

AGENDA

CITY COUNCIL WORK SESSION

OCTOBER 23, 2024 at 5:30 PM

CITY HALL COUNCIL CHAMBER

313 COURT STREET

&

LIVE STREAMED

https://www.thedalles.org/Live_Streaming

1. CALL TO ORDER
2. ROLL CALL OF COUNCIL
3. PLEDGE OF ALLEGIANCE
4. APPROVAL OF AGENDA
5. DISCUSSION ITEMS

A. Water Utility Financial Analysis Presentation and Discussion

1. Draft Capital Improvement Plan (CIP)
2. Financial Analysis and Policy Discussion
3. Next Steps
4. Discussion/Q&A

6. ADJOURNMENT

This meeting conducted VIA Zoom

Prepared by/
Amie Ell, City Clerk

CITY OF THE DALLES

"By working together, we will provide services that enhance the vitality of The Dalles."

CITY OF THE DALLES – CITY COUNCIL WORK SESSION 3

Water System Master Plan and Financial Analysis

Project Overview

Presented by:

Brian Ginter, P.E.

Emily Flock, P.E.

Deb Galardi

October 23, 2024



Agenda

Draft Capital Improvement Plan (CIP)
Financial Analysis and Policy Discussion
Next Steps
Discussion/Q&A



Draft Capital Improvement Plan (CIP)

- Top Priorities, 0-10 years - \$164.4M

- SCADA Improvements
- **Wicks WTP Replacement & Expansion**
- **Transmission Main Replacement**
- **ASR Program Planning**
- **Crow Creek Dam Updated Concept Design, Seismic, and Emergency Action Planning**
- **Distribution Pipe Fire Flow Improvements**
- Distribution Pipe Renewal & Replacement
- **Additional ASR Wells**
- Riverside BPS Phase 2
- Riverside Storage Phase 2
- Seismic & Wildfire Facility Resilience
- Planning/WMCP/Rates Study Updates

- Medium-Term Improvements, 11-20 years - \$36.9M

- Distribution Pipe Fire Flow Improvements
- Garrison BPS Improvements
- Crow Creek Dam Design & Permitting
- Planning/WMCP/Rates Study Updates

- Long-Term Improvements, 20-50 years - \$152.3M

- Distribution Pipe Fire Flow Improvements
- Distribution Pipe Renewal & Replacement
- Crow Creek Dam Construction

*Proposed WIFIA Funding: **Phase 1**; **Phase 2**

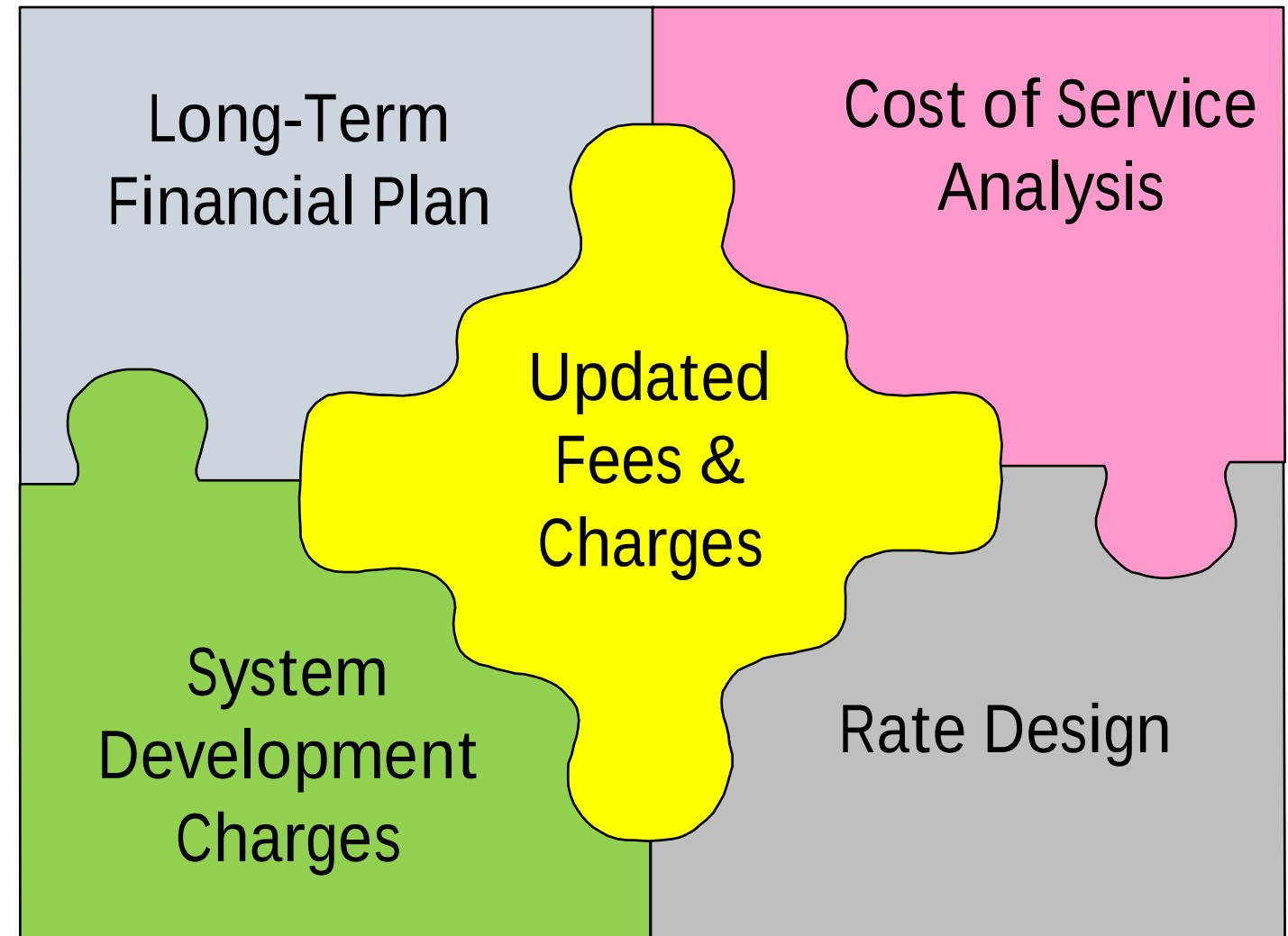


Financial Analysis

Recap: Financial Analysis Framework

Objectives:

- Adequate revenue to fund system operations and capital improvements
- Equitable cost recovery
 - Existing vs future development
 - Customer type (residential, commercial, industrial)
- Rate design supports
 - Water conservation/grant & loan eligibility
 - Affordability/competitiveness
 - Revenue/rate stability

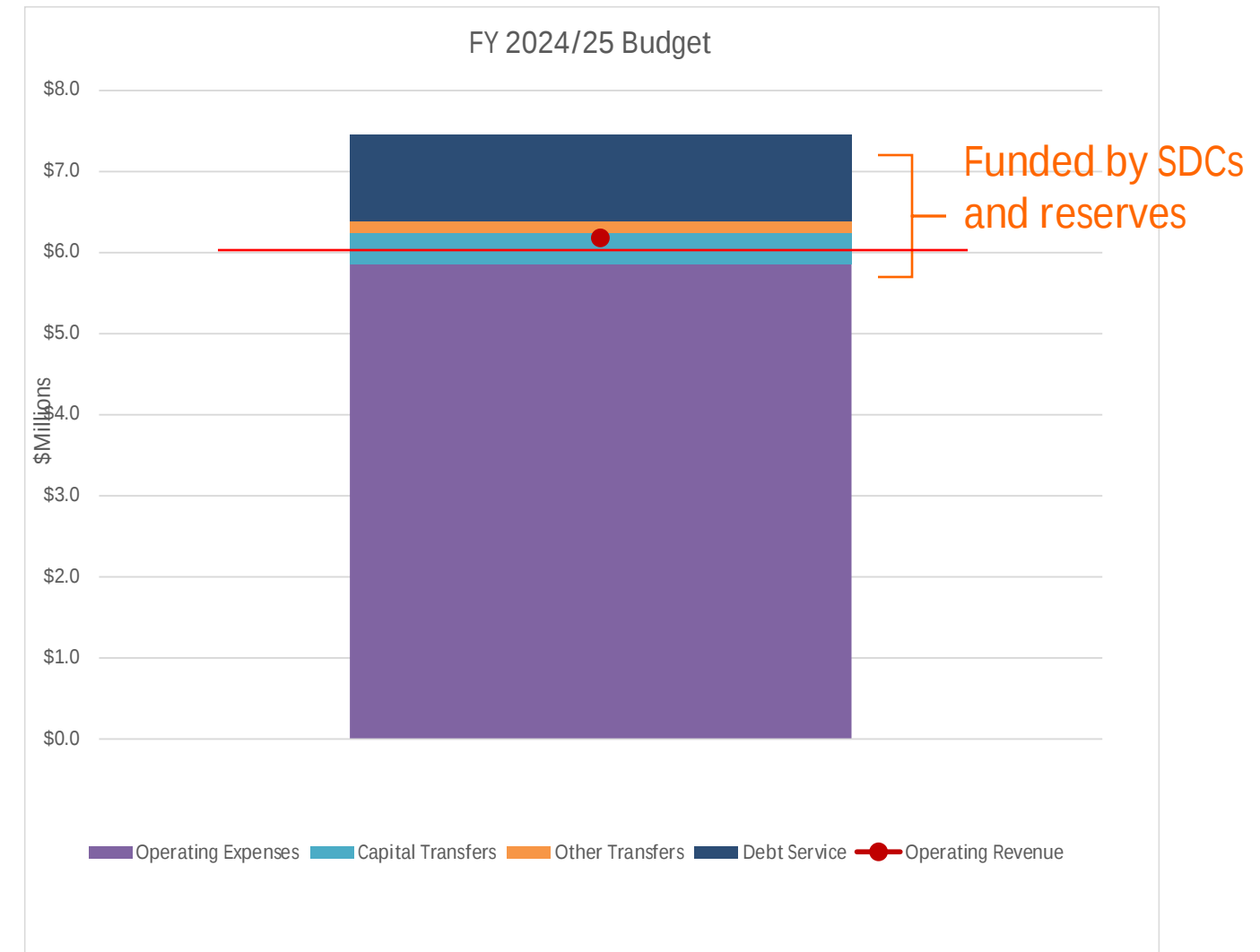




Financial Plan Analysis

Recap: Financial Plan Considerations

- Capital Improvement Plan dominates financial plan over next 20 years.
 - \$2024 = \$203 M
 - Inflation-Adjusted = > \$256 M (\$13 M per year)
- Current rates/SDCs have limited capital funding capacity <0.5 M
- Opportunities to leverage federal funding programs and local revenue sources
 - Water Infrastructure Finance Innovation Act (WIFIA) loan program
 - City/County Strategic Investment Program (SIP) funds
 - Industrial growth



Recap: Framework for Cash Flow Projections

- Projected revenue “slope” (series of rate increases) provides:
 - *Range of initial rate increases for implementation in early 2025*
 - *Order of magnitude of increases over 20-year period*
 - *Future year rate increases to reflect refinements to capital financing plan*
- Preliminary capital financing plan = medium case (not worst or best case)
 - Highly sensitive to specific debt terms, interest rates, and capital project construction schedules.



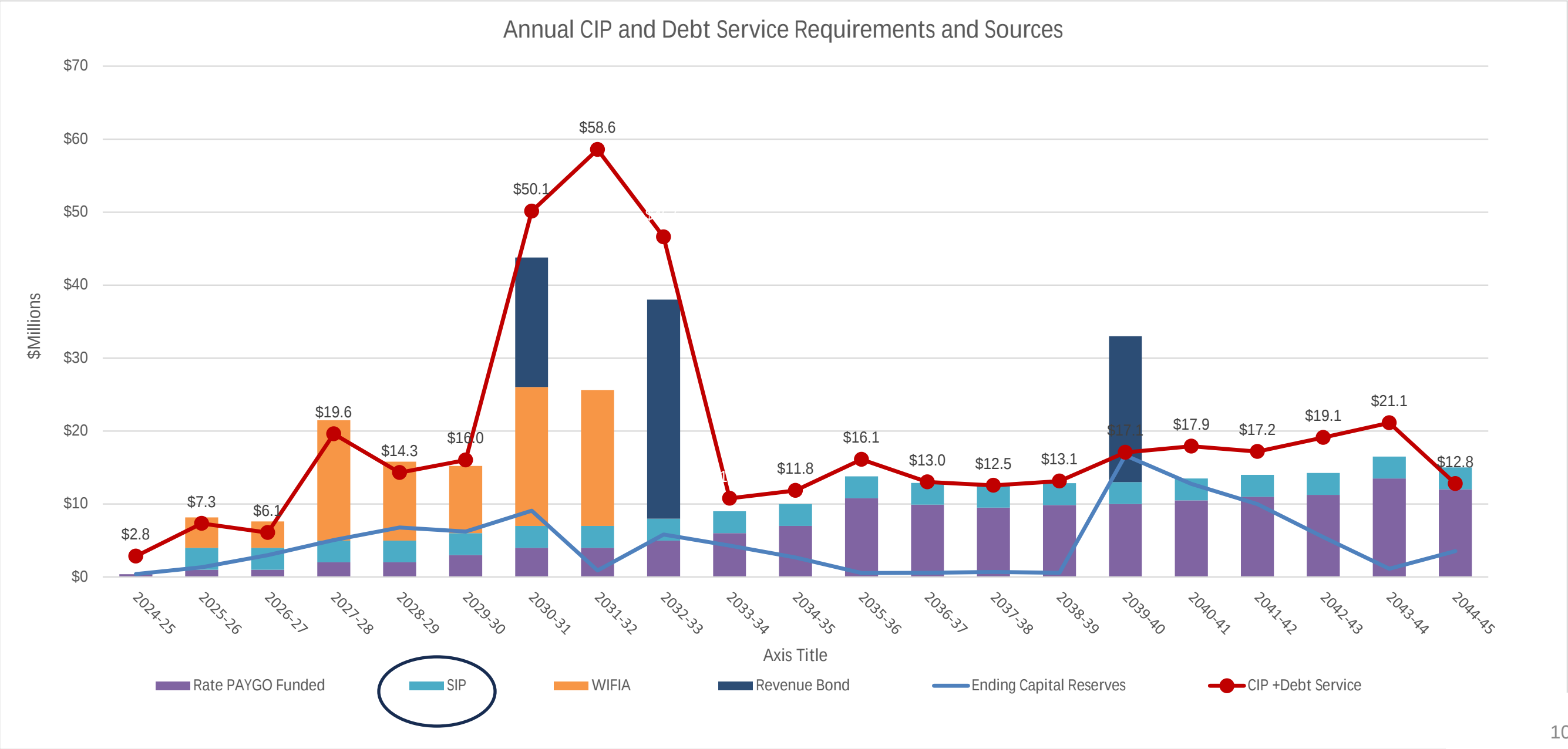
Capital Financing Comparison

- Preliminary outreach to WIFIA:
 - Confirmed small system eligibility (80%)
 - No 'red flags' on project eligibility, but commitment follows submittal of letter of interest/invitation to apply
 - Recommended after 30% project design
 - Current interest rates are 4.15%
 - Projected reduction to 3.5% for analysis
 - 2 separate loans (WTP/Transmission)
 - Significant program flexibility:
 - Principal & interest repayment
 - Application of match funds
- Revised cash flow reflects
 - Interest paid during construction from rates/SIP
 - Additional debt for other projects to flatten revenue slope

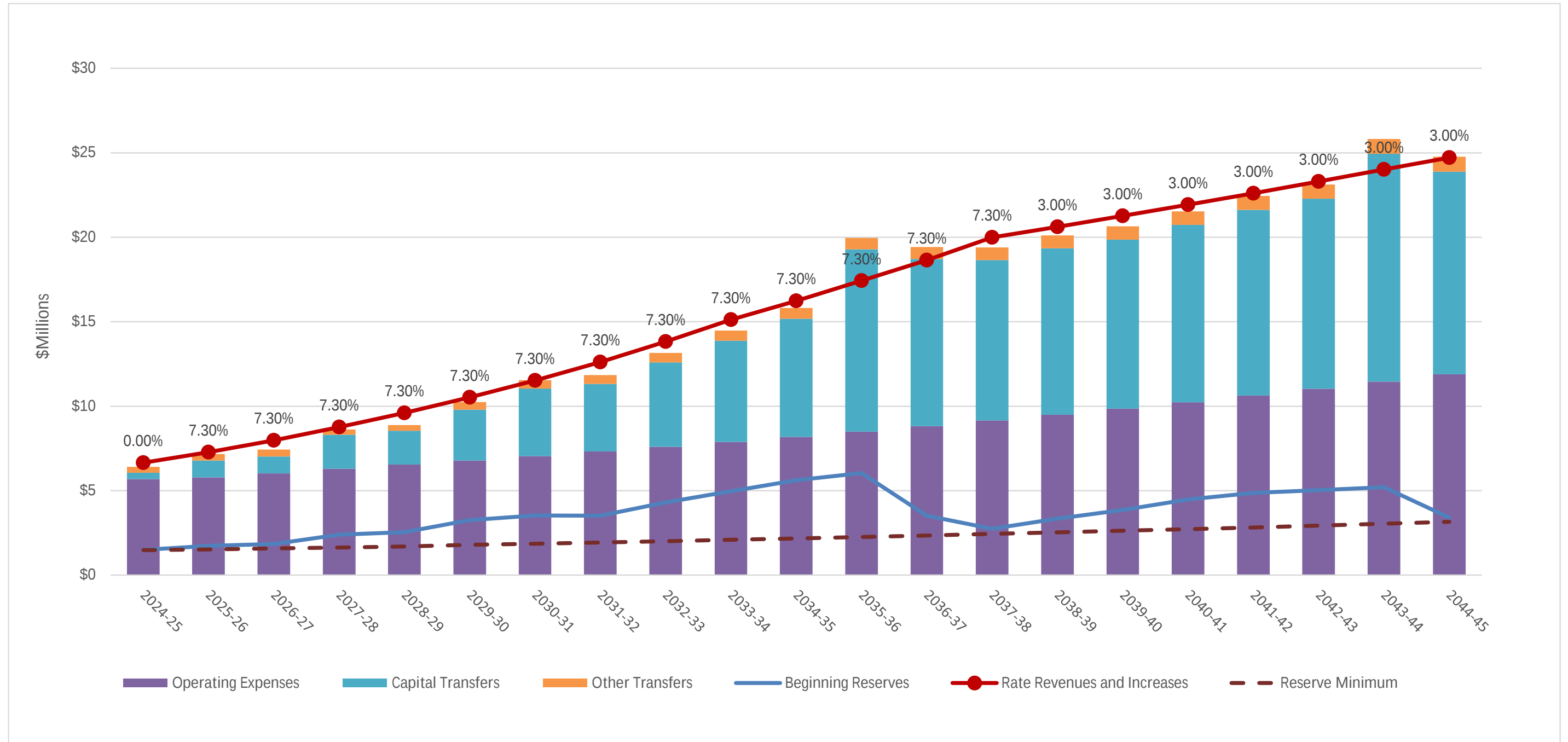
	Prelim. \$M	Revised \$M	Prelim Debt Payment \$M ¹	Revised Debt Payment \$M ²
CIP				
WIFIA Projects	\$169.0	\$161.1		
Other CIP	\$74.0	\$73.4		
Pipe Replacement ¹	\$20.0	\$21.4		
Total	\$263.0	\$255.9		
Debt Funding Assumptions				
WIFIA Loans	\$146.1	\$128.9	\$7.30	\$6.45
2031-33 Revenue Bond(s) ³	\$31.0	\$47.8	\$2.10	\$2.83
2040 Revenue Bond ³	\$17.5	\$20.0	\$1.20	\$1.40
Subtotal	\$194.6	\$196.7	\$10.60	\$10.68
Local cash funding (rates, SDCs, SIP)	\$79.3	\$59.3		
Average/Year	\$4.0	\$3.0		
<i>Debt % of CIP Projects</i>	76%	84%		
<i>Debt % of CIP Projects + Pipe Replace</i>	70%	77%		
¹ 80% WIFIA Package + Capitalized interest; 3.5% interest; 35-year term				
² 80% WIFIA Package; 3.5% interest (current rate is 4.15%); 35-year term; interest during construction				
³ 4% interest; 30-year term; 2 years interest; 2031 (WIFIA match + Riverside Storage); 2040 (Crow Creek Dam)				

Construction Funding Sources: \$3M SIP

- SIP funding critical for WIFIA project design, interest during construction and non-WIFIA projects in short term.

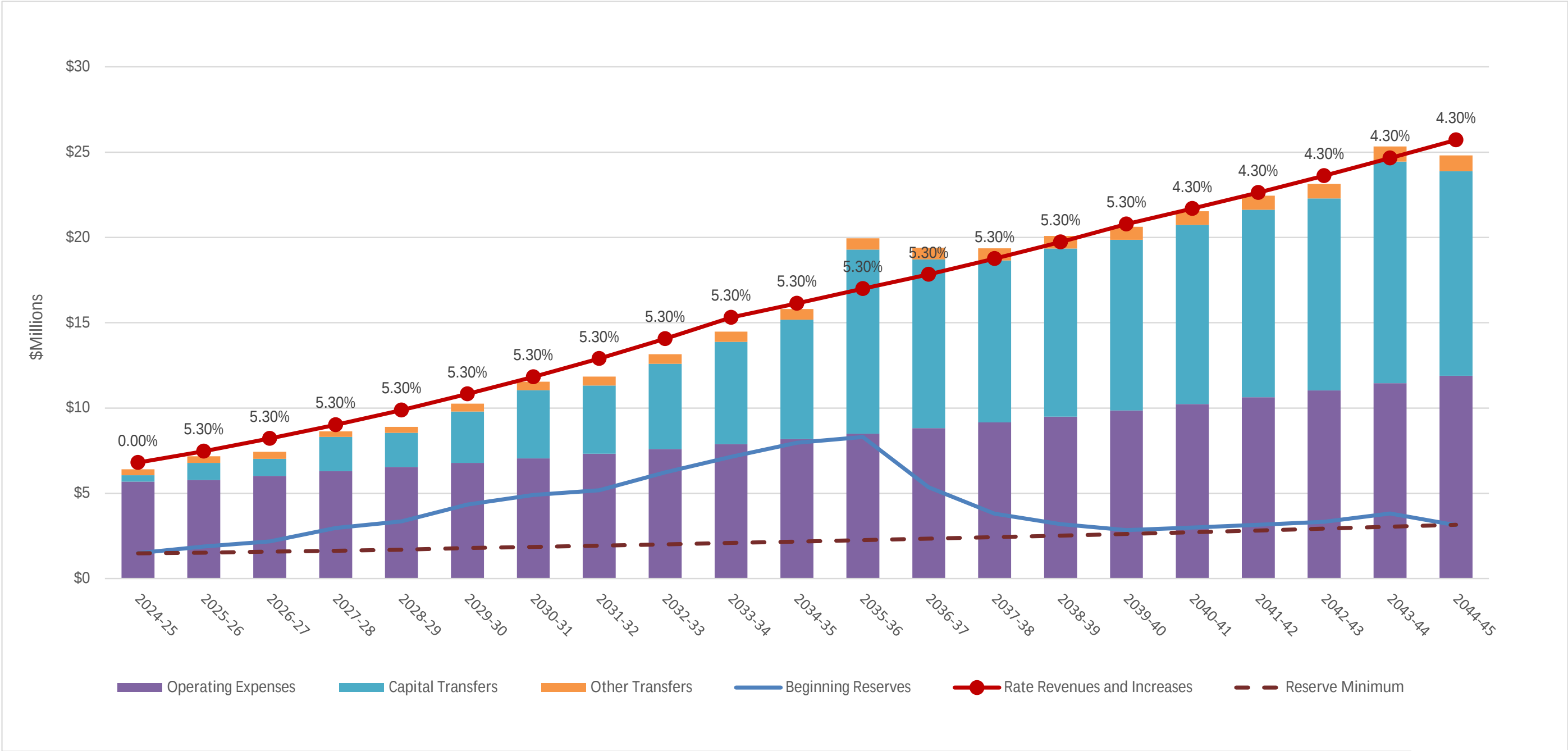


Estimated Revenue Slope: \$3M SIP; Low Industrial Use



*Numbers are preliminary; subject to change

Estimated Revenue Slope: \$3M SIP; High Industrial Use



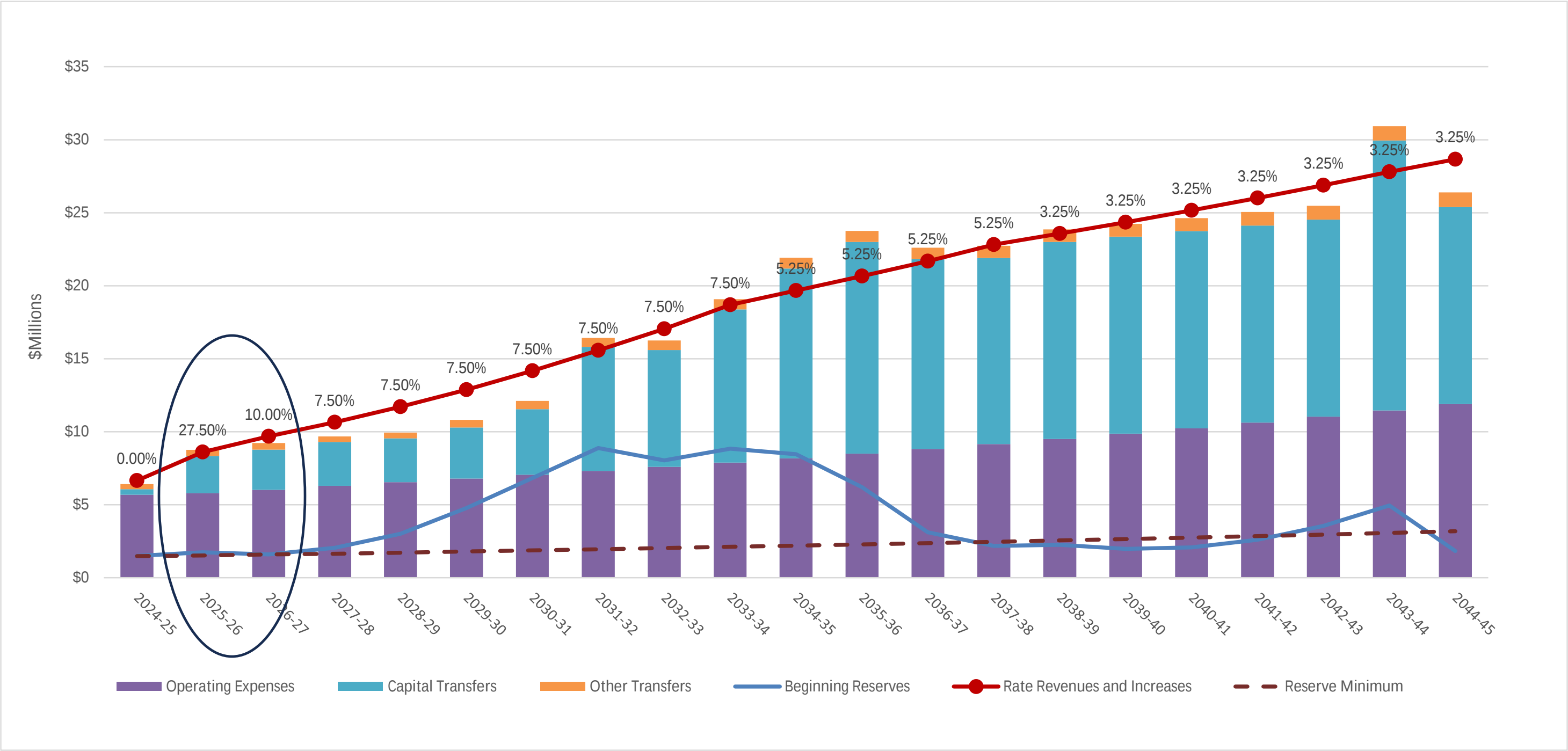
*Numbers are preliminary; subject to change

SIP Funding Considerations

- Funding needs in short-term:
 - WIFIA project design/application costs
 - \$1M - \$2M per year CIP for non-WIFIA projects
- \$3M per year additional from rates represents 46% increase (based on current revenue)

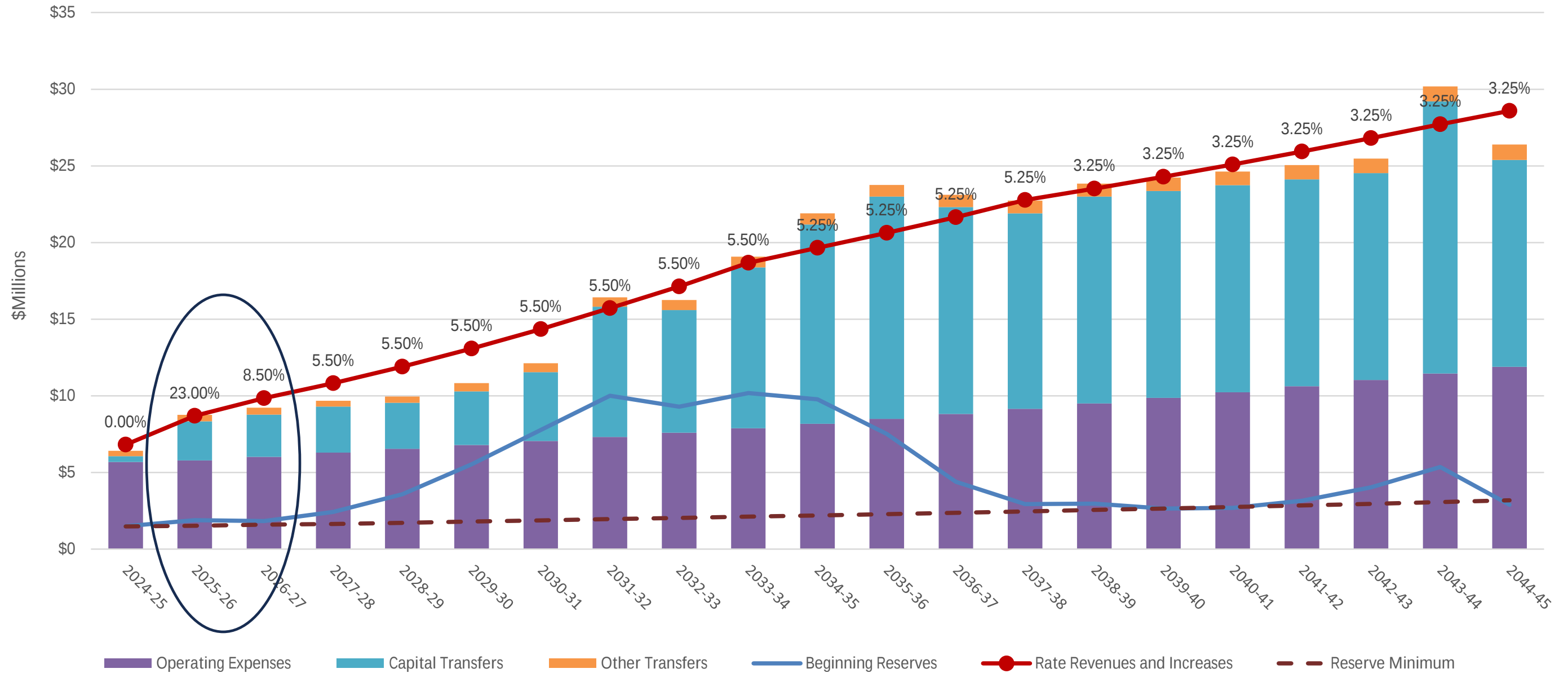
		Projected Revenue \$M		
Scenario	Current	FY2026	FY2031	FY2041
Annual SIP/General Fund \$		\$3.0		\$3.0
Rate Revenue				
High Industrial Growth	\$6.6	\$7.3	\$11.6	\$21.5
Low Industrial Growth	\$6.5	\$7.1	\$11.3	\$21.7
Annual SIP/General Fund \$		\$0.0		\$0.0
High Industrial Growth	\$6.6	\$8.5	\$14.1	\$24.9
Low Industrial Growth	\$6.6	\$8.5	\$13.9	\$25.0
Additional Rate Revenue (Low w/out SIP)		\$1.3	\$2.6	\$3.3
As a % of Current (2025 rate revenue)		20%	39%	49%

Estimated Revenue Slope: \$0 SIP; Low Industrial



*Numbers are preliminary; subject to change

Estimated Revenue Slope: \$0 SIP; High Industrial



*Numbers are preliminary; subject to change

Illustrative Rate Impacts

- Based on:
 - “Medium case” capital funding strategy
 - Current rate structure
- Key Factors
 - Higher industrial growth is estimated to reduce 2041 bill by 15%-20%
 - Reduced SIP funding (from \$3 M to \$0 M) is estimated to increase bill 17%-20% in FY2026

Scenario	Current	FY2026	FY2031	FY2041
Annual SIP/General Fund \$		\$3.0	\$3.0	\$3.0
Residential Base Rate				
High Industrial Growth	\$55.3	\$58.2	\$75.4	\$125.2
Low Industrial Growth	\$55.3	\$59.3	\$84.4	\$151.0
Annual SIP/General Fund \$		\$0.0		\$0.0
Residential Base Rate				
High Industrial Growth	\$55.3	\$68.0	\$91.4	\$145.0
Low Industrial Growth	\$55.3	\$70.5	\$103.6	\$173.8

*Base rates reflects status quo cost recovery by class and current rate structure.

Financial Plan Summary

- Rate increases are needed to grow rate capacity to fund >\$250 M CIP over next 20 years and keep pace with general cost inflation.
- Further evaluation of capital financing options will better define specific rate increases.
 - *Policy issue: Initial timing/level of rate increases*
- Commitment of SIP/general fund funding over the life of CIP/debt repayment will have a significant impact on customer bills.
 - *Policy issue: How much revenue to commit to water program*





System Development Charges

- System Development Charges (SDCs) are one-time charges upon new development
 - Recover system capital investments to serve future growth
- Oregon law allows SDCs for 5 infrastructure systems (water, sewer, transportation, stormwater & parks)
- City's last SDC update was 2007
 - Revenue from water SDCs averaged about \$75,000 over last 3 years

Oregon SDC Statutes ORS 223.297-223.316

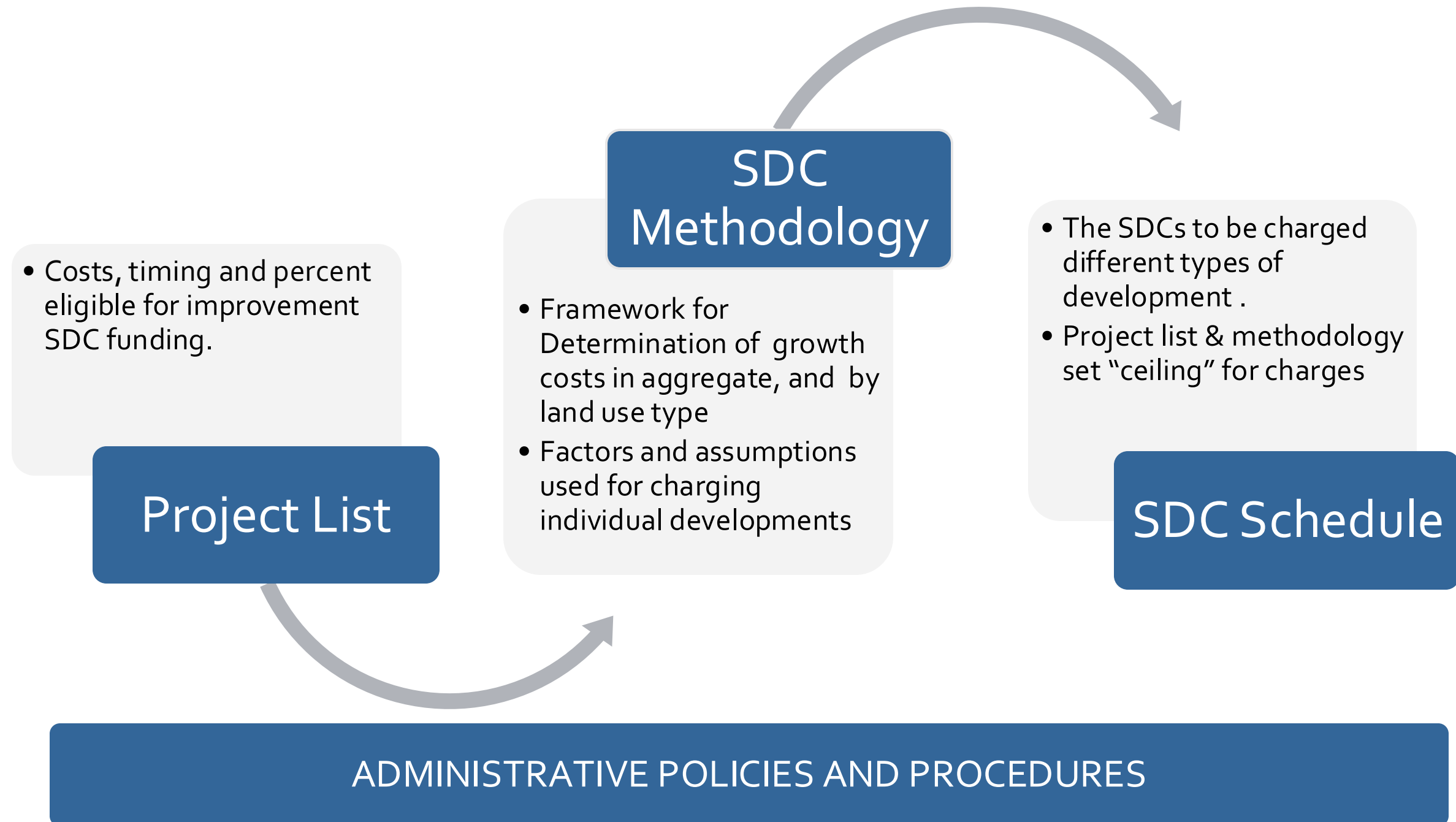
ORS 223.297

Provide a uniform framework for SDCs

Equitable funding for orderly growth and development

Establish charges to be used only for capital

SDC Program Elements



Growth Cost Components

Improvement

- Projects included on an adopted list or plan.
- Related to capacity for growth
 - *New facilities*
 - *Upgrades to existing facilities*

Reimbursement

- Value of prior facilities constructed by the agency.
- Related to available capacity for growth

Compliance

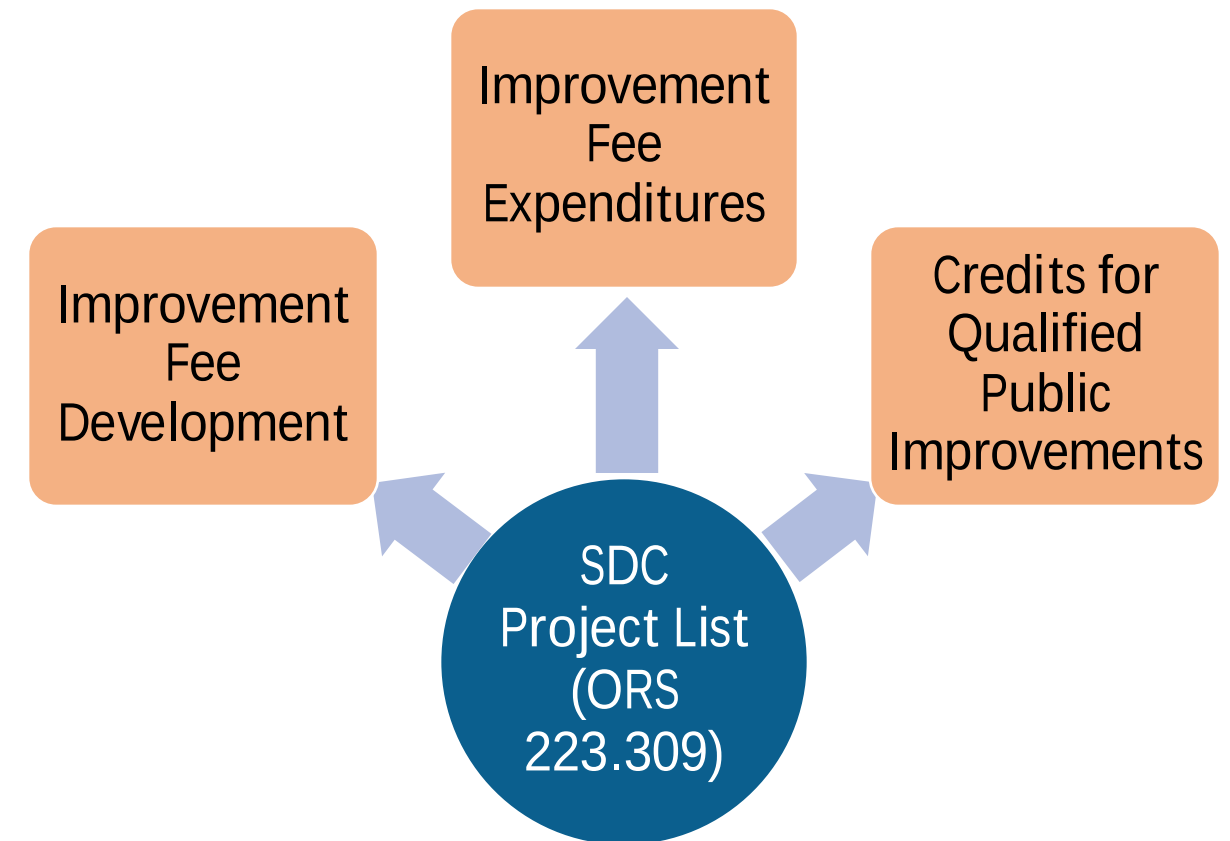
- SDC methodology development
- Master planning
- SDC accounting, etc.

SDC Project List

Project List Summary

Description	Growth Cost	Total Cost	Growth Share
Supply ¹	\$35,656,836	\$84,234,000	42%
Pump & Storage	\$18,882,151	\$22,614,000	83%
Delivery	\$47,246,217	\$115,995,000	41%
Other	\$1,987,367	\$2,675,000	74%
Total	\$103,772,571	\$225,518,000	46%

¹Excludes Crow Creek Dam Expansion



SDC Scaling Considerations

- Current water meter factors/SDCs not calibrated well to actual use across meter sizes
- Updated factors based on industry standard meter capacities for typical meter type*

Meter Size	Current SDC	Current Factor	Actual Use Factor	Updated Factor
Residential				
3/4"	\$2,317	1.0	1.0	1.0
1"	\$4,634	2.0	1.8	1.7
1 1/2"	\$9,268	4.0	2.6	3.3
2"	\$16,219	7.0	na	5.3
Nonresidential				
3/4"	\$2,317	1.0	1.0	1.0
1"	\$4,634	2.0	2.4	1.7
1 1/2"	\$9,268	4.0	6.3	4.7
2"	\$16,219	7.0	8.4	8.0
3"	\$32,438	14.0	24.0	23.3
4"	\$57,925	25.0	48.0	43.3
6"	\$115,850	50.0	98.0	93.3



*Residential based on positive displacement meters; Nonresidential based on Type II turbine meters.

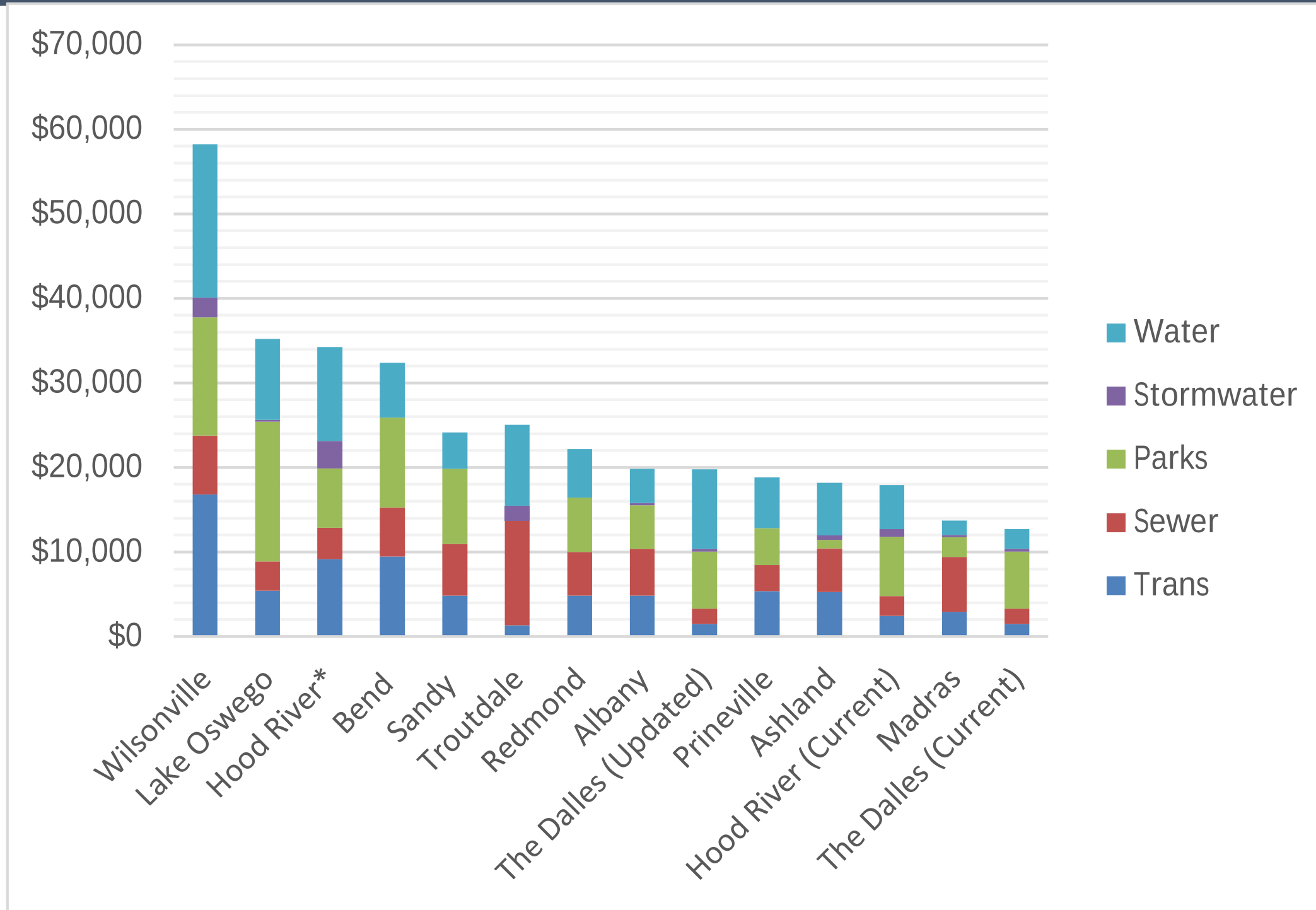
Updated SDC Calculations

Large water customers generally evaluated individually; charged based on projected use.

Meter Size	SDCr	SDCi	Compliance	Combined SDC	Current SDC
Residential					
3/4"	\$810	\$8,180	\$344	\$9,334	\$2,317
1"	\$1,350	\$13,634	\$573	\$15,556	\$4,634
1 1/2"	\$2,700	\$27,267	\$1,146	\$31,113	\$9,268
2"	\$4,319	\$43,628	\$1,833	\$49,780	\$16,219
Nonresidential					
3/4"	\$810	\$8,180	\$344	\$9,334	\$2,317
1"	\$1,350	\$13,634	\$573	\$15,556	\$4,634
1 1/2"	\$3,779	\$38,174	\$1,604	\$43,558	\$9,268
2"	\$6,479	\$65,441	\$2,750	\$74,670	\$16,219
3"	\$18,897	\$190,871	\$8,020	\$217,788	\$32,438
4"	\$35,095	\$354,474	\$14,894	\$404,463	\$57,925
6"	\$75,590	\$763,483	\$32,079	\$871,151	\$115,850
Industrial \$/gpd of projected MDD:				\$12.94	

MDD = maximum day demand

SDC Comparison



*Updated SDCs (from July 29, 2024 methodology update) pending approval

- Methodology determine SDC “ceiling”
 - Calculated SDCs may increase revenue by about \$150,000 annually (equivalent of 2.5% rate revenue)
- Adoption schedule must follow **ORS 223.304** requirements

ORS 223.304

Maintain list of
interested parties

90-day notice of
public hearing

60-day review of
methodology



Rate Analysis

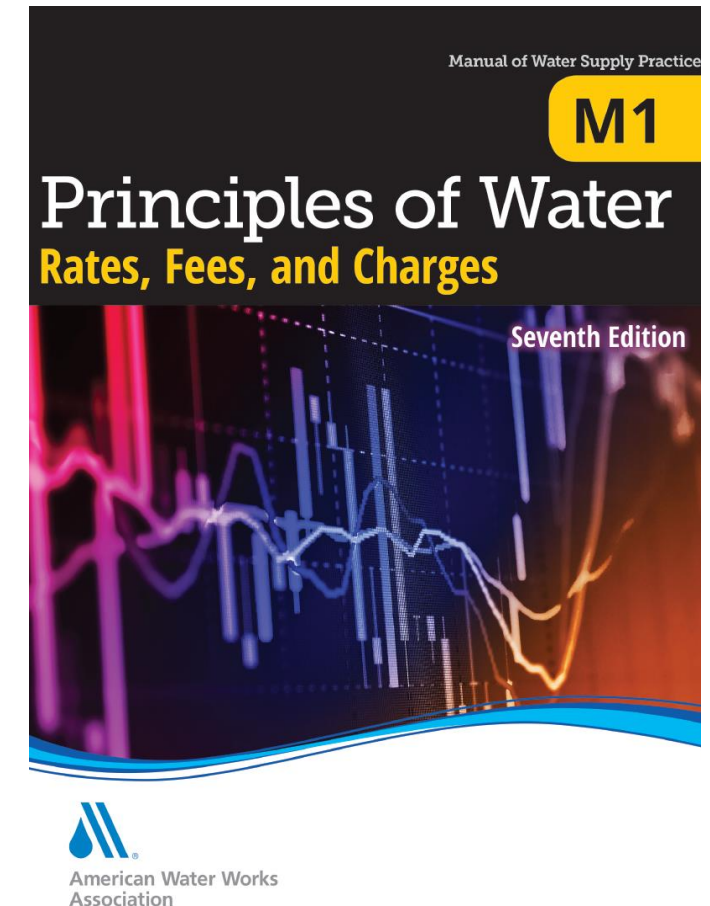
Recap: Current Rate Structure

CLASS	FIXED (\$/MONTH)	MIN QTY/ MONTH (GALLONS)	VOLUME (\$/1,000 GAL > MIN QTY)
Residential	\$55.30 (3/4"-1" meter) includes min qty.	10,000	\$1.68
Commercial	Varies by meter size (\$45-\$1,057); includes min qty.	5,000	\$3.61

*Rates in effect since 2014

Cost of Service Analysis

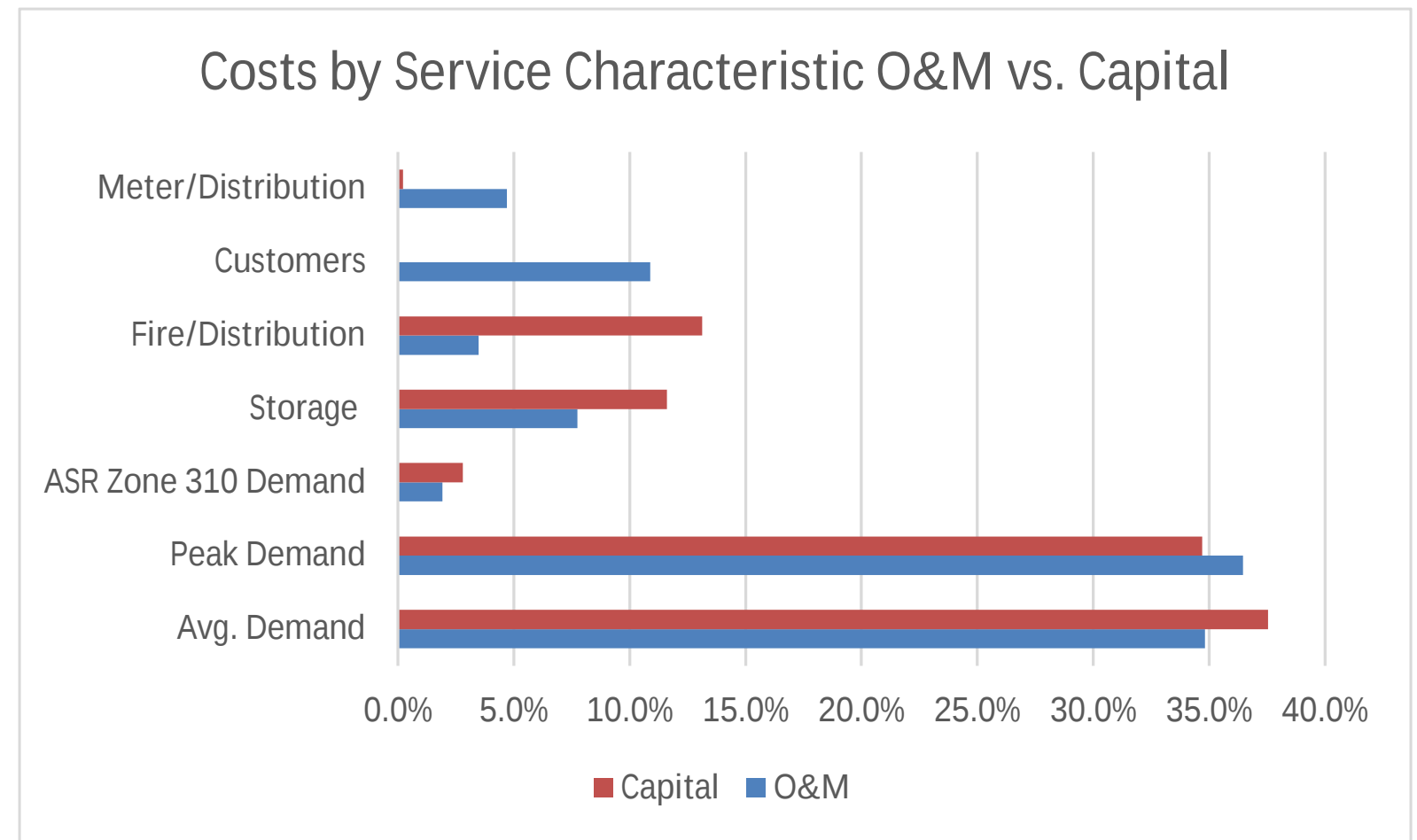
- Cost of service aligns rates/cost recovery with how the utility incurs costs for a given “test year”.
 - *The test year establishes the utility cost structure (portion of annual revenue requirements that are related to operating vs. capital costs) for purposes of evaluating costs by service characteristic and customer class.*
- Preliminary framework reflects specific design consideration for the City and industry accepted practices.
- Results serve as a benchmark for considering relative changes in cost recovery across:
 - customer classes
 - rate components (base charge, volume charge)
- Generally, cost of service analysis updated every 3-5 years
 - More frequent updating needed when cost structure and/or customer usage anticipated to change. ***Both are the case for the City during the planning period.***



Current and Projected Costs by Service Component

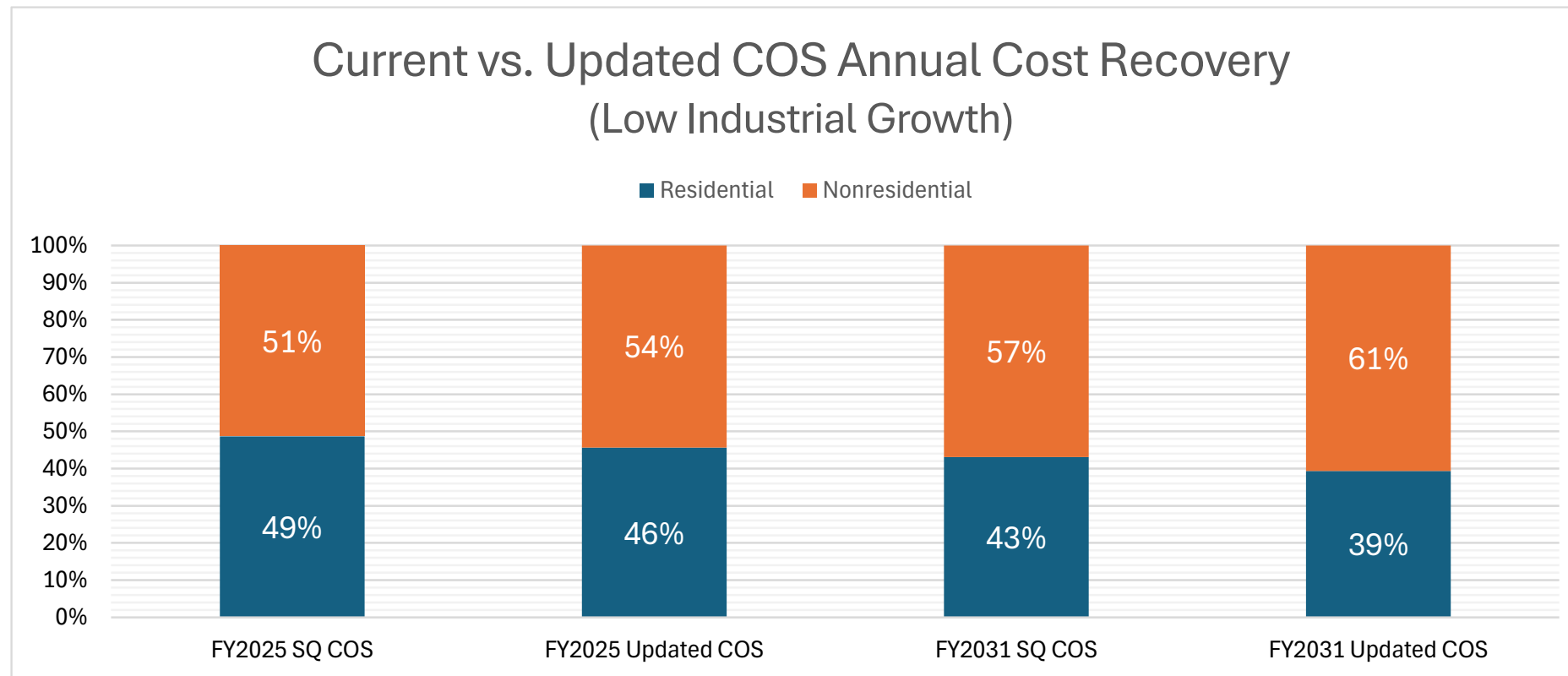
- Cost structure shifts over planning period towards greater capital investment
- Capital costs weighted more heavily to fire protection, ASR & storage (greater impact to nonresidential)

Current and Project Cost Structure		
Cost Component	FY 2025	2030-31
Operation & Maintenance	\$5.89	\$7.43
Capital	\$0.63	\$3.99
Total	\$6.52	\$11.42
% Total		
Operation & Maintenance	90%	65%
Capital	10%	35%
Total	100%	100%



Cost of Service by Customer Class

- Updated cost of services shows shift in costs from residential to nonresidential (industrial and commercial combined).



Shifts between updated FY2025 and FY2031 reflect increase in capital costs relative to operating costs.

Nonresidential increases in FY2031 even under status quo COS due to projected increase in industrial water use (low scenario)

SQ = Status Quo structure

Updated = revised cost of service (COS)

Status Quo vs. Updated COS Rates: Status Quo Rate Structure

- In a revenue neutral (FY2024-25) scenario, residential rates decrease and nonresidential increase
- After consideration of initial re-alignment, residential rates increase at a reduced rate (6.8-7.0%), compared to system average (7.3% per year), while nonresidential avg. annual increase is higher (7.3%-8.5%) reflecting continued cost of service (COS) shifts.

	Low Industrial Growth Scenario; Status Quo Rate Structure								
	FY 2024-25 Rates			FY2030-31 Projected Rates			Avg Annual Rate of Growth FY2024-25 to FY2030-31		Avg Annual Rate of Growth from Updated COS
Rate Component	Current Rates	Updated COS	% Change	Status Quo COS	Updated COS	% Change	Status Quo COS	Updated COS	Growth from Updated COS
Overall Revenue Slope							7.3%	7.3%	7.3%
Residential									
Volume Rate (\$/Kgal)	\$1.68	\$1.56	-7.0%	\$2.56	\$2.34	-8.7%	7.3%	5.7%	7.0%
Base Rate <1" meter	\$55.30	\$51.51	-6.8%	\$84.40	\$76.33	-9.6%	7.3%	5.5%	6.8%
Nonresidential									
Volume Rate (\$/Kgal)	\$3.61	\$3.82	5.8%	\$5.51	\$5.84	6.1%	7.3%	8.4%	7.3%
Base Rate 3/4" Meter	\$44.56	\$46.74	4.9%	\$68.01	\$76.36	12.3%	7.3%	9.4%	8.5%

Status Quo vs. Updated COS Rates: Fixed vs. Volume %

- The majority (>80%) of the water system's costs are fixed (i.e., do not fluctuate with water usage)
- Need to maintain revenue stability, even as quantity included in base rate is reduced and increased industrial volumes result in greater share of revenue from volume charges
 - Rate options include emergency and availability (e.g., public fire protection capacity costs) in base rate
 - Industry trends/practice: >40% revenue from base rates

Component	Status Quo	7.5Kgal (R)/0 Kgal (NR) Option	5/5 kgal (R/NR) Option
FY 2024-25			
Fixed %	52%	46%	46%
Volume %	48%	54%	54%
FY 2030-31			
Fixed %	43%	41%	47%
Volume %	57%	59%	53%



Rate Structure Options

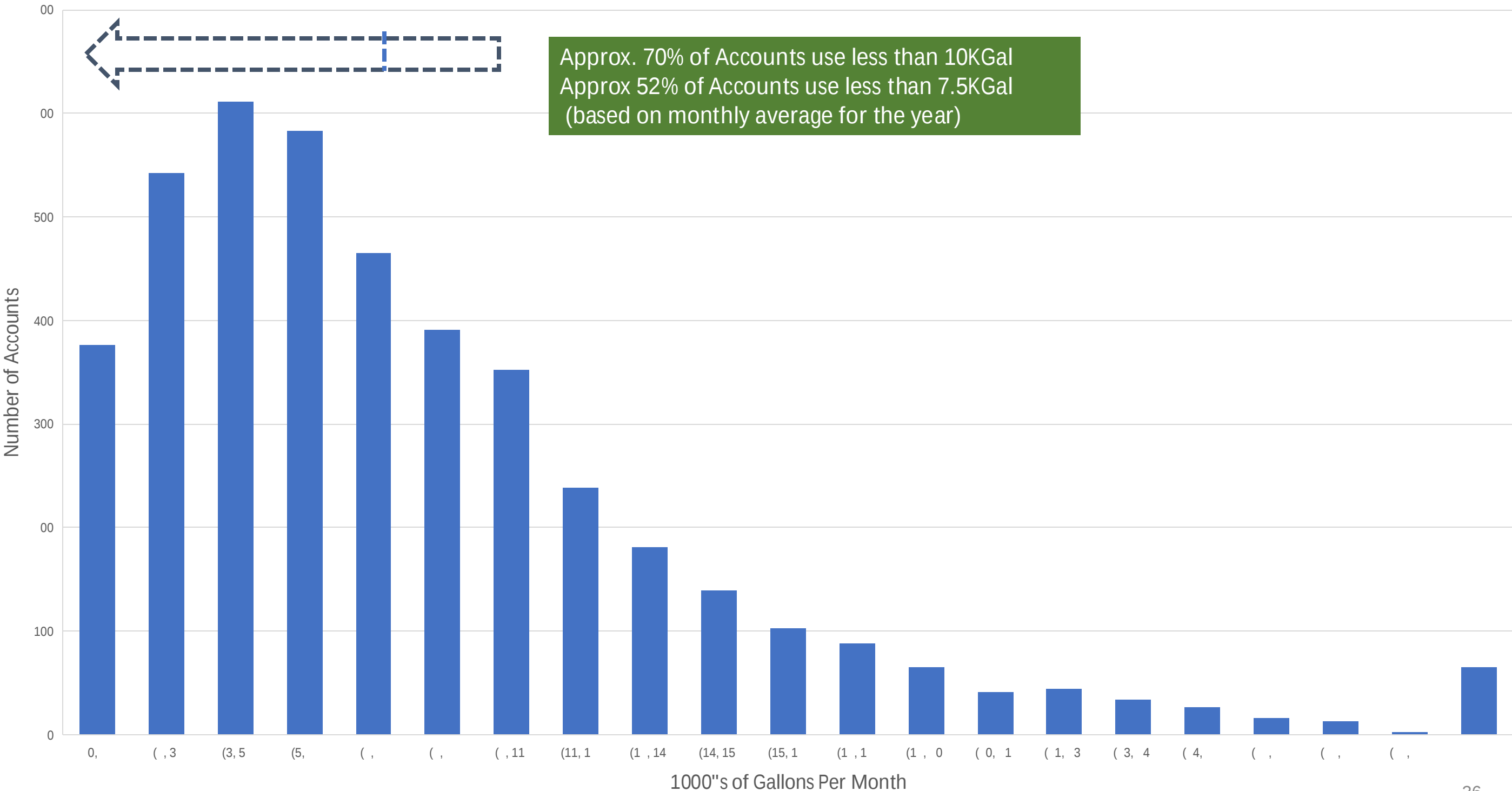
Rate Design Policy Questions

- Eliminate or reduce minimum quantity included in base charge (currently 10K gal residential; 5Kgal nonresidential). Options developed:
 - *7.5 Kgal and 5.0 Kgal residential*
 - *0 Kgal and 5.0 Kgal nonresidential*
- Modify rates by class to more closely align with updated cost of service results.
 - *Options present: Revised rates by class*
- Integration of cost of service, revenue slope, and rate structure changes.
 - *Options present: Revenue neutral rates and rates with first year of general increase (revenue slope for each class)*
 - *Following Council feedback on priorities/options, a final rate plan for next 2-3 years may be developed.*



Recap: Residential Account Water Use Distribution

Residential (excluding duplex, triplex, quadplex)



Sample Residential Rate Structure: 7.5 Base QTY

		FY2024-25				FY2024-25				FY2024-25			
	Units	Current	Rev. COS	FY2025-26		Units	Current	Rev. COS	FY2025-26	Units	Current	Rev. COS	FY2025-26
Rates													
Base QTY		10	7.5	7.5									
Base Rate		\$55.30	\$49.39	\$52.82									
Volume Rate		\$1.68	\$1.83	\$1.87									
	Typical Bill					Small QTY Bill					Large QTY Bill		
Kgal	8					5				20			
Base		\$55.30	\$49.39	\$52.82			\$55.30	\$49.39	\$52.82		\$55.30	\$49.39	\$52.82
Current QTY	0	\$0.00	\$0.00	\$0.00		0	\$0.00	\$0.00	\$0.00	10	\$16.80	\$18.28	\$18.72
Addtl QTY	0.5	\$0.00	\$0.91	\$0.94		0	\$0.00	\$0.00	\$0.00	2.5	\$0.00	\$4.57	\$4.68
Total Bill		\$55.30	\$50.30	\$53.75		0	\$55.30	\$49.39	\$52.82	12.5	\$72.10	\$72.24	\$76.21
% Change			-9.0%	-2.8%				-10.7%	-4.5%			0.2%	5.7%

*Low Industrial, \$3M SIP Scenario ;(FY2025-26 includes 1st year of projected 7.3% general rate increase.)

Numbers are draft and subject to change

Sample Residential Rate Structure: 5 Base QTY

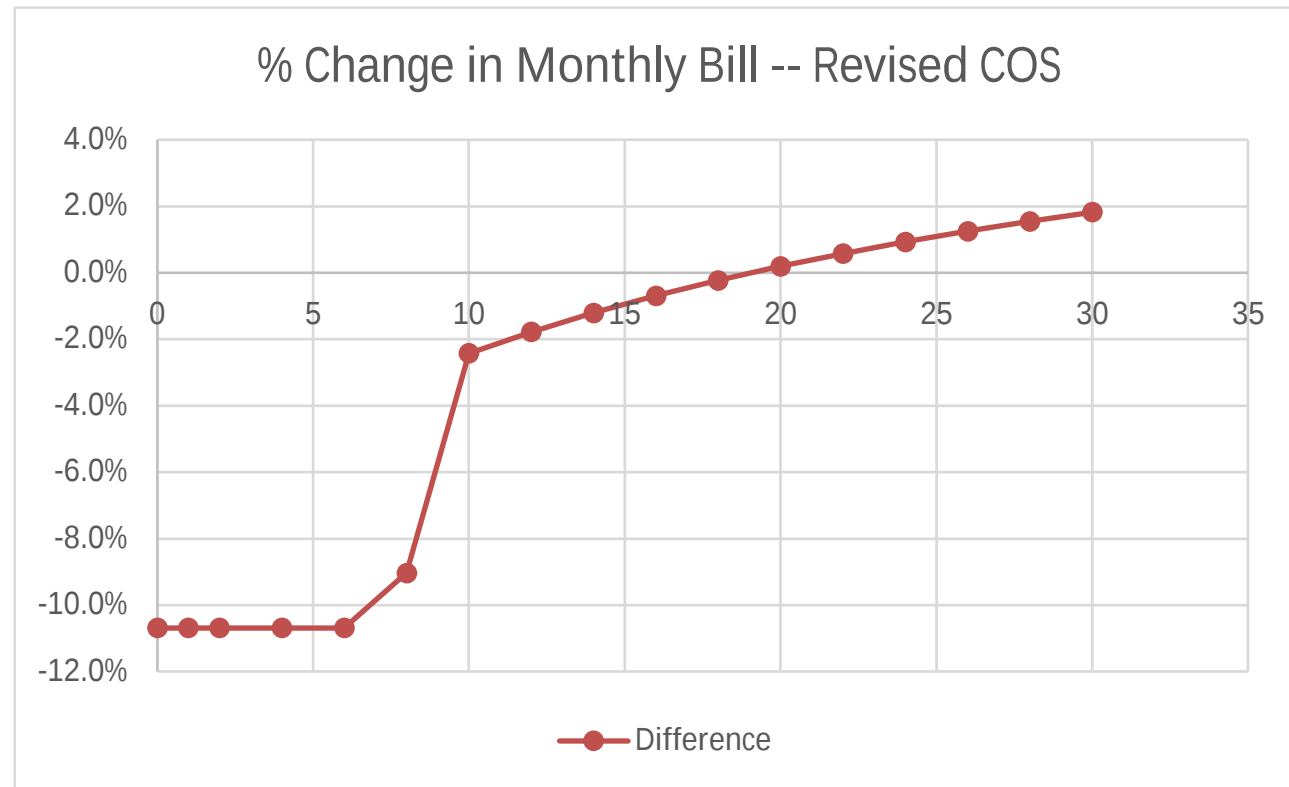
		FY2024-25				FY2024-25				FY2024-25				
	Units	Current	Rev. COS	FY2025-26		Units	Current	Rev. COS	FY2025-26		Units	Current	Rev. COS	FY2025-26
Rates														
Base QTY		10	5	5										
Base Rate		\$55.30	\$47.40	\$50.60										
Volume Rate		\$1.68	\$1.89	\$1.95										
	Typical Bill					Small QTY Bill					Large QTY Bill			
Kgal	8					5					20			
Base		\$55.30	\$47.40	\$50.60			\$55.30	\$47.40	\$50.60			\$55.30	\$47.40	\$50.60
Current QTY Billed	0	\$0.00	\$0.00	\$0.00		0	\$0.00	\$0.00	\$0.00		10	\$16.80	\$18.87	\$19.52
Addtl QTY Billed	3	\$0.00	\$5.66	\$5.86		0	\$0.00	\$0.00	\$0.00		5	\$0.00	\$9.44	\$9.76
Total Bill		\$55.30	\$53.06	\$56.46		0	\$55.30	\$47.40	\$50.60		15	\$72.10	\$75.71	\$79.88
% Change			-4.0%	2.1%				-14.3%	-8.5%				5.0%	10.8%

*Low Industrial, \$3M SIP Scenario;(FY2025-26 includes 1st year of projected 7.3% general rate increase.)

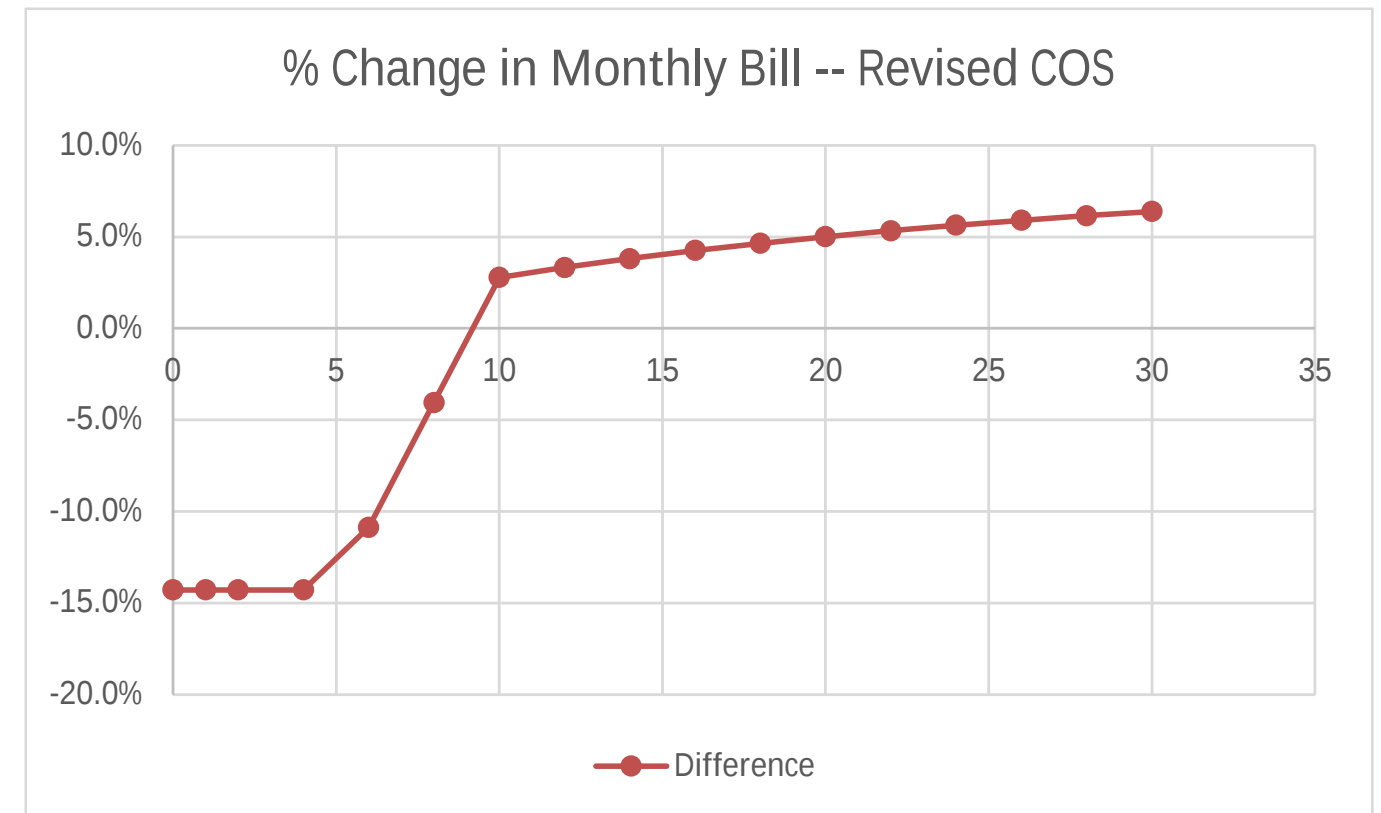
Numbers are draft and subject to change

Residential Bill Increase Distribution

7.5 Kgal Base Quantity (FY2024-25)



5.0 Kgal Base Quantity (FY2024-25)



*Low Industrial, \$3M SIP Scenario;(FY2025-26 includes 1st year of projected 7.3% overall system rate increase.)

Numbers are draft and subject to change

Sample Nonresidential Rate Structure: 5 Base QTY

		FY2024-25				FY2024-25				FY2024-25				
	Units	Current	Rev. COS	FY2025-26		Units	Current	Rev. COS	FY2025-26	Units	Current	Rev. COS	FY2025-26	
Rates														
Base QTY		5	5	5		5	5	5		5	5	5		
Base Rate	3/4"	\$44.56	\$43.50	\$47.16		2"	\$78.95	\$83.25	\$95.40	4"	\$181.93	\$283.91	\$338.94	
Volume Rate		\$3.61	\$3.80	\$4.01			\$3.61	\$3.80	\$4.01		\$3.61	\$3.80	\$4.01	
	Small Bill					Med QTY Bill					Large QTY Bill			
Kgal	8					61				2001				
Base		\$44.56	\$43.50	\$47.16			\$78.95	\$83.25	\$95.40		\$181.93	\$283.91	\$338.94	
Current QTY	3	\$10.83	\$11.40	\$12.02		56	\$202.16	\$212.76	\$224.31	1996	\$7,205.56	\$7,583.26	\$7,994.92	
Addtl QTY	0	\$0.00	\$0.00	\$0.00		0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	
Total Bill	3	\$55.39	\$54.89	\$59.17		56	\$281.11	\$296.01	\$319.71	1996	\$7,387.49	\$7,867.17	\$8,333.86	
% Change			-0.9%	6.8%				5.3%	13.7%			6.5%	12.8%	

*Low Industrial, \$3M SIP Scenario;(FY2025-26 includes 1st year of projected 7.3% general rate increase.)

Numbers are draft and subject to change

Sample Nonresidential Rate Structure: 0 Base QTY

		FY2024-25				FY2024-25				FY2024-25				
	Units	Current	Rev. COS	FY2025-26		Units	Current	Rev. COS	FY2025-26		Units	Current	Rev. COS	FY2025-26
Rates														
Base QTY		5	0	0			5	0	0			5	0	0
Base Rate	3/4"	\$44.56	\$29.32	\$29.32		2"	\$78.95	\$60.40	\$65.32		4"	\$181.93	\$217.32	\$241.30
Volume Rate		\$3.61	\$3.87	\$4.15			\$3.61	\$3.87	\$4.15			\$3.61	\$3.87	\$4.15
	Small Bill					Med QTY Bill					Large QTY Bill			
Kgal	8					61					2001			
Base		\$44.56	\$29.32	\$29.32			\$78.95	\$60.40	\$65.32			\$181.93	\$217.32	\$241.30
Current QTY	3	\$10.83	\$11.61	\$12.44		56	\$202.16	\$216.77	\$232.20		1996	\$7,205.56	\$7,726.17	\$8,276.21
Addtl QTY	5	\$0.00	\$19.35	\$20.73		5	\$0.00	\$19.35	\$20.73		5	\$0.00	\$19.35	\$20.73
Total Bill	8	\$55.39	\$60.28	\$62.49		61	\$281.11	\$296.52	\$318.25		2001	\$7,387.49	\$7,962.85	\$8,538.24
% Change			8.8%	12.8%				5.5%	13.2%				7.8%	15.6%

*Low Industrial, \$3M SIP Scenario;(FY2025-26 includes 1st year of projected 7.3% general rate increase.)

Numbers are draft and subject to change

- Residential
 - Cost of service-based rates would reduce projected rate increases below the general system average for the planning period.
 - Reduction of quantity allowance to:
 - 7.5 Kgal will lead to modest bill reductions for many customers; modest increases for others. Bill increases >\$5/month are limited.
 - 5.0 Kgal will lead to minor bill reductions for some small volume customers; modest increases for others. Bill increases >\$10/month are limited.
- Nonresidential
 - Cost of service-based rates would result in projected rate changes above the general system average for the planning period.
 - More significant increases to base rates would result in greater bill increases for large meter customers.
 - Reduction of quantity allowance to 0 Kgal will lead to more significant increases to small volume customers, resulting from additional billed quantity without offsetting decrease to base rates.
- *Following Council feedback on priorities/options, a final rate plan for next 2-3 years may be developed.*



Overall Status

Plan Foundation

- System Inventory
- Water Demand Forecast
- Performance Criteria

DRAFTS COMPLETE

System Analysis

- Hydraulic Model Development, Calibration and Analysis
- Storage and Pumping Needs
- Seismic Resiliency

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Capital Improvement Plan

- Capital Improvements
Capacity, Reliability, Resilience, Maintenance

DRAFT COMPLETE

Financial Analysis and WSMP Report

- Utility Rates
- SDCs
- WSMP - City Council Approval, Regulatory Approval

IN PROGRESS



Next Steps

Finalize Financial/Rate Study

Finalize Draft WSMP

Communication/Public Outreach

Council and Public review of Draft WSMP early Nov.

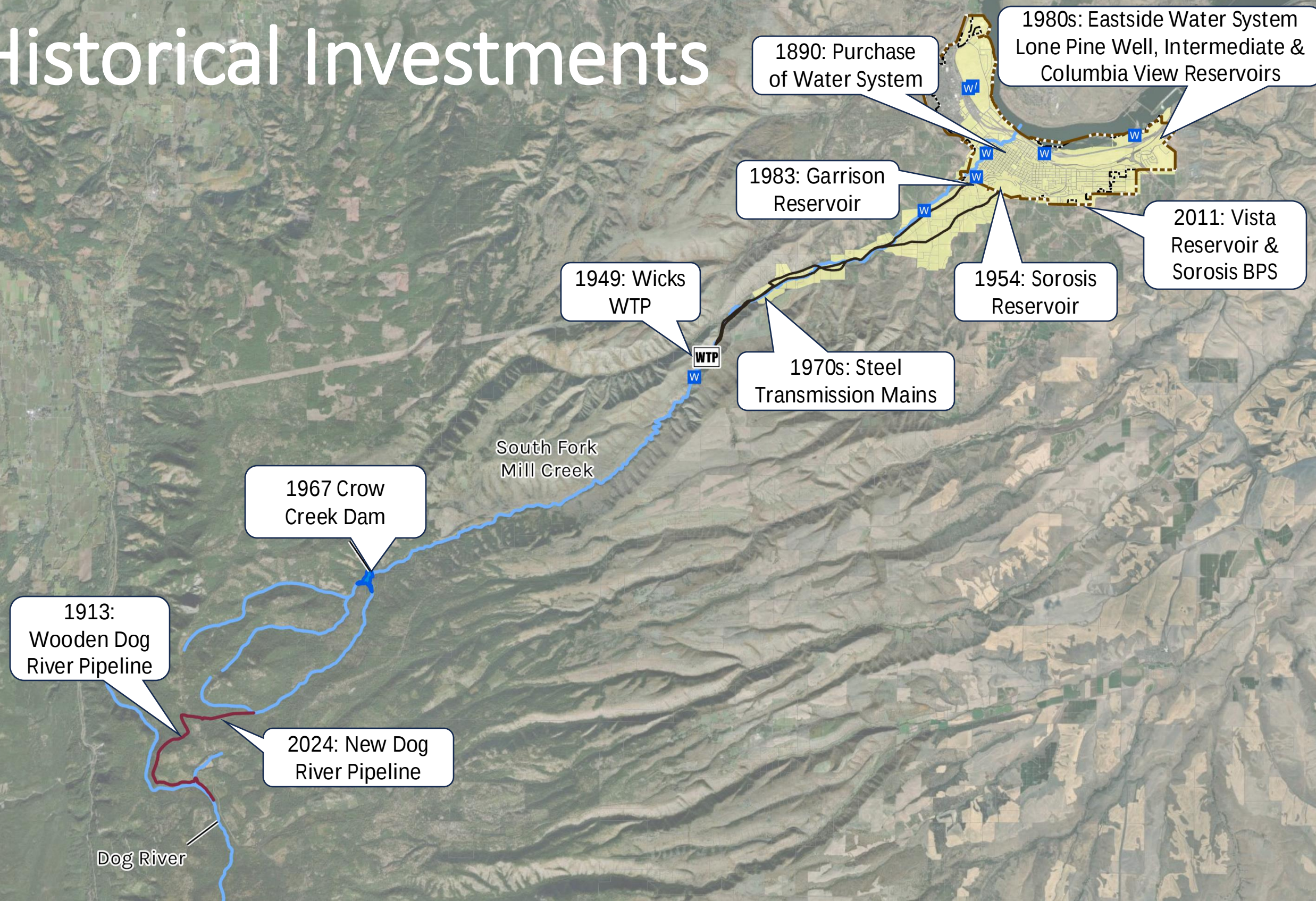
Public Adoption Process – December 9th Council Meeting



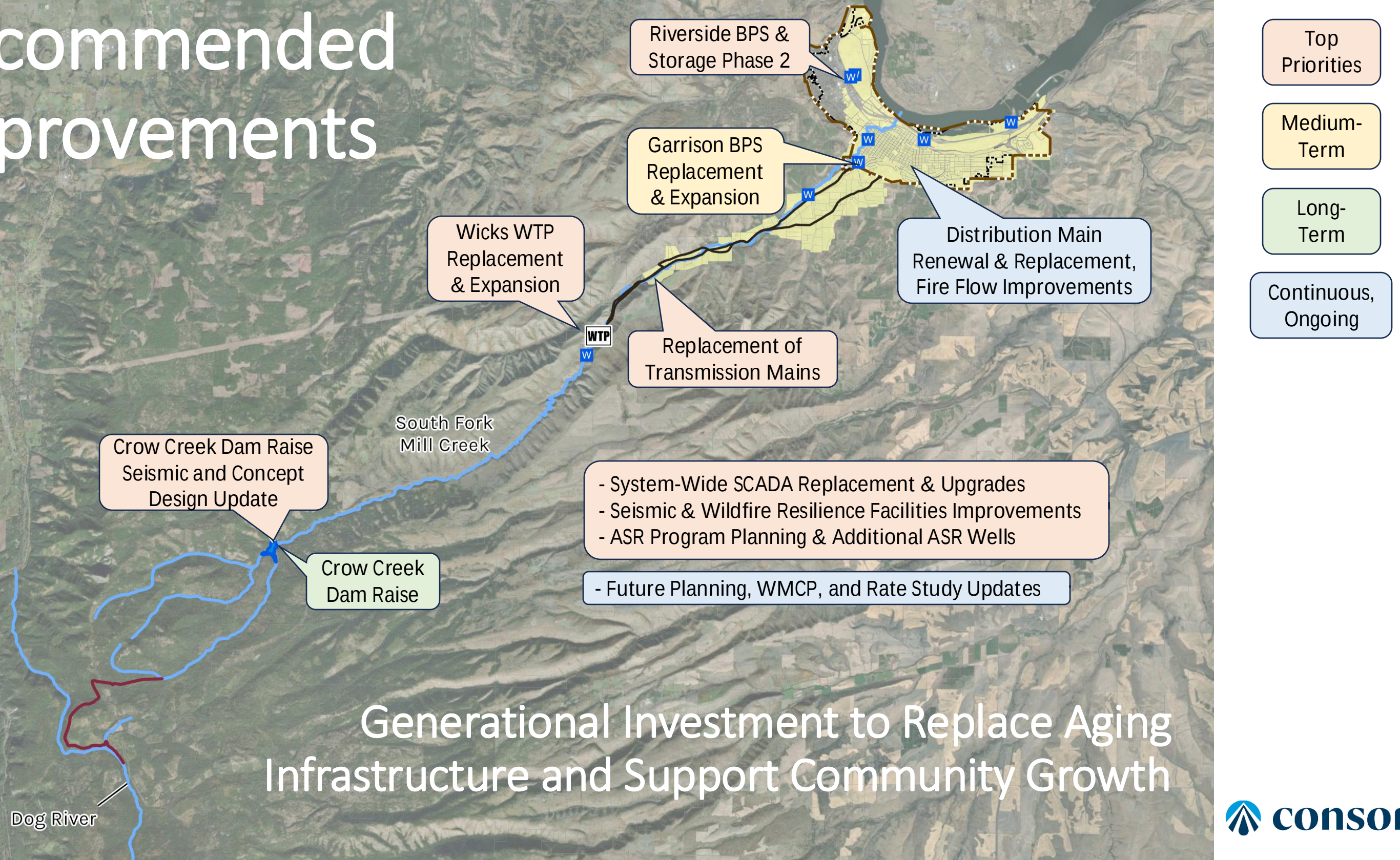
Q&A

THANK YOU

Historical Investments



Recommended Improvements



Generational Investment to Replace Aging Infrastructure and Support Community Growth