



City of Salem Public Works Department

# **2023-2024 UTILITY COSA UPDATE & RATE PROPOSAL**

## **REVENUE SLOPE RECOMMENDATION**

Water/Wastewater Task Force

May 26, 2022

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# WELCOME

## Meeting Agenda

- Introductions
- Recap of Task Force Decisions
- Revenue Slope Proposal
- Revenue Slope Proposal:  
Background and Analysis
- Preview of Upcoming Meetings



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## RECAP OF TASK FORCE DECISIONS

- Emergency Utility Assistance
  - \$500 maximum per customer per year
  - \$300,000 annual rate contribution
- Maintain Same-day Reinstatement practice
- Elimination of Disconnection Fee
- Hauled Waste / Septage / Leachate Fee Adjustments
- Backflow Fee Adjustment





# REVENUE SLOPE PROPOSAL

Water/Wastewater Task Force



## REVENUE SLOPE RECOMMENDATION



### Effective January 1, 2023

- 5% for water
- 5% for wastewater
- 5% for stormwater

### Effective January 1, 2024

- 3.5% for water
- 3.5% for wastewater
- 3.5% for stormwater



# **REVENUE SLOPE PROPOSAL: BACKGROUND AND ANALYSIS**

Water/Wastewater Task Force



# RATE PROPOSAL PHILOSOPHY

Adopting less than necessary rates will result in higher rate increases in the future

Planned rate increases are critical to proper financial planning

For the Utility and our customers

Approach has been small annual rate increases

Proper management of operating expenses and capital investments

Sustained capital investment is critical to the health of the utility

Consistent application of the cost of service model

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## HISTORY OF ADOPTED UTILITY RATE CHANGES ERRATIC ERA (1980-1993)

Date	Water	Sewer & Storm
3/1/1980	14.0%	36.0%
3/1/1982	0.0%	68.0%
3/1/1985	12.5%	0.0%
1/1/1988	4.0%	3.0%
5/1/1989	0.0%	12.0%
5/1/1992	12.5%	18.4%
1/1/1993	7.4%	10.0%

- Inconsistent rate setting
- Unpredictable rate increases
- Periodic spikes



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## HISTORY OF ADOPTED UTILITY RATE CHANGES EARLY REVENUE SLOPE ERA (1994-1999)

Date	Water	Sewer & Storm
1/1/1994	9.0%	6.5%
1/1/1995	9.0%	6.5%
1/1/1996	9.0%	6.5%
1/1/1997	14.0%	6.5%
1/1/1998	14.0%	6.5%
1/1/1999	14.0%	6.5%

- COSA & Revenue Slope practices adopted
- Capital funding based on utility master plans
- Significant borrowing to modernize and expand utility facilities

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## HISTORY OF ADOPTED UTILITY RATE CHANGES CIP CHALLENGE/REDUCED REVENUE SLOPE (2000-2010)

Date	Water	Sewer & Storm
1/1/2000	5.0%	5.0%
7/1/2001	8.3%	8.9%
7/1/2002	8.3%	8.9%
7/1/2003	8.3%	8.9%
11/1/2004	6.5%	6.5%
11/1/2005	6.5%	6.5%
2/1/2007	7.5%	7.5%
1/1/2008	7.5%	7.5%
1/1/2009	6.5%	6.5%
1/1/2010	6.5%	6.5%

- Revenue slope decreased
- *CIP Challenge I and II*: Capital funding reduced
- Borrowing continued at slower pace to continue to modernize and expand utility facilities and address EPA/DEQ requirements

# HISTORY OF ADOPTED UTILITY RATE CHANGES

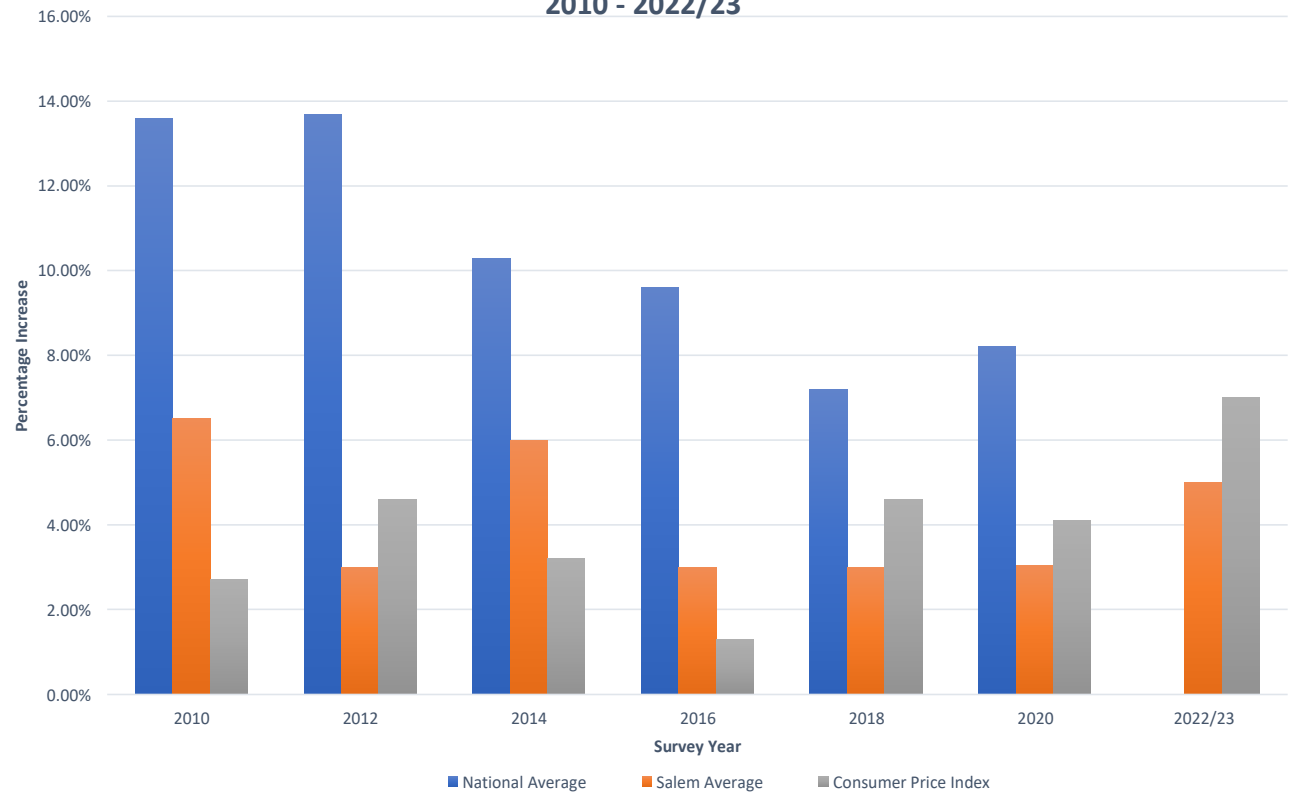
## THREE PERCENT REVENUE SLOPE ERA (2011-2022)

Date	Water	Sewer & Storm (Sewer only after 2012)	Storm
1/1/2011	0.0%	0.0%	
1/1/2012	3.0%	3.0%	
1/1/2013	6.0%	6.0%	6.0%
1/1/2014	6.0%	6.0%	6.0%
1/1/2015	3.0%	3.0%	3.0%
1/1/2016	3.0%	3.0%	3.0%
1/1/2017	2.0%	2.5%	3.0%
1/1/2018	3.0%	3.0%	3.0%
1/1/2019	3.0%	2.5%	5.0%
1/1/2020	3.0%	2.5%	5.0%
1/1/2021	3.0%	3.0%	5.0%
1/1/2022	3.0%	3.0%	5.0%

- 3% revenue slope implemented
  - Council adopted 0% in 2011
  - Required 6% adjustment in 2013/2014
- Borrowing stopped and debt repaid
  - Goal of achieving PAYGO capital funding
- Minor adjustments over time
  - Water/sewer decrease 2017
  - Stormwater increase 2019-2022
  - Sewer decreased in 2019/2020

**SMALL AND  
SUSTAINED RATE  
INCREASES HAVE  
SERVED US WELL**

**Surveyed\* Water and Wastewater Rate Increases vs. Salem and U.S. Consumer  
Price Index  
2010 - 2022/23**



*\* 2020 Water and Wastewater Rate Survey published by American Water Works Association (AWWA) and Raftelis.  
2022/23 national rate data not yet available. 2022/23 CPI based on March 2022 data.*

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## SMALL/SUSTAINED RATE INCREASES HAVE SERVED US WELL

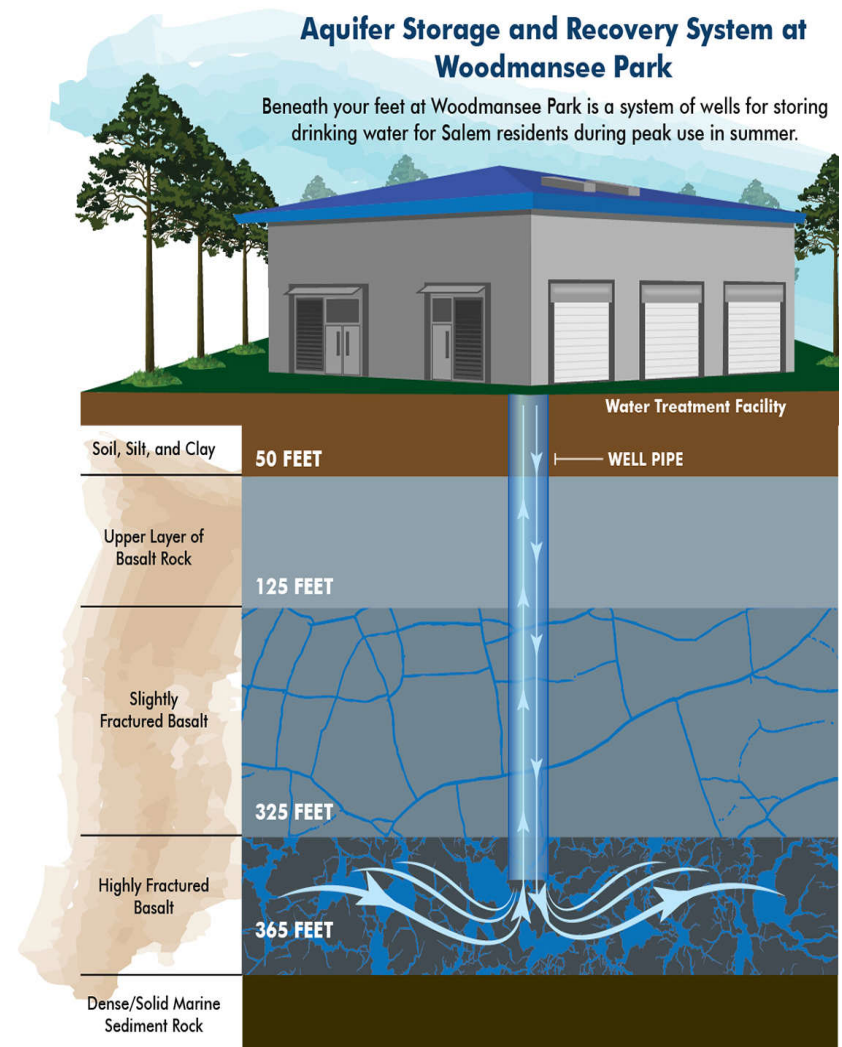
# ACCOMPLISHMENTS 2011–2022

- Stable/predictable revenue slope for customers
- Invested \$100 million in ozone treatment and water resiliency projects without a rate spike
- Constructing \$40 million Public Works Operations Building
- Addressed COVID-19 loss of revenue and expanded customer assistance without a rate spike
- Invested \$134 million in rate-supported capital funding
- Added almost 40 staff to meet program needs for water and wastewater treatment, GIS support, stormwater, engineering, compliance and other areas



# CURRENT FINANCIAL PRESSURES

- Labor contract COLAs of 3 percent per year for next three years
  - Plus, selective salary adjustments, additional staffing, and changes in benefits
- Inflation currently exceeding 7 percent
  - CPI: 7.09 percent (for fee schedule)
  - ENR: 7.21 percent (for fee schedule)
- Specific material costs greater than 20 percent based on contract renewals
  - Ductile iron pipe over 30 percent
  - Gate valves over 40 percent
  - Fuel at 38 percent increase



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# RATE PROPOSAL GOALS

## \*FUTURE FINANCIAL CONSIDERATIONS

1. Operating Reserve	2. Debt Reserve & Ratios	3. Capital Transfers	4. Unrestricted Fund Balance
<p>Maintain a 120-day operating reserve</p> <p>*Increased cash reserves.</p>	<p>Maintain required debt reserves (one year of debt service) and ratios (1.25)</p> <p>*Capital reserve metrics in future rate proposals as debt service is reduced.</p>	<p>Increase the rate-funded capital transfer as debt service declines targeting 1% of utility valuation (\$33.8M)</p> <p>*Increased capital transfers as valuations increase.</p>	<p>Maintain an unrestricted fund balance of \$10M</p>

# 3 PERCENT REVENUE SLOPE IS NO LONGER SUSTAINABLE

- Ending fund balance declines from \$62M to \$30M in five years
- Does not meet operating and debt reserve requirements
- Would have to significantly reduce capital investment

	FY 2022-23 <i>Budget</i>	FY 2023-24 <i>Forecast</i>	FY 2024-25 <i>Forecast</i>	FY 2025-26 <i>Forecast</i>	FY 2026-27 <i>Forecast</i>
Water Rates	3.00%	3.00%	3.00%	3.00%	3.00%
Wastewater Rates	3.00%	3.00%	3.00%	3.00%	3.00%
Stormwater Rates	3.00%	3.00%	3.00%	3.00%	3.00%
Capital Transfer	\$28,608,800	\$21,442,180	\$26,500,000	\$ 24,090,720	\$31,068,680
Total Debt Service	\$19,083,416	\$19,101,296	\$17,363,742	\$ 14,443,562	\$13,328,753
Coverage Ratio	2.26	2.00	1.94	2.21	2.39

Ending Fund Balance (June 30)	\$54,311,922	\$49,273,829	\$40,260,747	\$ 34,610,607	\$30,561,939
<span style="border: 1px solid black; padding: 2px;">120</span> days O&M Reserve	\$25,678,005	\$28,083,240	\$29,652,065	\$ 30,787,031	\$31,912,164
Reserve for Next Year Debt Service	\$19,101,296	\$17,363,742	\$14,443,562	\$ 13,328,753	\$ 4,583,753
Unrestricted Fund Balance	\$ 9,532,620	\$ 3,826,847	\$ (3,834,880)	\$ (9,505,178)	\$ (5,933,978)



# 3 PERCENT REVENUE SLOPE IS NO LONGER SUSTAINABLE (A LONGER VIEW)

	<u>FY 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>FY 2026-27</u>	<u>FY 2027-28</u>	<u>FY 2028-29</u>	<u>FY 2029-30</u>	<u>FY 2030-31</u>	<u>FY 2031-32</u>
	<i>Budget</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>
Water Rates	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Wastewater Rates	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Stormwater Rates	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Capital Transfer	\$28,608,800	\$21,442,180	\$26,500,000	\$ 24,090,720	\$31,068,680	\$ 33,800,000	\$ 33,800,000	\$33,800,000	\$33,800,000	\$33,800,000
Total Debt Service	\$19,083,416	\$19,101,296	\$17,363,742	\$ 14,443,562	\$13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	\$ 4,330,253	\$ 4,332,753
Coverage Ratio	2.26	2.00	1.94	2.21	2.39	6.91	7.42	7.53	7.67	7.81
Ending Fund Balance (June 30)	\$54,311,922	\$49,273,829	\$40,260,747	\$ 34,610,607	\$30,561,939	\$ 24,295,840	\$ 18,502,211	13,225,789	8,198,217	3,690,575
120 days O&M Reserve	\$25,678,005	\$28,083,240	\$29,652,065	\$ 30,787,031	\$31,912,164	\$ 33,001,083	\$ 34,132,231	\$35,308,260	\$36,529,768	\$37,798,646
Reserve for Next Year Debt Service	\$19,101,296	\$17,363,742	\$14,443,562	\$ 13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	4,330,253	4,332,753	4,331,353
Unrestricted Fund Balance	\$ 9,532,620	\$ 3,826,847	\$ (3,834,880)	\$ (9,505,178)	\$ (5,933,978)	\$ (13,036,996)	\$ (19,961,523)	(26,412,724)	(32,664,305)	(38,439,424)

# WHAT IF WE MATCHED INFLATION?

(3% SLOPE IS STILL NOT SUSTAINABLE FOR LONG TERM)

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Water Rates	7.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Wastewater Rates	7.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Stormwater Rates	7.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Capital Transfer	\$28,608,800	\$21,442,180	\$26,500,000	\$ 24,090,720	\$31,068,680	\$ 33,800,000	\$ 33,800,000	\$33,800,000	\$33,800,000	\$33,800,000
Total Debt Service	\$19,083,416	\$19,101,296	\$17,363,742	\$ 14,443,562	\$13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	\$ 4,330,253	\$ 4,332,753
Coverage Ratio	2.26	2.10	2.18	2.50	2.72	7.89	8.50	8.66	8.84	9.02
Ending Fund Balance (June 30)	\$56,164,485	\$55,175,861	\$50,383,490	\$ 49,133,587	\$49,587,322	\$ 47,999,694	\$ 47,067,582	46,845,833	47,072,556	48,025,507
120 days O&M Reserve	\$25,678,005	\$28,148,858	\$29,719,486	\$ 30,856,348	\$31,983,432	\$ 33,074,495	\$ 34,207,872	\$35,386,265	\$36,610,211	\$37,881,604
Reserve for Next Year Debt Service	\$19,101,296	\$17,363,742	\$14,443,562	\$ 13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	4,330,253	4,332,753	4,331,353
Unrestricted Fund Balance	\$11,385,183	\$ 9,663,261	\$ 6,220,442	\$ 4,948,486	\$13,020,136	\$ 10,593,446	\$ 8,528,207	7,129,315	6,129,591	5,812,550

Fund balance declines beginning in FY 27/28 as we ramp up capital funding.

# WHAT IF WE ADDRESSED INFLATION OVER TWO YEARS?

(3% SLOPE IS STILL NOT SUSTAINABLE FOR LONG TERM)

	FY 2022-23 <i>Budget</i>	FY 2023-24 <i>Forecast</i>	FY 2024-25 <i>Forecast</i>	FY 2025-26 <i>Forecast</i>	FY 2026-27 <i>Forecast</i>	FY 2027-28 <i>Forecast</i>	FY 2028-29 <i>Forecast</i>	FY 2029-30 <i>Forecast</i>	FY 2030-31 <i>Forecast</i>	FY 2031-32 <i>Forecast</i>
Water Rates	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Wastewater Rates	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Stormwater Rates	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Capital Transfer	\$28,608,800	\$21,442,180	\$26,500,000	\$ 24,090,720	\$31,068,680	\$ 33,800,000	\$ 33,800,000	\$33,800,000	\$33,800,000	\$33,800,000
Total Debt Service	\$19,083,416	\$19,101,296	\$17,363,742	\$ 14,443,562	\$13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	\$ 4,330,253	\$ 4,332,753
Coverage Ratio	2.26	2.05	2.12	2.50	2.72	7.90	8.51	8.66	8.85	9.02

Ending Fund Balance (June 30)	\$55,238,204	\$53,198,217	\$48,416,300	\$ 47,178,135	\$47,654,618	\$ 46,091,239	\$ 45,184,940	44,990,665	45,246,585	46,230,518
120 days O&M Reserve	\$25,678,005	\$28,131,931	\$29,717,234	\$ 30,854,032	\$31,981,051	\$ 33,072,044	\$ 34,205,347	\$35,383,660	\$36,607,525	\$37,878,833
Reserve for Next Year Debt Service	\$19,101,296	\$17,363,742	\$14,443,562	\$ 13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	4,330,253	4,332,753	4,331,353
Unrestricted Fund Balance	\$10,458,902	\$ 7,702,544	\$ 4,255,504	\$ 2,995,350	\$11,089,813	\$ 8,687,441	\$ 6,648,090	5,276,751	4,306,306	4,020,331

Fund balance declines beginning in FY 27/28 as we ramp up capital funding.

# WHAT IF WE MATCHED INFLATION... ...AND INCREASED REVENUE SLOPE TO 3.5%?

	<u>FY 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>FY 2026-27</u>	<u>FY 2027-28</u>	<u>FY 2028-29</u>	<u>FY 2029-30</u>	<u>FY 2030-31</u>	<u>FY 2031-32</u>
	<i>Budget</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>
Water Rates	7.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Wastewater Rates	7.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Stormwater Rates	7.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Capital Transfer	\$28,608,800	\$21,442,180	\$26,500,000	\$ 24,090,720	\$31,068,680	\$ 33,800,000	\$ 33,800,000	\$33,800,000	\$33,800,000	\$33,800,000
Total Debt Service	\$19,083,416	\$19,101,296	\$17,363,742	\$ 14,443,562	\$13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	\$ 4,330,253	\$ 4,332,753
Coverage Ratio	2.26	2.10	2.19	2.56	2.82	8.33	9.12	9.44	9.80	10.17
Ending Fund Balance (June 30)	\$56,164,485	\$55,423,839	\$51,427,866	\$ 51,564,310	\$54,020,832	\$ 55,108,245	\$ 57,571,475	61,518,878	66,742,504	73,576,880
120 days O&M Reserve	\$25,678,005	\$28,152,904	\$29,730,994	\$ 30,875,774	\$32,011,251	\$ 33,111,272	\$ 34,254,175	\$35,442,726	\$36,677,464	\$37,960,312
Reserve for Next Year Debt Service	\$19,101,296	\$17,363,742	\$14,443,562	\$ 13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	4,330,253	4,332,753	4,331,353
Unrestricted Fund Balance	\$11,385,183	\$ 9,907,193	\$ 7,253,310	\$ 7,359,782	\$17,425,828	\$ 17,665,219	\$ 18,985,797	21,745,898	25,732,287	31,285,214

**That solves it, but is there a more affordable solution?**

# RECOMMENDED REVENUE SLOPE

(A NEW REVENUE SLOPE ERA BEGINS)

	<u>FY 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>FY 2026-27</u>
	<i>Budget</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>
Water Rates	5.00%	3.50%	3.50%	3.50%	3.50%
Wastewater Rates	5.00%	3.50%	3.50%	3.50%	3.50%
Stormwater Rates	5.00%	3.50%	3.50%	3.50%	3.50%
Capital Transfer	\$28,608,800	\$21,442,180	\$26,500,000	\$ 24,090,720	\$31,068,680
Total Debt Service	\$19,083,416	\$19,101,296	\$17,363,742	\$ 14,443,562	\$13,328,753
Coverage Ratio	2.26	2.05	2.08	2.41	2.65

Ending Fund Balance (June 30)	\$ 55,238,204	\$ 52,468,188	\$ 46,346,974	\$ 44,257,386	\$ 44,425,272
<b>120</b> days O&M Reserve	\$ 25,678,005	\$ 28,120,020	\$ 29,697,042	\$ 30,840,698	\$ 31,975,012
Reserve for Next Year Debt Service	\$ 19,101,296	\$ 17,363,742	\$ 14,443,562	\$ 13,328,753	\$ 4,583,753
Unrestricted Fund Balance	\$ 10,458,902	\$ 6,984,426	\$ 2,206,369	\$ 87,935	\$ 7,866,507

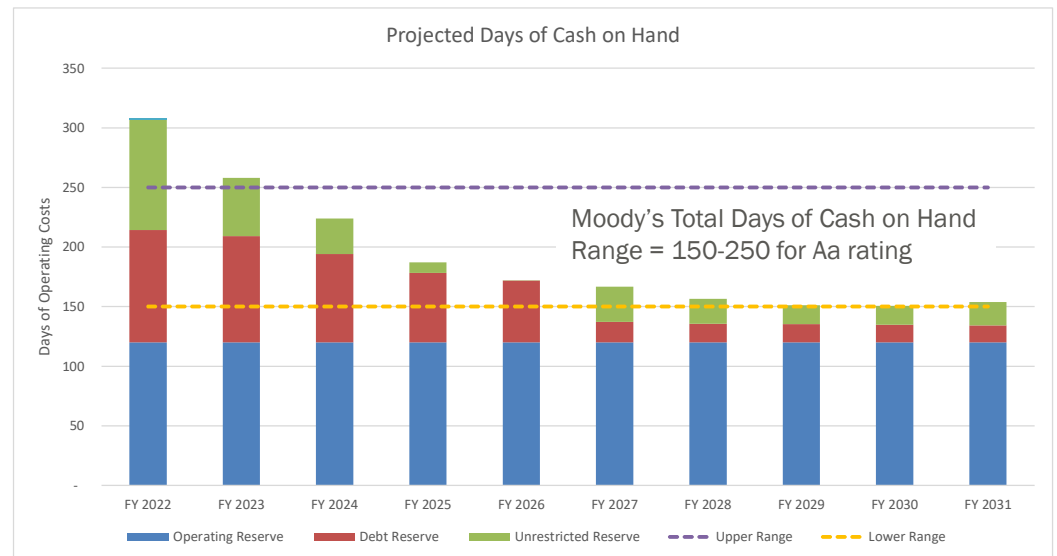
# RECOMMENDED REVENUE SLOPE

## (A LONGER VIEW)

	<u>FY 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>	<u>FY 2026-27</u>	<u>FY 2027-28</u>	<u>FY 2028-29</u>	<u>FY 2029-30</u>	<u>FY 2030-31</u>	<u>FY 2031-32</u>
	<i>Budget</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>
Water Rates	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Wastewater Rates	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Stormwater Rates	5.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Capital Transfer	\$28,608,800	\$21,442,180	\$26,500,000	\$ 24,090,720	\$31,068,680	\$ 33,800,000	\$ 33,800,000	\$33,800,000	\$33,800,000	\$33,800,000
Total Debt Service	\$19,083,416	\$19,101,296	\$17,363,742	\$ 14,443,562	\$13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	\$ 4,330,253	\$ 4,332,753
Coverage Ratio	2.26	2.05	2.08	2.41	2.65	7.83	8.57	8.87	9.20	9.54
Ending Fund Balance (June 30)	\$55,238,204	\$52,468,188	\$46,346,974	\$ 44,257,386	\$44,425,272	\$ 43,123,448	\$ 43,092,455	44,434,593	46,937,672	50,931,818
120 days O&M Reserve	\$25,678,005	\$28,120,020	\$29,697,042	\$ 30,840,698	\$31,975,012	\$ 33,073,762	\$ 34,215,338	\$35,402,482	\$36,635,760	\$37,917,095
Reserve for Next Year Debt Service	\$19,101,296	\$17,363,742	\$14,443,562	\$ 13,328,753	\$ 4,583,753	\$ 4,331,753	\$ 4,331,503	4,330,253	4,332,753	4,331,353
Unrestricted Fund Balance	\$10,458,902	\$ 6,984,426	\$ 2,206,369	\$ 87,935	\$ 7,866,507	\$ 5,717,933	\$ 4,545,613	4,701,859	5,969,159	8,683,370

# ISSUES & CONSIDERATIONS

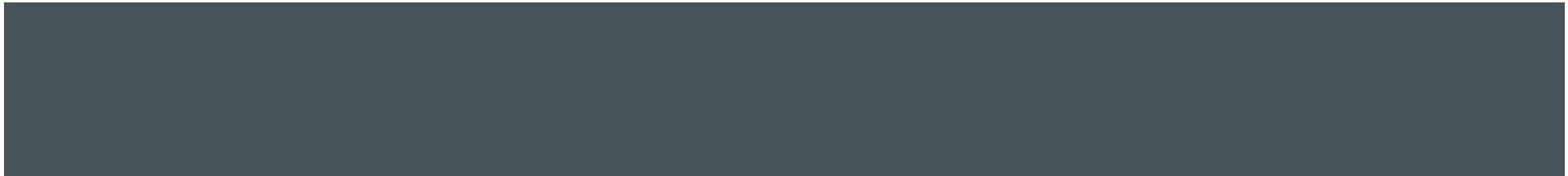
- Financials do not recover as quickly with the 5/3.5 recommendation
  - Tight fiscal situation in FY 25/26
- Additional required increases in capital funding will be slower
- Increased cash on hand
  - Capital reserves
  - Operating reserves (150 – 250 days)





# **PREVIEW OF UPCOMING MEETINGS**

Water/Wastewater Task Force





City of Salem Customers

Single family (3)

Multi-family (3)

Commercial (2)

Industrial (2)

Institutional (2)

Public

Irrigation

Outside City & Wholesale Customers

City of Keizer

City of Turner

Wholesale Water Districts

Suburban East Salem Water Dist.

Orchard Heights Water Asc.

Jan Ree/Eola Chatnicka & Outside City  
Sewer Only

## SAMPLE BILLS



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## **TASK FORCE SCHEDULE OF MEETINGS AND ISSUES**

- ✓ April 25, 2022 (Introduction and background)
- ✓ May 12, 2022 (Non-Rate Policy issues)
- ✓ May 26, 2022 (Proposed Revenue Slope)
- June 9, 2022
  - Rate Proposal Discussion & Task Force Recommendation
- June 23, 2022
  - Status report on major projects and capital needs
  - Mixed Use Metering
  - Accessory Dwelling Units/Middle Housing
  - Distressed Water Systems
  - New Utility Billing System
  - Future Policy issues

## **PUBLIC OUTREACH, COUNCIL HEARING & IMPLEMENTATION**

- June 24, 2022
  - Rates information web site published
  - Post cards mailed to all utility customers
- July 25, 2022
  - Council public hearing
- January 1, 2023 & January 1, 2024
  - New rates take effect
- February 1, 2023 & February 1, 2024
  - Customer bills reflect new rates



# **QUESTIONS, COMMENTS AND DISCUSSION**

Water/Wastewater Task Force

*Thank you!*