



**NORTH RED DEER RIVER WATER SERVICES COMMISSION**

**Annual Meeting**

**September 26, 2016 @ 9:00 AM**

LACOMBE CITY HALL

AGENDA

1. Call to Order
2. Adoption of Agenda
3. Adoption of Minutes
  - a. April 18, 2016 - Regular Meeting (*attached*)
  - b. August 22, 2016 – Special Meeting
4. Presentation
5. Reports
  - a. Operations (*attached*)
  - b. Administrator (*attached*)
    - i) Monthly Report
    - ii) Financial – As of August 31, 2016
  - c. Chair
6. Correspondence
  - a. City of Red Deer Water Conservation, Efficiency and Productivity Plan
7. Old Business
  - a. Ten-Year Water Requirement Reassessment Report
8. New Business
  - a. Administration and Operations Service Agreement
9. In Camera
10. Next Meeting Date: October 17, 2016 (proposed)
11. Adjournment

**NORTH RED DEER RIVER WATER SERVICES COMMISSION**  
**REGULAR MEETING MINUTES**  
**April 18, 2016**

**In Attendance:** Mayor Steve Christie, City of Lacombe  
Mayor Rick Bonnett, Town of Ponoka  
Mayor Melodie Stol, Town of Blackfalds  
Councillor Ken Wigmore, Lacombe County  
Councillor Mark Matejka, Ponoka County  
Michael Minchin, NRDRWSC Administrator  
Jennifer Peterson, Administrator Assistant

**Others Present:** Norma MacQuarrie, CAO City of Lacombe  
Albert Frootman, CAO Town of Ponoka  
Terry Hager, Lacombe County Commissioner  
Preston Weran, Director of Infrastructure, Town of Blackfalds  
Jordan Thompson, Engineering Manager, City of Lacombe  
Chris Huston, Utilities Manager, City of Lacombe

**Guest:** Dan Luymes, BDO Canada LLP  
Justin de Bresser, City of Lacombe Financial Manager

**1. Call to Order:**

*Chair Christie called the meeting to order at 9:03 am.*

**2. Adoption of the Agenda:**

*MOVED by Mayor Bonnett that the agenda for April 18, 2016 be adopted as presented.*

CARRIED

**3. Adoption of the Minutes:**

*MOVED by Mayor Stol that the minutes for December 7, 2015, be adopted as presented.*

CARRIED

**4. Presentation**

2015 Audit Financial Statement

Mr. Luymes of BDO *Canada* LLP reviewed the Auditor's Report on the 2015 Audited Financial Statements.

In summary:

- NRDRWSC has a "clean audit".
- New to the audit this year is Note 10 Rebates that comments on the "true-up" transactions for the previous year.
- Liability for Contaminated Site is also new to the audit process.

*MOVED by Councillor Matejka to accept the 2015 Audit Financial Statement as presented.*  
*CARRIED*

### 2016 Appointment of Auditors

Mr. Minchin recommended that the Commission appoint BDO Canada LLP of Red Deer as the Commission's external financial auditors for the 2016 fiscal year.

*MOVED by Mayor Bonnett to appoint BDO Canada LLP of Red Deer as the external financial auditors for the 2016 fiscal year.*

*CARRIED*

*Dan Luymes, BDO Canada LLP and Justin de Bresser, City of Lacombe left the meeting at 9:23am.*

## **5. Reports**

### Operator's Report

Mr. Thompson discussed the recent activities.

In summary:

- Administration is processing a request in Blackfalds regarding the construction of a parking lot over the lines.
- A meeting with the City of Red Deer took place in March.
- Mr. Huston advised the Commission that locate requests have picked up. Mr Huston also reported that the Lucas reservoir valve has not been working properly. Operations have been working with the supplier of the actuator valve to correct the issue.

### Administrator Report

Mr. Minchin presented the Administrator's report.

In summary:

- Working at finalizing the repair costs and billing to the property owner in Ponoka who damaged the line back in late 2015.
- Continuing work on identifying the lateral lines within the municipalities.
- Has been working with Stantec to update the forecast of water consumption for the next 10 year to provide the information to Alberta Environment.

Mr. Minchin presented the financial report.

In summary:

- Water sales are behind sales from this time last year. Last year was also a record year for sales. Should see a pick-up on sales due to the dry weather.
- Year to date expenses remain in line.

## Chairman's Report

The Chair shared that he has not received any further comments regarding fluoride.

*MOVED by Mayor Stol to accept the reports as information.*

CARRIED

## **6. Correspondence/Information**

### CWWA Membership

Information on the CWWA Membership was shared with the Commission.

### City of Red Deer – 2015 True-up per the Water Supply Agreement

*The letter from the City of Red Deer advises the Commission that there is a "true-up" for 2015 in the amount of \$348,358.48.*

*MOVED by Councillor Matejka to accept the correspondence as information.*

CARRIED

## **7. Old Business:**

*Nothing at this time*

## **8. New Business:**

### 2015 Allocation of Surplus

Mr. Minchin asked the Commission for approval of the allocation for the 2015 surplus based on the Commission's Reserve Policy. As part of the recommendation, Administration asked that the Commission consider transferring an amount equal to the 2013 and 2014 true-up payment to a Rate Stabilization Reserve. This specific fund would be used to offset increases in future years. Concerns regarding line replacement and the use of Capital Reserves for the project were also discussed. The main line has a life expectancy for 75 years, as the lateral lines will need to be replaced sooner. The Commission asked that Administration update the long term capital plan to address these issues.

*MOVED by Mayor Bonnett to approve the recommendation as presented by Administration for the 2015 Surplus and that the 5 year Operating Projections is update accordingly.*

CARRIED

### 10 Year Water Forecast – Water for Life – Diversion License

Mr. Minchin provided an update on the Commission's water diversion licence. Administration has prepared the 10 year projection as a requirement for Diversion License. This information will be submitted within the week to Alberta Environment.

*MOVED by Mayor Stol to accept the reports as information.*

CARRIED

## 9. IN Camera

*MOVED by Councillor Matejka to move In Camera at 9:50 am to discuss the business case on a water line proposal.*

CARRIED

*MOVED by Councillor Wigmore to move out of Camera at 10.20 am.*

CARRIED

*MOVED by Mayor Bonnett that Administration provide an update to the City of Red Deer on the projected water line proposal.*

CARRIED

## 10. Next Meeting:

Monday, September 19, 2016 at 9 am, City of Lacombe Council Chambers.

## 11. Adjournment:

*MOVED by Councillor Wigmore to adjourn this Meeting at 10:25 am.*

CARRIED

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Chairperson

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Administrator

**NORTH RED DEER RIVER WATER SERVICES COMMISSION**  
**SPECIAL MEETING MINUTES**  
**August 22, 2016**

**In Attendance:** Mayor Steve Christie, City of Lacombe  
Mayor Rick Bonnett, Town of Ponoka  
Mayor Melodie Stol, Town of Blackfalds  
Councillor Ken Wigmore, Lacombe County  
Councillor Mark Matejka, Ponoka County  
Michael Minchin, NRDRWSC Administrator

**Others Present:** Albert Frootman, CAO, Town of Ponoka  
Myron Thompson, CAO, Town of Blackfalds  
Preston Weran, Director of Infrastructure, Town of Blackfalds  
Jordan Thompson, Engineering Manager, City of Lacombe  
Chris Huston, Utilities Manager, City of Lacombe

**1. Call to Order:**

*Chair Christie called the meeting to order at 9:07 am.*

**2. Adoption of the Agenda:**

*MOVED by Mayor Bonnett that the agenda for April 18, 2016 be adopted as presented.*

CARRIED

**3. Adoption of the Minutes:**

**4. Presentation**

**5. Reports**

**6. Correspondence/Information**

**7. Old Business:**

**8. New Business:**

City of Red Deer Water Service Agreement

Mr. Minchin provided the Commission with an update on the request from the City of Red Deer for water service. He asked the Commission for their approval for the sale/transport of water to the City of Red Deer.

*MOVED by Councillor Wigmore to direct Administration to enter into a water supply agreement for the purpose of supplying water to the City of Red Deer subject to the conditions outlined in the existing agreement between the City and Commission dated October 4, 2004.*

CARRIED

**9. IN Camera**

**10. Next Meeting:**

Monday, September 26, 2016 at 9 am, City of Lacombe Council Chambers.

**11. Adjournment:**

*MOVED by Councillor Wigmore to adjourn this Meeting at 9:34 am.*

CARRIED

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Administrator

DRAFT

M E M O R A N D U M



North Red Deer River  
Water Services  
Commission

5432 56<sup>th</sup> Avenue  
Lacombe, Alberta T4L 1E9

Phone: (403) 782-6666  
Direct Line: (403) 782-1268  
Fax: (403) 782-5655

jthompson@lacombe.ca

September 26<sup>th</sup>, 2016

Attn: NRDRWSC

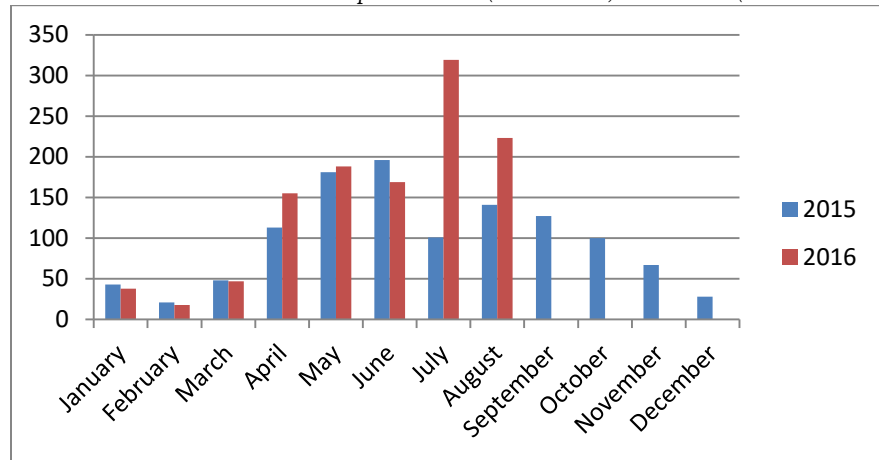
Re: Operational Report since April 18, 2016 to current

Since the last update provided to members of the Commission, the City of Lacombe has dealt with the following:

GENERAL INFORMATION

- Alberta One-Call Locate Requests:
  - April - 155 locates
  - May - 188 locates
  - June - 169 locates
  - July - 319 locates
  - August - 223 locates

Alberta One-Call Locate Requests 2015 (total 1202) and 2016 ( to date 1157)



Repair response charges:

- July 6 - Brian R met Sauder Electric at the main vault to troubleshoot why the lighting was not working in the vault. They determined the problem to be an issue with the supply line. Fortis restored the power the following day.
- July 20 - Brian R at the main vault to repair the broken handle into the vault that was hit by the Hwy 2A grass cutting crew.
- July 21 - Brian R noticed that Lucas had no communication present, reset the modem onsite and restored communication.

Call-Out:

- June 13 - Brian R was called out to pumphouse "C" at 1:00pm to check level transmitter. Red Deer claimed that the reservoir was below fire level and they could not fill fast enough, Brian found that everything was operating normal and it must have been a bloop in the system that caused the false alarm.
- June 15 - Chris H was called out to pumphouse "A" at 11:00pm, to check the actuator valve, Red Deer was unable to open or close the valve. Chris arrived at the site and reset the valve, restoring normal operation. It was determined that



the Red Deer operator may have been impatient and was not allowing sufficient time delay for the station to respond to the master computer. This was explained to Red Deer to increase their time delay, to allow for the station to receive the message and respond accordingly.

- August 14 - Brian R was called out for an emergency locate at 11:30am by Fortis to repair a power pole.
- August 28 - Brian R was called out by Blackfalds at 3:00 pm to replace the UPS batteries at Railway.

**Crossing/Proximity Agreements** - Administration is processing a request from the City of Red Deer and Ipsco.

**General Information:**

- Continuing communication with City of Red Deer regarding ownership of the line to the Blindman River.
- Working with the NRDWWSC regarding the location of their soon to begin construction of the regional sewer line from Red Deer to Blackfalds to Lacombe.

If you have any questions or comments regarding the operations described above please don't hesitate to call or email me.

Sincerely,



Jordan Thompson, CET, PMP  
Engineering Services Manager



**North Red Deer  
Regional Water  
Services  
Commission**

5432 56<sup>th</sup> Avenue  
Lacombe, Alberta  
T4L 1E9

**Memorandum**

**TO:** Commission Board Members  
**FROM:** Michael Minchin, Administrator  
**DATE:** September 23, 2016

**RE:** Administrator's Report – 2<sup>nd</sup> Qtr 2016

REF: 47/117  
(2016)

The following is a summary of items Administration has been working on since the Board's last meeting:

1. Administration has completed the draft agreement with the City of Red Deer for the supply of water to the City. Administration is waiting on a signed copy from the City before proceeding with the application to the Minister of Municipal Affairs.
2. Administration has presented a rate model for use in pricing water for the City of Red Deer as well as for setting rates with Commission members. Administration will use this model to provide alternative pricing strategies to the Board as part of budget discussions.
3. The Commission has had its water diversion license amounts confirmed for another 10 years by Alberta Environment and Parks (AEP). The item is discussed further in the meeting agenda.
4. Administration is currently working a draft operating and capital budget. A working copy will be distributed at the October meeting.
5. Administration has confirmed with the City that the regional line within the City of Red Deer has been identified as a line that would service areas within the City and has been included in their offsite levy calculations with developers. The City has identified this as a 2017 budget item for possible acquisition. This knowledge will help shape conversations that will take place later this year.



**North Red Deer  
Regional Water  
Services  
Commission**

5432 56<sup>th</sup> Avenue  
Lacombe, Alberta T4L 1E9

## Memorandum

**TO:** Commission Board Members

**FROM:** Michael Minchin, Administrator

**DATE:** September 12, 2016

**RE:** August 2016 Variance Report

REF: 13/860  
2016

Attached is the 2016 variance report as of August 31st for the regional water commission.

Water sales are right on budget overall, however, August volumes were significantly below the historical averages for the month due to the above normal precipitation in the area.

Expenses remain in line with expectations. No extraordinary expenses have been incurred. As expected the largest purchase to date is the purchase of water from the City of Red Deer.

Based on current projections, the Commission is in line for an operating surplus of \$519,000 (including the 2015 rebate). Excluding the rebate the Commission would have a surplus of \$170,900 compared to a budgeted surplus of 137,087.

**CITY OF LACOMBE**  
**GL Department Report**



**GL5330** Page : 1  
**Date :** Sep 12, 2016 **Time :** 1:41 pm  
**Budget :** FINAL BUDGET

**Year :** 2016  
**Period :** 8

Account No.	Description	Current	Year To Date	Budget	Variance	% Used
<b>REGIONAL WATER REPORTING</b>						
<b>6 REGIONAL WATER COMMISSION</b>						
<b>1 REVENUES</b>						
<b>47 Regional Water Revenues</b>						
06-1-47-35110	Water Sales - City of Lacombe	-200,810	-1,737,430	-2,665,494	-928,063	65
06-1-47-35120	Water Sales - Town of Ponoka	-114,490	-964,500	-1,451,308	-486,808	66
06-1-47-35130	Water Sales - Town of Blackfalds	-119,299	-1,032,878	-1,431,375	-398,497	72
06-1-47-35140	Water Sales - Ponoka County	-1,636	-13,319	-19,592	-6,273	68
06-1-47-42200	Line Crossing Fee	0	0	-1,750	-1,750	
06-1-47-55100	Interest Revenue	0	-28,004	-42,000	-13,996	67
06-1-47-55500	Rebates & Dividends	0	-348,357	-50	348,307	696715
06-1-47-85140	Lacombe County Contribution	0	0	-70,000	-70,000	
06-1-47-85150	Ponoka County Contribution	0	0	-70,000	-70,000	
06-1-47-99000	Misc Revenue	-323	-323	0	323	
<b>47 Regional Water Revenues</b>		<b>-436,558</b>	<b>-4,124,812</b>	<b>-5,751,568</b>	<b>-1,626,757</b>	<b>72</b>
<b>1 REVENUES</b>		<b>-436,558</b>	<b>-4,124,812</b>	<b>-5,751,568</b>	<b>-1,626,757</b>	<b>72</b>
<b>2 EXPENSES</b>						
<b>47 Regional Water Operating Expenditures</b>						
06-2-47-11110	Board Wages-City of Lacombe	350	700	1,400	700	50
06-2-47-11120	Board Wages-Town of Ponoka	150	300	600	300	50
06-2-47-11130	Board Wages-Town of Blackfalds	150	300	600	300	50
06-2-47-11140	Board Wages-Lacombe County	0	0	600	600	
06-2-47-11150	Board Wages-Ponoka County	150	300	600	300	50
06-2-47-21100	Board Travel Expenses	0	11	0	-11	
06-2-47-21110	Board Travel-City of Lacombe	0	0	500	500	
06-2-47-21120	Board Travel -Town of Ponoka	27	53	500	447	11
06-2-47-21130	Board Travel-Town of Blackfalds	15	30	500	470	6
06-2-47-21140	Board Travel-Lacombe County	0	0	500	500	
06-2-47-21150	Board Travel-Ponoka County	30	30	500	470	6
06-2-47-21400	Membership Fees	0	296	200	-96	148
06-2-47-21500	Postage & Freight	0	0	50	50	
06-2-47-21700	Telephone - Office	50	204	305	102	67
06-2-47-21701	Telephone - Operations	1,345	5,381	9,084	3,703	59
06-2-47-23000	Management Fees	0	31,066	54,321	23,255	57
06-2-47-23100	Accounting and Auditor Fees	0	393	8,000	7,608	5
06-2-47-23200	Legal Fees	12	278	1,250	972	22
06-2-47-23900	Other Professional Services	660	6,418	36,800	30,382	17
06-2-47-25300	Equipment Repair & Maintenance	0	861	7,500	6,639	11
06-2-47-25301	SCADA Maintenance	722	5,404	11,280	5,876	48
06-2-47-27400	Insurance & Bond Premiums	0	3,252	5,500	2,248	59
06-2-47-34200	Administration	828	6,624	10,135	3,511	65
06-2-47-35100	Purchase of Water	272,792	2,412,942	3,600,362	1,187,420	67
06-2-47-35200	Operations	4,438	61,245	111,883	50,638	55
06-2-47-51000	Miscellaneous Expenses	0	0	500	500	
06-2-47-51100	Meeting Supplies	0	0	250	250	
06-2-47-51400	Office Supplies	0	120	250	130	48
06-2-47-52400	General Materials & Supplies	178	212	500	288	42
06-2-47-54400	Utilities-Electricity	170	1,833	4,500	2,667	41
06-2-47-56400	Valves	0	1,510	5,000	3,490	30
06-2-47-81400	Bank Charges & Interest	0	20	0	-20	
06-2-47-83100	Debenture Interest	0	318,828	630,473	311,645	51
06-2-47-83200	Debenture Principal	0	318,622	644,428	325,806	49



**Year :** 2016  
**Period :** 8

Account No.	Description	Current	Year To Date	Budget	Variance	% Used
<b>REGIONAL WATER REPORTING</b>						
06-2-47-99000	Amortization	0	0	465,610	465,610	
	<b>47 Regional Water Operating Ex</b>	<b>282,066</b>	<b>3,177,235</b>	<b>5,614,481</b>	<b>2,437,246</b>	<b>57</b>
	<b>2 EXPENSES</b>	<b>282,066</b>	<b>3,177,235</b>	<b>5,614,481</b>	<b>2,437,246</b>	<b>57</b>
	<b>Surplus/(Deficit)</b>	<b>-154,492</b>	<b>-947,577</b>	<b>-137,087</b>	<b>810,490</b>	<b>691</b>
	<b>6 REGIONAL WATER COMMISSION</b>	<b>-154,492</b>	<b>-947,577</b>	<b>-137,087</b>	<b>810,490</b>	<b>691</b>
	<b>REGIONAL WATER REPORTING Total</b>	<b>-154,492</b>	<b>-947,577</b>	<b>-137,087</b>	<b>810,490</b>	<b>691</b>



**North Red Deer  
Regional Water  
Services  
Commission**

5432 56<sup>th</sup> Avenue  
Lacombe, Alberta  
T4L 1E9

## Memorandum

**TO:** Commission Board Members

**FROM:** Jennifer Peterson

**DATE:** September 19, 2016

**RE:** City of Red Deer Water Conservation Plan      REF: 47/117  
(2016)

The City of Red Deer Council approved the Water Conservation, Efficiency and Productivity Plan back in May of 2016.

As the plan is 127 pages you are encouraged to go online to review it at <http://reddeer.ca/media/reddeerca/city-services/environment-and-conservation/The-City-of-Red-Deer-CEP-Plan-Council.pdf> . The City of Red Deer will soon begin implementing the strategies that are outlined in the plan.



**North Red Deer  
Regional Water  
Services  
Commission**

5432 56<sup>th</sup> Avenue  
Lacombe, Alberta  
T4L 1E9

**Memorandum**

**TO:** Commission Board Members

**FROM:** Michael Minchin, Administrator

**DATE:** September 19, 2016

**RE:** Review of Ten-Year Water Requirement Reassessment Report      REF: 47/921 (2016)

The Alberta Environment and Sustainable Resource Development have completed their review of Stantec's report of June 23, 2016 and had the following comments:

1. *The assessment of water requirement projection shows the original 2003 projection is more than 26% higher than current projection (13,391,000 m<sup>3</sup> vs 9,658,170 m<sup>3</sup>). The reassessment also accounted for the projected increase of first nation's requirement even though they have not connected to the system yet.*
2. *Even though 26% is higher than the range that we would normally consider acceptable for population projection, we will wait for the next 10-year reassessment to decide whether;*
  - a. *An adjustment of the water allocation.*
  - b. *The decision on first nation's portion of the water allocation if, by then, the first nation still have not decided to connect to the system.*
3. *The next 10-year reassessment is due on and before January 31, 2026 and it is the Commission's responsibility of the licensee to ensure that the licensed Terms and Conditions are complied with.*



**North Red Deer  
Regional Water  
Services  
Commission**

5432 56<sup>th</sup> Avenue  
Lacombe, Alberta T4L 1E9

## Memorandum

**TO:** Commission Board Members

**FROM:** Michael Minchin, Administrator

**DATE:** September 22, 2016

**RE:** Agreement with City of Lacombe –  
Operational and Administrative Services

REF: 47/117  
(2016)

### **PURPOSE:**

To provide the Commission with options for the delivery of administrative and operational services.

### **BACKGROUND:**

The current agreement between the Commission and City of Lacombe expired on June 15, 2016 of this year. The agreement was a three year agreement which covered all administration and operational services provided to the Commission by the City. The City has been providing services to the Commission since 2010. The 2013 agreement was the second contract signed between the parties.

### **ISSUE ANALYSIS:**

On behalf of the City I have provided an updated rate schedule. In 2013, the City lowered its estimates for the number of hours required to deliver the administrative, financial and engineering services. The City has left this estimate unchanged. The City has proposed only one change: by altering the term from 3 years to 3 ½ years to provide for a calendar year worth of services for each contract yearly rate.

### **FINANCIAL IMPLICATIONS:**

Attached is the proposed rate schedule. The City is proposing rates for the first period to cover 18 months with increases of approximately 2% for 2018 and 2019. The annualized increase for the 2016-2017 is 5% and reflects a market adjustment for wage costs incurred by the City.

#### **Current Budget**

**Administration, Engineering and Finance - \$64,456**

**Operational - \$111,883**



**Total for 2016 – \$176,339**

**LEGISLATIVE AUTHORITY:**

- Clause 6.12 of the Commission's Bylaw 1 – Duties of Manager

**SERVICE LEVEL IMPACT:**

- There are no proposed changes to service levels based on the proposed agreement.

**ALTERNATIVES:**

1. Accept agreement as presented.
2. Propose changes for City's consideration.
3. Issue Request for Proposal for Admin and Ops Services that would be open to all service providers.

**ATTACHMENTS:**

- Rate schedule and cost impacts.

**ACTION/RECOMMENDATION:**

THAT the Board accept the City's recommendation.

**City of Lacombe**  
**Regional Water Services Proposed Admin & Operations Rates**

	Proposed			
	15-Jun-16*	1-Jan-17	1-Jan-18	1-Jan-19
	to	to	to	to
	<u>31-Dec-16</u>	<u>31-Dec-17</u>	<u>31-Dec-18</u>	<u>31-Dec-19</u>
<b>Monthly Charges*</b>				
Section 3.1 General Administration Duties				
(a) Management of Line Crossings				
(b) Communications				
(c) Water Rate Calculations				
(h) Water Conservation				
Subtotal	\$4,644	\$4,644	\$4,737	\$4,832
Section 3.1 (b) - Budget and Financial Supervision Subtotal	\$866	\$866	\$883	\$901

\*All charges are billed monthly at the above flat rate.

**Operation Hourly Charges**

Section 3.1(i) Operational & Maintenance				
Operations Manager	\$68.00/hr	\$68.00/hr	\$69.36/hr	\$70.75/hr
Operations Supervisor	\$68.00/hr	\$68.00/hr	\$69.36/hr	\$70.75/hr
Utility Operator	\$36.50/hr	\$36.50/hr	\$37.23/hr	\$37.97/hr
On-Call Charges	\$4/hr	\$4/hr	\$4/hr	\$4/hr
4X4 ½ Ton Truck	\$14.85/hr	\$14.85/hr	\$15.59/hr	\$16.37/hr

**Ancillary Charges**

On Call & Emergency – Cell Phones- Billed directly to Commission by Cell Phone Company

Section 3.1 (f) - Emergency Services (Administration Staff only) After Hour Rate				
	\$84.00/hr	\$84.00/hr	\$85.68/hr	\$87.39/hr

**Annual Cost Comparisons**

<b><u>Monthly Charges (Admin &amp; Finance)</u></b>	\$33,060	\$66,120	\$67,440	\$68,796
		\$2,928	\$1,320	\$1,356
		3%	2%	2%

**Operation Charges**

	\$52,987	\$121,300	\$123,637	\$126,053
		\$9,138	\$2,337	\$2,415
		5%	2%	2%

<b><u>Total</u></b>	\$86,047	\$187,420	\$191,077	\$194,849
		\$12,066	\$3,657	\$3,771
		5%	2%	2%

\*Convert contract from mid year to calendar year increase. First increase will cover 18 months instead of 12.