CITY OF SANTA CRUZ WATER DEPARTMENT

LONG RANGE FINANCIAL PLAN

JUNE 2016

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Executive Summary

The Long Range Financial Plan (LRFP or Financial Plan) was developed to ensure the financial sustainability of the City of Santa Cruz's Water Enterprise Fund during the ten year period 2016 – 2026. This Financial Plan is specifically designed to support the continued operations and maintenance of the water system and its ability to serve the community with a high quality and reliable water supply, and to lay out the funding strategy that will be needed to finance major capital investments in water system infrastructure and the construction of a water supply augmentation project.

To prepare this Financial Plan, the Water Department and its consultants Raftelis Financial Consultants and Public Financial Management developed a series of financial planning inputs and outputs including:

- Prepared annual Operations and Maintenance Budgets for the Water Department;
- Developed a 10 Year Capital Improvement Plan;
- Integrated the Department's financial planning with existing Financial Policies and Goals, including developing a new financial policy on debt service coverage ratios and providing a strategy for fully funding all reserves;
- Projected revenue requirements for the 10 year period July 1, 2016 through June 30 2026;
- Completed a comprehensive Cost of Service Analysis;
- Identified a financing strategy that combines debt financing and pay-as-you-go investments to support the implementation of the 10 Year Capital Improvement Program;
- Updated Water Rate Structures, including considering the impacts to customers or a range of rate structure options; and
- Developed recommended Water Rates to implement the recommended water rate structure and meet the identified revenue requirements.

Capital investments of $127.9 million are planned for the next five years from Fiscal Year (FY) 2017 through FY 2021, with 33% of those costs ($42 Million) required to comply with state regulatory requirements. The CIP for FY 2022 through FY 2026 requires an additional investment of $169 million for a ten year CIP total of $296.9 million.

Using the revenue requirements data developed as part of the financial planning work, a five-year schedule of water rates is proposed for implementation. The proposed water rate structure includes the following assumptions and provisions:

- For the purposes of rate development, assume that the amount of water to be sold during the five-years covered by the proposed rates is 2.5 billion gallons per year.
- Adopt a rate structure that collects enough fixed fee revenue to recover the revenue necessary to cover the cost of meter reading, meter maintenance, billing preparation and distribution, and customer service. For FY 2017 this amounts to about 10% of total operating costs. Adopt volume-based user rates to collect the remaining revenues.
- Create a new fee called the Infrastructure Reinvestment Fee (IRF). The purpose of this fee is to help communicate to customers what their rate dollars are paying for which, in this case, involves major reinvestments in existing water system infrastructure. This fee would generate the revenues needed to pay for "pay-as-you-go" capital investments and debt service for capital projects. The cost to customers of this fee would be based on customer water use which, again, supports achievement of high priority pricing objectives.
- Acknowledge and mitigate for the risks to revenue stability associated with moving to a more volume based rate using two strategies**:**
    1. Maintaining the conservative assumption at 2.5 billion gallons per year;
    2. Beginning with the planned July 1, 2018 rate increase, apply a $1.00 surcharge per unit of water consumption (a hundred cubic feet or CCF) to increase the amount of the Rate Stabilization Reserve from the current minimum level of $2.3 million to a total of $10 million. In any normal water year where 2.5 billion gallons of water is not sold, the revenue shortfall associated with this situation would be covered by resources from this fund.

This Financial Plan lays out a road map for the Department and informs policy makers and the community about what it will take for the Department to develop and operate the water system needed to deliver service to 95,000 customers in northern Santa Cruz county.

In addition to three appendices that provide some additional details, a Glossary of terms can be found at the end of the Plan.

1. INTRODUCTION

This Long Range Financial Plan includes a ten year financing strategy with a specific financial plan for the first five year period. Overall, the Financial Plan is intended to support the City of Santa Cruz Water Department in achieving the following goals:

- **Address the repair and rehabilitation of critical infrastructure and the needed augmentation of the City's available water supply;**
- **Establish and maintain financial policies, reserve levels, and stable revenues needed to ensure financial sustainability and provide flexibility to adapt to unforeseen circumstances or challenges;**
- **Maintain the credit rating needed to support the Department's ability to debt finance the major capital investments and reinvestments needed to ensure supply and system reliability;**
- **Maintain reasonable rates in the near and medium term;**
- **Achieve an equitable allocation of capital costs/charges between current and future system users; and**
- **Manage rates in a predictable and reasonably stable manner.**

Working together with its consultants, Public Financial Management (PFM) and Raftelis Financial Consultants (Raftelis), a financial planning model was created to allow the Department to project operating and capital budgets and forecast annual revenue requirements. These projections include:

- **Revenues needed to cover debt service payments for the financing expected to be used to fund capital investments;**
- **Assumptions about how much of the capital program will be cash (pay-as-you-go funding) financed versus debt financed; and**
- **Funds required to meet financial reserve targets.**

Raftelis developed proposed water rates using these revenue projections, the Cost of Service Analysis, and Rate Structure Redesign work they completed during the fall and winter of 2015. Based on input received from the Water Commission and City Council in March 2015, priority objectives for pricing water were established to include:

- Revenue sufficiency,
- Promotes efficiency;
- Perceived to be fair by the public;

- Affordable for essential uses,
- Revenue stability,
- Understandable by customers,
- Promotes conservation, and
- Rate stability.

2. BACKGROUND

The Santa Cruz Water Department is an entirely self-funded operation. User rates, fees, and charges are the source of all revenues used to support the ongoing operation, maintenance, planning, management, and capital investments needed to deliver water to some 95,000 water users every day.

The unrestricted fund balance of the Water Operating fund (Fund 711) has historically been strong, but has been declining during the past four fiscal years. A major cause of this decline is cash funding of large Capital Improvement Program (CIP) projects such as the $26 million reconstruction of the Bay Street Reservoir.

The customer base is stable, primarily residential and reasonably diverse with the top 10 customers accounting for only 11% of total operating revenues. The service area economy is also stable and anchored by the University of California at Santa Cruz.

The three primary cost drivers of the LRFP include the following;

- **Capital projects to comply with State regulatory requirements;**
- **Capital projects to address infrastructure reinvestment and rehabilitation of major elements of the water system; and**
- **One or more capital projects to augment water supply that will result from implementing the recommendations of the Water Supply Advisory Committee.**

1.1 PLANNED CAPITAL INVESTMENTS

Capital investments of $127.9 million are planned for the next five years from Fiscal Year (FY) 2017 through FY 2021, with 33% of those costs ($42 Million) required to comply with state

regulatory requirements. The CIP for FY 2022 through FY 2026 requires an additional investment of $169 million[1] for a ten year CIP total of $296.9 million.

Capital projects planned for over the ten year period include:

- **PROJECTS FOCUSED ON EITHER REHABILITATING OR REPLACING EXISTING FACILITIES:**
  - Felton Diversion Dam and Pump Station
  - Laguna Dam
  - Majors Creek Diversion
  - San Lorenzo River Diversion and Tait Wells
  - Newell Creek Pipeline (between Newell Creek Dam and the Graham Hill Water Treatment Plant via Felton)
  - Newell Creek Dam Inlet/Outlet Pipeline – a project required to meet state regulatory requirements
  - Additional Phases of the North Coast Pipeline Replacement Project
  - Graham Hill Water Treatment Plant Concrete Tanks
  - Graham Hill Water Treatment Plant Solids Handling
  - Distribution System Water Main Replacements
  - Recoating of University Reservoir Tanks No. 4 and 5
  - Pressure Regulating Stations
  - Beltz 11 Well Replacement
  - Water Treatment Upgrades
- **PROJECTS FOCUSED ON UPGRADING OR IMPROVING EXISTING FACILITIES:**
  - Advanced Metering Infrastructure
  - Loch Lomond Recreation ADA Improvements
  - Photovoltaic/Solar Projects
  - Building for Water Resources Staff
  - Security Camera and Building Access Upgrades
- **PROJECTS FOCUSED ON IMPLEMENTING THE RECOMMENDATIONS OF THE WATER SUPPLY ADVISORY COMMITTEE TO IMPROVE WATER SUPPLY RELIABILITY:**
  - Winter water harvest strategies including in lieu recharge and studies to evaluate and pilot test aquifer storage and recovery

[1] These figures are in inflation adjusted 2015 dollars

- Study of options for the development and use of recycled water
- Source water quality evaluation related to future potential water treatment requirements, especially as changing source water characteristics might affect water treatment requirements
- Construction of one or some combination of water supply augmentation projects as needed to either increase available stored water by 2.4 billion gallons or provide an additional 3 to 4 million gallons per day source of supply to meet community needs during drought conditions.

The Department proposes to fund these projects with a combination of annual pay-as-you-go revenues and long-term debt.

The total capital investment for the 10 year planning horizon equals $296.9 million.

1.2 CURRENT FINANCIAL PROFILE

In the spring of 2014, the Water Department worked with the City's Finance Department staff to refinance its one existing debt issue from 2006. This step was undertaken to deal with a declining fund balance and the looming impacts of drought-required reductions in water use. The goal of the refinancing was to lower the interest rate and establish a less constraining debt service coverage requirement.

Standard and Poor's Rating Service and Fitch Ratings were asked to provide credit ratings for the Water Department as part of the 2014 refinancing of its debt. A credit rating is useful when an agency needs to access capital markets and issue debt at lower interest rates than would be available without a credit rating. Higher credit ratings can reduce borrowing costs and generate more competition from investors.

The Department's historical credit rating has been AA (high quality). Following the credit rating agency review, Standard and Poor's Rating Service downgraded the utility's credit rating to AA- with a Negative Rating Outlook. Fitch Ratings went farther, providing a rating of A+ (upper medium grade), two steps down from the Department's former AA rating. Both Rating Agencies cited the lack of a recent rate increase, the Department's declining fund balance, in insufficient debt service coverage, and the pending drought as reasons for their views of the Department's creditworthiness.

In the summer of 2015, Standard & Poor's revisited the Water Department's rating. This review took into account the City's action on a five-year program of rate increases in September 2014,

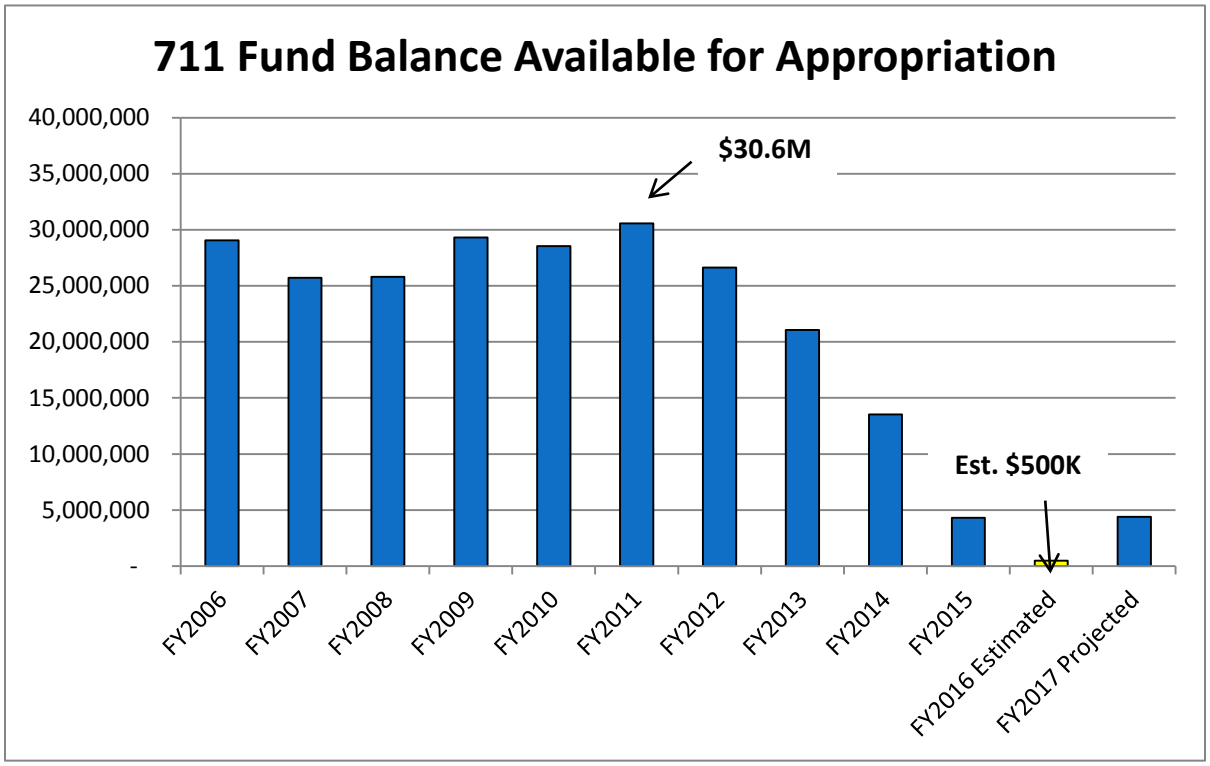
the utility's and the community's positive response to required water rationing, and the progress being made on the community-based water supply planning process. Standard and Poor's chose to retain the previous AA- rating but revised its rating outlook from Negative to Stable. Fitch Ratings is scheduled to revisit its rating for the Water Department in June of this year.

Annual rate increases of 10% have been approved through 2018. Water rate structure redesign and rate-setting work are currently underway and revised rates will be proposed for action by the Water Commission and the City Council during the winter and spring of 2016. The redesigned rates will replace and extend the original five-year rate increase program adopted in 2014.

For planning purposes, it has been assumed that the first year of any revised rate structure and increase will be applied on October 1, 2016. However, to address the immediate issue of declining cash and fund balance it is recommended that the originally planned 10% increase be implemented on July 1, 2016 and be replaced when the new structure is implemented in October. Remaining rate increases for years two through five of the new five-year rate program would be applied on July 1, in each year 2017, 2018, 2019, and 2020.

Figure 1 shows the Department's fund balance in Water Enterprise Operating Fund (Fund 711) demonstrating a high of $30.6 Million in 2011 that has steadily declined in the last five years and is estimated to approach $500,000 by end of FY 2016. The cause of the steady decline in this fund balance is cash financing the Department's Capital Improvement Program, reduced revenues resulting from restricting water use in the summers of 2014 and 2015, and rates not being set high enough to recover ongoing operating costs, even when water use is not restricted.

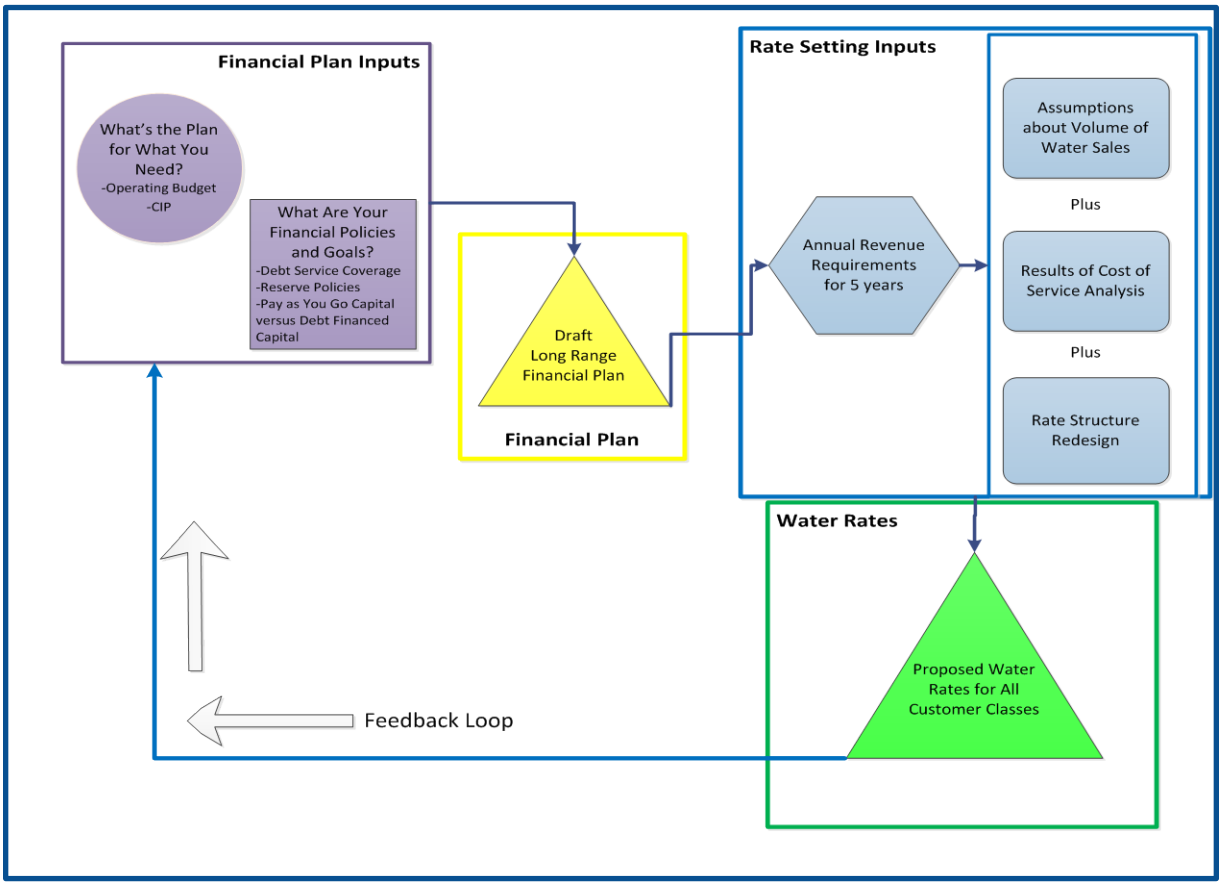
Figure 1
Operating Fund Balance



3. CONCEPTUAL MODEL FOR UTILITY FINANCIAL PLANNING

Financial planning and rate making for today's water utility involves a multi-stepped process depicted in Figure 2 below. The figure shows the inputs and outputs of the utility financial planning and rate making processes. It also shows the feedback loop between proposed rates, the end product of the process, and the organization's budget and CIP, which are key inputs to the beginning of the process.

Figure 2
Conceptual Model of Utility Financial Planning and Rate Making



Financial policies and financial indicators are a second key input in the financial planning process. These policies and indicators help measure financial performance. An organization's financial performance is a key factor in establishing its credit rating, which affects the interest rate that will be charged on borrowed funds.

4. INPUTS TO THE FINANCIAL PLAN

The draft Financial Plan and ten-year Pro Forma shown in Appendix A have been prepared using an Excel-based capital planning model developed by PFM. Briefly, the model uses as inputs the following financial data:

1. **The beginning fund balance for the Department's Operating Fund (Fund 711),**
2. **Multi-year operating expenses, as modified by specific inflation factors,**
3. **Multi-year capital costs, including specific inflation factors, and**
4. **Multi-year debt service costs.**

The model then produces the following outputs:

1. **Multi-year revenue projections,**
2. **Financial performance metrics related to the debt service coverage ratio and financial reserve goals, and**
3. **The sizing and timing of new debt issues.**

4.1 KEY FINANCIAL POLICIES AND GOALS

Having and meeting goals for key financial performance indicators is central to good financial management. This Financial Plan is purposefully focused on defining and creating a clear and achievable method to meet a set of financial policies and performance indicators that will be necessary for the Department's financial success.

4.1.1 UTILITY CREDIT RATINGS

One typical measure of a Utility's financial performance is its credit rating. Table 1 below describes the factors considered by Credit Rating Agencies in assigning credit ratings.

Table 1

Rating Agency Factors Used in Assigning an Agency Credit Rating

Rating Factor	Rating Sub-Factors & Description
System Characteristics	• asset condition • service area wealth (median family income) • gross county product • unemployment rate • annual utility bill as a % of median family income • system size (O&M)
Financial Strength	• annual debt service coverage • days cash on hand • debt to operating revenues • debt to capitalization ratio
Management	• rate management • regulatory compliance • capital planning • financial planning (debt & investment policies) • operational risk (water supply adequacy)
Legal Provisions	• rate covenant • debt service reserve requirement

Credit rating agencies consider a variety of factors in assigning a credit rating, and utilities that have the best credit ratings typically will include policies that specifically address the financial strength metrics listed in Table 1.

4.1.2 FINANCIAL GOALS AND PERFORMANCE INDICATORS

Over the years, the City Council has established some financial performance metrics for the Water Utility, including a Rate Stabilization Reserve in 1993, and Operating and Emergency Reserves in 2014. As of June 30, 2015, the Rate Stabilization Reserve Fund balance was $2.4 million and the Emergency Reserve Fund balance was $600,000. A 90 Day Operating Reserve Fund was also created in September 2014, but was not funded at June 30, 2015.

The Council's intent in creating the Rate Stabilization Reserve[2] in 1993 was to "shield the Water Fund from the financial effects of extraordinary circumstances." As originally approved by the Council at the time, the rate stabilization reserve would have been used to help the Department deal with one or a combination of the following conditions:

- **Increased CIP or capital outlay expenditures due to an extraordinary non-recurring need or circumstance;**
- **A fluctuation in water consumption revenues creating an unanticipated shortfall, or**
- **Catastrophic losses as the result of a natural disaster.**

In the 23 years since the City Council created this $2.3 million reserve, infrastructure and operating costs have increased substantially and in 2014 the Department recommended and the Council approved creating additional reserves. These additional reserves, one for 90 days of operating cash, and one to address natural disaster types of emergency conditions, effectively replaced the first and third purposes intended to be served by the original Rate Stabilization Reserve. These more substantial reserves also begin the process of moving the utility to a stronger financial position, which better prepares it to deal with future costs.

This Financial Plan incorporates and, in the Financial Plan implementation section later in this document, proposes a method to fund the following goals for key financial performance metrics:

- **Maintain the Rate Stabilization Reserve (Fund 713) of $2.3 million;**
- **Maintain a Water Emergency Reserve Fund (Fund 717) at minimum level of $3 million; and**
- **Create additional operating reserves equal to 180 days of operating expenses. This would be accomplished by Maintaining the new Water Operating Cash Reserve Fund (Fund 716) at the equivalent of 90 days of operating cash and maintaining a minimum fund balance in Operating Fund (Fund 711) at a minimum of an additional 90 days of operating cash.[3]**

Another key financial performance metric is a target for debt service coverage ratio (DSCR). The DSCR is a measure of net operating revenues to annual debt payments. The Water Department has issued relatively little debt over the past 20 years so hasn't formally established or used a debt service coverage ratio (DSCR) target in its financial planning. The

[2] See http://www.cityofsantacruz.com/home/showdocument?id=3255

[3] In Fiscal 2017, 90 days of operating cash is equivalent to $6.5 Million

bond covenant for utility debt issued in 2006 included a 1.25 DSCR. When that debt was refinanced in 2014, the DSCR was reduced to 1.15.

A financial plan that only supports meeting the legal minimum figure can put the utility at risk of technical default on its bonds if revenues are reduced by, say, drought conditions when water use restrictions are put into place. Establishing a target that is above the minimum legal requirement is a good idea because it builds into the system needed flexibility that makes the utility more financially resilient in the face of uncertainty. The LRFP specifically includes the following debt service coverage ratio target:

- **Maintain a minimum debt service coverage ratio target of 1.5, requiring that a ratio of 1.5 be maintained between annual net revenues and annual debt service.**

Typically the calculation of the debt service coverage ratio does not include funds held in reserve as including reserves in calculating the ratio could result in masking a structural problem in the way rates are set.

4.2 PROJECTED OPERATING BUDGETS

Table 2 shows anticipated operating and capital expenses for FYs 2017 through 2021. Appendix A includes the complete ten year Pro Forma from which the information in Table 2 was excerpted.

Table 2

Anticipated Expenses FY 2017 – 2021

Operating Expenses	2017	2018	2019	2020	2021
Personnel	$12,741,984	$13,868,008	$15,086,021	$15,882,276	$16,733,349
Services, Supplies & Other	12,616,410	13,247,231	13,909,592	14,605,072	15,335,325
Capital Outlay	965,000	1,013,250	1,063,913	1,117,108	1,172,964
Total Operating	**$26,323,394**	**$28,128,488**	**$30,059,525**	**$31,604,455**	**$33,241,638**

Operating costs have been developed based on very modest changes to staffing and departmental operations over time. The changes in Operating costs are based on the annual inflation factors shown in Table 3. These inflation factors are based on actual historical experience and long term industry trends.

Table 3[4]

Operating Budget Inflation Factors

Expense Category	Annual Inflation Factors (percent)		
	2017	2018	2019-2026
Salaries & Wages	3.0	3.0	3.0
Employee Benefits	9.0	9.0	9.0
Operating Supplies and Chemicals	9.2	5.0	5.0
Energy	9.1	5.0	5.0
All Other Categories	3.0	3.0	3.0

1.3 CAPITAL IMPROVEMENT PLAN

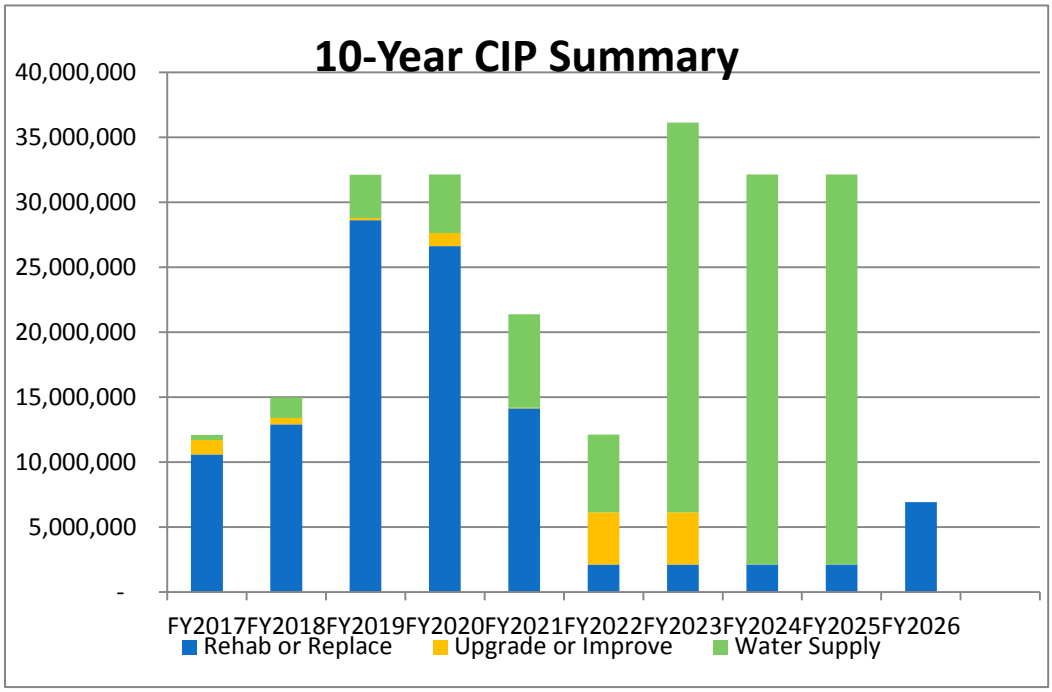
Section 1.1 describes the Department's anticipated capital spending of $127.9 million during the first five years covered by the Financial Plan. Capital projects during the first five years will be focused on system rehabilitation and replacement projects. Major expenses to implement the Water Supply Augmentation Strategy[5] are anticipated to occur in the second five years of the financial planning horizon. Figure 3 summarizes the planned capital spending in the three categories described in Section 1.1 Planned Capital Expenditures. Those categories are:

- **Rehabilitation and Replacement, including projects to meet regulatory requirements**
- **Upgrades and Improvements**
- **Water Supply Augmentation**

[4] Inflation factors were developed using a combination of actual historical experience (Energy and Chemicals), City projections (salaries and benefits) and industry trends for everything else. The Handy Whitman Index, which focuses on the inflation of construction cost for projects using significant quantities of concrete and steel, and is particularly applicable for water utilities, has been used to escalate the cost of projects in the Capital Improvement Program.

[5] The Water Supply Augmentation Strategy is the result of the community-based water supply planning process completed by the City Council appointed Water Supply Advisory Committee in October 2015.

Figure 3
10 Year CIP



Appendix B provides the details of the Ten Year Capital Improvement Plan, including both brief project descriptions and a ten year plan of spending.

5. LONG RANGE FINANCIAL PLAN RECOMMENDATIONS

This LRFP has been developed based on a specific five year forecast within a ten year planning horizon. The purpose of using the 10 year time frame is to ensure that steps taken during the first five years don't unduly constrain what financial capacity the Department has to address the financial investments needed during the second five years when it expects to construct one or more projects to augment water supply. The specific recommendations are limited to the first five years because that is as far ahead as the Department can establish rates under the limits set by California's Proposition 218.

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The elements of the Long Range Financial Plan integrate the key financial plan inputs included in Section 4 above, as well as a Capital Financing Strategy, a forecast of Revenue Requirements, and Water Rates needed to meet the Revenue Requirements.

5.1 CAPITAL FINANCING STRATEGY

The Financial Plan recommends that the identified CIP be funded with a combination of rate revenue and debt financing. Over the next five years, pay-as-you-go rate revenue would cover an average of 33% of capital costs, with debt financing covering 67%. Using debt financing to fund a major portion of the CIP provides for inter-generational equity and, by spreading these costs over time, helps to moderate and stabilize near term adjustments to water rates.

In a preliminary way, implementation of this recommendation has already begun. The Department's request for a loan of $25 million from the California Infrastructure and Economic Development Bank (I-Bank) was approved on March 22, 2016. Funding from the I-Bank is expected to be disbursed following completion of the anticipated Proposition 218 notification process planned for August 2016.

The I-Bank loan provides for the retro-active debt financing of significant capital expenditures that have resulted in depletion of the utility's fund balance in its main operating fund (Fund 711). This approach was authorized by the Council when it adopted a reimbursement resolution on April 8, 2014. Of the $25 Million I-Bank loan, the Department expects to replenish its fund balances by reimbursing itself for $22 Million in already expended capital costs. As discussed later in this Financial Plan, once the department has been reimbursed for prior capital costs, available funding will provide the resources needed to fully fund reserves. The remainder of the I-Bank funds would support additional capital projects planned to be completed in FY 2017 and 2018.

One of the reasons for developing the LRFP was to be able to assess the Department's capacity to use debt financing for major elements of its CIP. A measure of the Department's financial capacity is what portion of its revenues would be used for debt service. For example, the amount of financial flexibility of an organization is substantially reduced as the percent of its revenue dedicated to paying debt service rises.

During the first five years, the Department anticipates issuing debt totaling $85.9 million. The annual average debt service is not expected to exceed 8% of annual rate revenue during the first five years, but it would continue to rise to a maximum of about 24% of annual revenues at the end of the 10 year period. These figures are obviously significantly greater than the Department's figure of less than 5% of its revenues being currently dedicated to debt service, but the Department's financial advisors are satisfied that the Department has the debt capacity needed to support the implementation of the LRFP capital financing strategy, as long as the

Department is able to increase rates and charges as outlined in the LRFP, and is able to meet key financial targets, including maintaining financial reserves and meeting the 1.5 debt service coverage ratio.

5.2 REVENUE REQUIREMENTS FOR FY 2017 – FY 2021

As shown in Figure 2, a significant output of financial planning is the revenue requirements that inform the rate making process. Based on the recommendations and assumptions described in Section 4, the Department was able to calculate revenue requirements. Table 4 summarizes the revenue requirements, operating and capital costs, and debt service coverage in the first five years of the financial plan.

Table 4
FY 2017 – FY 2021 Projected Revenue Requirements

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Infrastructure Reinvestment Fee Amount	$5,990,512	$8,700,797	$9,166,040	$10,169,506	$11,239,068
Rate Stabilization Reserve Amount	-	$3,342,224	$3,342,224	$3,342,224	$3,342,224
O&M Revenue Requirement	$26,323,394	$28,128,488	$30,059,525	$31,604,455	$33,241,638
TOTAL	**$32,313,906**	**$40,171,529**	**$42,567,809**	**$45,116,205**	**$47,822,950**

Revenue requirements have been set at a level needed to ensure that both a minimum 1.50 debt service coverage ratio and a minimum of 180 days of operating cash are maintained.

A more complete version of this table which provides the Department's detailed Financial Pro Forma can be found in Appendix A.

5.3 WATER RATES

Using the revenue requirements data developed as part of the financial planning work and shown in Table 4 above, a five-year schedule of water rates is proposed for implementation. The proposed water rate structure includes the following assumptions and provisions:

- **For the purposes of rate development, assume that the amount of water to be sold during the five-years covered by the proposed rates is 2.5 billion gallons per year[6].**
- **Adopt a rate structure that collects enough fixed fee revenue to recover the revenue necessary to cover the cost of meter reading, meter maintenance, billing preparation and distribution, and customer service. For FY 2017 this amounts to about 10% of total operating costs. Adopt volume-based user rates to collect the remaining revenues.**
- **Create a new fee called the Infrastructure Reinvestment Fee (IRF). This fee would generate the revenues needed to pay for "pay-as-you-go" capital investments and debt service for capital projects. The cost to customers of this fee would be based on customer water use which, again, supports achievement of high priority pricing objectives.**

The IRF is designed specifically to help focus and support customer communication about what water rates are paying for, particularly during the first five years of the CIP, which is emphasizing system rehabilitation and replacement projects for major elements of the system's backbone infrastructure.

- **Acknowledge and mitigate for the risks to revenue stability associated with moving to a more volume based rate using two strategies**:

  1. **Maintaining the conservative assumption at 2.5 billion gallons per year;**
  2. **Beginning with the planned July 1, 2018 rate increase, apply a $1.00 surcharge per unit of water consumption (a hundred cubic feet or CCF) to increase the amount of the Rate Stabilization Reserve from the current minimum level of $2.3 million to a total of $10 million. In any normal water year where 2.5 billion gallons of water is not sold, the revenue shortfall associated with this situation would be covered by resources from this fund.[7]**

In addition to the water rate structure changes and described above, the revenue requirements shown in Table 4 require a significant increase in FY 2017 to begin to fund the capital program, maintain operations, and establish the financial foundation described in Section 4. On a simple

[6] Note: Water sales in calendar year 2013 equaled 3 billion gallons, in calendar year 2014 equaled 2.5 billion gallons and in calendar year 2015 equaled 2.25 billion gallons.

[7] The Rate Stabilization Reserve Fund would be used to augment revenues during "normal" water years if the amount of water sold falls below 2.5 billion gallons. In water years where water restrictions are required due to inadequate supply, a Drought Cost Recovery charge would be used to ensure revenues are adequate to meet system costs and debt service obligations.

year over year basis, revenues need to increase 21% between FY 2016 and FY 2017, followed by a 24% increase in FY 2108, a by 6% a year in FY 2019, FY 2020 and FY 2021. The big driver of rate increases in FY 17 is capital spending, which is reflected in the Infrastructure Reinvestment Fee. In 2018, the big drivers are additional capital spending and initiating the effort to increase the Rate Stabilization Reserve Fund from the current $2.4 million to $10 million.

These percent increases in revenues are not translated directly to customer bills because of different use patterns and the recommended rate structures. For example, one impact of the recommended rate structure that emphasizes volume based rates is that it will tend to stabilize the cost of water for those whose use of water is very low. Conversely, customers whose use of water contributes to peaking will experience greater increases. And inside city customer will experience a greater increase than outside city customers due to the reduction in the outside city surcharge from 27.5% to 14.5%.

Additional details about the recommended rate structure and water rates can be found in Appendix C.

5.4 REVIEW AND REVISION OF THE LRFP

The LRFP is designed to be used as an ongoing guide for the Water Department as the plan is implemented. The financial planning and rate models that from the analytical basis of the LRFP are effective tools for support the Department's financial decision-making, and will be used and updated as new information is available. In 2021, the Department would expect to complete a new Cost of Service Analysis to use in setting rates of FY 2022 through FY 2026. Using these results as well as updated information on revenue requirements, the Department will comprehensively review and revise the LFRP to guide the next five years.

6. IMPLEMENTING THE LONG RANGE FINANCIAL PLAN

The LRFP is intended to be a living document that will provide a financial foundation for the Department to use in annual budget planning and management activities. A major review and revision of the LRFP will occur at the five year mid-point and, along with other relevant work such as an updated cost of service analysis, revisions to the Financial Plan and water rates will be developed as needed. The LFRP will also be used to measure progress toward meeting LRFP goals during each five year segment covered by the plan.

Working with its consultant team, Department staff has created a Financial Plan that is realistic and implementable. Details of the approaches needed to implement the Plan are presented in the following sections.

6.1 FUND BALANCE RESERVE GOALS

Reserve policies are particularly important to manage risks to an agency's financial condition. In addition, they help an organization establish and maintain a good bond rating, thereby reducing the cost of borrowing.

Beginning in 1993, the Department has built and maintained a Rate Stabilization Reserve Fund (Fund 713). In 2014, the City Council approved two additional reserve funds; a 90-Day Operating Cash Reserve Fund (716) and an Emergency Reserve Fund (717).

Apart from the Rate Stabilization Fund, the remaining reserves have not been fully funded as the utility's financial condition did not enable it to address this important goal. A major driver of the Department's inability to fund these new reserves was the drought, which had a significant negative impact on the Department's revenues. Table 5 provides information on the status at 6-30-2015 and goals of each of the Department's reserve funds.

Table 5
Fund Balance Reserve Goals

Fund		Fund Balance (6-30-2015)	Funding Goal
711	Water Operations & Maintenance	$4,321,718	90 Days Operating Cash $6.5M in 2017
713	Water Rate Stabilization Reserve[8]	$2,447,938	$10,000,000
716	Water 90-Day Operating Cash Reserve	$0	90 Days Operating Cash$6.5 M in 2017
717	Water Emergency Reserve	$600,000	$3,000,000

[8] Once implemented in FY 2018, the expectation is that it would take two years to achieve the $10 million goal for the Rate Stabilization Reserve. For further discussion of how funds in the Rate Stabilization Reserve would be accrued and used, please see section 6.5.2.2.

Establishing the 90-Day Operating Cash Reserve Fund was an important step, however for bond rating purposes a 180-day reserve is preferable. To that end, the financial plan also envisions keeping a 90-day reserve in the operating fund (711) in addition to the 90-Day Operating Cash Reserve Fund (716). Providing a reserve equal to 180-days of operating expenses (between balances in Fund 711 and 716) is considered to be the minimum reserve to maintain a strong bond rating (AA category) and access to capital markets. Increasing these reserves above 180-days operating cash may be pursued if and when resources become available.

The Rate Stabilization Reserve Fund has been maintained at the historic $2.3 million level and seeks to provide a cushion to cover one-time situations where expenses exceed rate revenue. At 6-30-2015, this fund had increased to $2.4 million including interest income. As noted above, the $1/CCF surcharge will be used to help increase this fund to $10 million, as part of the mitigation for moving to a more volume based rate structure. This approach is discussed in greater detail in Section 6.5.2 below.

Initial funding of $600,000 for the Emergency Reserve Fund was made possible by using drought related one-time excessive use penalty revenue accrued during calendar year 2014. An additional $500,000 was accrued from penalty revenue in calendar year 2015 and is expected to be used to increase this reserve for a total of $1.1 Million. The goal for the Emergency Reserve Fund is to maintain a $3 million funding level that would provide funds in the event of an extreme event or natural disaster.

6.2 APPROACH TO FULLY FUNDING RESERVES

In April of 2014, the Water Department recommended that the City Council approve a reimbursement resolution that would allow the Department to debt finance capital improvement work already in construction. The purpose of this request was to allow the Department to reimburse the Department's main operating fund for cash expenditures for capital projects such as the $26 Million Bay Street Reservoir replacement project once a bond issue was completed.

From the $25 Million I-Bank loan mentioned previously, the Department expects to receive reimbursement of $22 million in past capital expenditures from the Department's fund balance. Resources from this cash balance would be used to fund the Department's reserves as follows:

- **$6.5 Million to fully fund the 90-Day Operating Cash Reserve Fund (716)**
- **$2.0 Million to bring the existing $1.1 Million in cash (from excess water use penalties received in FY 2014 and 2015) to $3.1 Million (Fund 717); and**

- **Additional resources needed to maintain a fund balance in the Department's Operating Fund (711) at 90 days of operating cash**

6.3 DEBT FINANCING ASSUMPTIONS

In evaluating future financing needs, the LRFP includes assumptions on the initial and ongoing costs associated with issuing debt. Table 6 shows the projected current interest rate and terms for various debt issuance mechanisms that would most likely be used in debt funding the planned CIP.

Table 6
Debt Mechanism Estimated Rates & Terms

Debt Mechanism	Assumed Interest Rate (percent)	Term (years)
Tax-Exempt Financing (Bonds)	**5.0**	**30**
California Infrastructure & Economic Development Bank (I-Bank)	**3.24**	**30**
Drinking Water State Revolving Loan Fund	**1.6**	**30**

For planning purposes, additional debt issuance is assumed to be tax-exempt bonds issued in seven series. In addition to borrowing, the Department will work to acquire grant funding for capital investments if and as available. Grant funds may most likely be an option to defray some of the costs of the projects included in the Water Supply Augmentation Strategy. The Department will also pursue below market Drinking Water State Revolving Loan Fund loans for rehabilitation and replacement projects that would score well in meeting that program's competitive criteria.

The size and timing of debt issues to finance these capital projects are summarized in Table 7. The draft LRFP envisions three debt issue series from FY 2017 through FY 2021 for a total of $85.9 million. Another four debt issues series are shown from FY 2022 to FY 2025 for a total of $140 million. The total for all seven series is $226 million.

Table 7

Size and Timing of Debt Issues Needed to Fund Capital Program

Debt Issuance Assumptions								
Series	Series 2018	Series 2020	Series 2021	Series 2022	Series 2024	Series 2025	Series 2026	7 Series Total
Assumptions								
Debt Proceeds	$ 37,515,936	$ 29,775,262	$ 18,648,772	$ 51,733,379	$ 39,162,683	$ 42,572,248	$ 6,798,552	$ 226,206,832
Term of Debt	30 Years	30 Years	30 Years	30 Years	30 Years	30 Years	30 Years	
Call Date	3/1/2028	3/1/2030	3/1/2031	3/1/2032	3/1/2034	3/1/2035	3/1/2036	
Assumed Rate	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	
Project Fund Earnings	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	

6.4 CONSIDERATIONS IN THE TIMING AND SIZING OF DEBT

In order to effectively use a debt financing approach to minimize interest costs associated with borrowing, it is necessary to actively manage the timing and sizing of debt issues to avoid paying interest on cash sitting idle in a bank account. Given this concern, when issuing debt, it makes sense to take into account the following:

- **Set a minimum debt financing amount of $15 million;**[9]
- **Consider the spending rate on current and near term capital projects;**[10]
- **Consider market conditions or interest rate changes that might be more or less favorable in the future;**
- **Explore the potential to use one or more bridge funding mechanisms such as a bank letter of credit or internal borrowing (from City reserve funds, for example) that would allow for debt issuance at a later date.**

The PFM model includes a debt sizing function that can be used to forecast capital expenditures and anticipate when additional borrowing is needed. The model uses both built in parameters, such as the minimum $15 million in borrowing, and the opportunities to consciously consider

[9] The reason for establishing a minimum issuance amount for a debt issue is based on reasoning that is similar to the advice of travel gurus regarding going to the ATM when you're on vacation in a foreign country. There are certain transaction costs associated with taking money out of the ATM that don't vary (or don't vary very much) with the size of the withdrawal. Therefore, it is more cost effective to go to the ATM fewer times and take out more money rather than doing the opposite. Issuing debt also has certain borrowing costs that accrue, and borrowing in bigger chunks helps manage and minimize the impact of some of these costs.

[10] The Department's CIP shows spending patterns that reflect the staff's best estimate of how the project will play out. The environmental review, right-of-way, and regulatory climate in California is complex and project spending can be greatly influenced by this reality. In sizing and timing debt issues, it will be important to use the most up-to-date information about progress on projects.

the sizing and timing of debt. City staff will be actively using this model in ongoing financial analyses and management activities, and the timing and sizing of each debt issue may be revised based on market conditions at the time.

6.5 WATER RATES NEEDED TO MEET REVENUE REQUIREMENTS

During FY 2016, Water Department staff worked with Raftelis Financial Consultants and the Santa Cruz Water Commission to evaluate several options for rate structures, each of which would need to address the City's priority pricing objectives as identified by the Council and the Water Commission during the winter of 2015. These pricing objectives are shown in Table 8 below, in priority order:

Table 8
Priority Pricing Objectives

Composite Pricing Objectives for the City Council and Water Commission, March 2015	
1. Revenue sufficiency	5. Revenue stability
2. Promotes efficiency	6. Understandable by customers
3. Perceived to be fair by the public	7. Promotes conservation
4. Affordable for essential uses	8. Rate stability

In designing new rates for FY 2017 – FY 2021, the Department took into account these priorities and the very strong preference stated by customers in various forums to reduce the amount of revenue generated by fixed charges.

Santa Cruz's water customers are unusual in many respects, including their typically lower levels of water consumption. Even before the drought, 15% of single family customers used an average of 2 CCF or less per month. And 46% (15% + 31%) used an average of 5 or fewer CCF per month. Sixty-four percent used no more than 7 CCF per month.

In 2004, the Department changed its rate structure to increase the number of tiers for single family customers from three to five and also implemented a series of fairly significant price increases between 2004 and 2011. As a result of these actions, many single family residential customers were incentivized to reduce consumption of the more expensive blocks of water, contributing to the distribution patterns that were being observed prior to the drought. Included in this pattern was a shift of the total percent of annual consumption used between

May 1 and October 31 from 65% to 59%. Two years of water rationing for residential customers further reinforced these new use patterns.

Coupled with a strong conservation ethic in Santa Cruz is the concern for affordability of water for those customers using very low amounts of water. Fixed charges are viewed as diluting the conservation incentive that rates can provide as well as raising the cost of water for those routinely using small amounts of water.

6.5.1 CHANGES TO THE RATE STRUCTURE

The Department is recommending moving from its current rate structure in which about 35% of revenue is collected through fixed charges and 65% is collected through volume or commodity charges to one that collects substantially more of the total revenue through volume charges. Roughly 10% of operating costs would be collected in fixed costs based on meter size, with the remainder being collected in the form of charges related to the amount of water used.

Tiered rates for single family residential customer would be retained with the number of tiers being reduced from five to four[11]. Revised tiers would be as follows:

- **0 – 5 CCF = Tier 1 (average winter use)**
- **6 – 7 CCF = Tier 2 (average spring and fall use)**
- **8 – 9 CCF = Tier 3 (average summer use)**
- **≥ 10 CCF = Tier 4**

Multi-family residential rates would also be tiered using the same tiers as for single family but multiplying the tier allocations by the number of dwelling units in a master metered complex.[12]

Landscape irrigation accounts would be billed based on a simplified water budget system that would establish an allocation for each account. Usage up to that water budget allocation would be billed at tier 1 of the irrigation rates, up to 150% of the allocation would be billed at tier 2 of the irrigation rates, and all usage above 150% of the allocation would be billed at tier 3 of the landscape irrigation rates.

[11] The change in the number of tiers was the result of the analysis done by Raftelis Financial Consultants as part of the Cost of Service Study and was based on evolving water use patterns for residential customers.

[12] Master metered systems may include irrigation or have irrigation on a separate meter. For water utility billing purposes, individually metered multi-family units are treated as single family residential properties.

The remaining customer classes would be billed using uniform rates established for each class based on the Cost of Service Analysis. For example, this means that the University of California at Santa Cruz, whose water use includes some seasonal peaking, would pay a higher uniform rate than those customer classes that do not.

6.5.2 MITIGATING THE POTENTIAL REVENUE STABILITY RISKS OF MOVING TO A MORE VOLUME BASED RATE STRUCTURE

Moving to a more volume-based rate structure creates inherent revenue stability risks for a utility. In making a decision to move in this direction, Water Department staff carefully considered how this risk might influence revenues by evaluating the character and water use consumption patterns in the City's service area.

Even before the recent drought, Santa Cruz water customers were among the lowest water users in the state on both system-wide and residential gallons per capita per day metrics. During the drought, that pattern continued. Anecdotally, staff is observing some continuing shifts in water use that may reflect some long-term changes in use patterns that will ultimately be attributed to the drought becoming permanent. One very likely candidate for this kind of change is residential landscape irrigation.

Revenue streams that depend on the volume of water sold are particularly susceptible to weather driven changes in consumption, and changes in consumption due to price effects. The Department's recent experiences make it keenly aware of this dynamic. The challenges of managing ongoing operations and management of the water utility while simultaneously planning for and implementing major capital improvements aren't insurmountable with a more volume based rate structure, but certainly introduce an element of uncertainty that should be carefully considered before proceeding. This is what Department staff has done.

Rather than avoid recommending a rate structure that seems well-suited to the community's and policy maker's values and priorities, Department staff recommends planning for and implementing as part of the rate structure the mechanisms needed to mitigate these potential risks.

These risks come in two basic forms: drought risks, and non-drought risks. The risk mitigation approaches being recommended to address each is discussed in more detail below.

6.5.2.1 DROUGHT RISKS

In 2014, the Water Department instituted a drought cost recovery fee mechanism that is put in place as a fixed charge. Table 9 shows the Drought Cost Recovery Fee revenue recovery target for each stage of the City's Water Shortage Contingency Plan and provides the amount charged for a typical single family residential customer using a 5/8th or 3/4th inch meter.

Table 9
Drought Cost Recovery Fee Financial Targets and
Example Fixed Charge for 5/8th and 3/4th inch Meters

Drought Stage	Cutback Required	Targeted Cost Recovery	Fixed Charge per 5/8th or 3/4th inch meter
Stage 1	5%	$1.0 Million	$2.45
State 2	15%	$2.5 Million	$6.12
Stage 3	25%	$4.0 Million	$9.79
Stage 4	35%	$5.5 Million	$13.46
Stage 5	50%	$7.5 Million	$18.35

Additional Details on the Drought Cost Recovery Fees for other meter sizes can be found in Appendix C.

A Drought Cost Recovery Fee was levied in Santa Cruz from October 1, 2014 through June 30, 2016. Levying the fee is explicitly linked to an action by the Santa Cruz City Council to declare a drought and establish curtailment stage in advance of each year's dry season (May through October).

The Department's 2014 Proposition 218 notice included the Drought Cost Recovery Fee Schedule. The planned summer 2016 Proposition 218 notice will also include publication of this fee.

6.5.2.2 NON-DROUGHT RELATED RISKS

In the earlier discussion of rates in Section 5.3 above, the basic risk mitigation approach for non-drought years was described. It involved two basic strategies:

1 **Setting the assumption about how much water will be sold at a conservative 2.5 billion gallons per year;**
2 **Beginning in July 2018, apply a $1.00 per unit of water consumption surcharge to increase the amount of the Rate Stabilization Reserve from the current level of $2.3 million to a total of $10 million. In any "normal" year where 2.5 billion gallons of water is not sold, use revenues from the rate stabilization reserve to cover the resulting revenue shortfall.**

The planned $1.00 surcharge is not being designed to be an "on-off" mechanism but is currently proposed to be permanent. Use of these funds once the Rate Stabilization Reserve reaches $10 million is recommended to be used as follows:

- **Once the Rate Stabilization Reserve reaches its target level of $10 Million, funds from this surcharge would be allocated as needed to ensure that Operating Cash and Emergency Reserves are fully funded and then directed to fund "pay-as-you-go" capital expenditures, reducing the need to issue debt.**

6.5.3 ALLOCATIONS OF REVENUES THAT ARE HIGHER THAN EXPECTED

A reasonable question is what to do if revenue stability does not turn out to be an issue because consumption is either stable at 2.5 billion gallons per year or is greater than 2.5 billion gallons. The Department proposes the following conditional approach to addressing this situation if it occurs:

If….

- **the minimum debt service coverage ratio target of 1.5 is being consistently met, and**
- **reserves are fully funded, and**
- **"pay-as-you-go" capital is being funded at an average over the previous 3 years of at least 25%;**

Then either…

- **additional planned rate increases will be adjusted to the level needed to produce required revenues without any excess,[13] or**

[13] The public notices required under Proposition 218 are required to identify (and justify based on the cost of service) the maximum amount that will be charged for a service. A utility has the option of charging less than the maximum amount published in the required notices. The obverse, however, is not true, which is the major reason for building into a more heavily volumetric rate structure a mechanism to mitigate for lower than anticipated revenues due to lower than forecasted water sales.

- **The Water Department will ask the City Council for additional direction regarding adjusting the amount of funding in the Emergency Reserve and the Rate Stabilization Reserve to be an established percent of the Operating budget (rather than a fixed dollar amount), accelerating capital reinvestment in system infrastructure, or increasing the proportion of capital that is being paid for with "pay-as-you-go" funding.**

Glossary

- **Bond covenant** – A legally binding term of an agreement between a bond issuer and a bond holder. Bond covenants are designed to protect the interests of both parties. Bond covenants are commitments that the City makes to the bondholders to ensure timely payment of principal and interest.
- **Capital Improvement Plan** – A multi-year plan that lists the rehabilitation, replacement, major maintenance, and new water system facilities and systems that are needed to maintain reliable and high quality water service or meet regulatory requirements;
- **CCF** (One Hundred cubic feet of water) – 748 gallons of water. A CCF is the unit used by the Santa Cruz Water Department as the basis for charges to customers based on water use.
- **Debt service coverage ratio** – The ratio of net operating revenue to annual debt payments.
- **Emergency reserve fund** – A reserve fund specifically designed to provide resources to address the consequences of natural disasters on water system facilities or resources or a catastrophic failure of a water system facility;
- **Pro forma** (financial statement) - A pro forma financial statement is a forecast of the utility's revenues and expenditures based on certain assumptions and projections;
- **Ninety-day operating cash reserve fund** – A reserve created to help ensure the utility's ability to meet operating expenses, provide financial stability, and resilience and support establishing and maintaining a good credit rating.
- **Operating budget** – The portion of the Department's overall budget that pays for ongoing operations of the utility, including the costs related to personnel, materials and services such as water treatment chemicals, and energy resources, and non-capital improvement project professional and technical services;
- **Pay-as-you-go capital funding** – paying for capital improvement projects using current year or accumulated rate revenues rather than the use of short or long term debt;
- **Proposition 218** – a 1996 California Constitutional Amendment that established the "cost-of-service" requirements for utility rates as well as certain noticing and public review process requirements related to water rate increases;[14]
- **Rate structure design** – Characteristics of water rates that provides for the amount of revenue produced by fixed and variable charges, the use of different tiers for different amounts of water use, etc.;

[14] Proposition 218 also includes other provisions that aren't relevant to water rates and finances.

- **Rate stabilization reserve** – a financial reserve specifically intended to provide a hedge against revenue variability resulting from weather conditions, such as a cool wet spring that results in less water than projected being used for outdoor irrigation.
- **Reimbursement resolution** – A Council action that authorizes the Department to reimburse itself for funds expended on capital projects using proceeds from future debt issues.
- **Water Supply Augmentation Strategy** – This is the plan developed by the Council appointed Water Supply Advisory Committee and accepted by the City Council for implementation in November 2015.

APPENDIX A – FINANCIAL PRO FORMA

This Appendix includes a 10 year Pro Forma from the Department's financial Model.

City of Santa Cruz Water Department FY 2017 – FY 2026 Financial Pro-Forma

City of Santa Cruz Water Department Pro-Forma Projections										
Year	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenues										
Rate Revenue										
Fixed Fee Revenue	$ 4,655,461	$ 2,960,622	$ 3,153,062	$ 3,358,011	$ 3,576,282	$ 3,808,740	$ 4,056,308	$ 4,319,968	$ 4,600,766	$ 4,899,816
Volumetric Revenue	$ 27,555,340	$ 33,747,904	$ 35,941,518	$ 38,277,717	$ 40,765,768	$ 43,415,543	$ 46,237,553	$ 49,242,994	$ 52,443,789	$ 55,852,635
Elevation Surcharges	$ 103,105	$ 120,759	$ 130,985	$ 138,233	$ 138,656	$ 139,242	$ 139,830	$ 140,421	$ 141,015	$ 141,611
Rate Stabilization Surcharge	$ -	$ 3,342,244	$ 3,342,244	$ 3,342,244	$ 3,342,244	$ 3,342,244	$ 3,342,244	$ 3,342,244	$ 3,342,244	$ 3,342,244
Total Rate Revenue	$ 32,313,906	$ 40,171,529	$ 42,567,809	$ 45,116,205	$ 47,822,950	$ 50,705,769	$ 53,775,936	$ 57,045,628	$ 60,527,814	$ 64,236,306
Non-Rate Revenue										
Other Income	$ 203,600	$ 203,600	$ 203,600	$ 203,600	$ -	$ -	$ -	$ -	$ -	$ -
Investment Income	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Non-Rate Revenue	$ 203,600	$ 203,600	$ 203,600	$ 203,600	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenues	$ 32,517,506	$ 40,375,129	$ 42,771,409	$ 45,319,805	$ 47,822,950	$ 50,705,769	$ 53,775,936	$ 57,045,628	$ 60,527,814	$ 64,236,306
Operating Expenses										
Personnel	$ 12,741,984	$ 13,868,008	$ 15,086,021	$ 15,882,276	$ 16,733,349	$ 17,643,670	$ 18,618,048	$ 19,661,714	$ 20,780,352	$ 21,980,139
Services, Supplies & Other	$ 12,616,410	$ 13,247,231	$ 13,909,592	$ 14,605,072	$ 15,335,325	$ 16,102,091	$ 16,907,196	$ 17,752,556	$ 18,640,184	$ 19,572,193
Capital Outlay	$ 965,000	$ 1,013,250	$ 1,063,913	$ 1,117,108	$ 1,172,964	$ 1,231,612	$ 1,293,192	$ 1,357,852	$ 1,425,745	$ 1,497,032
Other Operating Expenses	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Operating Expenses	$ 26,323,394	$ 28,128,488	$ 30,059,525	$ 31,604,455	$ 33,241,638	$ 34,977,373	$ 36,818,437	$ 38,772,122	$ 40,846,280	$ 43,049,364
Net Operating Revenues	$ 6,194,112	$ 12,246,641	$ 12,711,884	$ 13,715,350	$ 14,581,312	$ 15,728,396	$ 16,957,500	$ 18,273,506	$ 19,681,534	$ 21,186,943
Capital Expenditures	$ 12,457,850	$ 15,886,978	$ 35,774,344	$ 37,574,757	$ 26,251,158	$ 15,635,558	$ 48,913,507	$ 45,672,352	$ 47,955,970	$ 10,854,470
Grant Funded	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SRF Funded	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Currently Funded	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Pay-Go Funded	$ 12,457,850	$ 9,092,599	$ 5,052,786	$ 7,799,495	$ 7,602,387	$ 7,467,490	$ 5,348,196	$ 6,509,669	$ 5,383,722	$ 4,055,918
Debt Funded	$ -	$ 6,794,378	$ 30,721,558	$ 29,775,262	$ 18,648,772	$ 8,168,068	$ 43,565,311	$ 39,162,683	$ 42,572,248	$ 6,798,552
Debt Service	$ 1,110,238	$ 2,089,418	$ 3,364,562	$ 4,286,397	$ 6,171,547	$ 7,404,928	$ 10,701,862	$ 10,800,876	$ 13,275,920	$ 16,046,053
Net Income	$ (7,373,976)	$ 1,064,624	$ 4,294,536	$ 1,629,457	$ 807,378	$ 855,979	$ 907,441	$ 962,961	$ 1,021,892	$ 1,084,972
Total Cash Balances										
Beginning Total Cash Balance	$ 4,071,118	$ 18,697,143	$ 22,761,766	$ 27,056,302	$ 28,685,759	$ 29,493,137	$ 30,349,115	$ 31,256,557	$ 32,219,518	$ 33,241,410
I-Bank Reimbursements	$ 22,000,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Calculated Change to Cash Balances	$ (7,373,976)	$ 1,064,624	$ 4,294,536	$ 1,629,457	$ 807,378	$ 855,979	$ 907,441	$ 962,961	$ 1,021,892	$ 1,084,972
Ending Total Cash Balance	$ 18,697,143	$ 22,761,766	$ 27,056,302	$ 28,685,759	$ 29,493,137	$ 30,349,115	$ 31,256,557	$ 32,219,518	$ 33,241,410	$ 34,326,381
Beginning Cash Balances by Fund										
Fund 717 (Emergency Reserve)	$ 1,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000
Fund 713 (Rate Stabilization)	$ 2,447,939	$ 2,447,939	$ 5,790,183	$ 9,132,427	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000
Fund 716 (90 Day Operating Reserve)	$ -	$ 6,490,700	$ 6,935,792	$ 7,411,938	$ 7,792,879	$ 8,196,568	$ 8,624,558	$ 9,078,519	$ 9,560,249	$ 10,071,685
Fund 711 (Water Operations)	$ 523,179	$ 6,658,504	$ 6,935,792	$ 7,411,938	$ 7,792,879	$ 8,196,568	$ 8,624,558	$ 9,078,038	$ 9,559,269	$ 10,069,724
Changes to Cash Balances by Fund										
Fund 717 (Emergency Reserve)	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 713 (Rate Stabilization)	$ -	$ 3,342,244	$ 3,342,244	$ 867,573	$ -	$ -	$ -	$ -	$ -	$ -
Fund 716 (90 Day Operating Reserve)	$ 6,490,700	$ 445,092	$ 476,146	$ 380,942	$ 403,689	$ 427,989	$ 453,961	$ 481,731	$ 511,436	$ 543,226
Fund 711 (Water Operations)	$ 6,135,324	$ 277,288	$ 476,146	$ 380,942	$ 403,689	$ 427,989	$ 453,480	$ 481,231	$ 510,456	$ 541,746
Ending Cash Balances by Fund										
Fund 717 (Emergency Reserve)	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000	$ 3,100,000
Fund 713 (Rate Stabilization)	$ 2,447,939	$ 5,790,183	$ 9,132,427	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000
Fund 716 (90 Day Operating Reserve)	$ 6,490,700	$ 6,935,792	$ 7,411,938	$ 7,792,879	$ 8,196,568	$ 8,624,558	$ 9,078,519	$ 9,560,249	$ 10,071,685	$ 10,614,912
Fund 711 (Water Operations)	$ 6,658,504	$ 6,935,792	$ 7,411,938	$ 7,792,879	$ 8,196,568	$ 8,624,558	$ 9,078,038	$ 9,559,269	$ 10,069,724	$ 10,611,470
Coverage and Targets										
Debt Service Coverage (W/Out Reserves)	5.58x	4.26x	2.78x	3.00x	2.36x	2.12x	1.58x	1.69x	1.48x	1.32x
Debt Service Coverage Target	1.50x	1.50x	1.50x	1.50x	1.50x	1.50x	1.50x	1.50x	1.50x	1.50x
Debt Service Coverage (W/Reserves)	22.42x	16.76x	11.82x	9.89x	7.14x	6.22x	4.51x	4.67x	3.99x	3.46x
Days' Cash (Includes only Funds 711 & 716)	182	180	180	180	180	180	180	180	180	180
Days' Cash Target	180	180	180	180	180	180	180	180	180	180

APPENDIX B – 10 YEAR CIP

This Appendix includes a spreadsheet listing projects, funding and schedules and project descriptions

Water Department FY 2017 – FY 2018 Capital Improvement Program

10-Year CIP by Primary Driver										
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Rehabilitate or Replace										
Felton Diversion Replacement & Pump Station		1,500,000	1,500,000	1,500,000						
Laguna Dam										500,000
Majors Creek Diversion										300,000
San Lorenzo River Diversion & Tait Wells										
Newell Creek Pipeline Rehabilitation	1,000,000	1,000,000	8,000,000	8,000,000						
Newell Creek Dam I/O Pipeline & Aerators	2,000,000	2,000,000	14,000,000	12,000,000	12,000,000					
North Coast System Rehab	4,150,000									4,000,000
WTP Concrete Tank Evaluation & Replacement	600,000	3,000,000	3,000,000	3,000,000						
WTP Solids Handling	500,000									
Water Main Replacements - City Engineering	1,395,000	1,440,000	1,440,000	1,440,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Water Main Replacements - Outside Agency	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Water Main Replacements - Customer Initiated	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Water Main Replacements - Distribution	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Pressure Regulating Stations	10,000	60,000	60,000	60,000						
Recoat University Reservoir No. 4	75,000	1,300,000								
Recoat University Reservoir No. 5	75,000	1,675,000								
Beltz 11	70,000	300,000								
Water Treatment Upgrades	100,000									
Subtotal	**10,600,000**	**12,900,000**	**28,625,000**	**26,625,000**	**14,125,000**	**2,125,000**	**2,125,000**	**2,125,000**	**2,125,000**	**6,925,000**
With inflation	**10,918,000**	**13,685,610**	**31,886,676**	**31,141,725**	**17,347,257**	**2,740,252**	**2,877,265**	**3,021,128**	**3,172,185**	**10,854,470**
Upgrade or Improve										
Advance Metering Infrastructure (AMI)					50,000	4,000,000	4,000,000			
Loch Lomond Rec Improvements			165,000	1,000,000						
Photovoltaic/SolarProjects		500,000								
Water Resources Building	1,000,000									
Security Camera & Building Access Upgrades	95,000									
Subtotal	**1,095,000**	**500,000**	**165,000**	**1,000,000**	**50,000**	**4,000,000**	**4,000,000**	-	-	-
With inflation	**1,127,850**	**530,450**	**183,801**	**1,169,642**	**61,406**	**5,158,122**	**5,416,028**	-	-	-
Water Supply Reliability										
Aquifer Storage & Recovery		1,075,000	325,000	300,000						
Recycled Water										
Water Supply- WSAS Implementation				1,200,000	7,200,000	6,000,000	30,000,000	30,000,000	30,000,000	
Source Water Evaluation & Implementation	400,000	500,000	3,000,000	3,000,000						
Subtotal	**400,000**	**1,575,000**	**3,325,000**	**4,500,000**	**7,200,000**	**6,000,000**	**30,000,000**	**30,000,000**	**30,000,000**	-
With inflation	**412,000**	**1,670,918**	**3,703,867**	**5,263,390**	**8,842,495**	**7,737,183**	**40,620,213**	**42,651,224**	**44,783,785**	-
Total Projects w/o Inflation	12,095,000	14,975,000	32,115,000	32,125,000	21,375,000	12,125,000	36,125,000	32,125,000	32,125,000	6,925,000
Handy-Whitman Construction Inflation Factor	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%
Total Projects with Cumulative Inflation	12,457,850	15,886,978	35,774,344	37,574,757	26,251,158	15,635,558	48,913,507	45,672,352	47,955,970	10,854,470

REHABILITATE OR REPLACE
Felton Diversion Replacement & Pump Station (c701602) This project consists of evaluating the existing dam and pump station with recommendations to rehabilitate or replace existing facilities. Alternate diversions to be considered will include horizontal collector wells and other subsurface intake(s). This project will replace aging facilities and evaluate potentially more efficient ways to divert water from the San Lorenzo River at Felton. Additional funding for construction in FY2019.
Laguna Dam (c70xxxx) Evaluate condition of dam and make recommended modifications. The project will follow completion of anadromous Habitat Conservation Plan.
Majors Creek Diversion (c701302) Majors Creek Diversion is nearly 100 years old. This project will evaluate the condition of the structure, make recommendations to replace or repair, and complete the construction. Evaluation of facility to occur in FY2017 with scheduling of rehabilitation TBD.
San Lorenzo River Diversion & Tait Wells (c709872) Conduct a condition assessment of the existing diversion and wells including consideration of sanding issues, potential dam replacement, the potential use of infiltration gallery, and relocation of existing wells. Project will ensure reliable and efficient diversion of water from the San Lorenzo River at Tait St. Condition assessment followed by recommended intake modifications and/or new wells. Current project consists of replacing 2 wells, rehabilitating 1 existing well, and abandoning 1 well. (Project title modified from San Lorenzo Tait Intake.)
Newell Creek Pipeline Rehabilitation (c701701) Conduct a condition assessment and program level environmental review followed by full or partial replacement of the pipeline between the base of Loch Lomond Reservoir and the Graham Hill Water Treatment Plant. This pipeline was constructed in the 1960s. This project is intended to ensure continued reliability of this water supply transmission main. (Project title modified from Newell Creek Supply Main Rehabilitation.)
Newell Creek Dam I/O Pipeline & Aerators (c701606) The Newell Creek Dam was installed in the 1960's. A pipeline runs through the base of the dam to deliver water to the reservoir from Felton Diversion and from the reservoir to the Graham Hill Water Treatment Plant. The pipeline rehabilitation includes inspection of the pipeline and its appurtenances which will result in rehabilitation or replacement of all or parts of the facility.
North Coast System Rehab (c709835) Springs and streams along the coast north of the City limits supply approximately 25% of the City's raw water. Some of the facilities related to these water supplies are reaching the end of their useful life. This program consists of multiple projects over the next 15 to 20 years to evaluate, rehabilitate, and replace portions of the existing infrastructure to ensure continued reliability. Engineering, environmental review, and permitting for the coast segment (Phase 3) began in FY 2013 and continues through FY 2017. Construction scheduled to begin in FY 2016.
WTP Concrete Tank Evaluation & Replacement (c701501) As part of an overall plan to ensure compliance with changing water quality regulations, improvements are needed at the Graham Hill Water Treatment Plant. This project will evaluate

the condition of four concrete tanks located at the site (as well as an off-site concrete tank), make improvement recommendation, and construction. Project title modified from WTP Filter Water Tank. Includes $145,000 endowment for MHJB HCP mitigation.
WTP Solids Handling (c701605) Solids produced at the Graham Hill Water Treatment Plant are currently disposed of in the City's sewer collection system. Treatment and disposal of these solids needs to be evaluated with the existing Water Treatment Plant Concrete Tank Assessment and Rehabilitation project (c701501) with improvements made accordingly.
Water Main Replacements - City Engineering (c700002, c709833, and c700017) Recurring program to replace deteriorated or undersized mains as identified and prioritized by the Department. Priorities are based on the need to maintain water system reliability, deliver adequate fire flows, improve circulation and water quality, and reduce maintenance costs. These projects focus on pipes less than 10" in diameter and are typically installed by contractors according to bid plans and specifications.
Water Main Replacements - Outside Agency (c700003) Water main, service line, valve, or water meter relocation necessitated by County or other Agency road improvement, storm drain improvement projects, and/or other projects that conflict with existing water infrastructure.
Water Main Replacements - Customer Initiated (c700004) Recurring program similar to the other Main Replacement Projects; however, these projects are initiated on an as-needed basis to accommodate customer-requested service connections to undersized or inadequate mains. Funds, to the extent of the appropriation, are disbursed to customers on a first-come, first-served basis. This project is funded by System Development Charges (100% SDC – Fund 715).
Water Main Replacements – Distribution (c701507) Recurring program to replace deteriorated or undersized water mains, as identified and prioritized by the Department and implemented by the Distribution Section. Projects are typically based on leak history, but also address water quality and fire flow issues.
Pressure Regulating Stations (c701703) Evaluation and replacement of pressure regulating stations (PRS). A PRS maintains (sustains or reduces) downstream pressure in order to deliver sufficient water pressure. The water distribution system contains 15 PRS and they vary in age from 66 years old to 8 years old. This project will evaluate the condition of each PRS and prioritize rehabilitation or replacement.
Recoat University Reservoir No. 4 (c701505) Perform engineering analysis and condition assessment of the aging University 4 tank to ensure continued reliable service. Establish scope of work for recoating/rehabilitation project. Acquire construction easements from UCSC and perform environmental analysis to install temporary tank for use during construction. Create plans and specifications for recoating/rehabilitation project.

Recoat University Reservoir No. 5 (c701506) Perform engineering analysis and condition assessment of the aging University 5 tank to ensure continued reliable service. Establish scope of work for recoating/rehabilitation project. Create plans and specifications for recoating/rehabilitation project. Install temporary tank and variable speed pumps for use during construction. Construct recoating/rehabilitation project.
Beltz 11 (c700026) This project would convert an existing monitoring well to a production well, renamed Beltz 11. Beltz 11 would pump from the Santa Margarita aquifer. The project would reduce pumping from the Purisima Formation which is impacted by pumping by the City and other users. Project includes feasibility study, pump test, CEQA and construction efforts.
Water Treatment Upgrades (c700025) Upgrades to the Graham Hill Water Treatment Plant are necessary to meet new and planned regulatory requirements, and increase overall system reliability. This is a recurring project to prioritize needs and make smaller improvements. The current project includes upgrades to the bulk chemical storage area.
UPGRADE OR IMPROVE
Advance Metering Infrastructure (AMI) (c701603) Evaluate the use of AMI as replacement to the current AMR metering (Automatic Meter Reading). AMR provides 1-way communication between a meter and the City and AMI provides two-way communication between a meter and the City as well as between a meter and the customer. Benefits include early leak detection, customer conservation affect, and workflow management. Implementation to occur in future years.
Loch Lomond Rec Improvements (c701301) Complete facilities assessment and improvement program at Loch Lomond. A Use study was completed in FY 2013 which resulted in a number of planned projects to enhance the recreation area usability for its visitors. Several ADA and other recreational improvements are being pursued over the next 5 years.
Photovoltaic/Solar Projects (c701607) Ongoing project to evaluate, design and construct PV systems on various water department facilities. The current project is at the Bay Street Tank Site. Once installed, each project will add to the departments and City's green energy portfolio and work towards meeting and exceeding our climate action goals.
Water Resources Building (c701702) The Watershed Resources Division is currently housed in temporary trailers. This project consists of a needs assessment, design, and construction. The needs assessment portion of the project has been completed; FY 2016 will focus on site selection and design; FY 2017 will be construction.
Security Camera & Building Access Upgrades (c701704) Evaluation and implementation of security camera and building access upgrades at various Water facilities. Current security equipment is proprietary and could be improved. A transition to a new system will require camera replacement and additional video storage equipment.

WATER SUPPLY RELIABILITY
Aquifer Storage & Recovery (c701609 and c701610) Evaluate the feasibility of Aquifer Storage and Recovery as per the recommendations of the Water Supply Advisory Committee. Funds in FY 2016 and 2017 will be used for Phase 1 of the proposed study. Phase 2 will include pilot work and be funded in FY 2018. Project would potentially provide additional potable water to City and other agency customers, addressing part or all of water supply deficiencies.
Recycled Water (c701611 and c701612) Evaluate the feasibility of using advanced treated wastewater for beneficial uses as per the recommendations of the Water Supply Advisory Committee. The project will be collaboration amongst the Water and Public Works Departments. The project would potentially provide additional water to City and other agency customers, addressing all or part of water supply deficiencies.
Water Supply- WSAS Implementation (c70xxxx) Funding tentatively scheduled for FY2020.
Source Water Evaluation & Implementation (c701608) Evaluate source water quality, operational and infrastructure alternatives to maximize use of surface water. This project was prompted in part by the recommendations of the Water Supply Advisory Committee, accepted by Council in Nov 2015, to evaluate use of additional winter flows in the San Lorenzo River for various purposes to solve the regional water supply issues.

APPENDIX C – PROPOSED WATER RATES AND FEES FOR FY 2017-FY 2021

The tables below were excerpted from a more complete presentation on water rates and charges prepared for and presented to the Santa Cruz Water Commission on June 6, 2016. That presentation can be accessed online at the Water Commission's website. (see http://www.cityofsantacruz.com/departments/water/city-water-commission/meetings-and-agenda)

Table C-1

Inside City Customer Fixed Monthly Charges

Inside		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Meter Size	# of Meters	Proposed Ready-to-Serve ($/Meter)	9%	7%	5%	5%
5/8-in	14,348	$ 8.78	$ 9.53	$ 10.18	$ 10.71	$ 11.26
3/4-in	150	$ 9.01	$ 9.78	$ 10.45	$ 10.99	$ 11.56
1-in	748	$ 9.70	$ 10.53	$ 11.25	$ 11.83	$ 12.44
1 1/2-in	294	$ 10.61	$ 11.52	$ 12.31	$ 12.94	$ 13.61
2-in	250	$ 13.14	$ 14.26	$ 15.24	$ 16.02	$ 16.85
3-in	35	$ 31.74	$ 34.45	$ 36.82	$ 38.71	$ 40.71
4-in	15	$ 38.63	$ 41.93	$ 44.81	$ 47.11	$ 49.55
6-in	6	$ 54.70	$ 59.37	$ 63.45	$ 66.71	$ 70.16
8-in	3	$ 73.07	$ 79.31	$ 84.76	$ 89.11	$ 93.73
10-in	3	$ 93.74	$ 101.75	$ 108.73	$ 114.32	$ 120.24

Table C-2

Inside City Customer Volume Rates

Inside	FY 2017 Commodity Rate ($/ccf)	FY 2018 Commodity Rate ($/ccf)	FY 2019 Commodity Rate ($/ccf)	FY 2020 Commodity Rate ($/ccf)	FY 2021 Commodity Rate ($/ccf)
SFR & MFR					
Tier 1	$ 7.30	$ 8.97	$ 9.49	$ 10.03	$ 10.60
Tier 2	$ 8.75	$ 10.56	$ 11.18	$ 11.86	$ 12.59
Tier 3	$ 10.28	$ 12.25	$ 12.97	$ 13.78	$ 14.64
Tier 4	$ 12.65	$ 14.85	$ 15.73	$ 16.75	$ 17.84
COM					
Uniform	$ 8.84	$ 10.67	$ 11.29	$ 11.97	$ 12.70
UCSC					
Uniform	$ 9.11	$ 10.96	$ 11.60	$ 12.31	$ 13.06
North Coast AG					
Uniform	$ 6.63	$ 8.29	$ 8.74	$ 9.34	$ 9.99
Landscape					
Tier 1	$ 9.68	$ 11.59	$ 12.27	$ 13.04	$ 13.86
Tier 2	$ 13.38	$ 15.65	$ 16.58	$ 17.67	$ 18.83
Tier 3	$ 14.54	$ 16.91	$ 17.93	$ 19.10	$ 20.33
Elevation Surcharge					
Elevation Surcharge	$ 0.42	$ 0.46	$ 0.49	$ 0.51	$ 0.54

Table C-3
Outside City Customer Fixed Monthly Charges

Outside		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Meter Size	# of Meters	Proposed Ready-to-Serve ($/Meter)	9%	7%	5%	5%
5/8-in	7,507	$ 10.05	$ 10.91	$ 11.66	$ 12.26	$ 12.89
3/4-in	65	$ 10.32	$ 11.20	$ 11.97	$ 12.59	$ 13.24
1-in	574	$ 11.11	$ 12.06	$ 12.89	$ 13.55	$ 14.25
1 1/2-in	164	$ 12.16	$ 13.20	$ 14.10	$ 14.83	$ 15.60
2-in	157	$ 15.05	$ 16.34	$ 17.46	$ 18.35	$ 19.30
3-in	14	$ 36.36	$ 39.47	$ 42.17	$ 44.34	$ 46.64
4-in	9	$ 44.25	$ 48.03	$ 51.33	$ 53.96	$ 56.76
6-in	5	$ 62.66	$ 68.01	$ 72.68	$ 76.42	$ 80.37
8-in	1	$ 83.71	$ 90.86	$ 97.10	$ 102.09	$ 107.38
10-in	-	$ 107.38	$ 116.55	$ 124.55	$ 130.95	$ 137.74

Table C-4
Outside City Customer Volume Rates

Outside	FY 2017 Commodity Rate ($/ccf)	FY 2018 Commodity Rate ($/ccf)	FY 2019 Commodity Rate ($/ccf)	FY 2020 Commodity Rate ($/ccf)	FY 2021 Commodity Rate ($/ccf)
SFR & MFR					
Tier 1	$ 8.38	$ 10.15	$ 10.75	$ 11.37	$ 12.03
Tier 2	$ 10.05	$ 12.00	$ 12.70	$ 13.49	$ 14.32
Tier 3	$ 11.85	$ 13.96	$ 14.79	$ 15.73	$ 16.72
Tier 4	$ 14.60	$ 16.98	$ 18.01	$ 19.18	$ 20.43
COM					
Uniform	$ 10.13	$ 12.07	$ 12.79	$ 13.57	$ 14.40
Landscape					
Tier 1	$ 11.09	$ 13.13	$ 13.91	$ 14.79	$ 15.73
Tier 2	$ 15.32	$ 17.78	$ 18.85	$ 20.10	$ 21.42
Tier 3	$ 16.66	$ 19.23	$ 20.40	$ 21.73	$ 23.14
Elevation Surcharge					
Elevation Surcharge	$ 0.48	$ 0.52	$ 0.56	$ 0.59	$ 0.62

Table C-5

Drought Cost Recovery Fees

Meter Size	Stage 1 – 5% cutback	Stage 2 – 15% cutback	Stage 3 – 25% cutback	Stage 4 – 35% cutback	Stage 5 – 50% cutback
5/8-in	$2.45	$6.12	$9.79	$13.46	$18.35
3/4-in	$2.45	$6.12	$9.79	$13.46	$18.35
1-in	$6.13	$15.30	$24.48	$33.65	$45.88
1 1/2-in	$12.25	$30.60	$48.95	$67.30	$91.75
2-in	$19.60	$48.96	$78.32	$107.68	$146.80
3-in	$36.75	$91.80	$146.85	$201.90	$275.25
4-in	$61.25	$153.00	$244.75	$336.50	$458.75
6-in	$122.50	$306.00	$489.50	$673.00	$917.50
8-in	$281.75	$703.80	$1,125.85	$1,547.90	$2,110.25
10-in	$347.90	$869.04	$1,390.18	$1,911.32	$2,605.70

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