office expenses should be reduced when this information supports our contention that we run a very efficient business and perform many functions in-house that other companies hire out to professional consultants. By performing these

functions in-house, we spend a greater percentage of our time on Utility business. In addition, this information supports our request for increases in salaries and maintaining the office expenses charged in the test year.

Issue 10

We propose a proforma adjustment of \$400 per quarter to comply with the reporting requirements of staff's recommendation which are above and beyond current staffing time allowed.

Issue 11

The Utility's rates for Miscellaneous Fees should be increased to industry standard rates of \$20 for normal hours and \$40 for after-hours reconnections, including a provision for a late fee of \$5. In addition, meter test fees and other miscellaneous charges should be allowed at the actual cost to the Utility.

Issue 14

The Utility currently has an escrow agreement established with the Commission. Why would the Utility need to enter into a new agreement?

Issue 15

Staff does not provide any calculations of how the main extension charge was calculated, so we are unable to respond to this issue at this time.

If you require any additional information, please contact me.

Sincerely,

COUNTY-WIDE UTILITY CO., INC.



Dirk J. Leeward, President
countywide@mfi.net

Enclosures:

- Exhibit "A" – 1980's Plant Additions
- Exhibit "B" – Response to Staff's Second Data Request
- Exhibit "C" – Industry Salary Data
- Exhibit "D" – Dirk's Duties
- Exhibit "E" – Operating Cost Comparison

EXHIBIT "A"

HAMLET CONSTRUCTION CO.

4260 N.E. 35th STREET • OCALA, FL 34479 • PHONE (904) 236-3355

October 26, 1994

ATTN: Dirk Leeward
Bahia Oaks
P. O. Box 1476
Ocala, FL 34478

Re: Bahia Oaks

To invoice you for the following:

DESCRIPTION	PROPOSED QUANTITY	UNIT PRICE	TOTAL INSTALLED	AMOUNT DUE
4" PVC DR-25	1800 LF	\$3.50	1914	\$6,699.00
2" PVC CL-200	4260 LF	\$2.25	4042	\$9,094.50
4" X 2" Saddle & Valve	9 ea	\$125.00	9	\$1,125.00
4" Gate Valve	2 ea	\$250.00	4	\$1,000.00
2" Blow-off	1 ea	\$125.00	1	\$125.00
2" Cable TV Conduit	150 lf	\$1.50	220	\$330.00
Double services	42 ea	\$130.00	0	\$0.00
Single services	2 ea	\$90.00	0	\$0.00
Pressure testing	1 ls	\$250.00	1	\$250.00
ALTERNATES -				
Quad services	15 ea	\$130.00	15	\$1,950.00
Double poly services	12 ea	\$130.00	12	\$1,560.00
1" Cops ^{3/4" METAL STOPS}	1 ls	\$500.00	1	\$500.00
TOTAL AMOUNT DUE THIS INVOICE				\$22,633.50

Sincerely;
HAMLET CONSTRUCTION COMPANY



Harvey Vandever
Vice-President

HV/dm

County-Wide Utility Co., Inc.

April 11, 2006

Ms. Blanca Bayo
Commission Clerk and Administrative Services Director
Florida Public Service Commission
2540 Shumard Oak Boulevard
Tallahassee, FL 32399

RE: Docket No. 05-0862-WU; Application for Staff Assisted Rate Case for County-Wide Utility Co., Inc. – Response to Staff's Second Data Request

Dear Ms. Bayo:

In response to staff's second data request dated February 28, 2005 and received on March 14, 2006:

1. The name of the developer of Bahia Oaks Units 4 and 5 is Bahia Oaks, Inc.
2. The distribution lines for Units 4 and 5 will be constructed and paid for by the utility.
3. We project the following costs for distribution lines:
 - a. 2005/2006 – 102 lots in Unit 5 - \$120,000
 - b. 2007/2112 – 400 multifamily units - \$200,000
 - c. 2008/2113 – Commercial and Office areas - \$200,000
 - d. We also anticipate the following estimated additional costs in 2006/2007:
 - i. Abandon water plant - \$10,000
 - ii. Replace 20 to 35 year old valves that will not shut off - \$23,000
 - iii. Purchase a Geographic Information System and enter water system data into the system - \$10-15,000
 - iv. Now that our new lines have locator wire, we plan to purchase an electronic wire locator - \$2,000
4. Single Family lots in Bahia Oaks Unit 5 will be served by septic systems. All other development will be served by a wastewater system connected to the city of Ocala under a bulk service agreement. For the next couple years, it is anticipated that there will only be three wastewater customers and we are most likely going to either lease the wastewater system triple net to a not-for-profit association or operate as an exempt utility company with the capacity to serve 100 or fewer persons until it becomes financially feasible to obtain and operate under an FPSC certificate. The association has not been formed and thus does not have a name.
5. Other than the 102 single family lots in Unit 5, the developer does not anticipate developing by block and lot. The roads in most of Unit 4 and the balance of Unit 5 not developed for single family have been abrogated. Please see the master plan supplied by the developer attached as Exhibit "A". The 102 lots in Unit 5 will have 5/8 x 3/4 inch meters.

UTILITIES DIRECTOR

MAJOR FUNCTION

This is an administrative position charged with directing the activities of the County's comprehensive water and wastewater treatment operations, including operation and maintenance of the water distribution and sewer collection system, water and wastewater treatment facilities, all sewage lift stations, and the water metering systems. Employees in this classification are responsible for the acquisition and construction of new water distribution and wastewater collection and treatment facilities and systems.

ESSENTIAL FUNCTIONS

The following statements describe the principal functions of this job and its scope of responsibility, but should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including working in other functional areas to cover absences or relief, to equalize peak work periods or otherwise to balance the work load.

- Locates, researches, and negotiates with private and public sector entities for the acquisition of water distribution and wastewater collection and treatment facilities.
- Oversees construction of water distribution and wastewater collection and treatment facilities.
- Negotiates, develops, and maintains agreements with private sector developers to establish criteria and standards for water distribution and wastewater collection and treatment.
- Prepares, reviews, and administers yearly and long-range operational budget plans to ensure optimum efficiency and effective use of revenues.
- Periodically reviews water and sewer bonds and rate structure and budgetary needs to make appropriate recommendations to the County Administrator.
- Communicates with appropriate federal, state, regional, county, and local regulatory agencies to ensure full compliance with regulations and permit requirements regarding the treatment and delivery of drinking water, fire protection requirements, and treatment and disposal of wastewater.
- Develops short and long range goals, objectives, and strategies to meet future demand on water and sewer systems infrastructures.
- Coordinates and participates in design and construction of water and sewer utility facilities.
- Interprets and prepares statistical, technical, and facility reports to identify short and long term plans for operation and maintenance of systems.
- Directs activities of department employees, resolving problems and maintaining motivation.

UTILITIES DIRECTOR

SECONDARY FUNCTIONS

- Performs other duties as assigned.

CUSTOMER SERVICE

This is a front-line position for providing excellent customer service to members of the general public and other County employees. Personal contact occurs with other employees of the unit, employees of other departments in the County, citizens, and customers of the department. Service is provided in person or by phone contact.

SUPERVISION

Direct supervision over a relatively small number of employees and indirect supervision of a moderate size staff that report to other supervisors or managers. Includes assigning, directing, evaluating, and reviewing work of subordinate employees. Responsibilities include providing on-the-job training; evaluating job performance; recommending selection of new staff members, promotions, status changes, and discipline; and planning, scheduling, and coordinating work operations.

EDUCATION, EXPERIENCE, LICENSES, AND CERTIFICATIONS

Education and Experience

Graduate from a four-year accredited college or university with a degree in Civil Engineering or related field; with eight years experience in supervision and administration of utility planning, design, construction and water and/or wastewater treatment operations; or equivalent combination of experience and education.

Licenses

Valid Florida Driver License.

Certifications

Florida State certified in Water or Wastewater Treatment at Level C within two years of hire.

JOB SKILLS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements are representative of the required knowledge, skills, and abilities.

Language Skills

- Ability to read, analyze, and interpret highly complex and technical documents.
- Ability to respond effectively to the most sensitive inquiries or complaints.
- Ability to write speeches and articles using original or innovative techniques or style.

UTILITIES DIRECTOR

- Ability to make effective and persuasive speeches and presentations on controversial or complex topics to top management, public groups, and/or boards.

Mathematical Skills

- Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry.
- Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

Problem Solving Abilities

- Ability to define problems, collect data, establish facts, and draw valid conclusions.
- Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.
- Develops plans, policies, specifications, and programs.
- Functions independently as an expert in matters of specialized code, rules, policy, analyses, advanced budgetary, accounting systems, or complex scientific or technical systems.

Specialized Skills and Abilities

- Thorough knowledge of Florida Department of Environmental Regulation and Health Department regulations as they pertain to water and wastewater systems.
- Knowledge of the practices, methods, techniques, and equipment used in the operation, maintenance, and construction of water and wastewater treatment facilities and water distribution and sewer collection systems.
- Ability to read and interpret standard developers' agreements. Ability to read and interpret blueprints.
- Ability to supervise, delegate, plan, and review the work of technical and administrative personnel.
- Strong budgetary and organizational skills.
- Ability to prioritize and analyze data. Ability to meet multiple deadlines.
- Ability to deliver public presentations and prepare comprehensive and technical reports.
- Ability to communicate tactfully and effectively with employees, officials, and members of the general public.

UTILITIES DIRECTOR

- Ability to remain calm in stressful situations.
- Ability to take a teamwork approach to the job by cooperating with others, offering to help others when needed, and considering larger organization or team goals rather than individual concerns. Includes the ability to build a constructive team spirit where team members are committed to the goals and objectives of the team.

Machines and Equipment.

This employee will be required to operate a computer, calculator, telephone, fax machine, copy machine, and other general office equipment in the completion of the tasks of the position.

PHYSICAL DEMANDS

While performing the duties of this job, the employee will occasionally be required to stand, walk, use hands to finger, handle, feel, stoop, kneel, crouch, crawl, taste, or smell; will regularly be required to sit, reach with hands and arms; and will frequently be required to talk or hear. Vision requirements are close, distance, color, and peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job, the employee will occasionally be exposed to wet or humid conditions and outdoor weather conditions. The typical noise level is moderate.

Established 10/99

Pay Grade: 30

Job Description Number: 1037

Category: 1

Status: E

Revised: 6/2003

UTILITIES OPERATIONS MANAGER

MAJOR FUNCTION

This is a highly responsible management position overseeing the operations, maintenance and compliance of the water and wastewater treatment facilities throughout the County. Employees in this classification are responsible for ensuring regulatory compliance and for assisting the Director in short and long range planning functions.

ESSENTIAL FUNCTIONS

The following statements describe the principal functions of this job and its scope of responsibility, but should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including working in other functional areas to cover absences or relief, to equalize peak work periods, or otherwise to balance the work load.

- Oversees and inspects all treatment plant installations in order to coordinate work activities and to ensure regulatory compliance.
- Assists in planning and scheduling department projects and programs by making procedural and operational recommendations to the Director.
- Completes or reviews purchasing quotes, specifications, operation reports and correspondence.
- Participates in conferences and meetings; coordinates activities with the community and regulatory agencies.
- Maintains and enforces departmental rules and regulations; directs operations personnel in field operations.
- Assists in budget preparation and in the development of departmental goals, objectives and strategies.
- Reviews and submits monthly reports, quarterly summaries, and annual reports in accordance with established regulatory standards; generates internal reports.
- Oversees the accurate and timely maintenance of records and preparation of reports by staff under charge.
- Assists in design of and writing specifications for plant expansion, equipment replacement and rebuilding. Performs plan reviews.
- Supervises professional and technical subordinates responsible for laboratory checks and tests.

SECONDARY FUNCTIONS

- Performs other duties as assigned.

CUSTOMER SERVICE

UTILITIES OPERATIONS MANAGER

This is a front-line position for providing excellent customer service to members of the general public and other County employees. Personal contact occurs with other employees of the unit, employees of other departments in the County, citizens, and customers of the department. Service is provided in person or by phone contact.

SUPERVISION

Responsible for directly and regularly supervising work of a moderate size staff (five or more), with no indirect supervision. Includes assigning, directing, evaluating, and reviewing work of subordinate employees. Responsibilities include providing on-the-job training; evaluating job performance; recommending selection of new staff members, promotions, status changes, and discipline; and planning, scheduling, and coordinating work operations.

EDUCATION, EXPERIENCE, LICENSES, CERTIFICATIONS

Education and Experience

Bachelor Degree from four-year college or university; and four years related experience and/or training; or an equivalent combination of education and experience.

Licenses

Valid Florida Driver License.

Certifications

Possession of Class C certificates issued by the Florida Department of Environmental Protection in water and wastewater; or ability to obtain within one year of employment.

JOB SKILLS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements are representative of the required knowledge, skills, and abilities.

Language Skills

- Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations.
- Ability to write reports, business correspondence, and procedure manuals.
- Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

Mathematical Skills

- Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals.

UTILITIES OPERATIONS MANAGER

- Ability to compute rate, ratio, and percent and to draw and interpret bar graphs, percentages, area, circumference, and volume.
- Ability to apply concepts of basic algebra and geometry.

Problem Solving Ability

- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.
- Ability to interpret a variety of detailed complex and technical data and instructions furnished in written, oral, diagram, or schedule form.
- Participates in development of policy, programs, plans, or procedures.
- Study manual work process to determine most effective methods for essential tasks.

Specialized Skills and Abilities

- Thorough knowledge of Florida Department of Environmental Regulation and Health Department regulations as they pertain to water and wastewater systems.
- Ability to plan, manage, and supervise the activities and operations of a large scale utilities treatment plant function encompassing a broad geographical region.
- Ability to establish and maintain effective working relationships with subordinates, County officials, and members of the general public.
- Ability to assist in the preparation, development, and presentation of long range utilities plans and programs.
- Ability to remain calm in stressful situations.
- Ability to take a teamwork approach to the job by cooperating with others, offering to help others when needed, and considering larger organization or team goals rather than individual concerns. Includes the ability to build a constructive team spirit where team members are committed to the goals and objectives of the team.

Machinery and Equipment

To accomplish the tasks of this position, the employee will be required to operate a computer, telephone, and lab equipment, as well as operate a vehicle.

PHYSICAL DEMANDS

While performing the duties of this job, the employee will occasionally be required to reach with hands and arms, climb or balance, stoop, kneel, crouch, or crawl, and taste or smell; will regularly be required to stand, walk, and to lift up to fifty pounds; and will frequently be required to sit, use hands to finger, handle, or feel, taste or smell. Vision requirements are close, distance, color, and peripheral vision, depth perception, and the ability to adjust focus.

UTILITIES OPERATIONS MANAGER

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job, the employee will occasionally be required to be exposed to wet or humid conditions, moving mechanical parts, high precarious places, fumes or airborne particles, toxic or caustic chemicals, vibrations; will regularly be exposed to outdoor weather conditions and risk of electrical shock. The typical noise level is moderate.

Established: 10/99
Pay Grade: 23
Job Description Number: 2069

Category: 2
Status: E
Revised: 5/2005

MARION COUNTY BCC as of 10/1/05				
Pay Grade	Hourly Min	Annual Min	Hourly Max	Annual Max
1	\$8.14	\$16,931.20	\$12.52	\$26,041.60
2	\$8.56	\$17,804.80	\$13.18	\$27,414.40
3	\$8.98	\$18,678.40	\$13.81	\$28,724.80
4	\$9.43	\$19,614.40	\$14.51	\$30,180.80
5	\$9.89	\$20,571.20	\$15.25	\$31,720.00
6	\$10.41	\$21,652.80	\$16.00	\$33,280.00
7	\$10.91	\$22,692.80	\$16.84	\$35,027.20
8	\$11.48	\$23,878.40	\$17.64	\$36,691.20
9	\$12.04	\$25,043.20	\$18.55	\$38,584.00
10	\$12.62	\$26,249.60	\$19.46	\$40,476.80
11	\$13.23	\$27,518.40	\$20.43	\$42,494.40
12	\$13.89	\$28,891.20	\$21.43	\$44,574.40
13	\$14.61	\$30,388.80	\$22.50	\$46,800.00
14	\$15.38	\$31,990.40	\$23.68	\$49,254.40
15	\$16.10	\$33,488.00	\$24.85	\$51,688.00
16	\$16.92	\$35,193.60	\$26.22	\$54,537.60
17	\$17.78	\$36,982.40	\$27.60	\$57,408.00
18	\$18.66	\$38,812.80	\$28.95	\$60,216.00
19	\$19.48	\$40,518.40	\$30.97	\$64,417.60
20	\$20.39	\$42,411.20	\$32.47	\$67,537.60
21	\$21.47	\$44,657.60	\$34.11	\$70,948.80
22	\$22.55	\$46,904.00	\$35.82	\$74,505.60
23	\$23.62	\$49,129.60	\$37.58	\$78,166.40
24	\$24.39	\$50,731.20	\$40.13	\$83,470.40
25	\$25.57	\$53,185.60	\$42.12	\$87,609.60
26	\$26.92	\$55,993.60	\$44.25	\$92,040.00
27	\$28.19	\$58,635.20	\$46.45	\$96,616.00
28	\$29.63	\$61,630.40	\$48.78	\$101,462.40
29	\$31.12	\$64,729.60	\$51.22	\$106,537.60
30	\$32.70	\$68,016.00	\$53.79	\$111,883.20
31	\$34.29	\$71,323.20	\$56.45	\$117,416.00
32	\$35.98	\$74,838.40	\$59.22	\$123,177.60
33	\$37.77	\$78,561.60	\$62.16	\$129,292.80
34	\$39.62	\$82,409.60	\$65.25	\$135,720.00
35	\$41.63	\$86,590.40	\$68.50	\$142,480.00
401	\$10.28		\$15.21	
402	\$11.09		\$16.41	
403	\$12.17		\$18.01	
404	\$13.25		\$19.61	
405	\$14.33		\$21.20	
406	\$15.41		\$22.80	
407	\$16.22		\$24.01	
411	\$8.48			
412	\$9.08			
413	\$10.25			

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For Water Utility Professionals

Top Executive

Under general direction of the city, managing Board of Directors, mayor, or Board of Water Commissioners, responsibilities include managing, planning, coordinating, and administering all activities of the Water Department and/or water company. Responsible for the short and long range strategy of the organization subject to review by the Board.

Median Salary: \$94,179

Top Planning Executive

Responsible for functions relating to raw water development planning, protection and operation; hydraulic system planning; demographics, land use and plan review; and capital program development, both long and short range.

Median Salary: \$92,785

Top Operations & Maintenance Executive

Directs and administers Operations/ Maintenance Division functions of Source and Supply, Water Treatment, Water Quality, Water Control, Transmission and Distribution, Maintenance and Process Control.

Median Salary: \$83,317

Top Engineering Executive

Responsible for administering all engineering/construction programs, including special projects and the design and construction of Departmental facilities.

Median Salary: \$88,780

Top Internal Audit Executive

Responsible for the internal audit function, including the analysis and auditing of divisional and sectional operations.

Median Salary: \$90,483

Top Public Affairs Executive

Responsible for public affairs including: media relations; conservation; intergovernmental relations; environmental coordination; and community affairs. Reviews, analyzes, and recommends Board policy.

Median Salary: \$80,146

Top Finance Executive

Responsible for management of the Department's financial resources, including acting as the dispersing authority for the Top Executive. Directs and manages the Accounting, Treasury and Budget Operations, Rate Administration, Contract and Information Services Sections.

Median Salary: \$84,278

Top Administration Executive

Under general direction of the Top Executive and is responsible for all administrative functions, including Human Resources, the Affirmative Action Program, Customer Services, General Services, Administrative Services, and Property Administration.

Median Salary: \$79,683

Top Legal Executive

Responsible for providing legal advice to the Board and Top Executive on all matters submitted and rendering opinions on their legal implications. Manages a staff that is skilled in legal research, litigation, legal counseling, and contract and property matters.

Median Salary: \$106,675

Top Human Resources Executive

Responsible for the formulation, administration, and direction for all human resources programs including: recruitment, selection and employment, compensation, benefits, training, and employee relations.

Median Salary: \$75,012

Conservation Manager

Designs, directs, administers, and ensures operation of the Department's Conservation Program. Serves as the Department's representative on all local, state, and federal conservation organizations.

Median Salary: \$56,930

Information Services Manager

Responsible for all Information Services activities including: equipment selection, systems analysis, and programming and operations. Provides liaison with authorized users of information processing services, and develops techniques and methods for improving Departmental activities.

Median Salary: \$75,451

Water Resource Planning Manager

Responsible for the analysis, implementation, internal coordination, and direction necessary for development of present and future raw water resources, including hydropower, and for the protection of water rights associated with these water resources.

Median Salary: \$81,359

Water Operations Manager

Responsible for the operation of the water distribution system and control of the flow of filtered water into and throughout the system; plans and supervises the operation of all pumping stations and distribution reservoirs; supervises leak detection activities and 24-hour service department.

Median Salary: \$61,373

Water Maintenance Manager

Responsible for the construction and maintenance of the finished water distribution system and related facilities.

Median Salary: \$57,048

Fleet/Building Maintenance Manager

Plans, manages, directs, and supervises the operation and maintenance activities of the various skilled craft shops in the Section, and maintains the transportation fleet, and building and grounds maintenance functions.

Median Salary: \$60,786

Procurement Manager

Responsible for planning, managing, coordinating, and administering the Purchasing functions.

Median Salary: \$59,476

General Services Manager

Responsible for planning, managing, coordinating, and administering the General Services functions of records and control, warehousing and purchasing.

Median Salary: \$67,737

Environmental Manager

Plans, directs, supervises, and evaluates the effectiveness of environmental programs. Analyzes data to develop recommendations for compliance with environmental legislation and

to minimize negative impact of Departmental operations on the environment. Reviews environmental research representing the Department to governmental, public, and environmental groups.

Median Salary: \$69,933

Office/Administrative Services Manager

Responsible for direction of the functions of graphics and reproduction, records and facility mapping, mail and messenger services, switchboard and other general office functions.

Median Salary: \$45,459

Customer Service Manager

Responsible for the customer services, water sales and collections functions. Ensures the maintenance of customer relations at an effective level, while handling customer inquiries and problems related to billing, meter reading, service contracts, revenue collection, and inspection.

Median Salary: \$49,809

Accounting Manager/Controller

Responsible for planning, organizing, directing, and participating in all accounting functions.

Median Salary: \$62,210

Community Affairs Manager

Plans, develops, and administers a comprehensive public information program, including a variety of programs for the community, public, and Department work force.

Median Salary: \$61,931

Associate Engineer

Under direct supervision, performs a variety of routine professional level engineering work involving both office and field activities. Typically has a Bachelor's Degree in Engineering and 0-1 years of experience.

Median Salary: \$50,258

Engineer

Under supervision, performs a variety of complex and advanced professional level engineering work involving both office and field activities. Typically has a Bachelor's Degree in Engineering and 2-4 years of experience.

Median Salary: \$67,863

Senior Engineer

Under general supervision, performs a variety of complex advanced professional level engineering work involving both office and field activities. Supervises engineering activities and manages engineering projects.

Median Salary: \$76,443

Water Quality/Laboratory Manager

Responsible for the direction, administration, and operation of the water quality laboratory. Ensures quality and compliance with the requirements of state and federal regulatory agencies through the monitoring and testing of water introduced into the water system.

Median Salary: \$56,877

SCADA Systems Manager

Responsible for the operation of the SCADA system including the design, programming and maintenance of the process control system.

Median Salary: \$56,491

Associate Programmer/Analyst

Under direct supervision, performs programming assignments on less complex new systems and on minor revisions to existing systems. May have some user contact and perform limited systems analysis work. Typically has Bachelor's Degree in related field and 2-4 years of experience.

Median Salary: \$50,979

Programmer/Analyst

Under supervision, performs both systems analysis and programming activities on a variety of new and existing systems. Contacts users to determine needs and attempts to meet their needs through computer applications. Typically has Bachelor's Degree in related field and 2-4 years of experience.

Median Salary: \$56,390

Senior Programmer/Analyst

Under general supervision, performs system analysis and programming activities on most difficult systems and on major projects. May provide technical direction to less skilled Programmer/Analysts. Typically has Bachelor's Degree in related field and 5 or more years of experience.

Median Salary: \$68,723

Associate Chemist

Under direct supervision, performs chemical and physical analyses for the purpose of water quality assurance. Typically has Bachelor's Degree in Chemistry and 0-1 years experience.

Median Salary: \$35,751

Chemist

Under supervision, performs chemical and physical analyses for the purpose of water quality assurance. Typically has Bachelor's Degree in Chemistry and 2-4 years experience.

Median Salary: \$44,140

Senior Chemist

Under general supervision, performs chemical and physical analyses for the purpose of water quality assurance; develops and supports research and special projects. Typically has a Bachelor's Degree in Chemistry and 5 years experience.

Median Salary: \$51,889

Associate Accountant

Under direct supervision, applies general and cost accounting principles to work assignments in specialized fields. Prepares and analyses monthly statements, special reports and costs; develops rates for standard costs and overhead expense clearance. Typically has Bachelor's Degree in Accounting and 0-1 years experience.

Median Salary: \$39,242

Accountant

Under supervision, applies general and cost accounting principles to work assignments in specialized fields. Prepares and analyses monthly statements, special reports and costs; develops rates for standard cost and overhead expense clearance. Typically has Bachelor's Degree in Accounting and 2-4 years experience.

Median Salary: \$45,661

Senior Accountant

Under general supervision, is responsible for providing leadership and accomplishing the work of an accounting group. Performs technically difficult non-supervisory accounting work assisting in the development of appropriate policies and procedures. Typically has a Bachelor's Degree in Accounting and 5 years of experience.

Median Salary: \$53,911

Water Treatment Plant Manager

Responsible for all operations of a single water treatment plant, including staffing, training, directing operations, maintenance, and budgeting.

Median Salary: \$55,407

Entry Level Water Treatment Plant Operator (Operator In Training)

Under direct supervision, performs tasks related to the operation of a water treatment plant. Typically holds or is working on first-level water treatment certification.

Median Salary: \$33,775

Water Treatment Plant Operator

Operates and maintains a water treatment plant, including maintenance of equipment, quality control/testing, and day-to-day activities. Typically holds or is working towards an intermediate-level water treatment certification.

Median Salary: \$38,241

Senior/Lead Water Treatment Plant Operator

Operates and maintains a water treatment plant. Is fully qualified to perform most complex functions and may direct the work of other operators. Typically holds a high-level water treatment certification.

Median Salary: \$44,677

Wastewater Treatment Plant Manager

Responsible for all operations of a single wastewater treatment plant, including staffing, training, directing operations, maintenance, and budgeting.

Median Salary: \$54,570

Entry Level Wastewater Treatment Plant Operator (Operator In Training)

Under direct supervision, performs tasks related to the operation of a wastewater treatment plant. Typically holds or is working on first-level wastewater treatment certification.

Median Salary: \$30,227

Wastewater Treatment Plant Operator

Operates and maintains a wastewater treatment plant, including maintenance of equipment, quality control/testing, and day-to-day activities. Typically holds or is working towards an intermediate-level wastewater treatment certification.

Median Salary: \$36,148

Senior/Lead Wastewater Treatment Plant Operator

Operates and maintains a wastewater treatment plant. Is fully qualified to perform the most complex functions and may direct the work of other operators. Typically holds a high-level wastewater treatment certification.

Median Salary: \$47,761

The information for job descriptions and salary data was obtained from the 2004 AWWA Water Utility Compensation Survey. The salary data reported is the Employee Weighted Average for 521 water utilities that participated in both the 2003 and 2004 AWWA Water Utility Compensation Survey.

To order the AWWA 2004 [Water Utility Compensation Survey](#), visit the AWWA's [Bookstore](#).

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Employee: Dirk J. Leeward
 Title: President/General Manager

Utility Duties and Hours	Hours Period	Hours /Month
Transmission and Distribution Expenses		
Analyze Utility Locate Requests and Supervise Utility Locates	1 /wk	4.33
Consulting with System Operator (Len Tabor/Enviromasters)	1 /wk	4.33
Consulting with Engineer	5 /yr	0.42
Visit/Inspect System (Regular and Emergency)	2 /wk	8.67
Consulting with FDEP	5 /yr	0.42
Prepare CCR	8 /yr	0.67
Training/Keeping up with regulations	2 /mo	2.00
Customer Accounts		
Consulting with Billing/Customer Service Contractor (Enviromasters)	1 /wk	4.33
Reconcile and Review Billings	2 /mo	2.00
Respond to customer inquiries that have been escalated	2 /mo	2.00
Respond to FPSC customer inquiries	1 /mo	1.00
Administration and General		
Accounting		
Consulting with Tax Accountant	5 /yr	0.42
Consulting with Utility Accountant	2 /qu	0.67
Review and authorize Accounts Payable, Payroll and sign checks	3 /mo	3.00
Review checking account reconciliation	1 /mo	1.00
Prepare Financial Strmts and reports, meet with Bank(s)	5 /qu	1.67
Prepare Annual Budget	5 /yr	0.42
Legal		
Consulting with Corprate Attorney	5 /yr	0.42
Prepare Contracts and Easements	5 /yr	0.42
Corporate		
Hold meetings and maintain Corporate Records	4 /qu	1.33
Regulatory Matters		
Review/Approve Reg. Assessment Fee Return	1 /yr	0.08
Supervise preparation of and review Class "B" Annual Report	8 /yr	0.87
Prepare Price Index Adjustment	8 /yr	0.67
Consulting with Utility Consultant	5 /yr	0.42
Consulting with Utility Attorney	5 /yr	0.42
Consulting with FPSC officials	10 /yr	0.83
Management		
Supervise/Train Accounting/Secretarial Staff	10 /wk	43.33
Training/Education	2 /mo	2.00
Specify and/or approve purchasing	3 /mo	3.00

Hours spent on direct Utility Business per Month 90.90

Allocation of Vacation/ Holiday/ Sick time/ Community Involvement plus 26.5% 24.12

Utility Hours per month 115.02

divided by Full Time Hours per Month 173.30

Percentage of Full Time 66%

Full Time Salary 150,000 times 66%

Salary allocated to Utility 99,000

Total Taxes and Benefits 22,722 times 66%

Taxes and Benefits allocated to Utility 14,997

Salary and Benefits

Market Salary for Full Time General Manager of Private Water Utility 150,000

Taxes and Benefits

SARSEP Retirement Plan	4%	6,000
Health Insurance	504 /mo	6,048
Social Security	6.20%	5,840
Medicare	1.45%	2,175
Workers Comp	1.72%	2,580
Unemployment Comp	1.12%	78
Total Taxes and Benefits		22,722

Vacation/Holiday/Sick Leave/Community Involvement

Vacation	240 hours/yr
Holidays	64 hours/yr
Sick Leave	48 hours/yr
Community Involvement	200 hours/yr
	552 full time hours
divided by	2,080 full time hours/year
Multiplier	26.5%

Exhibit "E"
Operating Cost Comparison

County Purchases Water Class	Venture Associates	Windstream Utilities	Harbor Hills Utilities	Residential Water Systems	Bocillia Utilities	County-Wide Utility	
	Marion Yes A/B	Marion No A/B	Lake No A/B	Marion No C	Charlotte No A/B	Marion Yes B	
Water Sales							
Residential Revenue	379,336	495,277	176,762		234,605	104,376	
Commercial Revenue	2,851	55,268	63,188				
Unmetered Revenue	-	35	513				
Fire Protection Revenue	-	1,120	-				
Misc	2,025	5,137	1,020	-	-	2,209	
Total Water Sales and Misc Charges	384,212	556,837	241,483	-	234,605	106,585	
Guaranteed Revenues/AFPI	-	-	40,386	-	-	-	
Total Water Revenue	384,212	556,837	281,869	-	234,605	106,585	
Water Expense							
Purchased Water	214,347	-	-				
Source of Supply and Treatment	533	74,449	75,014	-	45,750	16,784	annualizec
Adjustment to incr prod cost to \$0.40	-	25,000	-	-	1	-	
	214,880	99,449	75,014	-	45,751	16,784	
T&D	11,368	100,733	14,856				
Customer Accounts	85,426	12,835	24,364				
Admin and General	110,953	228,250	109,487	-	118,384	-	
Non-Water Supply Costs	-	-	-	-	-	89,787	
Adjustment to incr prod cost to \$0.40	-	(25,000)	-	-	-	-	
	207,747	316,818	148,707	174,911	118,384	89,787	
Total Water O&M Expense	422,627	416,267	223,721	174,911	164,135	106,571	
Dist/Cust/Admin Percentage of Total	49%	76%	66%	N/A	72%	84%	
Total Expense per meter/mo	35.25	25.43	38.92	25.84	43.56	18.78	
Total Expense per 000 gals	2.49	1.67	1.43	1.98	9.81	3.18	
Dist/Cust/Admin cost per meter	17.33	19.36	25.67		31.42	15.82	
Production/Purchase cost per 000 gals	1.27	0.40	0.48		2.74	0.50	
Water Sold (000 Gallons)	169,436	249,278	156,013	88,556	16,726	33,550	
Water Sold per Meter/month	14,134	15,230	27,142	13,085	4,439	5,911	
Average Meters							
5/8"	999	1,307	460	535	314	470	
3/4"		4	5				
1"		34	5	29			
1.5"		14				3	
2"		4	6				
3"	-	1	3	-	-	-	
Total Meters	999	1,364	479	564	314	473	
Customers							
Residential	994	1,307	366		302	470	
Commercial	5	57	50	-	-	2	
Total Customers	999	1,364	416	-	302	472	