
To: Richard Elliott, Director of Public Works
City of Laramie

Date: May 5, 2009

Malea Brown, Director of Administrative Services
City of Laramie

From: Dennis Jackson, Senior Consultant
Red Oak Consulting

Re: Water and Wastewater Rate and Fee Study
Financial Plan Technical Memorandum

Red Oak is pleased to provide this fifth-draft financial plan technical memorandum for the City of Laramie water and wastewater utilities. This version includes the City's comments and changes received over the last several months, including:

- A revised capital improvement plan, and funding plan
- Evaluation of performance metrics, including renewal and replacement investment, and staffing levels
- Analysis of the City's indirect expenses
- Analysis of Monolith Ranch cost allocations
- Projections for vehicle replacement costs
- Revised beginning fund balances
- Reconciliation of revenue projections under existing rates

The purpose of the financial plan is to examine the utilities as separate enterprise operations, and to establish the future revenue requirements for each utility. In addition, Red Oak developed a projection of cash flow and debt service coverage for the combined utilities over the ten-year study period.

In this memorandum and attached tables, the term Fiscal Year is abbreviated "FY" and indicates the fiscal year beginning July 1 and ending June 30 (e.g. FY2009 or FY2009-10 means the fiscal year beginning July 1, 2009 and ending June 30, 2010).

General Assumptions:

The results provided in this memorandum are based on a number of assumptions as shown in Table 1. Changes made to these assumptions may materially affect the results.

Table 1
General Assumptions

Description	Unit
Growth Rate (percent per year) Water/Wastewater	0.5%
Inflation	
O&M expenses	3.5%
Routine capital expenses, including vehicles	4.0%
CIP	10.0%
Proposed Revenue Bond Terms	
Period, years	20
Issuance costs	3.0%
Interest rate	5.0%
Proposed State and Other Loan Terms	
Period, years	20
Issuance costs	1.0%
Interest rate	4.0%
Debt Service Coverage Requirements	
Water	1.20
Wastewater	1.20
Number of Months Rates Effective (i.e., 5 months effective means rates are adopted each January)	5 months

Beginning Fund Balances and Target Reserves:

Beginning fund balances consists of the total cash balance available at the beginning of fiscal year, less restricted cash reserves. The City maintains restricted cash reserves consisting of the following items:

- Accrued vacation pay
- One year of debt service payments
- 90 days of operation and maintenance expenses
- Investments (restricted amount)
- One percent of the original cost of fixed assets (capital fund reserve)

These restricted reserves are maintained as targets throughout the study period. Beginning fund balances and restricted cash reserves for FY2008-09 are shown in Table 2.

Table 2
Beginning Fund Balances and Restricted Reserves - FY2008-09

Description	Water Amount	Wastewater Amount
Unrestricted Cash	\$6,369,268	\$3,719,839
Accrued Vacation Pay	(99,572)	(34,810)
One year of Annual Debt Service Payments	(1,384,000)	(931,000)
90 days of O&M Expenses	(868,000)	(470,000)
Investments (restricted)	(393,800)	(1,000,000)
One Percent of Fixed Assets (Transfer to Capital Improvement Fund)	(720,000)	(313,000)
Total Available Beginning Fund Balances	\$2,903,869	\$971,029

In addition to the restricted reserves shown above, the financial plan maintains a 90 day reserve in the operating fund, and one percent of fixed assets in the capital fund.

Investment Income

Investment income is calculated based on the average annual fund balances and a 0.5 percent annual interest rate. Given the current economic environment, the 0.5 percent interest rate reflects the interest rate on low risk, short term cash investments.

City Indirect Expenses

Red Oak reviewed the City’s indirect cost allocations to the water and sewer funds, without performing a detailed indirect cost study. By definition, indirect costs are not directly associated with the delivery of a specific service. They are general rather than specific, and it can be difficult to determine the appropriate apportionment of indirect costs among several varied services.

Within the City’s organization, there are internal service departments, external service departments, and business-type activities. Most internal services are non-revenue services provided by the City Council, City Manager, Administration, Legal, and General Government (including Finance, Public Works, Human Resources, Information Technology Services, and Maintenance services). External services include Police, Fire, Engineering/Planning, Highways and Streets, Parks and Recreation, Animal Control and Mosquito Control. Business-type activities include water, sewer, and solid waste services. One of the more difficult methodological problems is identification of which internal services should be considered beneficial to external services or business-type activities, and how the cost of such benefits should be allocated.

Attached Table 1-3 provides the City’s transfer cost analysis. By isolating the cost of each service, the City has distinguished the beneficiary of that service and the cost in relationship to the benefits derived. Based on City-derived allocations, the total overhead charges to the three enterprise funds total \$901,876. A portion of this amount (\$383,922) is allocated to the enterprise funds, and offset by unmetered/metered water charged to the general fund (\$352,875), leaving a remaining overhead in the amount of \$163,268 not charged to the enterprise funds. The City-derived transfers to the General Fund for indirect expenses are summarized in Table 3.

Table 3
City Transfers to the General Fund
for Indirect Expenses (FY2008-09)

Enterprise Fund	Indirect Expenses
Water Utility	\$187,100
Wastewater Utility	\$102,700

The transfers shown in Table 3 do not recover remaining overhead not charged to the enterprise funds in the amount of \$163,268. Without recovering the full cost of internal services costs, external services receive a subsidy funded by taxes paid by all local citizens and businesses.

Increasingly, municipal water and sewer utilities are paying the full cost of their indirect benefits. Recovering indirect costs through water and sewer rates charged to customers provides a more equitable relationship between the beneficiaries of the service (i.e., water and sewer customers) and the residents or businesses paying for the service. An equitable relationship does not exist when tax monies are used to subsidize services which are received by a minority of the taxpaying public, or by non-residents.

With appropriate cost allocation, the City can establish basic fairness and equity between users of City services and those who pay for them, and control those costs on a continuing basis, thus assuring taxpayers that their tax monies are being spent properly. General fund reimbursements vary widely depending on the type, size, and financial policies of City or utility – ranging from general fund subsidy of the utility to relatively large utility payments to support the general fund.

Cities similar to Laramie, with financially independent utilities, well-developed financial policies, and similar City/utility service areas typically pay between 8 and 15 percent of the general fund internal services budget. The higher percentage applies to smaller cities, which typically provide more support to the utility, including billing, customer service, finance, and IT services. As a utility grows, this percentage will decrease, as the utility assumes more responsibilities internally. In the City of Laramie, 12 percent of the internal services operating expenses budget (\$7,350,011 in FY2006-07) would be reasonable based on comparisons with similar utilities. This would amount to \$882,000 in the expected cost for reimbursement to the General Fund.

Red Oak recommends maintaining the current City transfer cost allocations, and proportionately allocating internal services expenses to the three enterprise funds (water, wastewater, and solid waste) based on their operating expenses. It should be noted that utilities should also reimburse the Highways and Streets division for repairing or repaving streets due to utility work or damage. By applying the full cost of internal services to the enterprise funds, Red Oak arrived at the following recommended transfers to the General Fund as shown in Table 4.

Table 4
Red Oak Recommended Transfers to the
General Fund for Indirect Expenses (FY2008-09)

Enterprise Fund	Indirect Expenses
Water Utility	\$450,347
Less water charges to General Fund	<u>(365,226)</u>
Water Utility - Net Transfer	\$85,121
Wastewater Utility	\$255,126

The supporting calculations are provided in attached Table 1-3: Transfer Cost Analysis. For a more accurate calculation of indirect costs and benefits, Red Oak recommends that the City conduct an indirect cost allocation study using an outside consultant. These studies should be performed periodically and will allow the City to revise its assumptions over time.

Monolith Ranch Expenses

The City acquired Monolith Ranch in the early 1980's with an eye on increasing the City's water supply. More recently, the City's water rights study prepared by Fassett Consulting, LLC (Fassett, 2004) and the Laramie Water Management Plan prepared by WWC Engineering (WWC, 2006) noted that "Beginning many years ago, City officials made decisions and investments for the long-term security of a reliable water supply, most notably, the purchase of land and water rights associated with the Monolith Ranch."

The intended purpose of the Monolith Ranch is to add long term capacity, security, and reliability to the City's water supply. For this reason, revenues or expenses associated with Monolith Ranch should continue to accrue to the water enterprise fund and not the general fund. In years with expenses that exceed revenues associated with the ranch, these expenses can only be recovered by two sources – water rates or plant investment fees. To the extent that the Monolith Ranch provides water supplies to future growth within the City, such costs could potentially be recovered through an additional water resources fee charged to new development. To the extent that Monolith Ranch provides additional security and reliability for existing supplies, such costs should be recovered from existing customers through water rates. Red Oak recommends that the City:

- Continue to include Monolith Ranch within the water enterprise fund.
- Study the potential to charge new development a water resources fee to recover Monolith Ranch expenses.
- Consider drought-surcharge water rates to recover Monolith Ranch expenses.

Red Oak included the ongoing expense of owning and operating the Monolith Ranch in this rate study, beginning with \$275,000 in FY2009 and increasing to \$546,000 over the study period.

Vehicles and Equipment

Red Oak assumed vehicle replacement costs of \$38,000 for a regular water or wastewater vehicle. Vehicle costs were provided by the City and inflated at 4 percent per annum. Red Oak assumed the City would lease purchase major equipment over a three-year period, at a 4.5 percent interest rate. These projections are provided in the attached Tables 2-7 and 3-7.

Performance Benchmarks

In addition to the financial performance metrics described above, Red Oak evaluated the performance of each utility relative national averages published by the American Water Works Association (AWWA).¹ In 2004, the utilities participated in the QualServe Benchmarking Performance Program sponsored by AWWA. Twenty-three performance benchmarks were initially selected for evaluation. A number of the financial performance benchmarks are inherently included in this study (e.g., debt ratio, return on assets). In this study, the financial impact of the following two benchmarks was evaluated for each utility:

- Employee Efficiency
 - Customer Accounts Per Employee (water and wastewater)
 - MGD Water Delivered Per Employee
 - MGD Wastewater Processed Per Employee.
- Utility Renewal and Replacement
 - Water System Renewal/Replacement Rate (%)
 - Wastewater System Renewal/Replacement Rate (%)

The utility has approximately 8,700 accounts served by 18.5 full-time equivalent (FTE) water employees and 12.5 wastewater employees. Part-time and seasonal employees are converted to FTEs based on the total number of compensated hours. Employee time from engineering and construction of new facilities are not included in this benchmark.

To achieve the employee efficiency benchmark median, the City will need to add four water FTEs, and seven wastewater FTEs over the 10-year study period. These projections are summarized in Table 5 below. The costs of additional FTEs have been included in this financial plan.

¹ Benchmarking Performance Indicators for Water and Wastewater Utilities: 2007 Annual Survey Data and Analyses Report, Published by American Water Works Association, Edition: 2008 - Softbound - 85 pp., ISBN 1583215735; Catalog No. 20674

Table 5
Water and Wastewater Employee Efficiency

Year	Water Utility Additional FTEs	Wastewater Utility Additional FTEs
2009-10	1.0	1.0
2010-11	0.0	1.0
2011-12	0.0	1.0
2012-13	1.0	1.0
2013-14	0.0	1.0
2014-15	0.0	1.0
2015-16	1.0	1.0
2016-17	0.0	0.0
2017-18	1.0	0.0
2018-19	<u>0.0</u>	<u>0.0</u>
Total	4.0	7.0

These employee projections are provided in the attached Tables 2-8 and 3-8.

The City has developed a capital plan that achieves the utility renewal and replacement benchmark median over the study period. No additional investments in the water transmission and distribution system or sewer collection system were required to reach the benchmark median. These projections are provided in the attached Tables 2-9 and 3-9. The costs of renewal and replacement investments have been included in this financial plan.

Cash Flow Analysis

Red Oak developed a 10-year financial plan for the water and wastewater utilities. For the purposes of this study, each utility's financials have been divided into two funds, as follows:

- Operating Fund
- Capital Fund

This assists in tracking operating-related financial activities and capital-related financial activities separately.

User charge revenues should be sufficient to meet annual user charge revenue requirements, fund the capital replacement program, satisfy debt service coverage requirements, and provide adequate reserves. Red Oak developed one financial plan scenario for each utility that meet the following objectives:

- Revenues are adjusted to meet annual revenue requirements and debt service coverage requirements.
- Debt is issued as needed to support the capital improvement program.
- The ending fund balance in the operating fund is maintained to meet minimum requirements.

The attached tables 2-1 and 3-1 contain the consolidated cash flows for water and wastewater. Tables 6 and 7 below provide a summary of the annual revenue increases, debt issues, debt service coverage ratios, and ending fund balances.

Table 6

Water Utility				
Fiscal Year	Annual Revenue Increase	Debt Issues	Debt Service Coverage^(a)	Ending Operating Fund Balance^(b)
2009	0%		1.42	\$2,000,000
2010	19%		1.84	800,000
2011	17%	\$6,000,000	2.16	1,900,000
2012	17%	\$6,000,000	2.13	1,900,000
2013	17%	\$7,000,000	2.16	1,200,000
2014	17%	\$6,000,000	2.26	2,700,000
2015	17%	\$7,200,000	2.05	1,200,000
2016	8%	\$6,000,000	1.96	1,500,000
2017	5%	\$5,000,000	1.96	1,300,000
2018	0%	\$8,000,000	1.62	1,500,000

(a) Minimum DSC coverage requirement is 1.20 times annual debt service.
 (b) Minimum ending fund balance is equal to 90 days of O&M Expenses.

Table 7

Wastewater Utility				
Fiscal Year	Annual Increase	Debt Issues	Debt Service Coverage^(a)	Ending Operating Fund Balance^(b)
2009	0%		1.59	\$400,000
2010	19%		1.78	900,000
2011	18%	\$1,000,000	2.15	2,000,000
2012	17%	\$3,000,000	2.29	1,900,000
2013	17%		2.77	1,200,000
2014	17%		3.28	500,000
2015	17%		3.92	700,000
2016	12%		4.71	500,000
2017	0%		5.15	4,300,000
2018	0%		5.12	5,100,000

(a) Minimum DSC coverage requirement is 1.20 times annual debt service.
 (b) Minimum ending fund balance is equal to 90 days of O&M Expenses.

The consolidated cash flows for the combined utility are provided in attached Table 1-1.

Revenue Forecast and Customer Class Usage Characteristics

Revenue projections are based on the City's monthly billing data for the calendar years 2004 through 2007. Red Oak identified usage trends, developed bill frequencies, and calculated rate revenue projections for the 10-year study period. This data was also used to develop customer class peaking factors for the cost of service allocations and rate design.

Project Schedule and Next Steps

In order to achieve the overall project schedule, it is understood that Red Oak and the City will first present the final financial plan and the proposed revenue increases (average across all customers) to internal staff and City officials (i.e., City staff, Mayor, City Council, others), followed by presentation to the stakeholder committee. Subsequent activities are summarized below:

- Finalize Financial Plan and Present to Stakeholder Committee
 - Stakeholder Advisory Committee, Meeting No. 1
- Cost of Service Analysis
 - Stakeholder Advisory Committee, Meeting No. 2
- Rate Design / Plant Investment Fees
 - Stakeholder Advisory Committee, Meeting No. 3
- Study Completed
 - Presentation / Worksession with City Council, Final Meeting
- Rates Adopted
- Rates Effective

Proposed dates for the above activities are to be determined with the City.

The following tables are attached to this memorandum:

Combined Water and Wastewater Tables

Table 1-1	Combined Funds - Projection of Cash Flow and Debt Service Coverage
Table 1-2	Summary of Existing Debt
Table 1-3	Indirect Transfer Cost Analysis

Water Tables

Table 2-1	Water Fund - Projection of Cash Flow and Debt Service Coverage
Table 2-2	Operating Fund Cash Flow
Table 2-3	Capital Fund Cash Flow
Table 2-4	Water Fund Existing Debt
Table 2-5	Capital Improvement Program
Table 2-6	Operation and Maintenance Expenses
Table 2-7	Vehicles Analysis
Table 2-8	Employee Efficiency Analysis
Table 2-9	Renewal and Replacement Analysis

Wastewater Tables

Table 3-1	Wastewater Fund - Projection of Cash Flow and Debt Service Coverage
Table 3-2	Operating Fund Cash Flow
Table 3-3	Capital Fund Cash Flow
Table 3-4	Wastewater Fund Existing Debt
Table 3-5	Capital Improvement Program
Table 3-6	Projected Operation and Maintenance Expenses
Table 3-7	Vehicles Analysis
Table 3-8	Employee Efficiency Analysis
Table 3-9	Renewal and Replacement Analysis

Table 1-1
Combined Water and Wastewater Utility Fund Cash Flow Analysis
Projection of Cash Flow and Debt Service Coverage: With Proposed Revenue Increases
Fiscal Year Ending June 30

<u>Line No.</u>	<u>Description</u>	<u>2009</u> \$	<u>2010</u> \$	<u>2011</u> \$	<u>2012</u> \$	<u>2013</u> \$	<u>2014</u> \$	<u>2015</u> \$	<u>2016</u> \$	<u>2017</u> \$	<u>2018</u> \$
1	Beginning Fund Balance	4,010,000	3,940,000	1,410,000	5,250,000	5,360,000	4,180,000	5,110,000	4,070,000	4,160,000	8,130,000
	Revenues										
2	Revenue from Existing Service Rates (water and wastewater)	8,930,774	8,931,600	8,938,568	8,942,158	8,945,693	8,948,572	8,958,003	8,959,954	8,965,120	8,962,759
3	Revenue from Impact Fees	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
4	Additional Service Revenue Required	0	707,085	2,468,896	4,433,962	6,710,596	9,375,249	12,503,490	15,428,492	17,068,454	17,514,366
5	Total Service Rate Revenue	9,330,774	10,038,685	11,807,464	13,776,120	16,056,289	18,723,821	21,861,493	24,788,446	26,433,574	26,877,125
	Other Cash Inflows										
6	Grants	1,350,000	8,000,000	4,231,250	2,267,375	1,550,000	2,834,393	3,017,839	1,000,000	1,000,000	1,000,000
7	Bond Proceeds	0	0	7,000,000	9,000,000	7,000,000	6,000,000	7,200,000	6,000,000	5,000,000	8,000,000
8	State & Other Loan Proceeds	290,000	3,090,000	620,000	30,000	120,000	903,507	993,861	0	0	0
9	Specific Purpose Tax Proceeds	541,213	0	0	2,500,000	3,050,000	1,000,000	1,000,000	1,000,000	0	0
10	Total Other Cash Inflows	2,181,213	11,090,000	11,851,250	13,797,375	11,720,000	10,737,900	12,211,700	8,000,000	6,000,000	9,000,000
11	Miscellaneous Revenue	279,276	279,276	279,276	279,276	279,276	279,276	279,276	279,276	279,276	279,276
12	Interest	159,162	103,162	96,473	126,003	115,820	131,090	154,758	122,721	209,418	144,349
13	Total Revenues	11,950,000	21,510,000	24,030,000	27,980,000	28,170,000	29,870,000	34,510,000	33,190,000	32,920,000	36,300,000
	Revenue Requirements										
14	Operation & Maintenance Expense	5,512,469	5,455,373	5,781,627	6,072,838	6,495,716	6,926,460	7,162,885	7,511,968	7,752,833	7,998,710
	Debt Service										
15	Existing	2,300,794	2,304,870	1,743,886	1,743,251	1,726,676	1,733,957	1,764,139	1,749,907	1,361,063	1,380,213
16	Proposed	0	0	866,943	1,591,371	2,161,871	2,709,853	3,938,383	4,901,383	5,703,783	6,987,583
17	Total Debt Service	2,300,794	2,304,870	2,610,829	3,334,622	3,888,547	4,443,810	5,702,522	6,651,290	7,064,846	8,367,796
18	Routine Capital	1,593,000	1,325,000	1,469,650	1,603,546	1,762,781	1,885,690	1,454,486	1,512,666	2,731,964	2,883,150
19	Total Revenue Requirements	9,410,000	9,090,000	9,860,000	11,010,000	12,150,000	13,260,000	14,320,000	15,680,000	17,550,000	19,250,000
20	Annual Surplus (Deficiency)	2,540,000	12,420,000	14,170,000	16,970,000	16,020,000	16,610,000	20,190,000	17,510,000	15,370,000	17,050,000
21	Ending Balance Before Other Cash Outflows	6,550,000	16,360,000	15,580,000	22,220,000	21,380,000	20,790,000	25,300,000	21,580,000	19,530,000	25,180,000
	Other Cash Outflows										
22	Capital Improvements	2,266,600	14,570,900	9,190,000	15,486,200	16,032,100	14,615,600	20,018,800	16,330,300	10,396,500	14,973,000
23	Indirect Expenses	340,247	352,156	364,481	377,238	390,442	404,107	418,251	432,890	448,041	463,722
24	Debt Service Reserve	0	0	561,700	722,200	561,700	481,500	577,700	481,500	401,200	641,900
25	Debt Issuance Expense	2,900	30,900	216,200	270,300	211,200	180,000	216,000	180,000	150,000	240,000
26	Total Other Cash Outflows	2,609,747	14,953,956	10,332,381	16,855,938	17,195,442	15,681,207	21,230,751	17,424,690	11,395,741	16,318,622
27	Ending Balance Excess (Shortfall)	3,940,000	1,410,000	5,250,000	5,360,000	4,180,000	5,110,000	4,070,000	4,160,000	8,130,000	8,860,000
28	Target Ending Balance (a)	2,030,000	2,160,000	2,320,000	2,550,000	2,820,000	3,080,000	3,330,000	3,580,000	3,750,000	3,950,000
	Revenue Bond Debt Service Coverage (target 120%)										
29	Simple	167.6%	198.1%	229.9%	231.2%	245.7%	265.7%	258.4%	259.8%	265.7%	225.9%
30	Enhanced	185.0%	215.4%	245.2%	243.2%	256.0%	274.7%	265.4%	265.8%	271.3%	230.7%

**Table 1-2
Water and Wastewater Utility
Summary of Existing Debt
Fiscal Year Ending June 30**

Year	Water							Sewer			Water	Sewer	TOTAL
	WY WDC - Refi Series 2008	DWSRF Loan Series 2003 #008	WY WDC Series 2001	GO Series 2000	Refinancing Series 2001	GO Series 2002	Security 1st Bank Series 2005	CWSRF Loan Series 2008 #075	CWSRF Loan Series 1999 #015	CWSRF Loan Series 2003 #006	TOTAL	TOTAL	
2008	\$ 187,854	\$ 116,203	\$ 75,876	\$ 56,887	\$ 390,638	\$ 541,213	\$ 18,408	\$ -	\$ 57,444	\$ 820,533	\$ 1,387,078	\$ 877,977	\$ 2,265,054
2009	\$ 172,607	\$ 116,203	\$ 75,876	\$ 56,887	\$ 385,529	\$ 541,213	\$ 18,408	\$ 56,096	\$ 57,444	\$ 820,533	\$ 1,366,722	\$ 934,073	\$ 2,300,794
2010	\$ 195,893	\$ 116,203	\$ 75,876	\$ 56,887	\$ 384,726	\$ 541,213		\$ 56,096	\$ 57,444	\$ 820,533	\$ 1,370,797	\$ 934,073	\$ 2,304,870
2011	\$ 177,675	\$ 116,203	\$ 75,876	\$ 56,887	\$ 383,173			\$ 56,096	\$ 57,444	\$ 820,533	\$ 809,813	\$ 934,073	\$ 1,743,886
2012	\$ 174,475	\$ 116,203	\$ 75,876	\$ 56,887	\$ 385,738			\$ 56,096	\$ 57,444	\$ 820,533	\$ 809,178	\$ 934,073	\$ 1,743,251
2013	\$ 171,025	\$ 116,203	\$ 75,876	\$ 56,887	\$ 372,613			\$ 56,096	\$ 57,444	\$ 820,533	\$ 792,603	\$ 934,073	\$ 1,726,676
2014	\$ 167,375	\$ 116,203	\$ 75,876	\$ 56,887	\$ 383,544			\$ 56,096	\$ 57,444	\$ 820,533	\$ 799,884	\$ 934,073	\$ 1,733,957
2015	\$ 188,088	\$ 116,203	\$ 75,876	\$ 56,887	\$ 393,013			\$ 56,096	\$ 57,444	\$ 820,533	\$ 830,066	\$ 934,073	\$ 1,764,139
2016	\$ 183,150	\$ 116,203	\$ 75,876	\$ 56,887	\$ 383,719			\$ 56,096	\$ 57,444	\$ 820,533	\$ 815,834	\$ 934,073	\$ 1,749,907
2017	\$ 178,025	\$ 116,203	\$ 75,876	\$ 56,887				\$ 56,096	\$ 57,444	\$ 820,533	\$ 426,991	\$ 934,073	\$ 1,361,063
2018	\$ 197,175	\$ 116,203	\$ 75,876	\$ 56,887				\$ 56,096	\$ 57,444	\$ 820,533	\$ 446,141	\$ 934,073	\$ 1,380,213
2019	\$ 189,493	\$ 116,203	\$ 75,876	\$ 56,887				\$ 56,096	\$ 57,444		\$ 438,458	\$ 113,540	\$ 551,999
2020	\$ 189,493	\$ 116,203	\$ 75,876	\$ 55,718				\$ 56,096	\$ 57,444		\$ 437,289	\$ 113,540	\$ 550,830
2021	\$ 189,493	\$ 116,203	\$ 75,876					\$ 56,096	\$ 57,444		\$ 381,572	\$ 113,540	\$ 495,112
2022	\$ 189,493	\$ 116,203						\$ 56,096	\$ 57,444		\$ 305,695	\$ 113,540	\$ 419,236
2023	\$ 189,493	\$ 116,203						\$ 56,096			\$ 305,695	\$ 56,096	\$ 361,792
2024	\$ 189,493							\$ 56,096			\$ 189,493	\$ 56,096	\$ 245,589
2025	\$ 188,826							\$ 56,096			\$ 188,826	\$ 56,096	\$ 244,922
2026								\$ 56,096			\$ -	\$ 56,096	\$ 56,096
2027								\$ 56,096			\$ -	\$ 56,096	\$ 56,096
	\$ 3,319,126	\$ 1,859,240	\$ 1,062,269	\$ 738,358	\$ 3,462,690	\$ 1,623,638	\$ 36,815	\$ 1,065,824	\$ 861,662	\$ 9,025,859	\$ 12,102,136	\$ 10,953,345	\$ 23,055,481

**Table 1-3
Combined Water and Wastewater Utility Fund
Indirect Transfer Cost Analysis
Fiscal Year Ending June 30**

			SALARY (6/30/2008)	FICA TAX 7.65%	PENSION 8.43%	EMPLOYER MEDICAL	WORKERS' COMP.	LTD/LIFE INSURANCE	TOTAL	PERCENT CHARGED	DIFFERENCE
ADMIN SERVICES - UTILITIES											
Utility Billing	Garcia	Shawn	\$ 47,528	3,636	4,007	10,023	223	174	\$ 65,591	100.00%	\$ 65,591
Utility Billing	Nottage	Heather	\$ 36,254	2,773	3,056	6,936	170	148	\$ 49,338	100.00%	\$ 49,338
Utility Billing	Wiseman	Monique	\$ 33,675	2,576	2,839	6,936	158	123	\$ 46,307	100.00%	\$ 46,307
Utility Billing	Swanson	Joanna	\$ 29,765	2,277	2,509	10,135	140	109	\$ 44,935	80.00%	\$ 35,948
ADMIN SERVICES - FINANCE											
*Accounting Supervisor	Payne	Rojean	\$ 67,069	5,131	5,654	6,936	315	245	\$ 85,350	33.00%	\$ 28,166
Adm. Services Director	Brown	Malea	\$ 95,597	7,313	8,059	11,081	2,562	350	\$ 124,962	33.00%	\$ 41,238
Accountant	D'Onofrio	Barb	\$ 53,872	4,121	4,541	10,023	253	197	\$ 73,008	33.00%	\$ 24,093
Accountant	Lamb	Joyce	\$ 45,302	3,466	3,819	6,936	213	166	\$ 59,901	33.00%	\$ 19,767
*Senior A/P Clerk	Wickersham	Kathy	\$ 43,059	3,294	3,630	10,023	202	158	\$ 60,366	10.00%	\$ 6,037
Payroll	Jensky	Rose	\$ 44,132	3,376	3,720	10,135	207	162	\$ 61,733	20.00%	\$ 12,347
INFORMATION TECHNOLOGY:											
IT Manager	Green	Sally	\$ 68,162	5,214	5,746	6,936	1,827	249	\$ 88,135	20.00%	\$ 17,627
IT Analyst	Rhodes	Jonathon	\$ 43,099	3,297	3,633	6,936	1,586	158	\$ 58,710	20.00%	\$ 11,742
IT Network Specialist	Achter	Matt	\$ 35,402	2,708	2,984	6,936	949	130	\$ 49,109	20.00%	\$ 9,822
IS Intern	Zabel	Quintin	\$ 15,640	1,196	1,318	6,936	419	130	\$ 18,574	20.00%	\$ 3,715
GIS	Kraft	Shawn	\$ 47,590	3,641	4,012	6,936	1,275	174	\$ 63,628	50.00%	\$ 31,814
HUMAN RESOURCES											
HR Generalist	(OPEN)		\$ 50,000	3,825	4,215	10,135	235	183	\$ 68,593	14.00%	\$ 9,603
HR Director	Curry	Lori	\$ 77,549	5,932	6,537	10,023	2,078	284	\$ 102,405	14.00%	\$ 14,337
CITY MANAGER OFFICE											
Assistant City Manager	(OPEN)		\$ 75,000	5,738	6,323	6,936	2,010	275	\$ 96,281	33.00%	\$ 31,773
Exec. Admin Assistant	Brown	Keri	\$ 42,058	3,217	3,545	6,936	198	154	\$ 56,109	20.00%	\$ 11,222
City Manager	Jordan	Janine	\$ 104,000	7,956	8,767	6,936	2,787	381	\$ 123,891	33.00%	\$ 40,884
Management Analyst	Holmes	Jon	\$ 41,033	3,139	3,459	6,936	1,100	150	\$ 55,817	33.00%	\$ 18,420
Grant Writer	Reese	Sarah	\$ 22,646	1,732	1,909	6,936	106	83	\$ 33,413	38.00%	\$ 12,697
*City Clerk	Morris-Jones	Sue	\$ 76,176	5,827	6,422	10,135	2,042	279	\$ 100,881	20.00%	\$ 20,176
Admin Asst	Culver	LaDene	\$ 32,052	2,452	2,702	11,081	151	117	\$ 48,555	20.00%	\$ 9,711
PUBLIC WORKS:											
Engineer	Ketcham	Larry	\$ 75,000	5,738	6,323	11,081	2,010	275	\$ 100,426	25.00%	\$ 25,106
Engineer	Trowbridge	Katharine	\$ 52,541	4,019	4,429	6,936	1,408	192	\$ 69,526	50.00%	\$ 34,763
Engineer	Jaap	Eric	\$ 51,253	3,921	4,321	6,936	1,374	188	\$ 67,992	50.00%	\$ 33,996
Engineering Tech.	Earl	Heather	\$ 40,061	3,065	3,377	10,023	188	147	\$ 56,861	50.00%	\$ 28,431
Public Works Director	Elliott	Richard	\$ 85,500	6,541	7,208	10,023	2,291	313	\$ 111,876	67.00%	\$ 74,957
*P.W. Adm. Assist	Schilling	Sheryl	\$ 44,286	3,388	3,733	6,936	208	162	\$ 58,713	50.00%	\$ 29,357
Inspector	(OPEN)		\$ 47,598	3,641	4,013	6,936	1,276	174	\$ 63,638	50.00%	\$ 31,819
Warm Liability Insurance			\$ 284,300							25%	\$ 71,075
A) TOTAL OVERHEAD CHARGES											\$ 901,876
B) ENTERPRISE FUND TRANSFER: (RECOMMENDED FOR FY09)											
Water											\$ 187,108
Wastewater											\$ 102,732
Solid Waste											\$ 94,082
TOTAL ENTERPRISE CHARGE:											\$ 383,922
C) DIFF. (A - OVERHEAD - B ENT FUND TRS.)											\$ 516,143
D) UNMETERED/METERED WATER CHARGED TO GENERAL FUND											\$ (352,875)
E) REMAINING OVERHEAD NOT CHARGED TO ENTERPRISE FUNDS:											\$ 163,268

*Note: Salary includes longevity pay

Enterprise Fund Expenses Used for Proportion (a)	Allocation
Water	\$4,267,022 48.25%
Wastewater	2,417,312 27.33%
Solid Waste	2,159,998 24.42%
TOTAL ENTERPRISE FUND EXPENSES:	\$8,844,332

(a) Expenses provided by 2007 CAFR, pg. 31

Red Oak Recommended Enterprise Fund Transfers for FY 2008	
Water	\$435,118
Less: Water Charged to General Fund	(352,875)
Wastewater	246,499
Solid Waste	220,260
TOTAL OVERHEAD ENTERPRISE CHARGE:	\$549,001

Red Oak Recommended Enterprise Fund Transfers for FY 2009	
Water	\$450,347
Less: Water Charged to General Fund	(365,226)
Wastewater	255,126
Solid Waste	227,969
TOTAL OVERHEAD ENTERPRISE CHARGE:	\$568,216

Table 2-1
Water Utility
Consolidated Water Fund Cash Flow Analysis
Fiscal Year Ending June 30

<u>Line No.</u>	<u>Description</u>	<u>2009</u> \$	<u>2010</u> \$	<u>2011</u> \$	<u>2012</u> \$	<u>2013</u> \$	<u>2014</u> \$	<u>2015</u> \$	<u>2016</u> \$	<u>2017</u> \$	<u>2018</u> \$
1	Beginning Fund Balance	3,000,000	2,950,000	960,000	4,210,000	2,620,000	2,100,000	3,690,000	2,280,000	2,690,000	2,550,000
	Revenues										
2	Revenue from Existing Water Service Rates										
	Retail	5,487,047	5,484,044	5,485,505	5,483,974	5,483,366	5,481,303	5,485,744	5,483,207	5,482,709	5,475,373
	Wholesale	0	0	0	0	0	0	0	0	0	0
3	Revenue from Impact Fees	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
4	Additional Water Service Revenue Required	0	434,153	1,504,628	2,692,199	4,081,696	5,705,610	7,613,548	9,299,412	10,287,958	10,724,182
5	Total Water Service Rate Revenue	5,687,047	6,118,197	7,190,133	8,376,173	9,765,062	11,386,913	13,299,292	14,982,619	15,970,667	16,399,555
	Other Cash Inflows										
6	Grants	1,350,000	7,390,000	1,460,000	270,000	750,000	200,000	1,000,000	1,000,000	1,000,000	1,000,000
7	Bond Proceeds	0	0	6,000,000	6,000,000	7,000,000	6,000,000	7,200,000	6,000,000	5,000,000	8,000,000
8	State & Other Loan Proceeds	290,000	3,090,000	620,000	30,000	120,000	0	0	0	0	0
9	Specific Purpose Tax Proceeds	541,213	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0
10	Total Other Cash Inflows	2,181,213	10,480,000	8,080,000	7,300,000	8,870,000	7,200,000	9,200,000	8,000,000	6,000,000	9,000,000
11	Miscellaneous Revenue	232,776	232,776	232,776	232,776	232,776	232,776	232,776	232,776	232,776	232,776
12	Interest	119,030	78,246	54,985	75,900	61,873	77,518	77,325	53,056	54,539	54,804
13	Total Revenues	8,220,000	16,910,000	15,560,000	15,980,000	18,930,000	18,900,000	22,810,000	23,270,000	22,260,000	25,690,000
	Revenue Requirements										
14	Operation & Maintenance Expense	3,552,317	3,397,445	3,545,310	3,746,090	3,886,401	4,126,968	4,271,480	4,474,772	4,674,572	4,863,839
	Debt Service										
15	Existing	1,366,722	1,370,797	809,813	809,178	792,603	799,884	830,066	815,834	426,991	446,141
16	Proposed	0	0	786,700	1,270,400	1,840,900	2,322,400	3,477,800	4,440,800	5,243,200	6,527,000
17	Total Debt Service	1,366,722	1,370,797	1,596,513	2,079,578	2,633,503	3,122,284	4,307,866	5,256,634	5,670,191	6,973,141
18	Routine Capital	1,318,000	850,000	975,650	1,089,786	1,228,470	1,370,952	919,159	955,925	994,162	1,033,929
19	Total Revenue Requirements	6,240,000	5,620,000	6,120,000	6,920,000	7,750,000	8,620,000	9,500,000	10,690,000	11,340,000	12,870,000
20	Annual Surplus (Deficiency)	1,980,000	11,290,000	9,440,000	9,060,000	11,180,000	10,280,000	13,310,000	12,580,000	10,920,000	12,820,000
21	Ending Balance Before Other Cash Outflows	4,980,000	14,240,000	10,400,000	13,270,000	13,800,000	12,380,000	17,000,000	14,860,000	13,610,000	15,370,000
	Other Cash Outflows										
22	Capital Improvements	1,940,000	13,157,400	5,432,900	9,896,000	10,834,400	7,931,900	13,818,300	11,400,000	10,396,500	11,436,100
23	General Fund (Indirect Expenses)	85,121	88,100	91,184	94,375	97,679	101,097	104,636	108,298	112,088	116,011
24	Debt Service Reserve	0	0	481,500	481,500	561,700	481,500	577,700	481,500	401,200	641,900
25	Debt Issuance Expense	2,900	30,900	186,200	180,300	211,200	180,000	216,000	180,000	150,000	240,000
26	Total Other Cash Outflows	2,028,021	13,276,400	6,191,784	10,652,175	11,704,979	8,694,497	14,716,636	12,169,798	11,059,788	12,434,011
27	Ending Balance Excess (Shortfall)	2,950,000	960,000	4,210,000	2,620,000	2,100,000	3,690,000	2,280,000	2,690,000	2,550,000	2,940,000
28	Target Ending Balance (a)	1,330,000	1,420,000	1,500,000	1,650,000	1,800,000	1,940,000	2,110,000	2,270,000	2,430,000	2,590,000
	Revenue Bond Debt Service Coverage (target 120%)										
29	Simple (b)	141.6%	183.9%	215.8%	213.0%	215.6%	226.1%	204.9%	196.1%	195.7%	162.6%
30	Enhanced (c)	173.2%	215.5%	242.9%	233.8%	232.1%	240.0%	215.0%	204.3%	203.3%	168.8%
	Required Water Service Rate Increases										
31	Overall Annual Increase	0.00%	19.00%	17.00%	17.00%	17.00%	17.00%	17.00%	8.00%	5.00%	0.00%
32	Cumulative Increase	0.00%	19.00%	39.23%	62.90%	90.59%	122.99%	160.90%	181.77%	195.86%	195.86%

(a) Recommended target balance equals 90 days operating expense.

(b) Total revenue less O&M expense, divided by total debt service.

(c) Total revenue plus impact fee revenue less O&M expense, divided by total debt service.

Table 2-2
Water Utility
Operating Fund Cash Flow Analysis
Fiscal Year Ending June 30

Line No.	Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1	Beginning Fund Balance	2,551,000	2,040,000	840,000	1,910,000	1,890,000	1,200,000	2,680,000	1,190,000	1,460,000	1,270,000
	Revenues										
	Revenue from Existing Water Service Rates										
2	Retail	5,487,047	5,484,044	5,485,505	5,483,974	5,483,366	5,481,303	5,485,744	5,483,207	5,482,709	5,475,373
3	Wholesale	0	0	0	0	0	0	0	0	0	0
4	Additional Water Service Revenue Required	0	434,153	1,504,628	2,692,199	4,081,696	5,705,610	7,613,548	9,299,412	10,287,958	10,724,182
5	Total Water Service Rate Revenue	5,487,047	5,918,197	6,990,133	8,176,173	9,565,062	11,186,913	13,099,292	14,782,619	15,770,667	16,199,555
	Transfers FROM										
6	Capital Fund	0	0	0	0	0	0	0	0	0	0
7	Debt Service Reserve Fund	0	0	0	0	0	0	0	0	0	0
8	Total Transfers	0	0	0	0	0	0	0	0	0	0
9	Miscellaneous Revenue	232,776	232,776	232,776	232,776	232,776	232,776	232,776	232,776	232,776	232,776
10	Interest	91,830	57,646	54,985	75,900	61,873	77,518	77,325	53,056	54,539	54,804
11	Total Revenues	5,811,653	6,208,619	7,277,894	8,484,849	9,859,711	11,497,207	13,409,393	15,068,451	16,057,982	16,487,135
	Revenue Requirements										
12	Operation & Maintenance Expense	3,552,317	3,397,445	3,545,310	3,746,090	3,886,401	4,126,968	4,271,480	4,474,772	4,674,572	4,863,839
	Debt Service										
13	Existing	1,366,722	1,370,797	809,813	809,178	792,603	799,884	830,066	815,834	426,991	446,141
14	Proposed	0	0	786,700	1,270,400	1,840,900	2,322,400	3,477,800	4,440,800	5,243,200	6,527,000
15	Total Debt Service	1,366,722	1,370,797	1,596,513	2,079,578	2,633,503	3,122,284	4,307,866	5,256,634	5,670,191	6,973,141
16	Routine Capital	1,318,000	850,000	975,650	1,089,786	1,228,470	1,370,952	919,159	955,925	994,162	1,033,929
17	Total Revenue Requirements	6,237,039	5,618,243	6,117,473	6,915,454	7,748,374	8,620,205	9,498,505	10,687,332	11,338,925	12,870,908
18	Annual Surplus (Deficiency)	(425,386)	590,376	1,160,421	1,569,396	2,111,337	2,877,002	3,910,888	4,381,120	4,719,057	3,616,227
19	Ending Balance Before Transfers	2,125,614	2,630,376	2,000,421	3,479,396	4,001,337	4,077,002	6,590,888	5,571,120	6,179,057	4,886,227
	Transfers TO										
20	Capital Fund	0	1,700,000	0	1,500,000	2,700,000	1,300,000	5,300,000	4,000,000	4,800,000	3,300,000
21	General Fund (Indirect Expenses)	85,121	88,100	91,184	94,375	97,679	101,097	104,636	108,298	112,088	116,011
22	Debt Service Reserve Fund	0	0	0	0	0	0	0	0	0	0
23	Total Transfers	85,121	1,788,100	91,184	1,594,375	2,797,679	1,401,097	5,404,636	4,108,298	4,912,088	3,416,011
24	Ending Balance Excess (Shortfall)	2,040,000	840,000	1,910,000	1,890,000	1,200,000	2,680,000	1,190,000	1,460,000	1,270,000	1,470,000
25	Target Ending Balance (a)	880,000	840,000	870,000	920,000	960,000	1,020,000	1,050,000	1,100,000	1,150,000	1,200,000
	<i>Revenue Bond Debt Service Coverage (target 120%)</i>										
26	Simple (b)	141.6%	183.9%	215.8%	213.0%	215.6%	226.1%	204.9%	196.1%	195.7%	162.6%
27	Enhanced (c)	173.2%	215.5%	242.9%	233.8%	232.1%	240.0%	215.0%	204.3%	203.3%	168.8%
	Required Water Service Rate Increases										
28	Overall Annual Increase	0.00%	19.00%	17.00%	17.00%	17.00%	17.00%	17.00%	8.00%	5.00%	0.00%
29	Cumulative Increase	0.00%	19.00%	39.23%	62.90%	90.59%	122.99%	160.90%	181.77%	195.86%	195.86%

(a) Recommended target balance equals 90 days operating expense.

(b) Total revenue less O&M expense, divided by total debt service.

(c) Total revenue plus impact fee revenue less O&M expense, divided by total debt service.

Table 2-3
Water Utility
Capital Fund Cash Flow Analysis
Fiscal Year Ending June 30

Line No.	Description	2009 \$	2010 \$	2011 \$	2012 \$	2013 \$	2014 \$	2015 \$	2016 \$	2017 \$	2018 \$
1	Beginning Fund Balance	447,000	910,000	120,000	2,300,000	740,000	900,000	1,010,000	1,100,000	1,240,000	1,290,000
	Sources of Funds										
2	Revenue from Impact Fees	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
3	Specific Purpose Tax Proceeds	541,213	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0
4	Transfer From Operating Fund	0	1,700,000	0	1,500,000	2,700,000	1,300,000	5,300,000	4,000,000	4,800,000	3,300,000
5	Grants	1,350,000	7,390,000	1,460,000	270,000	750,000	200,000	1,000,000	1,000,000	1,000,000	1,000,000
6	Bond Proceeds	0	0	6,000,000	6,000,000	7,000,000	6,000,000	7,200,000	6,000,000	5,000,000	8,000,000
7	State & Other Loan Proceeds	290,000	3,090,000	620,000	30,000	120,000	0	0	0	0	0
8	Interest	27,200	20,600	0	0	0	0	0	0	0	0
9	Total Sources	2,408,413	12,400,600	8,280,000	9,000,000	11,770,000	8,700,000	14,700,000	12,200,000	11,000,000	12,500,000
	Uses of Funds										
	Capital Improvements										
10	Scheduled	1,940,000	13,157,400	5,432,900	9,896,000	10,834,400	7,931,900	13,818,300	11,400,000	10,396,500	11,436,100
11	Deferred	0	0	0	0	0	0	0	0	0	0
12	Subtotal CIP	1,940,000	13,157,400	5,432,900	9,896,000	10,834,400	7,931,900	13,818,300	11,400,000	10,396,500	11,436,100
13	Debt Service Reserve	0	0	481,500	481,500	561,700	481,500	577,700	481,500	401,200	641,900
14	Debt Issuance Expense	2,900	30,900	186,200	180,300	211,200	180,000	216,000	180,000	150,000	240,000
15	Transfer TO Operating Fund	0	0	0	0	0	0	0	0	0	0
16	Total Uses	1,942,900	13,188,300	6,100,600	10,557,800	11,607,300	8,593,400	14,612,000	12,061,500	10,947,700	12,318,000
17	Annual Surplus (Deficiency)	465,513	(787,700)	2,179,400	(1,557,800)	162,700	106,600	88,000	138,500	52,300	182,000
18	Ending Balance	910,000	120,000	2,300,000	740,000	900,000	1,010,000	1,100,000	1,240,000	1,290,000	1,470,000
19	Target Ending Balance (a)	1.0% 450,000	580,000	630,000	730,000	840,000	920,000	1,060,000	1,170,000	1,280,000	1,390,000

**Table 2-4
Water Utility
Summary of Existing Debt
Fiscal Year Ending June 30**

Year	Water						Water	
	WY WDC - Refi Series 2008	DWSRF Loan Series 2003 #008	WY WDC Series 2001	GO Series 2000	Refinancing Series 2001	GO Series 2002	Security 1st Bank Series 2005	TOTAL
2008	\$ 187,854	\$ 116,203	\$ 75,876	\$ 56,887	\$ 390,638	\$ 541,213	\$ 18,408	\$ 1,387,078
2009	\$ 172,607	\$ 116,203	\$ 75,876	\$ 56,887	\$ 385,529	\$ 541,213	\$ 18,408	\$ 1,366,722
2010	\$ 195,893	\$ 116,203	\$ 75,876	\$ 56,887	\$ 384,726	\$ 541,213		\$ 1,370,797
2011	\$ 177,675	\$ 116,203	\$ 75,876	\$ 56,887	\$ 383,173			\$ 809,813
2012	\$ 174,475	\$ 116,203	\$ 75,876	\$ 56,887	\$ 385,738			\$ 809,178
2013	\$ 171,025	\$ 116,203	\$ 75,876	\$ 56,887	\$ 372,613			\$ 792,603
2014	\$ 167,375	\$ 116,203	\$ 75,876	\$ 56,887	\$ 383,544			\$ 799,884
2015	\$ 188,088	\$ 116,203	\$ 75,876	\$ 56,887	\$ 393,013			\$ 830,066
2016	\$ 183,150	\$ 116,203	\$ 75,876	\$ 56,887	\$ 383,719			\$ 815,834
2017	\$ 178,025	\$ 116,203	\$ 75,876	\$ 56,887				\$ 426,991
2018	\$ 197,175	\$ 116,203	\$ 75,876	\$ 56,887				\$ 446,141
2019	\$ 189,493	\$ 116,203	\$ 75,876	\$ 56,887				\$ 438,458
2020	\$ 189,493	\$ 116,203	\$ 75,876	\$ 55,718				\$ 437,289
2021	\$ 189,493	\$ 116,203	\$ 75,876					\$ 381,572
2022	\$ 189,493	\$ 116,203						\$ 305,695
2023	\$ 189,493	\$ 116,203						\$ 305,696
2024	\$ 189,493							\$ 189,493
2025	\$ 188,826							\$ 188,826
2026								\$ -
2027								\$ -
	\$ 3,319,126	\$ 1,859,240	\$ 1,062,269	\$ 738,358	\$ 3,462,690	\$ 1,623,638	\$ 36,815	\$ 12,102,136

**Table 2-5
Water Utility
Capital Improvement Program
Fiscal Year Ending June 30**

Line No.	Description	Funding Source	Distribution (d)/ Transmission (t)	Budget 2009 \$	Projected								Total 2009-2013 \$	
					2010 \$	2011 \$	2012 \$	2013 \$	2014 \$	2015 \$	2016 \$	2017 \$		2018 \$
Major Capital														
1	North Laramie Water Line	B	d	0	0	0	0	0	2,295,000	5,226,100	0	0	0	7,521,100
2	Replace Priority #1 Break Pipes	B/GSLIB	d	0	1,650,000	1,815,000	1,996,500	2,196,200	2,415,800	0	0	0	0	10,073,500
3	Replace Priority #2 Pipe Breaks	B/GSLIB	d	0	0	0	0	0	0	4,871,800	5,359,000	5,894,900	6,484,400	22,610,100
4	Replace <6" pipe in Z1 & Z2	SPT/B	d	0	0	0	0	1,464,100	1,610,500	1,771,600	1,948,700	0	0	6,794,900
5	Analysis of 20/24 Transmission Lines	C	d	0	385,000	0	0	0	0	0	0	0	0	385,000
6	New 24" Pipe to repl Grand Ave. pipes	B	d	0	0	0	3,660,300	4,026,300	0	0	0	0	0	7,686,600
7	New 12" to repl West Lar pipe	C	d	0	0	0	0	0	901,900	0	0	0	0	901,900
8	New PRV Stations 11th/Lewis, 4th/?	C	d	0	0	0	0	0	547,600	0	0	0	0	547,600
9	Repl Z1 Pipe in 9th (10")	C	d	0	0	0	0	0	0	1,771,600	0	0	0	1,771,600
10	New 12" Main - 22nd St. Grand to Reynolds	C	d	0	0	0	798,600	0	0	0	0	0	0	798,600
11	Replace 12" Main - Reynolds, 15th to 22nd	C	d	0	0	302,500	0	0	0	0	0	0	0	302,500
12	Replace 18" Main - McCue/Baker to Lyon	C	d	0	0	0	638,900	0	0	0	0	0	0	638,900
13	Repl Zone 4 Main w/ 16" from IHPS to Q-Horse	C	d	0	0	665,500	0	0	0	0	0	0	0	665,500
14	Replace Mains in area 9th-19th, Sp Cr to Sky	C	d	0	0	0	0	0	0	0	3,897,400	4,287,200	4,715,900	12,900,500
15	Soldier Spgs Control Upgrade	C	d	0	0	0	0	146,400	0	0	0	0	0	146,400
16	Electric Valves	C	d	0	286,000	0	452,500	0	0	0	0	0	0	738,500
17	Expansion Tank	C	d	0	132,000	0	0	0	0	0	0	0	0	132,000
18	On Site Chlorine Generation	C	t	985,000	770,000	677,600	0	0	0	0	0	0	0	2,432,600
19	Raw Water Pipeline	67% GWWDC/ 33% LWWDC	t	880,000	7,700,000	0	133,100	146,400	161,100	177,200	194,900	214,400	235,800	9,842,900
20	Raw Water Point of Diversion	67% GWWDC/ 33% LWWDC	t	0	0	60,500	99,800	366,000	0	0	0	0	0	526,300
21	Backwash Water Reuse	C	t	75,000	440,000	0	0	0	0	0	0	0	0	515,000
22	Aerial Photography - 50%	C	t	0	49,500	0	0	0	0	0	0	0	0	49,500
23	Water Fill Station	C	t	0	94,900	0	0	0	0	0	0	0	0	94,900
24	Reservoir Cleaning	C	t	0	0	96,800	0	0	0	0	0	0	0	96,800
25	Clarifier Effluent Pipe	B	t	0	0	0	652,200	0	0	0	0	0	0	652,200
26	Clearwell Storage	SPT/B	t	0	0	0	1,464,100	1,756,900	0	0	0	0	0	3,221,000
27	Building Addition - 50%	C	t	0	0	0	0	732,100	0	0	0	0	0	732,100
28	South Laramie Water Delivery	67% GWWDC/ 33% LWWDC	t	0	1,650,000	1,815,000	0	0	0	0	0	0	0	3,465,000
29	Total Capital Improvements - Inflated Dollars			1,940,000	13,157,400	5,432,900	9,896,000	10,834,400	7,931,900	13,818,300	11,400,000	10,396,500	11,436,100	96,243,500

Table 2-6
Water Utility
Summary of Projected Operation and Maintenance Expenses
Fiscal Year Ending June 30

Line No.	Description	Estimated	Budgeted	Projected								
		2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<u>Water Administration</u>												
Personnel												
1	Current	137,669	213,861	221,346	229,093	237,112	245,410	254,000	262,890	272,091	281,614	291,471
2	Additional	0	70,000	72,450	74,986	155,221	160,653	166,276	258,144	267,179	368,707	381,611
3	Contractual	143,256	205,190	212,372	219,805	227,498	235,460	243,701	252,231	261,059	270,196	279,653
4	Materials and Supplies	33,596	34,500	35,708	36,957	38,251	39,590	40,975	42,409	43,894	45,430	47,020
5	Capital Equipment (Routine Capital)	9,470	0	40,000	41,600	43,264	44,995	46,794	48,666	50,613	52,637	54,743
6	Vehicles and Equipment	0	80,000	58,240	89,232	91,439	103,838	212,015	133,456	191,917	149,641	180,534
7	Total Administration	323,991	603,551	640,115	691,673	792,784	829,946	963,762	997,795	1,086,752	1,168,225	1,235,032
<u>Water Pumping & Wells</u>												
8	Personnel	150,288	165,327	171,113	177,102	183,301	189,717	196,357	203,229	210,342	217,704	225,324
9	Contractual	146,558	159,850	165,445	171,235	177,229	183,432	189,852	196,496	203,374	210,492	217,859
10	Materials and Supplies	47,090	61,200	63,342	65,559	67,854	70,228	72,686	75,230	77,863	80,589	83,409
11	Capital Equipment (Routine Capital)	361,178	0	60,000	62,400	64,896	67,492	70,192	72,999	75,919	78,956	82,114
12	Total Water Pumping & Wells	705,114	386,377	459,900	476,297	493,279	510,868	529,086	547,955	567,499	587,741	608,706
<u>Water Filter Treatment Plant</u>												
13	Personnel	261,337	349,580	361,815	374,479	387,586	401,151	415,191	429,723	444,763	460,330	476,442
14	Contractual	159,619	125,991	130,401	134,965	139,688	144,578	149,638	154,875	160,296	165,906	171,713
15	Materials and Supplies	195,213	223,567	231,392	239,491	247,873	256,548	265,527	274,821	284,440	294,395	304,699
16	Capital Equipment (Routine Capital)	78,740	0	75,000	78,000	81,120	84,365	87,739	91,249	94,899	98,695	102,643
17	Total Water Filter Treatment Plant	694,908	699,138	798,608	826,934	856,267	886,642	918,096	950,668	984,398	1,019,326	1,055,496
<u>Water T&D</u>												
18	Personnel	349,875	369,926	382,873	396,274	410,144	424,499	439,356	454,734	470,649	487,122	504,171
19	Contractual	157,709	267,900	277,277	286,981	297,026	307,421	318,181	329,318	340,844	352,773	365,120
20	Materials and Supplies	156,855	183,650	190,078	196,730	203,616	210,743	218,119	225,753	233,654	241,832	250,296
21	Capital Equipment (Routine Capital)	471,922	1,018,000	250,000	260,000	270,400	281,216	292,465	304,163	316,330	328,983	342,142
22	Total Water T&D	1,136,361	1,839,476	1,100,228	1,139,986	1,181,185	1,223,879	1,268,120	1,313,967	1,361,477	1,410,710	1,461,730
<u>Water Meters</u>												
23	Personnel	295,475	299,698	310,187	321,044	332,281	343,910	355,947	368,405	381,300	394,645	408,458
23	Contractual	6,152	43,325	44,841	46,411	48,035	49,716	51,457	53,257	55,121	57,051	59,048
24	Materials and Supplies	164,155	342,650	100,000	103,500	107,123	110,872	114,752	118,769	122,926	127,228	131,681
25	Capital Equipment (Routine Capital)	9,806	300,000	300,000	403,650	494,906	609,795	727,530	250,000	260,000	270,400	281,216
26	Total Water Meters	475,589	985,673	755,029	874,605	982,344	1,114,294	1,249,686	790,431	819,347	849,324	880,402
<u>Water Monolith Ranch</u>												
27	Personnel	84,173	81,646	84,504	87,461	90,522	93,691	96,970	100,364	103,877	107,512	111,275
28	Contractual	43,444	81,825	84,689	87,653	90,721	93,896	97,182	100,584	104,104	107,748	111,519
29	Materials and Supplies	130,429	111,800	115,713	119,763	123,955	128,293	132,783	137,431	142,241	147,219	152,372
30	Capital Equipment (Routine Capital)	98,617	0	125,000	130,000	135,200	140,608	146,232	152,082	158,165	164,491	171,071
31	Total Water Monolith Ranch	356,663	275,271	409,905	424,877	440,398	456,488	473,168	490,460	508,386	526,971	546,237
<u>Water Rights</u>												
32	Personnel	0	59,456	61,537	63,691	65,920	68,227	70,615	73,087	75,645	78,292	81,032
33	Contractual	13,064	21,375	22,123	22,897	23,699	24,528	25,387	26,275	27,195	28,147	29,132
34	Materials and Supplies	0	0	0	0	0	0	0	0	0	0	0
	Capital Equipment (Routine Capital)	0	0	0	0	0	0	0	0	0	0	0
35	Total Water Rights	13,064	80,831	83,660	86,588	89,619	92,755	96,002	99,362	102,840	106,439	110,164
36	Pipes Repair and Replacement	0	0	0	0	0	0	0	0	0	0	0
37	Total O&M (excluding capital equipment)	2,675,957	3,552,317	3,397,445	3,545,310	3,746,090	3,886,401	4,126,968	4,271,480	4,474,772	4,674,572	4,863,839
38	Total Capital Equipment (Routine Capital)	1,029,734	1,318,000	850,000	975,650	1,089,786	1,228,470	1,370,952	919,159	955,925	994,162	1,033,929
39	Total Operation & Maintenance	3,705,690	4,870,317	4,247,445	4,520,960	4,835,876	5,114,871	5,497,920	5,190,639	5,430,697	5,668,735	5,897,767

**Table 2-7
Water Utility
Vehicles Analysis**

Fleet Schedule

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Total</u>
Replacement Water Vehicles	\$56,000	\$35,000	\$0	\$0	\$18,000	\$60,000	\$46,000	\$0	\$65,000	\$280,000
Replacement Water Equipment	\$0	\$47,500	\$119,000	\$125,000	\$67,500	\$0	\$170,000	\$47,500	\$0	\$576,500
Total Replacement Vehicles and Equipment	\$56,000	\$82,500	\$119,000	\$125,000	\$85,500	\$60,000	\$216,000	\$47,500	\$65,000	\$856,500
New Water Vehicles	\$38,000	\$0	\$38,000	\$0	\$0	\$0	\$38,000	\$0	\$0	\$76,000
New Water Equipment	\$78,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total New Vehicles and Equipment	\$0	\$0	\$38,000	\$0	\$0	\$0	\$38,000	\$0	\$0	\$76,000

Input: Lease Purchase Terms

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Amount of Issue - Big Equipment	0	0	119,000	125,000	0	0	170,000	0	0
Interest Rate - %	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Payment Period - years	3	3	3	3	3	3	3	3	3

Lease Purchase Schedule - Big equipment

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
2010 Issue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2011 Issue		0	0	0	0	0	0	0	0
2012 Issue			43,289	43,289	43,289	0	0	0	0
2013 Issue				45,472	45,472	45,472	0	0	0
2014 Issue					0	0	0	0	0
2015 Issue						0	0	0	0
2016 Issue							61,841	61,841	61,841
2017 Issue								0	0
2018 Issue									0
2019 Issue									
2020 Issue									
	<u>\$0</u>	<u>\$0</u>	<u>\$43,289</u>	<u>\$88,761</u>	<u>\$88,761</u>	<u>\$45,472</u>	<u>\$61,841</u>	<u>\$61,841</u>	<u>\$61,841</u>

Total Vehicle Expense on O&M

Vehicles/small trucks	\$56,000	\$35,000	\$38,000	\$0	\$18,000	\$60,000	\$84,000	\$0	\$65,000	\$356,000
Big Equipment	\$0	\$47,500	\$43,289	\$88,761	\$156,261	\$45,472	\$61,841	\$109,341	\$61,841	\$614,306
Vehicles and Equipment	\$56,000	\$82,500	\$81,289	\$88,761	\$174,261	\$105,472	\$145,841	\$109,341	\$126,841	\$970,306
Vehicles and Equipment (inflated)	\$58,240	\$89,232	\$91,439	\$103,838	\$212,015	\$133,456	\$191,917	\$149,641	\$180,534	\$1,210,312

**Table 2-8
Water Utility
Employee Efficiency Analysis
Fiscal Year Ending June 30**

Line No.	Description	Budget	Projected									
		2009 \$	2010 \$	2011 \$	2012 \$	2013 \$	2014 \$	2015 \$	2016 \$	2017 \$	2018 \$	
Benchmark Comparison												
1	Water Accounts	8,559	8,645	8,731	8,818	8,907	8,996	9,086	9,176	9,268	9,361	9,455
2	Personnel											
3	Current	18.5	19.5	19.5	19.5	20.5	20.5	20.5	21.5	21.5	21.5	22.5
4	Additional	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0	1.0	0.0	0.0
5	Total Personnel		19.5	19.5	19.5	20.5	20.5	20.5	21.5	21.5	22.5	22.5
	Total Customer Accounts per Employee [1]		443.3	447.7	452.2	434.5	438.8	443.2	426.8	431.1	416.0	420.2
6	Minimum - Benchmark	319										
7	Median - Benchmark	467										
8	Percent of Minimum		139.0%	140.4%	141.8%	136.2%	137.6%	138.9%	133.8%	135.1%	130.4%	131.7%
9	Percent of Median (percent of total)		94.9%	95.9%	96.8%	93.0%	94.0%	94.9%	91.4%	92.3%	89.1%	90.0%
Benchmark Comparison												
1	MGD Flow	5.0										
2	Personnel											
3	Current	18.5	19.5	19.5	19.5	20.5	20.5	20.5	21.5	21.5	21.5	22.5
4	Additional	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0	1.0	0.0	0.0
	Total Personnel		19.5	19.5	19.5	20.5	20.5	20.5	21.5	21.5	22.5	22.5
5	Total MGD Delivered per Employee [1]		0.26	0.26	0.26	0.24	0.24	0.24	0.23	0.23	0.22	0.22
6	Minimum - Benchmark	0.18										
7	Median - Benchmark	0.26										
8	Percent of Minimum		142.5%	142.5%	142.5%	135.5%	135.5%	135.5%	129.2%	129.2%	123.5%	123.5%
9	Percent of Median (percent of total)		98.6%	98.6%	98.6%	93.8%	93.8%	93.8%	89.4%	89.4%	85.5%	85.5%

[1] Total includes additional personnel.

Additional Personnel Salary **\$70,000**

Table 2-9
Water Utility
Renewal and Replacement Analysis
Fiscal Year Ending June 30

Line No.	Description	Budget	Projected									
		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
City of Laramie Water Distribution System												
1	Replacement Cost New	\$ 85,631,700										
2	Capital Investment (Renewal & Replacement)	0	2,453,000	2,783,000	3,087,900	3,806,700	4,026,300	8,415,000	11,205,100	10,182,100	11,200,300	
3	System Investment	1,018,000	250,000	260,000	270,400	281,200	292,500	304,200	316,300	329,000	342,100	
4	Additional System Investment Required	0	0	0	0	0	0	0	0	0	0	
5	City of Laramie, Distribution System Investment	\$ 1,018,000	\$ 2,703,000	\$ 3,043,000	\$ 3,358,300	\$ 4,087,900	\$ 4,318,800	\$ 8,719,200	\$ 11,521,400	\$ 10,511,100	\$ 11,542,400	
Water Utility Industry Benchmarks												
6	Minimum - Benchmark	1.6%	\$ 1,370,100	\$ 1,507,100	\$ 1,657,800	\$ 1,823,600	\$ 2,006,000	\$ 2,206,600	\$ 2,427,300	\$ 2,670,000	\$ 2,937,000	\$ 3,230,700
7	Median - Benchmark	4.9%	\$ 4,196,000	\$ 4,615,600	\$ 5,077,200	\$ 5,584,900	\$ 6,143,400	\$ 6,757,700	\$ 7,433,500	\$ 8,176,900	\$ 8,994,600	\$ 9,894,100
8	Percent of Minimum		74%	179%	184%	184%	204%	196%	359%	432%	358%	357%
9	Percent of Median		24%	59%	60%	60%	67%	64%	117%	141%	117%	117%

[1] Total Distribution System Investment Needed includes Additional System Investment Required.

Table 3-1
Wastewater Utility
Consolidated Wastewater Cash Flow Analysis
Fiscal Year Ending June 30

<u>Line No.</u>	<u>Description</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1	Beginning Fund Balance	1,010,000	990,000	440,000	1,040,000	2,730,000	2,080,000	1,420,000	1,790,000	1,470,000	5,580,000
	Revenues										
	Revenue from Existing Service Rates										
2	Retail	3,443,727	3,447,556	3,453,063	3,458,184	3,462,327	3,467,269	3,472,259	3,476,747	3,482,411	3,487,386
3	Wholesale	0	0	0	0	0	0	0	0	0	0
4	Impact Fee Revenue	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
5	Additional Service Revenue Required	0	272,932	964,268	1,741,763	2,628,900	3,669,639	4,889,942	6,129,080	6,780,496	6,790,184
6	Total Wastewater Service Rate Revenue	3,643,727	3,920,488	4,617,331	5,399,947	6,291,227	7,336,908	8,562,201	9,805,827	10,462,907	10,477,570
	Other Cash Inflows										
7	Grants	0	610,000	2,771,250	1,997,375	800,000	2,634,393	2,017,839	0	0	0
8	Bond Proceeds	0	0	1,000,000	3,000,000	0	0	0	0	0	0
9	State & Other Loan Proceeds	0	0	0	0	0	903,507	993,861	0	0	0
10	Specific Purpose Tax Proceeds	0	0	0	1,500,000	2,050,000	0	0	0	0	0
11	Total Other Cash Inflows	0	610,000	3,771,250	6,497,375	2,850,000	3,537,900	3,011,700	0	0	0
12	Miscellaneous Revenue	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500
13	Interest Income	40,132	24,917	41,488	50,103	53,947	53,572	77,433	69,664	154,878	89,545
14	Total Revenues	3,730,000	4,600,000	8,480,000	11,990,000	9,240,000	10,970,000	11,700,000	9,920,000	10,660,000	10,610,000
	Revenue Requirements										
15	Operation & Maintenance Expense	1,960,152	2,057,927	2,236,317	2,326,749	2,609,315	2,799,492	2,891,405	3,037,196	3,078,261	3,134,871
	Debt Service										
16	Existing	934,073	934,073	934,073	934,073	934,073	934,073	934,073	934,073	934,073	934,073
17	Proposed	0	0	80,243	320,971	320,971	387,453	460,583	460,583	460,583	460,583
18	Total Debt Service	934,073	934,073	1,014,316	1,255,044	1,255,044	1,321,526	1,394,656	1,394,656	1,394,656	1,394,656
19	Routine Capital	275,000	475,000	494,000	513,760	534,310	514,738	535,327	556,740	1,737,802	1,849,221
20	Total Revenue Requirements	3,170,000	3,470,000	3,740,000	4,100,000	4,400,000	4,640,000	4,820,000	4,990,000	6,210,000	6,380,000
21	Annual Surplus (Deficiency)	560,000	1,130,000	4,740,000	7,890,000	4,840,000	6,330,000	6,880,000	4,930,000	4,450,000	4,230,000
22	Ending Balance Before Other Cash Outflows	1,570,000	2,120,000	5,180,000	8,930,000	7,570,000	8,410,000	8,300,000	6,720,000	5,920,000	9,810,000
	Other Cash Outflows										
23	Capital Improvements	326,600	1,413,500	3,757,100	5,590,200	5,197,700	6,683,700	6,200,500	4,930,300	0	3,536,900
24	Indirect Expenses	255,126	264,056	273,297	282,863	292,763	303,010	313,615	324,592	335,952	347,711
25	Debt Service Reserve	0	0	80,200	240,700	0	0	0	0	0	0
26	Debt Issuance Expense	0	0	30,000	90,000	0	0	0	0	0	0
27	Total Other Cash Outflows	581,726	1,677,556	4,140,597	6,203,763	5,490,463	6,986,710	6,514,115	5,254,892	335,952	3,884,611
28	Ending Balance Excess (Shortfall)	990,000	440,000	1,040,000	2,730,000	2,080,000	1,420,000	1,790,000	1,470,000	5,580,000	5,930,000
29	Target Ending Balance (a)	700,000	740,000	820,000	900,000	1,020,000	1,140,000	1,220,000	1,310,000	1,320,000	1,360,000
	Debt Service Coverage (target 120%)										
30	Simple (b)	158.8%	178.0%	215.0%	228.9%	277.4%	328.2%	392.3%	471.0%	515.2%	512.1%
31	Enhanced (c)	185.2%	204.4%	239.3%	248.6%	297.1%	346.9%	409.9%	488.7%	532.8%	529.8%
	Required Wastewater Service Rate Increases										
32	Overall Annual Increase	0.00%	19.00%	18.00%	17.00%	17.00%	17.00%	17.00%	12.00%	0.00%	0.00%
33	Cumulative Increase	0.00%	19.00%	40.42%	64.29%	92.22%	124.90%	163.13%	194.71%	194.71%	194.71%

(a) Recommended target balance equals 90 days operating expense.

(b) Total revenue less O&M expense, divided by total debt service.

(c) Total revenue plus impact fee revenue less O&M expense, divided by total debt service.

Table 3-2
Wastewater Utility
Operating Fund Cash Flow Analysis
Fiscal Year Ending June 30

<u>Line No.</u>	<u>Description</u>	<u>2009</u> \$	<u>2010</u> \$	<u>2011</u> \$	<u>2012</u> \$	<u>2013</u> \$	<u>2014</u> \$	<u>2015</u> \$	<u>2016</u> \$	<u>2017</u> \$	<u>2018</u> \$
1	Beginning Fund Balance	793,500	890,000	450,000	940,000	1,860,000	1,230,000	490,000	700,000	470,000	4,340,000
	Revenues										
	Revenue from Existing Service Rates										
2	Retail	3,443,727	3,447,556	3,453,063	3,458,184	3,462,327	3,467,269	3,472,259	3,476,747	3,482,411	3,487,386
3	Wholesale	0	0	0	0	0	0	0	0	0	0
4	Additional Service Revenue Required	0	272,932	964,268	1,741,763	2,628,900	3,669,639	4,889,942	6,129,080	6,780,496	6,790,184
5	Total Wastewater Service Rate Revenue	3,443,727	3,720,488	4,417,331	5,199,947	6,091,227	7,136,908	8,362,201	9,605,827	10,262,907	10,277,570
	Transfers FROM										
6	Capital Fund	0	0	0	0	0	0	0	0	0	0
7	Debt Service Reserve Fund	0	0	0	0	0	0	0	0	0	0
8	Total Transfers	0	0	0	0	0	0	0	0	0	0
9	Miscellaneous Revenue	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500	46,500
10	Interest Income	33,732	22,917	41,488	50,103	19,047	16,972	35,933	27,064	109,178	47,645
11	Total Revenues	3,523,959	3,789,905	4,505,319	5,296,550	6,156,774	7,200,380	8,444,634	9,679,391	10,418,585	10,371,715
	Revenue Requirements										
12	Operation & Maintenance Expense	1,960,152	2,057,927	2,236,317	2,326,749	2,609,315	2,799,492	2,891,405	3,037,196	3,078,261	3,134,871
	Debt Service										
13	Existing	934,073	934,073	934,073	934,073	934,073	934,073	934,073	934,073	934,073	934,073
14	Proposed	0	0	80,243	320,971	320,971	387,453	460,583	460,583	460,583	460,583
15	Total Debt Service	934,073	934,073	1,014,316	1,255,044	1,255,044	1,321,526	1,394,656	1,394,656	1,394,656	1,394,656
16	Routine Capital	275,000	475,000	494,000	513,760	534,310	514,738	535,327	556,740	1,737,802	1,849,221
17	Total Revenue Requirements	3,169,225	3,467,000	3,744,633	4,095,553	4,398,669	4,635,755	4,821,388	4,988,592	6,210,719	6,378,748
18	Annual Surplus (Deficiency)	354,734	322,905	760,686	1,200,997	1,758,105	2,564,625	3,623,246	4,690,799	4,207,867	3,992,967
19	Ending Balance Before Transfers	1,148,234	1,212,905	1,210,686	2,140,997	3,618,105	3,794,625	4,113,246	5,390,799	4,677,867	8,332,967
	Transfers TO										
20	Capital Fund	0	500,000	0	0	2,100,000	3,000,000	3,100,000	4,600,000	0	2,850,000
20	General Fund (Indirect expenses)	255,126	264,056	273,297	282,863	292,763	303,010	313,615	324,592	335,952	347,711
21	Debt Service Reserve Fund	0	0	0	0	0	0	0	0	0	0
22	Total Transfers	255,126	764,056	273,297	282,863	2,392,763	3,303,010	3,413,615	4,924,592	335,952	3,197,711
23	Ending Balance After Transfers	890,000	450,000	940,000	1,860,000	1,230,000	490,000	700,000	470,000	4,340,000	5,140,000
24	Target Ending Balance (a)	480,000	510,000	550,000	570,000	640,000	690,000	710,000	750,000	760,000	770,000
	Debt Service Coverage (target 120%)										
25	Simple (b)	158.8%	178.0%	215.0%	228.9%	277.4%	328.2%	392.3%	471.0%	515.2%	512.1%
26	Enhanced (c)	185.2%	204.4%	239.3%	248.6%	297.1%	346.9%	409.9%	488.7%	532.8%	529.8%
	Required Wastewater Service Rate Increases										
27	Overall Annual Increase	0.00%	19.00%	18.00%	17.00%	17.00%	17.00%	17.00%	12.00%	0.00%	0.00%
28	Cumulative Increase	0.00%	19.00%	40.42%	64.29%	92.22%	124.90%	163.13%	194.71%	194.71%	194.71%

(a) Recommended target balance equals 90 days operating expense.

(b) Total revenue less O&M expense, divided by total debt service.

(c) Total revenue plus impact fee revenue less O&M expense, divided by total debt service.

Table 3-3
Wastewater Utility
Capital Fund Cash Flow Analysis
Fiscal Year Ending June 30

Line No.	Description	2009 \$	2010 \$	2011 \$	2012 \$	2013 \$	2014 \$	2015 \$	2016 \$	2017 \$	2018 \$
1	Beginning Fund Balance	220,000	100,000	0	100,000	880,000	870,000	960,000	1,110,000	1,020,000	1,270,000
Sources of Funds											
2	Impact Fee Revenue	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
3	Specific Purpose Tax Proceeds	0	0	0	1,500,000	2,050,000	0	0	0	0	0
4	Transfer From Operating Fund	0	500,000	0	0	2,100,000	3,000,000	3,100,000	4,600,000	0	2,850,000
5	Grants	0	610,000	2,771,250	1,997,375	800,000	2,634,393	2,017,839	0	0	0
6	Bond Proceeds	0	0	1,000,000	3,000,000	0	0	0	0	0	0
7	State & Other Loan Proceeds	0	0	0	0	0	903,507	993,861	0	0	0
8	Interest	6,400	2,000	0	0	34,900	36,600	41,500	42,600	45,700	41,900
9	Total Sources	206,400	1,312,000	3,971,250	6,697,375	5,184,900	6,774,500	6,353,200	4,842,600	245,700	3,091,900
Uses of Funds											
Capital Improvements											
10	Scheduled	326,600	1,413,500	3,757,100	5,590,200	5,197,700	6,683,700	6,200,500	4,930,300	0	3,536,900
11	Deferred	0	0	0	0	0	0	0	0	0	0
12	Subtotal CIP	326,600	1,413,500	3,757,100	5,590,200	5,197,700	6,683,700	6,200,500	4,930,300	0	3,536,900
13	Debt Service Reserve	0	0	80,200	240,700	0	0	0	0	0	0
14	Debt Issuance Expense	0	0	30,000	90,000	0	0	0	0	0	0
15	Transfer TO Operating Fund	0	0	0	0	0	0	0	0	0	0
16	Total Uses	326,600	1,413,500	3,867,300	5,920,900	5,197,700	6,683,700	6,200,500	4,930,300	0	3,536,900
17	<i>Annual Surplus (Deficiency)</i>	<i>(120,200)</i>	<i>(101,500)</i>	<i>103,950</i>	<i>776,475</i>	<i>(12,800)</i>	<i>90,800</i>	<i>152,700</i>	<i>(87,700)</i>	<i>245,700</i>	<i>(445,000)</i>
18	Ending Balance	100,000	0	100,000	880,000	870,000	960,000	1,110,000	1,020,000	1,270,000	830,000
19	Target Ending Balance	220,000	230,000	270,000	330,000	380,000	450,000	510,000	560,000	560,000	590,000

1.0%

Table 3-4
Wastewater Utility
Summary of Existing Debt
Fiscal Year Ending June 30

Year	Wastewater			Wastewater
	CWSRF Loan Series 2008 #075	CWSRF Loan Series 1999 #015	CWSRF Loan Series 2003 #006	TOTAL
2008	\$ -	\$ 57,444	\$ 820,533	\$ 877,977
2009	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2010	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2011	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2012	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2013	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2014	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2015	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2016	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2017	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2018	\$ 56,096	\$ 57,444	\$ 820,533	\$ 934,073
2019	\$ 56,096	\$ 57,444		\$ 113,540
2020	\$ 56,096	\$ 57,444		\$ 113,540
2021	\$ 56,096	\$ 57,444		\$ 113,540
2022	\$ 56,096	\$ 57,444		\$ 113,540
2023	\$ 56,096			\$ 56,096
2024	\$ 56,096			\$ 56,096
2025	\$ 56,096			\$ 56,096
2026	\$ 56,096			\$ 56,096
2027	\$ 56,096			\$ 56,096
	<u>\$ 1,065,824</u>	<u>\$ 861,662</u>	<u>\$ 9,025,859</u>	<u>\$ 10,953,345</u>

**Table 3-5
Wastewater Utility
Capital Improvement Program
Fiscal Year Ending June 30**

Description	Funding Sources	Collection (c)/ Treatment (t)	Budgeted	Projected					2014	2015	2016	2017	2018	Total
			2009	2010	2011	2012	2013	2009-2013						
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Major Capital														
West Laramie Outfall	MRG/GSLIB/C	c	0	1,320,000	1,452,000	0	0	0	0	0	0	0	0	2,772,000
B-Line W. of RR to Mainlift	SPT/C	c	0	0	0	1,996,500	2,196,200	0	0	0	0	0	0	4,192,700
C1-Line Reynolds 30th - McConnell	GSLIB/C	c	0	0	0	0	0	0	1,505,800	1,656,400	0	0	0	3,162,200
C-Line 15 Kearney N. Canby	GSLIB/C	c	0	0	0	0	0	1,530,000	1,683,000	0	0	0	0	3,213,000
B2-Line Sprg Crk & Corthell/11th	C	c	0	0	0	0	0	0	0	1,714,900	0	0	0	1,714,900
C-Line Hancock to Canby	SPT	c	0	0	0	0	805,300	0	0	0	0	0	0	805,300
Abandon 27" (700) tie into new A-Line	C	c	0	44,000	0	0	0	0	0	0	0	0	0	44,000
Insituform N. Force Main	C	c	0	0	423,500	0	0	0	0	0	0	0	0	423,500
South Laramie Sewer Extension	75% GSLIB/B 67% GWWDC/	c	0	0	1,815,000	1,996,500	0	0	0	0	0	0	0	3,811,500
North Laramie Sewer Extension	33% LWWDC	c	0	0	0	0	0	2,737,900	3,011,700	0	0	0	0	5,749,600
Automated Septage Receiving	GSLIB/C	t	0	0	0	0	0	0	0	0	0	3,536,900	0	3,536,900
Biosolids Improvements	C	t	0	0	0	0	2,196,200	0	0	0	0	0	0	2,196,200
Primary Clarifier or Grease Separator	C	t	0	0	0	0	0	2,415,800	0	0	0	0	0	2,415,800
Package Plant for South Laramie	C	t	0	0	0	0	0	0	0	1,559,000	0	0	0	1,559,000
Grit Removal Sys. Rehabilitation	C	t	306,600	0	0	0	0	0	0	0	0	0	0	306,600
South Laramie Sewer Study	C	t	20,000	0	0	0	0	0	0	0	0	0	0	20,000
Aerial Photography - 50%	C	t	0	49,500	0	0	0	0	0	0	0	0	0	49,500
Lighting System	C	t	0	0	24,200	0	0	0	0	0	0	0	0	24,200
Radiant Heating	C	t	0	0	42,400	0	0	0	0	0	0	0	0	42,400
Building Addition - 50%	B	t	0	0	0	665,500	0	0	0	0	0	0	0	665,500
West Laramie Lift Station	GSLIB/C		0	0	0	931,700	0	0	0	0	0	0	0	931,700
Total Capital Improvements - Inflated Dollars			326,600	1,413,500	3,757,100	5,590,200	5,197,700	6,683,700	6,200,500	4,930,300	0	3,536,900	37,636,500	

Table 3-6
Wastewater Utility
Summary of Projected Operation and Maintenance Expenses
Fiscal Year Ending June 30

Line No.	Description	Estimated	Budgeted	Projected								
		2008 \$	2009 \$	2010 \$	2011 \$	2012 \$	2013 \$	2014 \$	2015 \$	2016 \$	2017 \$	2018 \$
<u>Wastewater Administration</u>												
	Personnel											
1	Current	114,863	168,545	174,444	180,550	186,869	193,409	200,179	207,185	214,436	221,942	229,710
2	Additional	0	70,000	144,900	224,957	310,441	401,633	498,828	602,335	623,417	645,236	667,820
3	Contractual	77,723	164,266	170,015	175,966	182,125	188,499	195,096	201,925	208,992	216,307	223,878
4	Materials and Supplies	3,297	6,600	6,831	7,070	7,318	7,574	7,839	8,113	8,397	8,691	8,995
5	Capital Equipment (Routine Capital)	13,000	0	40,000	41,600	43,264	44,995	46,794	48,666	50,613	52,637	54,743
6	Vehicles and Equipment	0	80,000	39,520	72,280	9,360	130,491	150,771	63,931	110,760	49,400	0
7	Total Wastewater Administration	208,883	489,411	575,710	702,423	739,376	966,600	1,099,507	1,132,155	1,216,615	1,194,213	1,185,145
<u>Wastewater Collection</u>												
8	Personnel	163,377	202,381	209,464	216,796	224,383	232,237	240,365	248,778	257,485	266,497	275,825
9	Contractual	13,666	21,050	21,787	22,549	23,339	24,155	25,001	25,876	26,781	27,719	28,689
10	Materials and Supplies	29,314	57,300	59,306	61,381	63,530	65,753	68,054	70,436	72,902	75,453	78,094
11	Capital Equipment (Routine Capital)	3,237,703	275,000	275,000	286,000	297,440	309,338	321,711	334,580	347,963	361,881	376,356
12	Total Wastewater Collection	3,444,061	555,731	565,557	586,726	608,691	631,483	655,131	679,670	705,131	731,550	758,964
<u>Wastewater Treatment</u>												
13	Personnel	382,012	443,686	459,215	475,288	491,923	509,140	526,960	545,403	564,492	584,250	604,698
14	Contractual	381,878	413,350	427,817	442,791	458,289	474,329	490,930	508,113	525,897	544,303	563,354
15	Materials and Supplies	50,111	94,500	97,808	101,231	104,774	108,441	112,236	116,165	120,230	124,438	128,794
16	Capital Equipment (Routine Capital)	193,564	0	100,000	104,000	108,160	112,486	116,986	121,665	126,532	131,593	136,857
17	Total Wastewater Treatment	1,007,565	951,536	1,084,840	1,123,309	1,163,145	1,204,396	1,247,112	1,291,346	1,337,151	1,384,584	1,433,703
<u>Wastewater Biosolids</u>												
18	Personnel	0	0	0	0	0	0	0	0	0	0	0
19	Contractual	25,138	88,050	91,132	94,321	97,623	101,039	104,576	108,236	112,024	115,945	120,003
20	Materials and Supplies	0	2,000	2,070	2,142	2,217	2,295	2,375	2,459	2,545	2,634	2,726
21	Capital Equipment (Routine Capital)	0	0	60,000	62,400	64,896	67,492	29,246	30,416	31,633	32,898	34,214
22	Total Wastewater Biosolids	25,138	90,050	153,202	158,864	164,736	170,826	136,198	141,111	146,202	151,477	156,943
<u>Wastewater Industrial Pretreatment</u>												
23	Personnel	78,469	81,759	84,621	87,582	90,648	93,820	97,104	100,503	104,020	107,661	111,429
24	Contractual	13,292	18,725	19,380	20,059	20,761	21,487	22,239	23,018	23,823	24,657	25,520
25	Materials and Supplies	1,409	3,540	3,664	3,792	3,925	4,062	4,204	4,352	4,504	4,662	4,825
26	Capital Equipment (Routine Capital)	0	0	0	0	0	0	0	0	0	0	0
27	Total Wastewater Industrial Pretreatment	93,170	104,024	107,665	111,433	115,333	119,370	123,548	127,872	132,348	136,980	141,774
<u>Wastewater Lift Station</u>												
28	Personnel	0	0	0	0	0	0	0	0	0	0	0
29	Contractual	24,538	38,400	39,744	41,135	42,575	44,065	45,607	47,203	48,856	50,565	52,335
30	Materials and Supplies	1,938	6,000	6,210	6,427	6,652	6,885	7,126	7,376	7,634	7,901	8,177
31	Capital Equipment (Routine Capital)	2,129,110	0	0	0	0	0	0	0	0	0	0
32	Total Wastewater Lift Station	2,155,586	44,400	45,954	47,562	49,227	50,950	52,733	54,579	56,489	58,466	60,513
33	Pipes Repair and Replacement	0	0	0	0	0	0	0	0	0	1,158,792	1,247,051
33	Total O&M (exluding capital equipment)	1,361,027	1,960,152	2,057,927	2,236,317	2,326,749	2,609,315	2,799,492	2,891,405	3,037,196	3,078,261	3,134,871
34	Total Capital Equipment (Routine Capital)	5,573,377	275,000	475,000	494,000	513,760	534,310	514,738	535,327	556,740	1,737,802	1,849,221
35	Total Operation & Maintenance	6,934,404	2,235,152	2,532,927	2,730,317	2,840,509	3,143,625	3,314,230	3,426,732	3,593,936	4,816,063	4,984,093

**Table 3-7
Wastewater Utility
Vehicles Analysis**

Fleet Schedule

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Total</u>
Replacement Wastewater Vehicles	\$0	\$22,000	\$0	\$42,000	\$92,000	\$16,000	\$0	\$0	\$0	\$172,000
Replacement Wastewater Equipment	\$0	\$47,500	\$9,000	\$125,000	\$7,500	\$0	\$68,500	\$47,500	\$0	\$305,000
Total Vehicles and Equipment	\$0	\$69,500	\$9,000	\$167,000	\$99,500	\$16,000	\$68,500	\$47,500	\$0	\$477,000
New Wastewater Vehicles	\$38,000	\$0	\$0	\$38,000	\$0	\$0	\$38,000	\$0	\$0	\$114,000
New Wastewater Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total New Vehicles and Equipment	\$38,000	\$0	\$0	\$38,000	\$0	\$0	\$38,000	\$0	\$0	\$114,000

Input: Lease Purchase Terms

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Amount of Issue - Big Equipment	0	0	0	125,000	0	0	0	0	0
Interest Rate - %	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Payment Period - years	3	3	3	3	3	3	3	3	3

Lease Purchase Schedule - Big equipment

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
2010 Issue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2011 Issue		\$0	0	0	0	0	0	0	0
2012 Issue			\$0	0	0	0	0	0	0
2013 Issue				\$45,472	45,472	45,472	0	0	0
2014 Issue					\$0	0	0	0	0
2015 Issue						\$0	0	0	0
2016 Issue							\$0	0	0
2017 Issue								\$0	0
2018 Issue									\$0
2019 Issue									
2020 Issue									
	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$45,472</u>	<u>\$45,472</u>	<u>\$45,472</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Total Vehicle Expense on O&M

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Total</u>
Vehicles/small trucks	\$38,000	\$22,000	\$0	\$80,000	\$92,000	\$16,000	\$38,000	\$0	\$0	\$286,000
Big Equipment	\$0	\$47,500	\$9,000	\$45,472	\$52,972	\$45,472	\$68,500	\$47,500	\$0	\$316,416
Vehicles and Equipment	<u>\$38,000</u>	<u>\$69,500</u>	<u>\$9,000</u>	<u>\$125,472</u>	<u>\$144,972</u>	<u>\$61,472</u>	<u>\$106,500</u>	<u>\$47,500</u>	<u>\$0</u>	<u>\$602,416</u>
Vehicles and Equipment (inflated)	\$39,520	\$75,171	\$10,124	\$146,784	\$176,381	\$77,782	\$140,147	\$65,007	\$0	\$730,916

**Table 3-8
Wastewater
Employee Efficiency Analysis
Fiscal Year Ending June 30**

Line No.	Description	Budget	Projected									
		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Benchmark Comparison												
1	Wastewater Accounts	8,390	8,474	8,559	8,644	8,731	8,818	8,818	8,818	8,818	8,818	8,818
2	Personnel											
3	Current	12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	19.5	19.5	19.5
4	Additional	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
5	Total Personnel [1]		13.5	14.5	15.5	16.5	17.5	18.5	19.5	19.5	19.5	19.5
	Total Customer Accounts per Employee		627.7	590.3	557.7	529.1	503.9	476.6	452.2	452.2	452.2	452.2
6	Minimum - Benchmark	297										
7	Median - Benchmark (percent of total)	530										
8	Percent of Minimum		211.3%	198.7%	187.8%	178.2%	169.7%	160.5%	152.3%	152.3%	152.3%	152.3%
9	Percent of Median		118.4%	111.4%	105.2%	99.8%	95.1%	89.9%	85.3%	85.3%	85.3%	85.3%
Benchmark Comparison												
1	MGD Flow	4.28										
2	Personnel											
3	Current		12.5	13.5	14.5	15.5	16.5	17.5	18.5	19.5	19.5	19.5
4	Additional		1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
	Total Personnel		13.5	14.5	15.5	16.5	17.5	18.5	19.5	19.5	19.5	19.5
5	Total MGD Delivered per Employee [1]		0.32	0.30	0.28	0.26	0.24	0.23	0.22	0.22	0.22	0.22
6	Minimum - Benchmark	0.14										
7	Median - Benchmark (percent of total)	0.22										
8	Percent of Minimum		226.5%	210.8%	197.2%	185.3%	174.7%	165.3%	156.8%	156.8%	156.8%	156.8%
9	Percent of Median (percent of total)		144.1%	134.2%	125.5%	117.9%	111.2%	105.2%	99.8%	99.8%	99.8%	99.8%

[1] Total includes additional personnel.

Additional Personnel Salary **\$70,000**

Table 3-9
Wastewater Utility
Renewal and Replacement Analysis
Fiscal Year Ending June 30

Line No.	Description	Budget	Projected									
		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Benchmark Comparison												
1	Replacement Cost New	\$ 25,681,975										
2	Capital Investment	0	1,364,000	2,370,500	726,000	1,005,000	4,267,900	3,462,600	359,600	0	0	
3	System Investment	275,000	275,000	286,000	297,440	309,338	321,711	334,580	347,963	361,881	376,356	
4	Additional System Investment Needed	0	0	0	0	0	0	0	0	880,000	915,000	
5	City of Laramie, Collection System Investment	\$ 275,000	\$ 1,639,000	\$ 2,656,500	\$ 1,023,440	\$ 1,314,338	\$ 4,589,611	\$ 3,797,180	\$ 707,563	\$ 1,241,881	\$ 1,291,356	
6	Minimum - Benchmark	2.2%	\$ 565,003	\$ 621,504	\$ 683,654	\$ 752,020	\$ 827,222	\$ 909,944	\$ 1,000,938	\$ 1,101,032	\$ 1,211,135	\$ 1,332,249
7	Median - Benchmark	2.6%	\$ 667,731	\$ 734,504	\$ 807,955	\$ 888,750	\$ 977,625	\$ 1,075,388	\$ 1,182,927	\$ 1,301,219	\$ 1,431,341	\$ 1,574,476
8	Percent of Minimum		290.1%	427.4%	149.7%	174.8%	554.8%	417.3%	70.7%	112.8%	106.6%	
9	Percent of Median		245.5%	361.7%	126.7%	147.9%	469.5%	353.1%	59.8%	95.4%	90.2%	

[1] Total Collection System Investment Needed includes Additional System Investment Needed. Percent of Median includes Total Collection System Investment.