



**FAUQUIER COUNTY
WATER AND SANITATION AUTHORITY**
APPROVED
Annual Budget
Fiscal Year 2026

Adopted May 27, 2025

Board of Directors

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A. William Chipman III, Vice-Chairman
Joseph Beaman, Treasurer
Richard Gerhardt, Member
Whitman Robinson, Member



Senior Management

Benjamin R. Shoemaker, Executive Director
Deborah A. Whitley, Director of Finance and Administration
Richard Landis, Director of Maintenance and Construction
Michael Edelen, Director of Engineering
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Administration Building, Warrenton, Virginia

Photo taken by Deborah Whitley, Director of Finance and Administration, 2025



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**Fauquier County Water & Sanitation Authority
Virginia**

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morill

Executive Director

FAUQUIER COUNTY WATER AND SANITATION AUTHORITY

VOLUME 3 – ADMINISTRATION

Part A – Financial Policies

Adopted: May 25, 2021

Overview

Fauquier County Water and Sanitation Authority is an independent political subdivision of the Commonwealth empowered by the Virginia Water and Waste Authorities Act - § 15.2-5100 et seq. of the Code of Virginia, 1950 as amended, to provide public water and sewer service in the County of Fauquier and is not a department of Fauquier County.

The Authority was first chartered in 1964 and is governed by a five-member Board. Individual Board Members are appointed by the Fauquier County Board of Supervisors and serve four-year terms. The Board appoints the Executive Director, who is responsible for the Authority's daily management including short- and long-range planning, budget development and administration, personnel management, capital improvements, facility and organizational expansion, service delivery, and other administrative functions. The Authority operates as an enterprise fund, has no taxing power, and receives no financial assistance from the County. This means all Authority income is received either as user fees from customers, which go towards operating expenses, or as developer fees which are used to pay for capital improvements.

The Authority is committed to fiscal integrity and financial leadership. The following policies are intended to reinforce the commitment to provide high quality services as economically as possible and recognize the overarching priority of protecting the investment our customers have made in the system.

Financial planning policies consider major areas affecting our financial condition including rates and charges, debt financing, cash balance, investments, and procurement. These policies provide guidance for the Board and staff as they make decisions regarding the Authority's current and future financial condition.

The Act confers to the Authority the power to fix, charge and collect rates, fees, and charges for the use of facilities or for the services furnished by any system operated by the Authority in accordance with the provisions of the Act. The Authority is organized and operates on a basis designed to raise sufficient revenues to pay all costs and provide all appropriate reserves.

The Authority has two general types of revenues – User Rates and Availability Charges. User Rates are designed to recover the costs of operation and maintenance, renewals and replacements, as well as capital improvements to the system serving existing customers. Availability Charges are designed to recover the costs of capital facilities required to meet the demands of new growth. This

includes the costs of capital facilities necessary to supply, store and treat water as well as capital needed to discharge, pump and treat wastewater.

Detailed information regarding the Authority's sources of revenue can be found in Volume 2 of the Authority's Operating Code, which sets forth the criteria for the billing and collection of revenues, as well as outlines rules and regulations applicable to providing water and wastewater services to our customers.

The Authority recognizes that financial policies are central to a strategic, long term approach to financial management. This view is confirmed by bond rating agencies, investors, and the Government Finance Officers Association. Establishing formal financial policies is also a common practice among comparable water and wastewater authorities throughout the Commonwealth and the United States.

The financial policies are designed to help protect the Authority's financial resources by:

1. Promoting and institutionalizing sound long-term financial management practices.
2. Establishing clear boundaries for which the staff can operate in order to realize the organization's strategic intent.
3. Establishing appropriate levels of operating cash reserves.
4. Developing a system to efficiently finance necessary capital improvements.
5. Guiding the Authority in policy and debt issuance decisions.
6. Ensuring the legal and prudent use of the Authority's debt issuance authority.
7. Providing a framework for the Authority to achieve a strong credit rating thereby reducing the cost of borrowing.
8. Maintaining reasonable and well justified levels of rates and fees for customers.
9. Creating financial stability that enables the Authority to prepare for and insulate itself from fiscal crisis by being able to better manage stressful financial internal and external events.
10. Directs attention to the total financial picture of the Authority rather than single issue areas.
11. Promotes the view of linking long-term financial planning with day-to-day operations.

In general, these policies are more restrictive and require higher standards than the legal requirements contained in the Authority's debt covenants. The financial policies will guide the Authority's financial management, capital planning, and debt financing, and will be reviewed periodically and updated as appropriate.

The Authority is accountable to its customers for sound financial management. The Authority's resources must be sensibly managed to ensure adequate funding for current and future services and infrastructure requirements. These policies have been designed to safeguard the fiscal stability and sustainability required to achieve the Authority's objectives as outlined by the Authority's Board of Directors.

This financial management policy is a statement of the guidelines that will influence and guide the financial management practice of the Authority. A financial management policy that is adopted, adhered to, and regularly reviewed is recognized as the foundation of sound financial management.

Financial Planning Policy

The Authority shall maintain a five-year financial planning model incorporating projections for capital spending, operating expenses, user rates, and availability charges to determine the need for future financing. The financial planning model will be used to analyze cash balances under different scenarios and evaluate debt coverage to ensure compliance with financial policy and bond covenants. Under the model:

- Capital Improvement Program has the greatest impact because it drives the need for borrowing.
- Growth assumptions also play a significant role within the model because those projections drive both capital spending and availability charge (non-operating) revenue projections.
- User rates and the operating budget have the greatest impact on debt coverage tests, which are a primary focus of the model.
- Operating expenses and debt service are the drivers for determining the cash balance goals in accordance with the financial policies.

The five-year financial planning model is presented to the Board and adopted as part of the annual Operating Budget. Through adoption, the Board is formally acknowledging that a financing plan exists, that the Board supports the plan and the path forward assumptions, and it reinforces to lenders the Authority's commitment to financial planning.

Revenue Policy

The Authority has two general types of revenues: User Rates and Availability Charges.

User Rates are charged to existing customers to recover the cost of operating and maintaining the system. Types of costs recovered through User Rates include the cost of providing daily service to customers, general administrative costs, capital replacements, and capital projects and related debt service that benefit existing customers.

Availability Charges are charged to new customers to pay the cost of growth. This includes ongoing capital improvement projects necessary to meet the demands of new growth as well as debt service associated with the cost of expanding the system for new customers.

The Authority shall:

- Maintain a stable revenue system to shelter services from short-term fluctuations.
- Develop and maintain a comprehensive list of various fees and charges.
- Conduct rate studies to ensure that revenues will continue to support direct and indirect costs of operations, administration, maintenance, debt service, depreciation and amortization of capital assets, and system development. Rate studies shall be performed

at least once every five years by an outside financial services firm specializing in utility rates. Staff will regularly analyze projections performed by the consultant and adjust as necessary during the budgetary and rate development process.

- Costs related to the prospective expansion of system capacity (e.g. growth-related projects beyond addressing existing capacity deficiencies or redundancy/resiliency goals) should be funded via future customers who cause the need for such additional capacity through connection fees.



Budget Policy

The Authority's Fiscal Year is July 1st of the preceding calendar year through June 30th of the current Calendar Year, which though not required, coincides with the Fiscal Years of Fauquier County and the Commonwealth of Virginia. The Authority annually adopts an Operating Budget and Capital Improvement Program (CIP) no later than June 30th of the preceding Fiscal Year. In preparing its annual Budget, the Authority will base its revenue and expenditure projections on historic performance, while also taking into consideration operational needs, current trends, events, and developments in regulatory, local markets, building developments, and environmental activities.

Operating Budgets shall be prepared in such a manner as to show in reasonable detail the projected revenues, operating expenses, repair and replacement, debt service amounts, other costs and expenses and the amount of net revenues available to meet revenue covenants contained in the Authority's debt instruments. The Operating Budget shall ensure:

- Appropriate routine maintenance and operations of the water and wastewater systems.
- Current operating expenditures are paid for with operating revenues.
- Availability charges will not be used to finance continuing operations.
- Fees and user charges support the direct and indirect cost of the activity.
- Non-recurring revenues will only be used to fund non-recurring expenses and/or be added to Authority reserves.
- Debt-service and Reserve Policies are maintained.
- Fees and user charges are established with the intent to provide long-term sustainability with reasonable fees and user charges over time.
- All compensation planning will focus on the total cost of compensation including direct salary and benefits, which are a cost to the Authority. Emphasis is placed on improving individual and work group productivity. The Authority will invest in technology and other efficiency tools to maximize productivity. Periodic compensation surveys will be utilized to determine the comparison to similar positions within the market.
- The Authority will prepare and update annually for adoption a CIP that is developed for a ten-year planning period. Future capital expenditures necessitated by changes in projected service demands or goals set forth by the Board, changes in the regulatory environment, and

replacement of infrastructure that has reached the useful life will be included in capital planning projections.

- The first year of the ten-year CIP planning period will serve as authorization for project execution by the Board. Staff will routinely advise the Board through its Committees of the need to initiate work on projects included in future year allocations. Board action is required to add additional projects (authorizing the expending of capital resources) to the capital budget subsequent to the normal annual updating of the CIP.
- For the first five years of the CIP, a listing of projects to be funded as well as a listing of the anticipated sources of funds should be prepared.
- The Authority will maintain all assets at a level adequate to protect the Authority's capital investment, meet permitted regulatory requirements, and to minimize future maintenance and replacement costs. Examples of maintaining assets at a level adequate to protect its investment include, but are not limited to, regularly scheduled preventative maintenance.
- The Authority will attempt to determine the least costly and most flexible financing method for all new projects individually, or as a whole, depending upon the best financial interest of the Authority as a whole.
- The Authority will routinely engage an outside financial services firm specializing in utility financial advisory services to evaluate the Authority's financial position, investments, debt management, and make recommendations for policy revisions.

Reporting Policy

- The Authority will prepare monthly financial statements showing the progress of budget projections compared to actual results. These monthly reports and the Authority's budgets are prepared on a cash flow or modified cash flow basis and differ from the final audited year-end reports. Monthly reports will be shared with the Board.
- Investment performance will be reported and shared with the Board quarterly. The Executive Director and Investment Officer shall provide the Board reports which provide a clear picture of the status of the current investment portfolio. Schedules in the report should include:
 - a. Listing of all bank accounts and investments held at the end of the reporting period.
 - b. Regularly issued performance reports from each investment.
 - c. Percentage of total portfolio which each type of investment represents.

- The Authority will annually prepare an Annual Comprehensive Financial Report (ACFR) that is audited by an independent accounting firm. The annual report is prepared to meet Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board's (GASB) Statements. This report will be submitted to the Government Finance Officers Association (GFOA) for review each year for consideration in the Excellence in Financial Reporting Program.
- The Authority will annually submit the Budget document to the GFOA for consideration for the Distinguished Budget Presentation Awards Program.

Debt and Reserve Policies

The Water and Waste Authorities Act confers to the Authority the power to issue revenue bonds to pay all or part of the cost of any facilities with such bonds repayable solely from revenues. It is the financial policy of the Authority that finances shall be maintained and applied within the following guidelines:

- The Authority will utilize a balanced approach to capital funding utilizing debt financing, current-year revenues, and reserve funds.
- The Authority will analyze all sources of debt financing when it has been determined that there is a need for debt.
- Current cash balances will be used for the capital program within the parameters established below with the fiscal goal of managing debt leverage to the extent possible.
- Bonds or capital leases shall plan for repayment within the expected average useful life of the project(s) and equipment being financed.
- The Authority will maintain operating reserves, as defined in the Reserve Policy, to help offset reductions in revenues related to low demand periods. This policy helps maintain the operations and maintenance functions that would otherwise have to be deferred or require sporadic rate increases due to low demands or extraordinary expenses.
- Unrestricted cash and investments are to maintain a Days Cash on Hand floor of 270 days. For the purposes of this policy, operating expenditures are net of depreciation but include debt service (principal and interest payments). Water and sewer rates will be set accordingly to replenish these reserves if cash/investment levels are projected to dip below the Days Cash on Hand floor. Cash amounts above what is necessary to maintain the 270-day floor may be used for one-time spending such as capital projects.

- The Authority will remain in compliance with all debt covenants as they are provided. Regular analyses of covenants will be performed by staff in conjunction with other periodic duties. The Authority voluntarily establishes a long-term planning goal of maintaining at least:
 - 1.50x coverage of Net Revenues Excluding Availability Charges to debt service requirements
 - 1.75x coverage of Net Revenues Including Availability Charges to debt service requirements
- In the event the Authority utilizes unhedged variable rate debt, such exposure should not exceed approximately 20 percent of total outstanding fixed rate debt of the Authority. Cash and short-term investments may serve as a hedge for variable rate debt and to the extent available would allow the Authority to exceed the 20 percent ratio, accordingly, dollar for dollar. Prior to issuing variable rate debt, the Authority and its financial advisor will evaluate the appropriate level of variable rate debt. When assessing capital project funding approaches and the issuance of debt, the Authority will conduct a series of financial analyses to demonstrate its financial ability to incur such debt under its current rate structure, and to determine if, when and to what degree rate structures need to be adjusted in the event that the current rate structure is not able to accommodate new additional debt.
- The Authority will review its current debt structure periodically as interest rates fluctuate and optional bond redemption dates arise for refunding or advance refunding opportunities.

Investment Policy

This Investment Policy applies to the investment of all the financial assets and funds held by the Authority. The Authority will follow these procedures for all of the funds except petty cash under its direct control.

1. Objectives. All of the Authority's funds, regardless of term, shall be invested with the following objectives listed in the order of priority:
 - a. **Legality** – Funds shall be invested in only those investments permitted by federal, state, and local law as it relates to public funds, as well as any contractual agreements entered into by the Authority including limitations established under bond indentures if entered into.
 - b. **Safety** – Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. Specifically, the Authority will:

- i. seek to avoid realizing any loss through the sale or disposal of an investment.
 - ii. seek to mitigate the risk of unrealized losses due to a decline in value of investments held in the portfolio.
- c. Liquidity – The investment portfolio shall remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. The majority of funds will be maintained in cash equivalents, including money market funds, investment pools (Virginia Local Government Investment Pool LGIP and/or LGIP EM), and overnight securities, which may be easily liquidated without a loss of principal should an unexpected need for cash arise.
- d. Yield – the Authority’s investment portfolio shall be designed with the objective of attaining a fair rate of return consistent with the investment risk constraints and cash flow characteristics of the portfolio. The Executive Director shall establish suitable benchmarks for the measurement of the portfolio’s return.

2. Delegation of Authority

- a. The Executive Director is charged with collecting, safeguarding, and disbursing Authority funds. The Executive Director is responsible for considering the quality and capability of staff, investment advisors, and consultants involved in investment management, and developing and maintaining appropriate administrative procedures for the operation of the investment program.
- b. The Executive Director, or Finance Director if appointed by the Executive Director, shall serve as the Investment Officer of the Authority, who is responsible for investment activities and decisions. The Investment Officer will establish and maintain investment policies and procedures under the general guidance and written approval of the Executive Director.
- c. The Investment Officer may employ financial consultants on a contractual basis to assist in the development and implementation of investment procedures and policies, to provide guidance in investment matters, and to monitor the effectiveness and continued compliance with such policies and procedures, subject to the approval of the Executive Director.
- d. The Investment Officer may also employ investment advisors on a contractual basis to manage all or a portion of the Authority’s portfolio, subject to the approval of the Executive Director, provided that the investment advisor is fully registered under the Investment Advisory Act of 1940.

3. Standards of Care

- a. The standard of prudence to be used by investment personnel shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. The “prudent person” standard states: “Investments shall be made with judgment and care – under circumstances then prevailing – which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.”
 - b. The Executive Director, and those delegated investment authority under this Policy, when acting in accordance with written procedures and this Investment Policy and exercising due diligence, shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.
4. Ethics and Conflicts of Interest. Officers and employees of the Authority involved in the investment process shall refrain from personal business activities that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business and any personal investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the Authority.
5. Collateral and Safekeeping Arrangements. Investments held for safekeeping by financial institutions will be secured in their trust or investment departments in the Authority’s name. Certificates of deposit will be placed only with institutions qualifying as public depositories under the terms of the Virginia Security for Public Deposits Act, 2.2-4400 through 2.2-4411 of the Code of Virginia, 1950 as amended. Repurchase agreements must be collateralized with instruments approved for investment. As required by Virginia Code, all security holdings with maturities over 30 days may not be held in safekeeping with the “counterparty” to the investment transaction. The Code refers to a counterparty as the issuer or seller of the security and any repurchase agreement provider.
6. Competitive Selection of Investment Instruments. When specific maturities are required, either for cash flow purposes or for adherence to maturity guidelines, quotations on investments meeting the maturity needs will be solicited from at least two qualified institutions. When no specific maturity is required, available funds will be invested at the prudent discretion of the Investment Officer. In the event that the Authority receives an unsolicited offer to purchase a security outside of a competitive process, the Executive Director may purchase that security at

his or her discretion if it is included in the Authority's list of eligible securities and meets an expected cash flow need.

7. Suitable and Authorized Investments. A list of permitted investments is maintained by the Executive Director or Investment Officer and reviewed periodically by the financial advisor.
8. Investment of Bond Proceeds. The Authority's investment of bond funds shall adhere to the Authority's Post-Issuance Compliance Policy and the specific requirements of the applicable bond.
9. Eligible Securities and Diversification
 - a. The Authority will endeavor to diversify its investment portfolio to avoid incurring unreasonable risks regarding (i) security type, (ii) individual financial institution or issuing entity, and (iii) maturity. Target asset allocation strategies shall be developed by the Investment Officer to provide guidance as to appropriate levels of diversification.
 - b. The following authorized investments and limitations have been established for the portfolio:
 - i. U. S. Treasuries/Obligations collateralized with Treasuries; unlimited.
 - ii. Certificates of Deposit of banks certified to hold Virginia Public Deposits; max 25% of portfolio.
 - iii. Liquidity Investments, including the Virginia LGIP and LGIP EM; unlimited.
10. Reporting. Investment performance will be reported and shared with the Board in accordance with the Reporting Policy.



Warrenton Christmas Parade

Photos by Mike Gorman, 2024

2019-2024 Strategic Plan

The Authority Board adopted the Mission, Vision, and Values statements and Strategic Initiatives and Goals for 2019-2024 at their September 2019 meeting. The statements, initiatives, and goals were developed with input from the Authority Board, Senior Management, and Staff. The strategic plan provides a framework of priorities to guide the Authority Board and management when making resource allocation decisions.

Mission Statement

As a Customer-based utility, the Fauquier County Water and Sanitation Authority provides quality, reliable water and wastewater services in an environmentally responsible and sustainable manner.

Vision Statement

The Fauquier County Water and Sanitation Authority will be recognized by our customers, our peers in the water and wastewater industry and regulatory agencies as an Authority displaying operational excellence through continued use of new and renewable technologies.

Values

The Fauquier County Water and Sanitation Authority values:

- **Integrity** – We demonstrate honesty, fairness, and consistency in dealing with others;
- **Accountability** – We take ownership and responsibility for actions and outcomes;
- **Transparency** – We carry out meaningful internal and external communication with others;
- **Teamwork** – We work together to solve problems and provide quality services;
- **Continuous learning and improvement** – We pursue personal growth and development to improve the services we provide;
- **Innovation and creativity** – We seek new ways to solve problems and to carry out our mission;
- **Respect** – We listen carefully to what others say and value their opinions and thoughts

..... as we provide service to our customers and work with one another.

Strategic Initiatives and Goals

Initiative 1 – Community Outreach and Customer Engagement

1. Goal - Increase Customer Engagement and Improve Customer Experience
 - A. Provide regular information to customers through direct outreach such as bill-delivered flyers, brochures, and newsletter, etc.
 - B. Proactively prepare to communicate before emergencies and have communication materials and procedures ready for implementation prior to, during, and after a crisis.
 - C. Enhance online presence through increasing website content, functionality, and ease of use.
 - D. Improve messaging and outreach about FCWSA successes, as well as future issues of importance to customers such as rate changes.
2. Goal – Maintain Healthy Working Relationship with Fauquier County Government
 - A. Support the FCWSA/County Liaison Committee as a vehicle to share issues of mutual interest between the FCWSA Board and the Fauquier County Board of Supervisors.
 - B. Encourage regular communication between members of the FCWSA Board of Directors and members of the Fauquier County Board of Supervisors for each Magisterial District.
 - C. Encourage regular communication and participation on issues of mutual interest between FCWSA staff, Fauquier County Government staff, and the Towns.
 - D. Support Economic Development through regular communication and coordination with prospective business entities in Fauquier County.
3. Goal – FCWSA Recognized as a Community Asset
 - A. Improve FCWSA community relations and promotion of FCWSA interests through participation in area events such as fairs, festivals, etc.
 - B. Promote transparency across the organization and within the community and increase opportunities for participation on issues of importance to customers such as rate changes.
 - C. Increase engagement with schools and other community groups to tour facilities and learn about the important role of FCWSA in protecting public health and the environment.
 - D. Establish and maintain positive rapport with newspapers, social media influencers, community interest groups, etc.

4. Goal – Increased Regional, State, and Industry Visibility

- A. Develop and maintain positive working relationships with regulatory entities.
- B. Encourage staff participation and promotion of FCWSA interests in industry organizations such as VWEA, VAWWA, VAMWA, AWWA, WEF, NACWA, etc.
- C. Collaborate and share information with utility stakeholders through participation in regional utility interest groups such as the Mid-Atlantic Research Forum, Occoquan Policy Subcommittee, VWWAA, VAMWA, etc.
- D. Monitor and advocate for FCWSA interests through adjacent partners such as the Virginia Association of Counties (VACo), Virginia Municipal League (VML), and the Rappahannock-Rapidan Regional Commission.

Initiative 2 – Employee Leadership and Organizational Development

1. Goal – Engage Employees

- A. Improve internal communication at all levels.
- B. Enhance the employee recognition program and celebrate successes, both internally and externally.
- C. Identify opportunities for increased interaction, collaboration, and engagement between members of the Board and Authority staff.
- D. Continue enhancement of the Human Resources Information System (HRIS).

2. Goal – Training and Career Development

- A. Provide in-house and outsourced technical training opportunities to continually support core business processes and expand technical knowledge of staff.
- B. Provide and encourage management training for existing and potential future supervisory staff to ensure continued development of leadership skills.
- C. Identify career paths within the organization to foster career development.
- D. Support seminar and conference attendance where practical to provide outside exposure fostering new ideas in support of the Authority's mission and vision.

3. Goal – Organization Development

- A. Develop a workforce planning process to plan future expansion and identify key positions across the organization for cross-training and succession planning.
 - B. Identify opportunities to fill entry-level needs by bringing new people into the industry through trainee, internship, and apprentice programs where possible.
 - C. Implement emergency response and risk management plans to address organizational preparedness for natural disasters and man-made emergencies and collaborate with other governmental and peer agencies to exercise plans.
 - D. Develop and maintain accurate and current job descriptions for all positions, implement a new employee performance evaluation system, and routinely reevaluate structure and positions to meet the needs of the organization.
4. Goal – Provide an Attractive Work Environment and Be an Employer of Choice
- A. Routinely perform competitive compensation analyses to ensure that pay and benefits continue to attract and retain a competitive workforce.
 - B. Continue seeking new opportunities for recruitment to attract great candidates.
 - C. Enhance safety culture throughout the organization with an emphasis on safety programs, policies, and training.
 - D. Support staff by identifying needs and providing the tools and equipment to efficiently support the Authority's mission.

Initiative 3 – Sustainable Infrastructure and Resources

1. Goal – Public Health Protection Through Sustainable Drinking Water Resources
- A. Continue to meet or exceed all primary and secondary drinking water standards, and all other regulatory requirements.
 - B. Provide sustainable and uninterrupted water supply in all service areas.
 - C. Proactively manage capacity in all service areas through supply development or redevelopment, facility upgrades, and demand management practices.
 - D. Ensure reliable service of aging assets by instituting best practices such as leak detection, valve exercising, flushing, and water loss auditing.
2. Goal – Environmental Stewardship Through Sustainable Wastewater Treatment and Reuse

- A. Continue to meet discharge permit limits and all other regulatory requirements, and sustainably manage nutrients under the Chesapeake Bay TMDL program.
 - B. Provide sustainable and available wastewater service in all service areas.
 - C. Proactively add and manage capacity in all service areas through facility upgrades and sewer use practices.
 - D. Ensure reliable service of aging assets by instituting the CMOM programs incorporating best practices such as flow monitoring and routine sewer inspection.
3. Goal – Proactive Planning and Management of Water and Wastewater Assets
- A. Establish system planning goals for long-term quality of service with a focus on capacity, reliability, redundancy, and resiliency.
 - B. Update the 1997 Water and Wastewater Master Plan for all systems and Service Districts, and institute a ten-year master planning cycle with 5-year mid-cycle reviews and updates.
 - C. Evaluate systems and facilities for long-term consolidation opportunities to improve efficiency and quality of service.
 - D. Evaluate monitoring of local and regional water and wastewater resources for long-term changes and trends to anticipate future impacts to the Authority.
4. Goal – Technology Integration
- A. Develop and implement a Master Plan for the Authority's Information Technology (IT) systems to ensure continued reliable and secure support for staff and customers.
 - B. Develop and implement a Master Plan for the Authority's Supervisory Control and Data Acquisition (SCADA) system to ensure deployment, functionality, and security continue to support operations staff.
 - C. Evaluate new technology and potential automation, such as Automated Metering Infrastructure (AMI), to enhance core business processes and customer experience.
 - D. Continue evaluating new technologies in water and wastewater treatment to improve system performance and operational efficiency.

Initiative 4 – Financial Stewardship

1. Goal – Fair and Practical Rates
- A. Retain a professional rate consultant and perform rate analysis/development on a five-year cycle benchmarking rates and rate structures with peers.

- B. Routinely monitor and report rate performance.
- C. Ensure the Authority's "growth pays for growth" policy is reflected in development practices such that costs for new systems are borne by new users.
- D. Ensure core operations are financially self-sustaining and stress-test financial plans to ensure limited reliance on external factors such as new connections.

2. Goal - Prioritized Budgeting

- A. Extend the Capital Improvement Program (CIP) and Repair and Replacement Program (R&R) to a ten-year planning horizon to match water and wastewater master planning.
- B. Develop annual operating budgets that appropriately reflect and implement the Strategic Plan.
- C. Develop long-term Plan of Finance to fully fund CIP and R&R programs.
- D. Ensure continued budget performance reporting to the Board, and that proposed major expenditures identify their implementation of the four Strategic Initiatives.

3. Goal - Strategic Procurement

- A. Evaluate and implement advantageous strategic sourcing opportunities such as Group Contracts, Basic Ordering Agreements, Job Order Contracting, Specialized Maintenance Programs, etc.
- B. Evaluate and pursue advantageous grant opportunities to support core business activities, capital improvements, and asset management.
- C. Continue to conduct and achieve an annual unqualified audit and obtain GFOA Award for Excellence in Financial Reporting.
- D. Routinely evaluate procurement policies and procedures to ensure appropriate internal control and fairness in contracting.

4. Goal - Sound Financial Planning

- A. Retain a professional financial planner to develop financial policies for investment, reserve, and debt management to support the Authority's short and long-term financing needs.
- B. Proactively manage debt ensuring access to affordable financing for future expansion and replacement by establishing appropriate debt levels, regularly reviewing existing debt for refunding opportunities, and benchmarking.
- C. Incorporate asset management planning practices to ensure support and replacement of aging infrastructure in financial plans.

- D. Identify short and long-term financial risks and proactively mitigate to maintain financial stability.

FY 2026 Financial Structure and Budget Process

Financial Structure

The Authority operates and reports as an enterprise fund, has no taxing power, and receives no financial assistance from Fauquier County. This means all Authority income is received either as user fees, which go toward operating expenses, or as developer fees which are used to pay for capital improvements.

Basis of Accounting and Budgeting

The Authority follows the accrual basis of accounting for its annual budget and is structured to reflect the same formats as the Authority's audited financial statements. The Authority's basis of budgeting and basis of accounting are on an accrual basis which recognizes revenues when earned and expenses when incurred.

Budget Process

The Authority must adopt its fiscal budget prior to July 1st of each year. The FY 2026 Budget was adopted on a basis consistent with generally accepted accounting principles through a resolution by the Board on May 27, 2025.

Preliminary budget work for the FY 2026 budget began in December 2024. Departments were provided with historical budget information as well as current budget figures for FY 2025. Department heads met with senior staff regarding operations budgets and requests were due by the beginning of January 2025. Staff also reviewed long term capital plan needs for CIP, R&R, equipment, and vehicles and submitted requests at the beginning of January 2025. Senior staff met in early January 2025 to discuss budget requests. The Executive Director and senior staff initiated the formal budget process in mid-January 2025. Meetings revolved around the operating budget as well as long term planning for R&R, CIP, equipment, and vehicles. Capital projects are discussed and prioritized for the new fiscal year. Target budget figures were presented to the Board at the January 28, 2025 work session. Throughout March, April and May, staff met with Board Committees on FY 2026 budget information – operating expenses and revenues; availability revenues; personnel cost of living increases; long term capital planning for R&R and CIP, equipment, and vehicles; as well as linking strategic plan to budget. A rate hearing was not necessary for FY 2026 budget as the Board voted in a five-year rate plan in during the FY 2023 budget process. The Executive Director and Director of Finance presented the draft budget to the Board at the April 29, 2025 work session. The proposed FY 2026 budget was adopted at the May 27, 2025 Board meeting.

The Board adopts a total budget per annum. Line to line transfers are approved by the Director of Finance and Executive Director. Adjustments requiring additional appropriations are presented to the Board by the Executive Director for approval.

BUDGET SCHEDULE FY 2026	
Date:	Item:
December 2024	Directors hold Department Meetings for FY 2026 Budgets.
January-March 2025	Operating Budgets, CIP, R&R, Equipment, and Vehicle Requests are due. Director of Finance holds meetings with Senior Staff and Executive Director - Operating Budgets and Long-Term Capital Project Planning.
January 28, 2025	Target Budgets Presented to the Board by Executive Director and Director of Finance.
March-May 2025	Board Committee Meetings for the FY 2026 Budget led by Executive Director.
April 29, 2025	Draft FY 2026 Budget Presented to Board by Executive Director and Director of Finance.
May 27, 2025	Board Adoption of the FY 2026 Budget as presented by Executive Director and Director of Finance.

Amendment Process

To amend the budget, the appropriation must be presented by the Executive Director at a Board Work Session. If agreed upon, the Executive Director would take the appropriation in the form of a Resolution to the full Board for a vote at the next Board Meeting. Once adopted, the appropriation would be added to the current year's budget.

FAUQUIER COUNTY WATER & SANITATION AUTHORITY
Income Statement
Adopted 5/27/2025
FY2026

	Adopted FY 25 Budget	Adopted FY 26 Budget	Percentage Change
Revenues			
Water Service Fees	\$ 6,546,990	\$ 6,822,879	4.21%
Sewer Service Fees	5,831,784	6,082,259	4.30%
Water Availability Fees	389,200	722,800	85.71%
Sewer Availability Fees	280,000	910,000	225.00%
Interest Income	300,000	300,000	0.00%
All Income except Service Fees, Availabilities, and Interest	698,490	697,915	-0.08%
Total Income	14,046,464	15,535,853	10.60%
Operating Expenses			
Human Resources*	4,253,511	4,361,636	2.54%
Benefits*	1,946,637	1,958,929	0.63%
Operations	4,042,100	4,179,435	3.40%
Depreciation	3,990,960	4,166,276	4.39%
Non-Operating Expenses			
Debt Service	1,639,769	1,639,750	0.00%
Total Expenses	15,872,977	16,306,026	2.73%
Net Income (Loss)	(1,826,513)	(770,173)	-57.83%
Depreciation	3,990,960	4,166,276	4.39%
Income (Loss) before Depreciation	\$ 2,164,447	\$ 3,396,103	56.90%
*Board approved \$62K budget adjustment			

FAUQUIER COUNTY WATER AND SANITATION AUTHORITY

Five Year Cash Flow

Adopted 5/27/2025

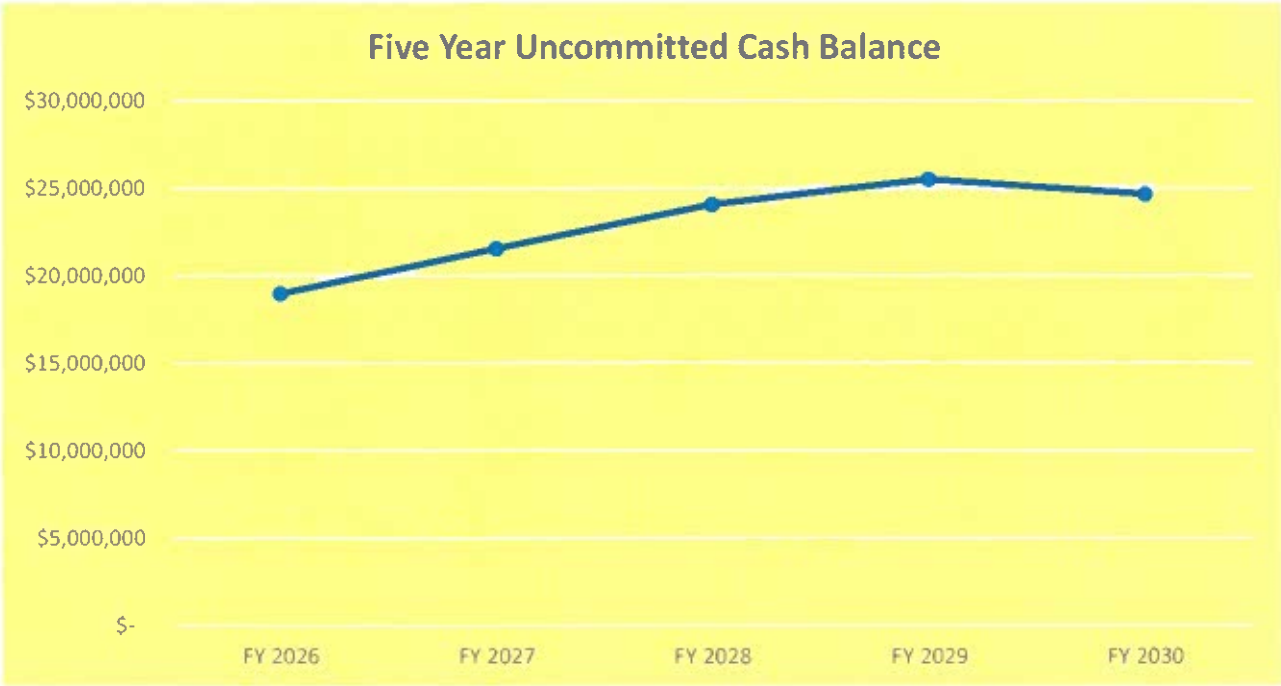
FY2026 Budget

		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
		3%W/3%S	3%W/3%S	3%W/3%S	3%W/3%S	3%W/3%S
Operating Revenue						
Adopted Water & Sewer Rate Increases						
Water & Sewer Continuing Service Charges		\$ 12,905,138	\$ 13,459,414	\$ 13,492,403	\$ 14,071,901	\$ 14,676,289
Other Operating Revenue		\$ 697,915	\$ 711,873	\$ 726,110	\$ 740,633	\$ 755,445
Total Operating Revenue		\$ 13,603,053	\$ 14,171,287	\$ 14,218,513	\$ 14,812,534	\$ 15,431,735
Operating Expenses						
Human Resources		\$ 6,320,565	\$ 6,510,182	\$ 6,705,488	\$ 6,906,652	\$ 7,113,852
Water & Sewer Operations		\$ 3,245,600	\$ 3,342,968	\$ 3,443,257	\$ 3,546,555	\$ 3,652,951
Administration		\$ 839,135	\$ 864,309	\$ 890,238	\$ 916,945	\$ 944,454
Total Operating Expenses		\$ 10,405,300	\$ 10,717,459	\$ 11,038,983	\$ 11,370,152	\$ 11,711,257
Operating Net		\$ 3,197,753	\$ 3,453,828	\$ 3,179,530	\$ 3,442,381	\$ 3,720,478
Non-Operating Revenue						
Availability Charges		\$ 1,632,800	\$ 2,705,600	\$ 2,720,000	\$ 1,381,600	\$ 251,200
Interest Income		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Total Non-Operating Revenue		\$ 1,932,800	\$ 3,005,600	\$ 3,020,000	\$ 1,681,600	\$ 551,200
Non-Operating Expenses						
Current Debt Service		\$ 1,639,750	\$ 1,639,371	\$ 1,435,693	\$ 1,435,742	\$ 1,435,484
Total Debt Service		\$ 1,639,750	\$ 1,639,371	\$ 1,435,693	\$ 1,435,742	\$ 1,435,484
Total Net		\$ 3,490,803	\$ 4,820,057	\$ 4,763,837	\$ 3,688,239	\$ 2,836,193
Cash Flow						
Beginning Uncommitted Cash Balance*		\$ 17,762,427	\$ 18,983,230	\$ 21,553,287	\$ 24,067,124	\$ 24,067,124
Bond Proceeds		\$ -	\$ -	\$ -	\$ -	\$ -
Grants/Other Contributions		\$ -	\$ -	\$ -	\$ -	\$ -
Capital Expenditures (Machinery & Equipment)		\$ (270,000)	\$ (250,000)	\$ (250,000)	\$ (250,000)	\$ (250,000)
Capital Expenditures (R&R)		\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)
Capital Expenditures (CIP)		\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)	\$ (1,000,000)
Ending Uncommitted Cash Balance		\$ 18,983,230	\$ 21,553,287	\$ 24,067,124	\$ 25,505,364	\$ 24,653,317
Debt Service Coverage Ratio (1.15x Mandatory**)		3.13	3.94	4.32	3.57	2.98
Debt Service Coverage Ratio (1.15x Mandatory**) w/o Avals		1.95	2.11	2.21	2.40	2.59
Days Cash on Hand (270 per policy adopted May 2021)		623	647	713	773	750
(No Credit Rating)						

*Uncommitted Balance EOY June 2025

**Mandatory Debt Covenant per 2009 VRA Bond

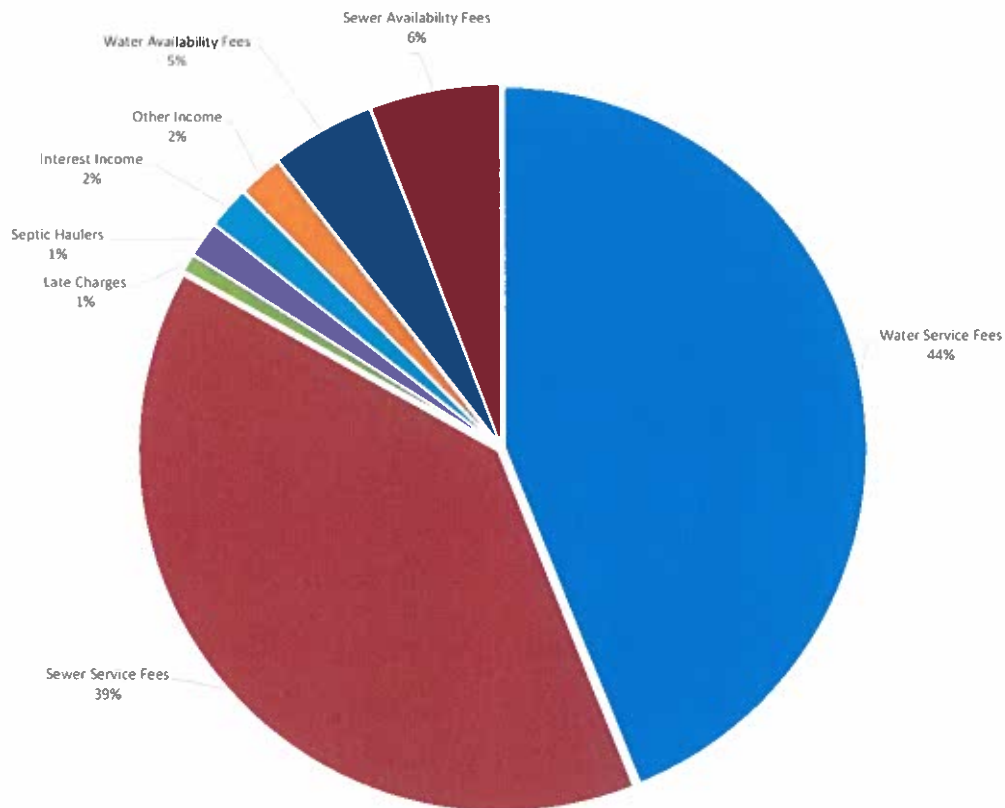
FAUQUIER COUNTY WATER AND SANITATION AUTHORITY
Adopted 5/27/2025
FY 2026 Budget



FAUQUIER COUNTY WATER AND SANITATION AUTHORITY
Adopted 5/27/2025
FY2026 REVENUE

		Audited FY2024	Adopted FY2025 Budget	Proposed FY2026 Budget	% Change
Operating Revenues	Water Service Fees	5,882,986	6,546,990	6,822,879	4.21%
	Sewer Service Fees	5,981,721	5,831,784	6,082,259	4.30%
	Late Charges	222,100	130,000	130,000	0.00%
	Septage Hauler's	344,516	250,000	250,000	0.00%
	Meter Installation	15,930	5,400	5,400	0.00%
	Inspection Fees	18,831	50,000	50,000	0.00%
	Plan Review Fees	50,129	50,000	50,000	0.00%
	Miscellaneous Income	85,800	81,600	81,600	0.00%
	Other Income	127,688	131,490	130,915	-0.44%
	Total Operating Revenue	12,729,701	13,077,264	13,603,053	4.02%
Non-Operating Revenue	Water Availability Fees	1,951,840	389,200	722,800	85.71%
	Sewer Availability Fees	1,162,000	280,000	910,000	225.00%
	Interest Income	983,605	300,000	300,000	0.00%
	Capital Contributions	6,126,633			
	Other Non-Operating Revenues	167,850			
	Total Non-Operating Revenue	10,391,928	969,200	1,932,800	99.42%
Total Revenues		23,121,629	14,046,464	15,535,853	10.60%

FY2026 REVENUE



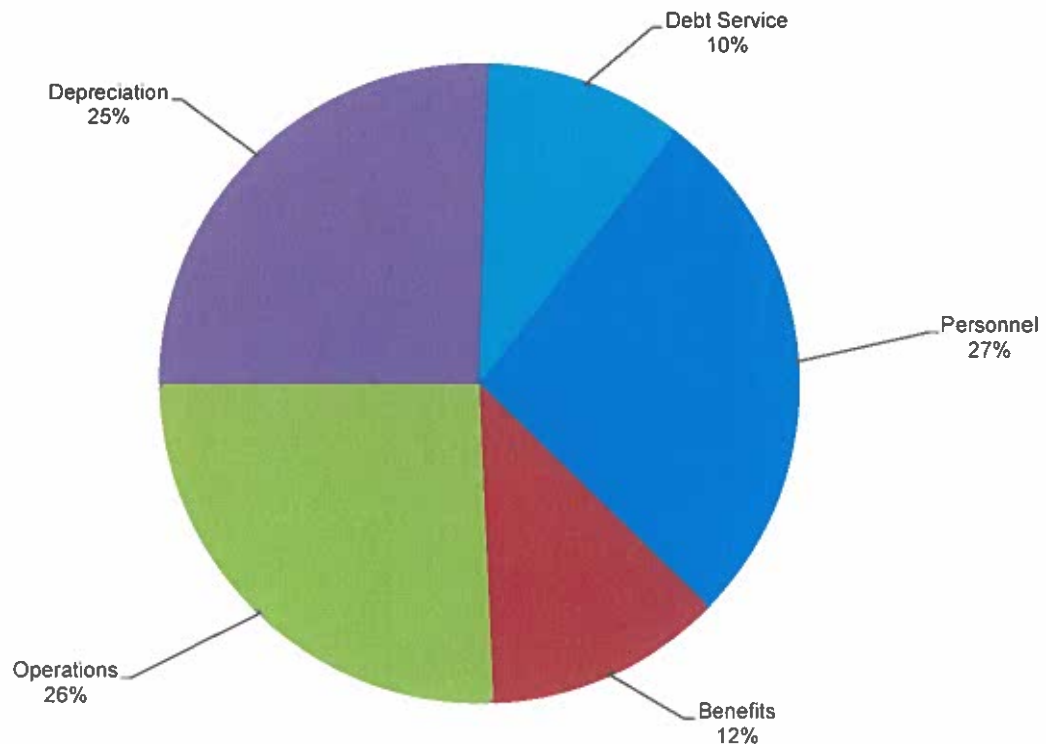
FAUQUIER COUNTY WATER & SANITATION AUTHORITY

Adopted 5/27/2025

FY 2026 EXPENSES

		Audited FY2024	Adopted FY2025 Budget	Adopted FY2026 Budget	Percentage Change
Operating Expenses	Human Resources*	3,818,216	4,196,011	4,361,636	3.95%
	Benefits*	1,149,262	1,941,874	1,958,929	0.88%
	Operations	4,191,847	4,042,100	4,179,435	3.40%
	Depreciation	4,065,944	3,990,960	4,166,276	4.39%
	Total Operating Expenses	13,225,269	14,170,945	14,666,276	3.50%
Non-Operating Expenses	Debt Service	1,638,522	1,639,769	1,639,750	0.00%
	Other Non-Operating Expense	132,861			
	Total Non-Operating Expenses	1,771,383	1,639,769	1,639,750	0.00%
Total Expenses		14,996,652	15,810,714	16,306,026	3.13%
*Board Approved Budget Adjustments					

FY2026 EXPENSES



Water and Sewer Rates FY 2026

One of the Authority's goals is to provide the customer with Fair and Practical Rates – Initiative 4 – Financial Stewardship. The Authority procured Stantec to conduct a rate study during the Spring of 2022. The objectives of the study were to develop a five-year rate increase plan, to better align actual expenses to revenues, to create a policy for winter quarter billing, and to ensure higher users were paying higher fees to promote conservation. As such, base service fees decreased; and water user fees will increase the first three years of the plan while the sewer fees will remain the same. The Authority Board adopted a five-year rate increase plan on June 30, 2022 (FY 2023 6% water 0% sewer, FY 2024 6% water 0% sewer, FY 2025 5.5% water 0% sewer, **FY 2026 3% water and 3% sewer**, FY 2027 3% water and 3% sewer). FY 2025 rates will go in effect on October 1, 2025. Customers are charged a base service fee and usage fees on water and sewer.

Water Base Service Fees:

Meter Size	EMUs	Water – Monthly Base Service Fee (Effective Dates)				
		10/01/2022	10/01/2023	10/01/2024	10/01/2025	10/01/2026
Single-Family Residential						
All	1	\$22.24	\$23.57	\$24.87	\$25.61	\$26.38
Multi-Family and Nonresidential						
5/8"x3/4"	1	\$22.24	\$23.57	\$24.87	\$25.61	\$26.38
Full 3/4"	1.5	\$33.36	\$35.36	\$37.31	\$38.43	\$39.58
1"	2.5	\$55.60	\$58.93	\$62.17	\$64.04	\$65.96
1.5"	5	\$111.19	\$117.86	\$124.35	\$128.08	\$131.92
2"	8	\$177.91	\$188.59	\$198.96	\$204.93	\$211.08
3"	17.5	\$389.18	\$412.53	\$435.22	\$448.27	\$461.72
4"	30	\$667.16	\$707.18	\$746.08	\$768.46	\$791.52

The schedule above represents monthly Base Service Fees based on current EMUs of Availability assigned by meter size. For customers who purchased more EMUs than required above, and who have maintained the additional Availability Assignment through Monthly Base Service Fee payments, monthly Base Service Fees will be billed based on the total number of EMUs Assigned.

Sewer Base Service Fees:

Meter Size	EMUs	Sewer – Monthly Base Service Fee (Effective Dates)				
		10/01/2022	10/01/2023	10/01/2024	10/01/2025	10/01/2026
Single-Family Residential						
All	1	\$25.99	\$25.99	\$25.99	\$26.77	\$27.58
Multi-Family and Nonresidential						
5/8"x3/4"	1	\$25.99	\$25.99	\$25.99	\$26.77	\$27.58
Full 3/4"	1.5	\$39.00	\$39.00	\$39.00	\$40.17	\$41.37
1"	2.5	\$64.99	\$64.99	\$64.99	\$66.94	\$68.95
1.5"	5	\$129.98	\$129.98	\$129.98	\$133.88	\$137.89
2"	8	\$207.97	\$207.97	\$207.97	\$214.21	\$220.64
3"	17.5	\$454.93	\$454.93	\$454.93	\$468.58	\$482.64
4"	30	\$779.88	\$779.88	\$779.88	\$803.28	\$827.37

The schedule above represents Monthly Base Service Fees based on current EMUs of Availability assigned by meter size. For customers who purchased more EMUs than required above, and who have maintained the additional Availability Assignment through Monthly Base Service Fee payments, monthly Base Service Fees will be billed based on the total number of EMUs Assigned.

Water Usage Fees:

Meter Size	Water Usage Rate Tier (Monthly Usage in 1,000s of gallons)			
	Tier 1	Tier 2	Tier 3	Tier 4
Single-Family Residential				
All	0 – 3	3 – 6	6 – 18	Over 18
Multi-Family and Nonresidential				
5/8" x 3/4"	0 – 3	3 – 6	6 – 18	Over 18
Full 3/4"	0 – 4.5	4.5 – 9	9 – 27	Over 27
1"	0 – 7.5	7.5 – 15	15 – 45	Over 45
1.5"	0 – 15	15 – 30	30 – 90	Over 90
2"	0 – 24	24 – 48	48 – 144	Over 144
3"	0 – 52.5	52.5 – 105	105 – 315	Over 315
4"	0 – 90	90 – 180	180 – 540	Over 540
The schedule above represents monthly Tier assignment based on current EMUs of Availability assigned by meter size. For customers who purchased more EMUs than required above, and who have maintained the additional Availability Assignment through Monthly Base Service Fee payments, monthly Base Service Fees will be billed based on the total number of EMUs Assigned.				

Tier	Water Usage Rate per 1,000 gallons (Effective Dates)				
	10/01/2022	10/01/2023	10/01/2024	10/01/2025	10/01/2026
1	\$5.94	\$6.29	\$6.64	\$6.84	\$7.04
2	\$8.90	\$9.44	\$9.96	\$10.26	\$10.56
3	\$13.36	\$14.16	\$14.94	\$15.38	\$15.85
4	\$17.81	\$18.88	\$19.91	\$20.51	\$21.13

Sewer Usage Fees:

Uniform Rate	Sewer Usage Rate per 1,000 gallons (Effective Dates)				
	10/01/2022	10/01/2023	10/01/2024	10/01/2025	10/01/2026
	\$11.57	\$11.57	\$11.57	\$11.92	\$12.27
Increased residential water demands during the summer months may be a result of irrigation or other outdoor water usage that does not enter the sanitary sewer system. For residential customers receiving sewer service from FCWSA where metered water service is provided by FCWSA, Buckland Water and Sanitation Assets Corporation in Vint Hill, or by the Town of Remington, sewer usage is seasonally adjusted as follows:					

May – September. Sewer usage is charged based on the lower of actual metered consumption or the average December – February monthly consumption plus 2,000 gallons. For all new residential customers that have not established a December – February average consumption, sewer volume charges will be capped at the lesser of actual consumption or 9,000 gallons.

No seasonal sewer usage adjustment will be made for customers with a submeter, nonresidential customers, or customers using a private water source.

Availability Fees FY2026:

Availability is the right of a subscriber to connect to the water sewer system of the Authority upon payment of all applicable fees, rates, and charges. Availability fees are based on meter size. (Additional Surcharge fees apply for the New Baltimore Sewer System and the Marshall Water System).

Required Meter Size (i)	Availability Fees	
	Water	Sewer
5/8" x 3/4"	\$11,120	\$14,000
Full 3/4" (3/4")	\$16,680	\$21,000
One Inch (1")	\$27,800	\$35,000
One & One Half (1 1/2")	\$55,600	\$70,000
Two Inch (2")	\$88,960	\$112,000
Three Inch (3")	\$194,600	\$245,000
Four Inch (4")	\$333,600	\$420,000

Human Resources
Adopted 5/27/2025
FY 2026 Budget

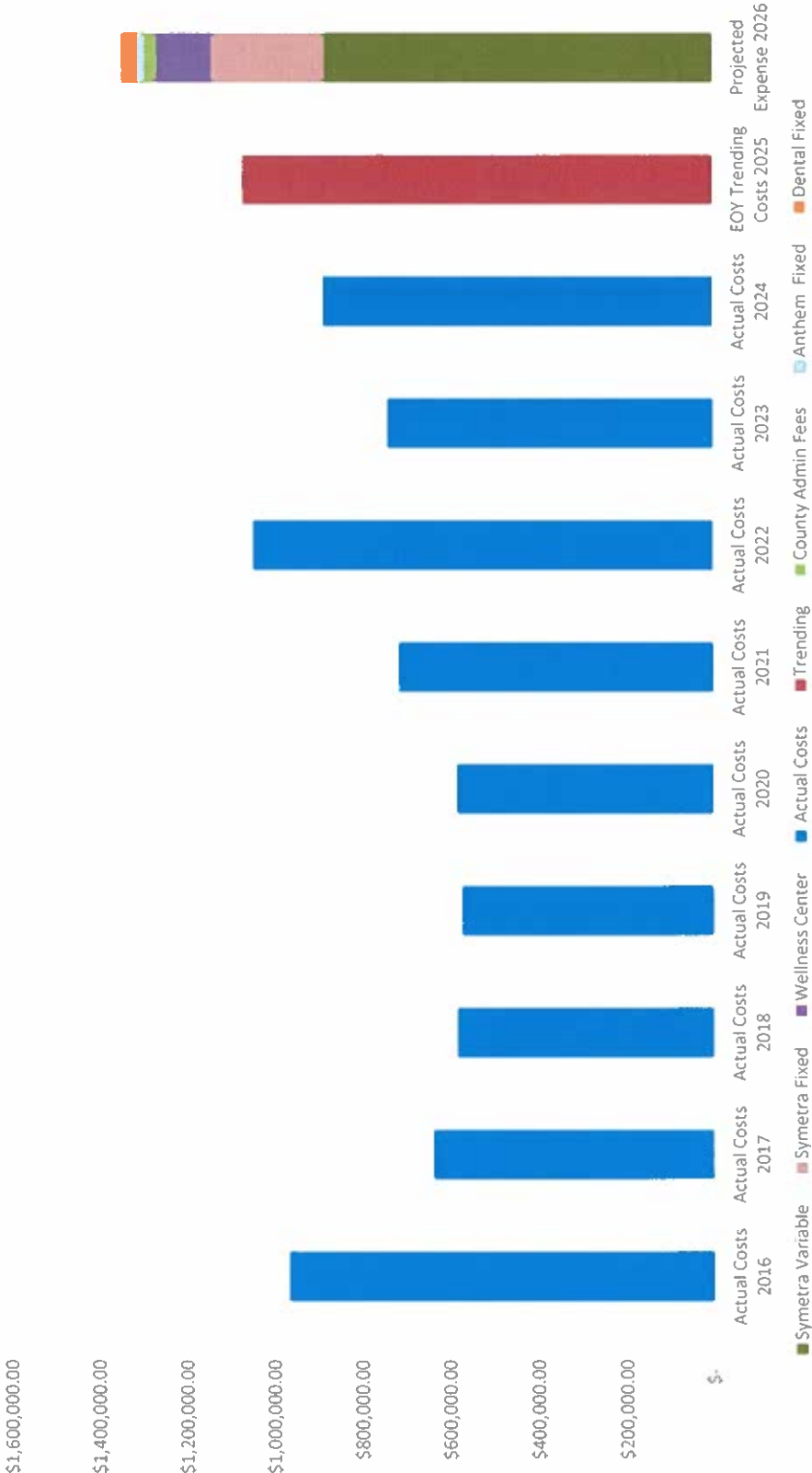
Departments	Actual FY24 Total Comp	*Budget FY25 Total Comp	Budget FY26 Salary	Budget FICA/ FICAMED	Budget VRS RETIREMENT	Budget VRS LIFE	Budget MEDICAL/ DENTAL	Budget Workers' Compensation	Budget FY26 TOTAL BENEFITS	Budget FY 26 Total Compensation
Board of Directors	76,073	74,924	69,600	5,324					5,324	74,924
Administration/Finance Dept										
Salary & Benefits	1,254,157	1,448,120	1,082,251	77,437	45,888	12,771	252,359	851	389,306	1,471,557
Merit Pay	11,887	10,000	11,300							11,300
Overtime	6,541	3,000	3,000							3,000
Totals	1,272,584	1,461,120	1,096,551	77,437	45,888	12,771	252,359	851	389,306	1,485,857
Engineering Department										
Salary & Benefits	481,393	554,262	389,103	29,847	16,254	4,512	112,160	306	163,078	552,180
Merit Pay	4,929									
Overtime	1,114	1,050	1,050							1,050
Totals	487,436	555,312	390,153	29,847	16,254	4,512	112,160	306	163,078	553,230
Water Department										
Salary & Benefits	1,047,432	1,191,888	737,794	57,818	31,289	8,660	266,379	22,881	387,028	1,124,822
Merit Pay	13,187									
Overtime	49,497	18,000	18,000							18,000
Totals	1,110,115	1,209,888	755,794	57,818	31,289	8,660	266,379	22,881	387,028	1,142,822
Wastewater Department										
Salary & Benefits	1,181,179	1,283,594	909,041	71,347	37,086	10,727	294,419	11,312	424,891	1,333,932
Merit Pay	12,308									
Overtime	23,553	23,600	23,600							23,600
Totals	1,217,041	1,307,194	932,641	71,347	37,086	10,727	294,419	11,312	424,891	1,357,532
Maintenance Department										
Salary & Benefits	895,909	1,039,134	694,820	53,325	29,330	8,153	252,359	9,131	352,298	1,047,119
Merit Pay	10,332									
Overtime	41,281	20,000	20,000							20,000
Totals	947,522	1,059,134	714,820	53,325	29,330	8,153	252,359	9,131	352,298	1,067,119
Construction Department										
Salary & Benefits	468,722	522,577	402,077	30,759	17,947	4,745	168,239	5,314	227,004	629,081
Merit Pay	5,847									
Overtime	114,438									
Totals	589,008	522,577	402,077	30,759	17,947	4,745	168,239	5,314	227,004	629,081
Departmental Totals	5,699,779	6,190,149	4,361,636	325,858	177,795	49,566	1,345,915	49,795	1,948,929	6,310,565
**Retiree Medical (Admin Exp)		10,000							10,000	10,000
Totals	5,699,779	6,200,149	4,361,636	325,858	177,795	49,566	1,345,915	49,795	1,958,929	6,320,565

*Board approved budget adjustments in FY25

**OPEB Trust opened July 2024 - Estimated budget total from 2022 Nygart report

FAUQUIER COUNTY WATER AND SANITATION AUTHORITY

Adopted 5/27/2025
Health Insurance Costs
FY2026





HEALTH INSURANCE RATES

July 01, 2025 through June 30, 2026

All employee rates listed will be deducted twice a month.

ANTHEM MEDICAL PLANS

EMPLOYEE ONLY

HDHP Plan with HSA	\$ 0.00
Anthem HealthKeepers POS	\$ 14.00
Anthem KeyCare PPO Core	\$ 32.00

EMPLOYEE & ONE CHILD

HDHP Plan with HSA	\$ 14.00
Anthem HealthKeepers POS	\$ 32.00
Anthem KeyCare PPO Core	\$ 91.00

EMPLOYEE & SPOUSE

HDHP Plan with HSA	\$ 45.00
Anthem HealthKeepers POS	\$ 100.00
Anthem KeyCare PPO Core	\$ 217.00

FAMILY

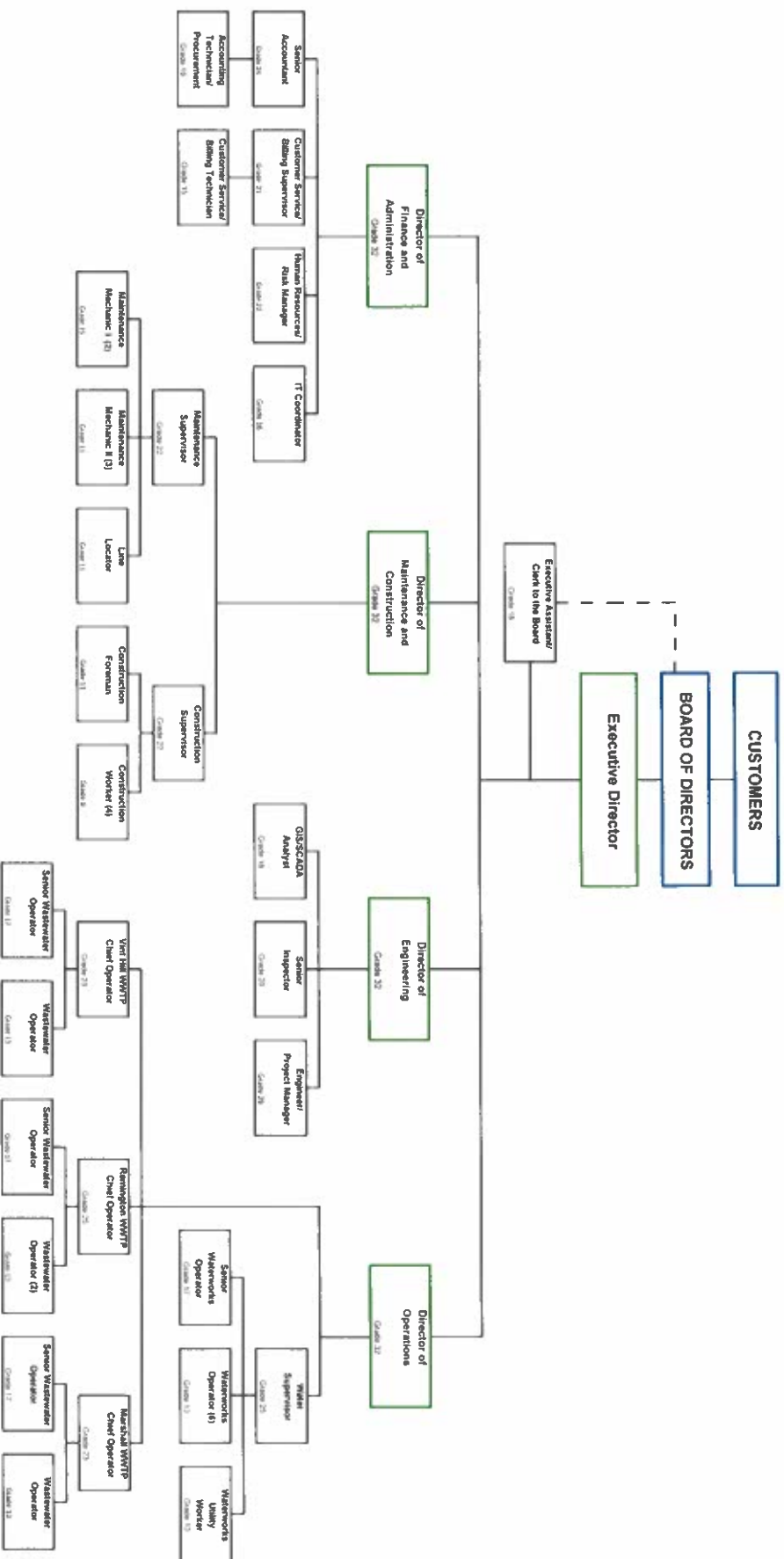
HDHP Plan with HSA	\$ 73.00
Anthem HealthKeepers POS	\$ 147.00
Anthem KeyCare PPO Core	\$ 281.00

DELTA DENTAL PLANS

Full-Time

	<u>STANDARD</u>	<u>HIGH</u>
Employee Only	\$ 9.85	\$13.81
Employee & One Child	\$19.24	\$25.11
Employee & Spouse	\$26.85	\$34.35
Family	\$42.92	\$52.31

Fauquier County Water & Sanitation Authority (FCWSA)
Organizational Chart
 Adopted 5/27/2025
 FY2026



	Actual 2022	Actual 2023	Actual 2024	*Adopted 2025	Adopted 2026	% Change
Human Resources	920,869	985,793	1,033,932	1,138,045	1,166,151	2.47%
Benefits	272,890	272,817	314,725	407,999	404,631	-0.83%
Operations	563,881	664,407	744,541	769,700	839,135	9.02%
Interest	247,222	387,402	718,662	316,386	282,417	-10.74%
Depreciation	3,870,154	3,992,266	3,694,870	3,990,960	4,166,276	4.39%
Total	5,875,016	6,302,684	6,506,730	6,623,090	6,858,609	3.56%

*Board approved budget adjustments December 2024

FY 2026

	Actual 2022	Actual 2023	Actual 2024	*Adopted 2025	Adopted 2026	% Change
Human Resources	366,405	378,758	362,362	391,444	390,153	-0.33%
Benefits	140,739	112,475	125,073	163,867	163,078	-0.48%
Operations	64,590	46,633	110,787	75,600	94,700	25.26%
Total	571,734	537,865	598,223	630,912	647,930	2.70%

*Board approved budget adjustments December 2024

FAUQUIER COUNTY WATER & SANITATION AUTHORITY**Adopted 5/27/2025****Water Department****FY 2026**

	Actual 2022	Actual 2023	Actual 2024	*Adopted 2025	Adopted 2026	% Change
Human Resources	713,835	741,544	812,542	802,523	755,794	-6.98%
Benefits	259,201	246,610	297,573	407,364	387,028	30.06%
Operations	809,712	928,342	953,848	1,004,200	940,700	-1.38%
Total	<u>1,782,747</u>	<u>1,916,496</u>	<u>2,063,963</u>	<u>2,214,087</u>	<u>2,083,522</u>	<u>0.95%</u>

*Board approved budget adjustments December 2024

FAUQUIER COUNTY WATER & SANITATION AUTHORITY
Adopted 5/27/2025
Wastewater Departments
FY 2026

Remington WWTP

	Actual 2022	Actual 2023	Actual 2024	*Adopted 2025	Adopted 2026	% Change
Human Resources	373,342	386,993	371,750	346,071	375,502	8.5%
Benefits	130,349	116,224	129,015	168,903	168,533	-0.2%
Operation	560,062	854,634	850,157	746,050	761,550	2.1%
Total	1,063,752	1,357,852	1,350,922	1,261,024	1,305,584	3.5%

Marshall WWTP

	Actual 2022	Actual 2023	Actual 2024	*Adopted 2025	Adopted 2026	% Change
Human Resources	266,998	256,615	276,569	279,250	288,696	3.4%
Benefits	100,730	87,905	100,586	132,645	129,497	-2.4%
Operation	188,311	237,799	282,444	222,750	233,050	4.6%
Total	556,039	582,320	659,599	634,645	651,244	2.6%

Vint Hill WWTP

	Actual 2022	Actual 2023	Actual 2024	*Adopted 2025	Adopted 2026	% Change
Human Resources	295,857	217,353	245,833	252,360	268,443	6.4%
Benefits	99,331	83,486	93,288	127,964	126,861	-0.9%
Operation	356,353	385,946	419,921	481,800	489,300	1.6%
Total	751,540	686,785	759,042	862,124	884,604	2.6%

FAUQUIER COUNTY WATER & SANITATION AUTHORITY
Adopted 5/27/2025
Maintenance and Construction Departments
FY 2025

	Actual 2022	Actual 2023	Actual 2024	*Adopted 2025	Adopted 2026	% Change
Human Resources	1,709,682	1,104,407	1,160,364	1,043,816	1,116,898	-3.7%
Benefits	388,901	324,805	376,166	537,896	579,302	54.0%
Operations	519,674	611,512	708,395	742,000	821,000	15.9%
Total	2,618,257	2,040,724	2,244,925	2,323,712	2,517,200	12.13%

*Board approved budget adjustments December 2024

FAUQUIER COUNTY WATER & SANITATION AUTHORITY
FY2026 CIP/R&R Projects
Adopted 5/27/2025

Project Name	Account Number	FY 2026
Opal - Water System Phase 1 (County-Funded)	30-585-421-3165	\$5,217,818
Marshall - Cunningham Farm Water Supply Phase 2 (110 + 85 + 75 = 270 gpm)	30-303-421-3142	\$4,355,000
PFAS Compliance - New Baltimore (1.564 MGD Capacity)	30-700-421-3900	\$1,920,000
PFAS Compliance - Marshall	30-302-421-3900	\$580,000
SCADA Water Upgrade Project	40-040-400-8021	\$500,000
Opal/Bealeton/Remington - Tin Pot Sewer Main Lining	40-210-425-8026	\$500,000
PFAS Compliance - Bealeton	30-530-421-3141	\$480,000
Bealeton - Well Addition - Meadowbrook 1R (180 gpm)	30-550-421-3400	\$350,000
Bealeton - Well Addition - MS-3 (150 gpm)	30-546-421-3400	\$350,000
Marshall - 17/66 WTP GreenSand Filter #2	30-335-421-3329	\$300,000
PFAS Compliance - Waterloo	30-875-421-3900	\$255,000
Bealeton - Marsh Run Lift Station	40-232-425-8024	\$250,000
Marshall - I66 Sewer Upgrade and Cunningham SPS Reimbursements	30-317-426-3400	\$200,000
Groundwater Exploration	30-166-421-3165	\$200,000
PFAS Compliance - Bethel Academy	30-825-421-3900	\$170,000
PFAS Compliance - Remington	30-520-421-3900	\$110,000
Marshall - Water Master Plan Phase 2	30-011-421-3141	\$100,000
Marshall - Wastewater Master Plan	30-011-426-3140	\$100,000
Systemwide Security Upgrades to Facilities	40-150-400-3300	\$100,000
New Baltimore - Water System Distribution Upgrades (Porch Road Replacement)	40-706-421-3320	\$100,000
Vint Hill WWTP - Spare Effluent Pump	40-400-427-3312	\$100,000
Vint Hill WWTP - Influent Line Replacement	40-403-427-3400	\$100,000
Water System Major Replacements	40-160-421-3320	\$100,000
Well House Repair	40-499-421-3320	\$100,000
Wastewater Systems Major Replacements	40-165-428-3320	\$100,000
Wastewater SPS Improvements	40-165-428-3319	\$100,000
Generator Replacement	40-167-400-3400	\$100,000
PFAS Compliance - Botha	30-830-421-3900	\$80,000
Marshall WWTP - Rehabilitate Aeration Tanks	40-300-426-3323	\$75,000
Long-term Regional Biosolids Study	30-175-428-3140	\$60,000
Remington - Near-Term Septage Mgmt	30-205-425-3141	\$50,000
Leak Detection Services and Repairs	40-166-421-3000	\$50,000
Wastewater Force Main Evaluations	40-026-428-3318	\$50,000
Arc Flash Analysis	40-150-400-8022	\$50,000
SCADA Major Repair	40-040-421-8021	\$50,000
Remington - Well Automation - The Meadows and The Ridge	40-168-421-3300	\$25,000
Water System - Hydrotank Repairs and Cleaning Services (Bethel)	40-168-421-3328	\$20,000
Water Meter R&R	40-025-421-6070	\$10,000
Total Projects		\$17,357,818

Fauquier County Water and Sanitation Authority Demographics

The Authority was created by Resolution of the Board of Supervisors of Fauquier County in 1964. On July 14, 2022, Fauquier County Board of Supervisors extended the term of the Authority's existence as a corporation for an additional 50 years. The Authority is chartered by the State Corporation Commission and is an independent public body responsible for providing county-wide water and wastewater services. The Authority owns and operates fourteen public water systems and three wastewater treatment plants; and operates an additional two water systems. The Authority is located in rural Fauquier County approximately 40 miles southwest of Washington D.C. and 95 miles northwest of Richmond, Virginia.

**Fauquier County:*

Area:	648.0 miles
Population (2024 estimated)	75,865
Median Age (2024):	40.8
Unemployment Rate (February 2025):	2.7%
Registered Voters (March 2025):	57,167
Median Household Income (2023):	\$111,254
Total Households (2023):	26,954
Total Elementary Schools:	11
Total Middle Schools:	5
Total High Schools:	3
Number of Alternative Education Schools:	1
Student Enrollment (Fall 2024):	10,861

*Per Fauquier County Fiscal Year Adopted Budget

***Fauquier County Top Employers:*

1. Fauquier County School System
2. Fauquier County Government
3. US Department of Transportation
4. Fauquier Health System
5. Walmart

**Virginia Employment Commission

Glossary of Acronyms

AMI – Advanced Metering Infrastructure

CIP – Capital Improvement Plan

CMOM - Capacity, Management, Operation and Maintenance Program

DEQ – Department of Environmental Quality

ENR – Enhanced Nutrient Removal

FCWSA – Fauquier County Water and Sanitation Authority

FOG – Fat, Oils, Grease

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Government Finance Officers Association

GIS – Geographic Information System

GPM – Gallons per Minute

I&I (or I/I) – Inflow and Infiltration

IEEE – Institute of Electrical and Electronics Engineers

IT – Information Technology

KWH – Kilowatt-Hour

LGIP – Local Government Investment Pool

LS – Lift Station

LOS – Level of Service

MG - Milligrams

MG/L – Milligrams per Liter

NFPA – National Fire Protection Association

O&M – Operations and Maintenance

OPEB – Other Post-Employment Benefits

OSHA – Occupational Safety and Health Administration

PER – Preliminary Engineering Report

PFAS – Per and Polyfluoroalkyl Substances

PLC – Programmable Logic Controller

PMCL – Primary Maximum Contaminant Level

PS – Pumping Station

PSI – Pounds per Square Inch

R&R – Replacement and Repair

SCADA – Supervisory Control and Data Acquisition

SSES – Sanitary Sewer Evaluation Study

SSO – Sanitary Sewer Overflows

VDH – Virginia Department of Health

VRA – Virginia Resources Authority

VRS – Virginia Retirement System

WTP – Water Treatment Plant

WWPS – Wastewater Pumping Station

WWTP – Wastewater Treatment Plant

Glossary of Terms

Accrual Basis of Accounting:	Method of accounting which recognizes revenues when earned and expenses when incurred, regardless of the timing of related cash flows.
Advanced Metering Infrastructure (AMI):	Enhanced meter reading technology.
Authority:	A public agency which performs a specified range of services that are usually financed from fees or service charges.
Balanced Budget:	The Commonwealth of Virginia defines a balanced budget as wherein available revenues and appropriated fund balance equal estimated expenditures for the fiscal year.
Bond:	A type of financing used by government entities, by which a fixed-income security is sold in the investment market that creates essentially a loan agreement.
Capital Contributions:	Recorded receipt of funds, property, lines and improvements by developers, customers, or other governments.
Capital Improvement Program (CIP):	A multi-year plan for capital outlay to be incurred annually over a fixed number of years to meet capital needs arising from the government's long term infrastructure requirements.
Debt Service:	Payments of principal and interest on debt issued by the Authority.
Depreciation:	Expiration in the useful life of capital assets attributable to wear and tear, deterioration, action of the physical elements, or inadequacy.
Expense:	The cost for personnel, materials, and equipment required for the Authority to function.
Enterprise Fund:	Proprietary type fund used to account for operations that are financed and operated in a manner similar to a private business enterprise.
Fauquier County Water and Sanitation Authority (FCWSA):	Established in 1964 to provide water and wastewater to residents in Fauquier County.

Financial Policies:	Financial management policies with respect to revenue, spending, fund balance and debt management as they relate to government services, programs, and capital investment.
Fiscal Year (FY):	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The Authority's fiscal year is July 1 thru June 30.
Fund Balance:	The excess available to a fund when assets are reduced by liabilities, reserves, and carryover.
Generally Accepted Accounting Principles (GAAP):	Uniform minimum standards for financial accounting and reporting, encompassing the conventions, rules, and procedures that define accepted accounting principles.
Government Finance Officers Association (GFOA):	Association that represents public finance officials throughout the United States and Canada. Their mission is to promote excellence in state and local government financial management.
Infrastructure:	The physical assets of the Authority (water lines, sewer lines, pump stations, etc.)
Lift Station:	Structure containing pumps, controls, valves, piping and electrical equipment for pumping wastewater from a lower elevation to a higher elevation.
Materials and Supplies:	Expendable materials and operating supplies necessary to conduct operations.
Other Postemployment Benefits (OPEB):	Benefits that state and local governments provide to their retired employees.
Per and Polyfluoroalkyl Substances (PFAS):	Widely used, long lasting chemicals, components of which break down very slowly over time ("forever chemicals").
Preliminary Engineering Report (PER):	A planning document completed by an engineer or related professional to determine the technical and financial impacts of a project, prior to the formal design.
Pump Station:	Structure containing pumps, controls, valves, piping and electrical equipment for pumping water or wastewater from one place to another.

Revenues:	Funds that the Authority receives as income to pay for ongoing operations or day-to-day services (water and sewer user fees).
Sanitary Sewer Overflows (SSO):	Overflows of the sewer system caused by the buildup of products within the wastewater pipes.
Subscriber:	Any person or entity connected to the water and/or sewer system of the Authority.
Supervisory control and Data Acquisition (SCADA):	A control system that uses computers, networked data communications and graphical user interfaces for high-level process supervisory management but uses other peripheral devices such as programmable logic controllers to interface to the pump stations and water tanks.
Virginia Resources Authority (VRA):	An organization the provides cost effective financial solutions to help build healthy communities.
Virginia Retirement System (VRS):	The VRS administers a defined benefit plan for Virginia's public sector employees of which the Authority participates.
Wastewater:	The used water supply of a community, coming from sources like baths, showers, sinks, dishwashers, washing machines, and toilets located in homes, businesses, and industries (per DEQ).

APPENDIX
Fauquier County Water and Sanitation Authority
Adopted 8/27/2025
FY2026 Payscale

Step/Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18 Step/Grade	
1	37,763	39,109	40,506	41,963	43,476	45,049	46,689	48,393	50,167	52,014	53,934	55,931	58,008	60,170	62,420	64,760	67,195	69,728	1
2	38,519	39,891	41,316	42,802	44,346	45,950	47,623	49,361	51,170	53,054	55,012	57,049	59,169	61,373	63,668	66,055	68,538	71,121	2
3	39,289	40,699	42,143	43,658	45,233	46,869	48,576	50,348	52,193	54,115	56,112	58,190	60,352	62,601	64,942	67,376	69,909	72,543	3
4	40,075	41,503	42,988	44,531	46,138	47,807	49,547	51,355	53,237	55,198	57,235	59,354	61,559	63,853	66,241	68,724	71,307	73,994	4
5	40,876	42,333	43,845	45,422	47,060	48,763	50,538	52,382	54,302	56,301	58,379	60,541	62,790	65,130	67,565	70,098	72,734	75,474	5
6	41,694	43,179	44,722	46,330	48,002	49,738	51,548	53,430	55,388	57,428	59,547	61,752	64,046	66,432	68,917	71,500	74,188	76,983	6
7	42,528	44,043	45,619	47,257	48,962	50,733	52,590	54,498	56,456	58,476	60,549	62,677	64,853	67,116	70,295	72,930	75,672	78,523	7
8	43,378	44,924	46,529	48,202	49,941	51,748	53,632	55,598	57,626	59,748	61,953	64,247	66,633	69,116	71,701	74,389	77,185	80,093	8
9	44,246	45,822	47,460	49,166	50,940	52,782	54,704	56,700	58,778	60,943	63,192	65,532	67,966	70,499	73,135	75,876	78,729	81,695	9
10	45,131	46,739	48,409	50,149	51,958	53,838	55,798	57,834	59,954	62,161	64,456	66,842	69,325	71,908	74,598	77,394	80,304	83,329	10
11	46,033	47,673	49,377	51,152	52,998	54,915	56,914	58,991	61,153	63,405	65,745	68,179	70,712	73,347	76,090	78,942	81,910	84,996	11
12	46,954	48,627	50,364	52,175	54,058	56,013	58,052	60,170	62,376	64,673	67,060	69,543	72,126	74,814	77,611	80,521	83,548	86,696	12
13	47,893	49,599	51,372	53,219	55,139	57,133	59,214	61,374	63,623	65,966	68,401	70,934	73,569	76,310	79,164	82,131	85,219	88,430	13
14	48,851	50,581	52,389	54,263	56,241	58,276	60,398	62,601	64,896	67,286	69,769	72,352	75,040	77,836	80,747	83,774	86,923	90,198	14
15	49,828	51,603	53,447	55,369	57,366	59,442	61,606	63,853	66,194	68,631	71,164	73,799	76,541	79,383	82,362	85,448	88,662	92,002	15
16	50,825	52,635	54,516	56,478	58,514	60,630	62,838	65,130	67,518	70,004	72,587	75,275	78,072	80,981	84,009	87,188	90,435	93,842	16
17	51,841	53,688	55,606	57,606	59,684	61,843	64,095	66,433	68,868	71,404	74,039	76,781	79,633	82,600	85,689	88,901	92,244	95,719	17
18	52,878	54,762	56,719	58,758	60,878	63,080	65,377	67,762	70,245	72,832	75,520	78,316	81,226	84,252	87,403	90,679	94,089	97,633	18
19	53,936	55,857	57,853	59,933	62,085	64,342	66,684	69,117	71,650	74,289	77,030	79,883	82,850	85,937	89,151	92,483	95,970	99,596	19
20	55,014	56,974	59,010	61,132	63,337	65,628	68,018	70,499	73,083	75,774	78,571	81,480	84,507	87,656	90,934	94,343	97,890	101,578	20
21	56,115	58,114	60,190	62,355	64,604	66,941	69,378	71,909	74,543	77,290	80,142	83,110	86,197	89,409	92,753	96,230	99,848	103,609	21
22	57,237	59,276	61,394	63,602	65,896	68,280	70,766	73,347	76,033	78,836	81,745	84,772	87,921	91,197	94,608	98,154	101,845	105,682	22
23	58,382	60,461	62,622	64,874	67,214	69,645	72,181	74,814	77,557	80,412	83,380	86,468	89,680	93,021	96,500	100,117	103,881	107,795	23
24	59,549	61,671	63,874	66,171	68,558	71,038	73,625	76,311	79,108	82,021	85,048	88,197	91,473	94,882	98,430	102,120	105,959	109,951	24
25	60,740	62,904	65,152	67,495	69,929	72,459	75,097	77,837	80,690	83,661	86,749	89,961	93,303	96,779	100,399	104,162	108,078	112,150	25
26	61,955	64,162	66,455	68,844	71,328	73,908	76,599	79,394	82,304	85,334	88,484	91,760	95,169	98,715	102,406	106,245	110,240	114,393	26
27	63,194	65,445	67,784	70,221	72,754	75,386	78,131	80,982	83,959	87,041	90,253	93,595	97,072	100,689	104,455	108,370	112,445	116,681	27
28	64,458	66,754	69,140	71,626	74,209	76,894	79,694	82,601	85,629	88,782	92,058	95,467	98,914	102,703	106,544	110,538	114,693	119,015	28
29	65,747	68,089	70,522	73,058	75,684	78,432	81,288	84,253	87,341	90,557	93,900	97,377	100,994	104,757	108,675	112,748	116,987	121,395	29
30	67,062	69,451	71,933	74,519	77,207	80,001	82,913	85,938	89,088	92,369	95,778	99,324	103,014	106,852	110,848	115,003	119,327	123,823	30

Step/Grade	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	Step/Grade
1	72,364	75,106	77,958	80,927	84,015	87,226	90,570	94,047	97,665	101,430	105,345	109,419	113,659	118,069	122,657	127,431	132,399	1
2	73,811	76,608	79,517	82,545	85,696	88,971	92,381	95,928	99,611	103,458	107,451	111,608	115,932	120,430	125,110	129,979	135,047	2
3	75,287	78,100	81,107	84,196	87,410	90,750	94,229	97,841	101,611	105,528	109,601	113,840	118,250	122,839	127,612	132,579	137,748	3
4	76,793	79,703	82,729	85,860	89,158	92,585	96,113	99,803	103,643	107,638	111,793	116,117	120,615	125,296	130,165	135,230	140,503	4
5	78,329	81,297	84,384	87,598	90,941	94,417	98,036	101,800	105,716	109,791	114,028	118,439	123,028	127,802	132,768	137,935	143,313	5
6	79,896	82,923	86,071	89,350	92,760	96,305	99,996	103,836	107,830	111,987	116,309	120,808	125,498	130,358	135,423	140,694	146,179	6
7	81,494	84,581	87,793	91,137	94,615	98,231	101,996	105,912	109,987	114,226	118,635	123,224	127,998	132,965	138,132	143,508	149,103	7
8	83,123	86,273	89,549	92,959	96,507	100,196	104,036	108,031	112,186	116,511	121,008	125,689	130,558	135,624	140,894	146,378	152,085	8
9	84,786	87,998	91,340	94,819	98,437	102,200	106,117	110,191	114,430	118,841	123,428	128,202	133,169	138,337	143,712	149,305	155,127	9
10	86,482	89,758	93,167	96,715	100,406	104,244	108,239	112,395	116,719	121,218	125,897	130,766	135,833	141,103	146,587	152,291	158,229	10
11	88,211	91,553	95,030	98,649	102,414	106,328	110,404	114,643	119,059	123,642	128,414	133,382	138,549	143,926	149,518	155,337	161,394	11
12	89,975	93,384	96,930	100,622	104,463	108,455	112,612	116,936	121,434	126,115	130,983	136,049	141,320	146,804	152,509	158,444	164,622	12
13	91,775	95,252	98,899	102,655	106,552	110,624	114,865	119,274	123,863	128,638	133,602	138,770	144,147	149,740	155,559	161,613	167,914	13
14	93,610	97,157	100,848	104,687	108,683	112,837	117,162	121,660	126,340	131,210	136,274	141,546	147,030	152,735	158,670	164,845	171,272	14
15	95,483	99,100	102,863	106,781	110,856	115,093	119,505	124,093	128,867	133,834	139,000	144,377	149,970	155,790	161,843	168,142	174,698	15
16	97,392	101,082	104,921	108,917	113,074	117,395	121,895	126,575	131,444	136,511	141,780	147,264	152,970	158,905	165,080	171,505	178,192	16
17	99,340	103,104	107,019	111,095	115,335	119,743	124,333	129,106	134,073	139,241	144,616	150,209	156,029	162,084	168,382	174,935	181,756	17
18	101,327	105,166	109,159	113,317	117,642	122,138	126,820	131,689	136,755	142,026	147,508	153,214	159,149	165,325	171,749	178,434	185,391	18
19	103,353	107,269	111,343	115,583	119,995	124,591	129,366	134,332	139,490	144,867	150,458	156,278	162,321	168,697	175,404	182,452	189,880	19
20	105,421	109,415	113,569	117,895	122,395	127,072	131,943	137,009	142,279	147,764	153,467	159,404	165,579	172,004	178,688	185,642	192,980	20
21	107,529	111,603	115,841	120,253	124,842	129,614	134,582	139,749	145,125	150,719	156,537	162,592	168,891	175,444	182,262	189,355	196,738	21
22	109,680	113,835	118,158	122,658	127,339	132,206	137,274	142,544	148,028	153,734	159,667	165,843	172,269	178,953	185,907	193,142	200,673	22
23	111,873	116,112	120,521	125,111	129,886	134,850	140,019	145,395	150,988	156,808	162,861	169,160	175,714	182,532	189,625	197,005	204,686	23
24	114,111	118,434	122,931	127,613	132,484	137,547	142,820	148,303	154,008	159,945	166,118	172,543	179,228	186,163	193,418	200,945	208,780	24
25	116,393	120,803	125,399	130,166	135,133	140,298	145,676	151,269	157,088	163,144	169,440	175,994	182,813	189,907	197,286	204,964	212,956	25
26	118,721	123,219	127,998	132,769	137,836	143,104	148,589	154,294	160,230	166,406	172,829	179,514	186,469	193,579	201,232	209,063	217,215	26
27	121,095	125,683	130,456	135,424	140,593	145,966	151,561	157,380	163,434	169,734	176,286	183,105	190,198	197,570	205,257	213,245	221,559	27
28	123,517	128,197	133,065	138,133	143,405	148,885	154,593	160,528	166,703	173,129	179,811	186,767	194,002	201,531	209,362	217,510	225,990	28
29	125,987	130,761	135,726	140,896	146,273	151,893	157,694	163,738	170,037	176,592	183,407	190,502	197,882	205,561	213,549	221,860	230,510	29
30	128,507	133,764	138,441	143,713	149,198	154,900	160,838	167,038	173,438	180,124	187,076	194,312	201,874	209,672	217,827	225,297	233,120	30