

City of Salem Public Works Department
**2021-2022 UTILITY
RATE PROPOSAL**


Water/Wastewater Task Force
August 18, 2020

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WELCOME

Meeting Agenda

- Introductions
- Reminder on conducting Task Force meetings in times of Covid-19
- Staff presentation topics
 - Recap and questions from last week
 - Rate Proposal
 - Sample Bills
 - Schedule



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INTRODUCTIONS

Task Force Members

Staff/Consultants

Guests

Task Force Members

- Brad Nanke, Chair, City Councilor/Ward 3
- Sam Brentano, Marion County
- Bruce Carmine, Suburban East Salem Water District
- Chris Hoy, City Councilor/Ward 6
- Cara Kaser, City Councilor/Ward 1
- Jim Lewis, City Councilor/Ward 8
- Ryan Mann, At-Large
- Chris Sarles, SEDCOR
- David Sawyer, City of Turner
- Laura Tesler, At-Large
- Jordan Truitt, Salem Area Chamber of Commerce
- Tim Wood, City of Keizer

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CONDUCTING MEETINGS IN TIMES OF COVID-19

- On Zoom for participants and YouTube for observers
- PowerPoint for ease of information presentation and to keep us on track
- We will pause often for questions from Task Force members
- Guest comments in writing only
- Hoping for a Task Force recommendation tonight



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RECAP & QUESTIONS FROM LAST WEEK

Water/Wastewater Task Force

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RECAP FROM LAST WEEK'S PRESENTATION

- Set the stage
- Described Salem's Utility
- Rate setting process
 - General factors affecting the rate proposal
 - Financial planning considerations
 - Previous years' revenue and expenditures
 - Utility capital funding and debt service
 - PowerPoint slides sent to Task Force members last week and available on City web site
- Responses to Task Force member questions



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PERCENT OF UTILITY REVENUE BY CUSTOMER CLASS

Sum of Billed Amount	Column Labels				
Row Labels	STORMWATER	WASTEWATER	WATER	Grand Total	
COMMERCIAL	\$ 3,594,492.99	\$ 6,621,615.27	\$ 3,982,620.37	\$ 14,198,728.63	16%
INDUSTRIAL	\$ 88,514.59	\$ 2,844,278.75	\$ 626,837.94	\$ 3,559,631.28	4%
INSTITUTIONAL	\$ 163,513.78	\$ 2,139,854.21	\$ 985,783.09	\$ 3,289,151.08	4%
IRRIGATION	\$ 20,063.62		\$ 1,575,327.22	\$ 1,595,390.84	2%
MULTI FAMILY	\$ 1,191,281.90	\$ 7,797,858.92	\$ 4,768,671.61	\$ 13,757,812.43	15%
PUBLIC	\$ 334,524.09	\$ 652,640.39	\$ 470,168.80	\$ 1,457,333.28	2%
RESIDENTIAL	\$ 8,069,673.13	\$ 26,463,644.16	\$ 16,525,337.83	\$ 51,058,655.12	57%
WHOLESALE			\$ 946,541.41	\$ 946,541.41	1%
Grand Total	\$ 13,462,064.10	\$ 46,519,891.70	\$ 29,881,288.27	\$ 89,863,244.07	100%

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UTILITY ACCOUNTS BY CUSTOMER CLASS (All areas)

Service	2015	2016	2017	2018	2019	2020
Water	52,107	52,723	52,895	53,579	54,057	54,641
% Change in Accounts		1.2%	0.3%	1.3%	0.9%	1.1%
Adopted Revenue Slope	3.0%	3.0%	2.0%	3.0%	3.0%	3.0%
Residential	45,601	46,068	46,221	46,857	47,304	47,892
Multifamily	2,644	2,654	2,662	2,710	2,716	2,730
Commercial	3,121	3,248	3,272	3,264	3,281	3,269
Industrial	20	21	21	19	18	16
Institutional	8	8	8	8	8	8
Irrigation	713	724	711	721	730	726
Wastewater	62,649	63,319	63,547	65,229	65,925	66,772
% Change in Accounts		1.1%	0.4%	2.6%	1.1%	1.3%
Adopted Revenue Slope	3.0%	3.0%	2.5%	3.0%	2.5%	2.5%
Residential	55,840	56,484	56,679	58,162	58,808	59,492
Multifamily	3,208	3,222	3,229	3,303	3,308	3,330
Commercial	3,582	3,593	3,619	3,744	3,789	3,933
Industrial	13	14	14	16	14	12
Institutional	6	6	6	4	6	5
Stormwater	42,879	43,323	43,627	44,048	44,508	44,918
% Change in Accounts		1.0%	0.7%	1.0%	1.0%	0.9%
Adopted Revenue Slope	3.0%	3.0%	3.0%	3.0%	5.0%	5.0%
Residential	38,611	39,034	39,302	39,676	40,111	40,528
Multifamily	1,760	1,771	1,782	1,827	1,831	1,842
Commercial	2,475	2,473	2,497	2,501	2,523	2,506
Industrial	1	13	13	12	11	11
Institutional	8	8	8	8	8	8
Irrigation	24	24	25	24	24	23

Change in Rate Revenue

1.9%

3.1%

4.5%


3.6%

1.6%

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RATE PROPOSAL

Water/Wastewater Task Force



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RATE RECOMMENDATION



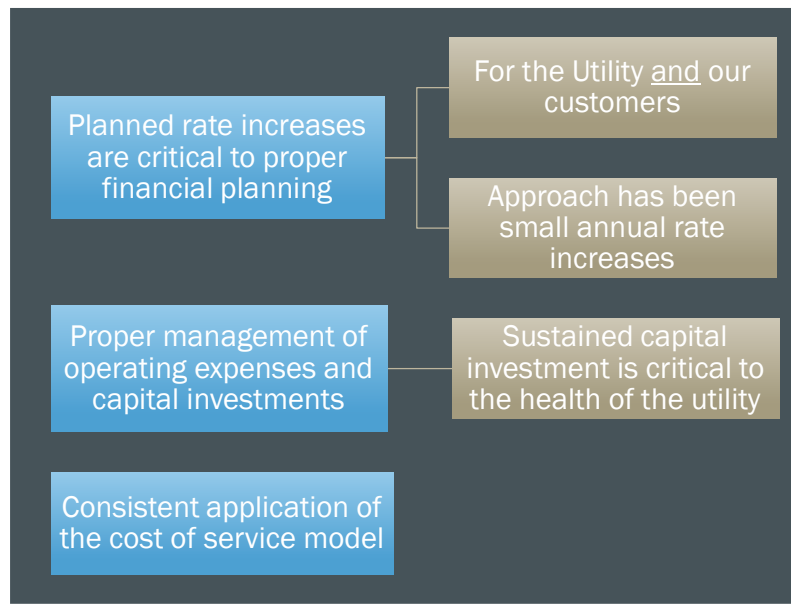
- Effective January 1, 2021 & January 1, 2022
 - 3% for water
 - 3% for wastewater
 - 5% for stormwater
 - Based on 2018 COSA update
 - Expected through 2023

Written report provided to Task Force members late last week.

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RATE PROPOSAL PHILOSOPHY

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



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HISTORY OF ADOPTED UTILITY RATE CHANGES

Erratic Era

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%

Early Revenue Slope Era

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%
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%

Current Revenue Slope Era

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%

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RATE PROPOSAL GOALS

1. Operating Reserve	2. Debt Reserve & Ratios	3. Capital Transfers	4. Unrestricted Fund Balance
Maintain a 120-day operating reserve	Maintain required debt reserves (one year of debt service) and ratios (1.25)	Increase the rate-funded capital transfer as debt service declines targeting 1% of utility valuation (\$33.8M)	Maintain an unrestricted fund balance of \$10M

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FINANCIAL PLAN SUMMARY

(All dollar figures in millions)

	Proposed		Planned				
	20-21	21-22	22-23	23-24	24-25	25-26	26-27
Planned Revenue Slope <i>(Water, Wastewater, Stormwater)</i>	3,3,5%	3,3,5%	3,3,5%	3%	3%	3%	3%
Rate Revenue - Operating	\$92.5	\$94.5	\$98.0	\$101.4	\$104.1	\$106.9	\$109.8
Other Revenue - Operating	16.0	15.8	16.2	16.6	17.0	17.3	17.8
Other Revenue - Nonoperating	3.8	3.5	0.7	0.7	0.7	0.7	0.5
Total Revenue	\$112.2	\$113.8	\$114.8	\$118.7	\$121.9	\$124.9	\$128.1
Operations and Maintenance	73.9	76.9	79.3	83.2	85.5	88.4	91.4
Debt Service	19.1	19.1	19.1	17.3	14.4	13.3	4.5
Rate-Funded Utility Capital Transfer	19.5	16.9	21.8	18.7	21.5	23.0	25.0
Total Operating Expenditures	\$112.5	\$112.9	\$120.1	\$119.2	\$121.4	\$124.6	\$120.9
Fund Balance	\$49.5	\$50.3	\$45.1	\$44.6	\$45.1	\$45.4	\$52.6
Operating Expense/ Operating Revenue Ratio	103.7%	102.4%	105.2%	101.0%	100.2%	100.3%	94.7%

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FINANCIAL PLAN SUMMARY

(All dollar figures in millions)

Fund Balance Components	Proposed		Planned				
	20-21	21-22	22-23	23-24	24-25	25-26	26-27
Operating Reserve (120 days)	\$23.7	\$24.7	\$25.5	\$26.8	\$27.5	\$28.4	\$29.4
Debt Service Reserve (one year)	19.1	19.1	19.1	17.3	14.4	13.3	4.5
Unrestricted Fund Balance	6.7	6.5	0.5	0.5	3.2	3.7	18.7
Total Fund Balance	\$49.5	\$50.3	\$45.1	\$44.6	\$45.1	\$45.4	\$52.6
Debt Coverage Ratio (1.25 min)	2.1	1.9	1.8	1.9	2.1	2.6	2.8

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SAMPLE BILLS

Water/Wastewater Task Force



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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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SINGLE FAMILY



Single Family	Month Use (ccf)	Specific Info ¹	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	8.0	0.75	\$31.70	\$32.68	\$33.67
Wastewater	6.0		36.61	37.72	38.84
Stormwater		Tier 2	17.17	18.02	18.92
Subtotal			\$85.48	\$88.42	\$91.43
Franchise Fee			4.27	4.42	4.57
Total Bill			\$89.75	\$92.84	\$96.00
Percent Change				3.4%	3.4%
Dollar Change				\$3.09	\$3.16

¹Water meter size and residential stormwater tier.

Single Family - Low	Month Use (ccf)	Specific Info ¹	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	3.0	0.75	\$19.00	\$19.58	\$20.17
Sewer	2.0		22.21	22.88	23.56
Stormwater		Tier 1	16.41	17.23	18.09
Subtotal			\$57.62	\$59.69	\$61.82
Franchise Fee			2.88	2.98	3.09
Total Bill			\$60.50	\$62.67	\$64.91
Percent Change				3.6%	3.6%
Dollar Change				\$2.17	\$2.24


¹Water meter size and residential stormwater tier.

Single Family - High	Month Use (ccf)	Specific Info ¹	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	24.0	1.00	\$76.37	\$78.75	\$81.15
Sewer	10.0		51.01	52.56	54.12
Stormwater		Tier 3	17.93	18.82	19.76
Subtotal			\$145.31	\$150.13	\$155.03
Franchise Fee			7.27	7.51	7.75
Total Bill			\$152.58	\$157.64	\$162.78
Percent Change				3.3%	3.3%
Dollar Change				\$5.06	\$5.15

¹Water meter size and residential stormwater tier.

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MULTI-FAMILY



Multifamily - Fourplex	Month Use (ccf)	Specific Info ¹	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	10.0	1.0	\$36.81	\$37.87	\$39.05
Wastewater	7.0	4.0	44.05	45.39	46.74
Stormwater		1.2	18.39	19.30	20.26
Subtotal			\$99.25	\$102.56	\$106.05
Franchise Fee			4.96	5.13	5.30
Total w/Franchise Fee			\$104.21	\$107.68	\$111.35
Percent Change				3.3%	3.4%
Dollar Change				\$3.48	\$3.67

¹Water meter size, dwelling units, and EDUs for stormwater

Multifamily - Large	Month Use (ccf)	Specific Info ¹	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	300.0	2.0	\$682.23	\$701.44	\$723.68
Wastewater	300.0	116.0	1,242.20	1,280.24	1,318.30
Stormwater		56.2	352.79	370.20	388.76
Subtotal			\$2,277.22	\$2,351.88	\$2,430.74
Franchise Fee			113.86	117.59	121.54
Total w/Franchise Fee			\$2,391.08	\$2,469.47	\$2,552.28
Percent Change				3.3%	3.4%
Dollar Change				\$78.39	\$82.81


¹Water meter size, dwelling units, and EDUs for stormwater

Multifamily - Mobile Home	Month Use (ccf)	Specific Info ¹	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	1,000	2.0	\$2,180.23	\$2,241.44	\$2,312.68
Wastewater	992	213.0	3,857.56	3,975.60	4,093.66
Stormwater		350.8	2,143.95	2,249.74	2,362.58
Subtotal			\$8,181.74	\$8,466.78	\$8,768.92
Franchise Fee			409.09	423.34	438.45
Total w/Franchise Fee			\$8,590.83	\$8,890.12	\$9,207.37
Percent Change				3.5%	3.6%
Dollar Change				\$299.29	\$317.24

¹Water meter size, dwelling units, and EDUs for stormwater

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COMMERCIAL



Includes: offices, restaurants, retail businesses, churches, and state licensed residential care or day care facilities

Commercial - Large EDU	Month Use (ccf)	Specific Info ¹	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	315	2.0	\$745.83	\$769.09	\$792.38
Wastewater	300		1,504.45	1,550.12	1,595.81
Stormwater		177.4	1,089.68	1,143.45	1,200.80
Subtotal			\$3,339.96	\$3,462.66	\$3,588.99
Franchise Fee			167.00	173.13	179.45
Total w/Franchise Fee			\$3,506.96	\$3,635.80	\$3,768.44
Percent Change				3.7%	3.6%
Dollar Change				\$128.84	\$132.64


¹Water meter size and EDUs for stormwater

Commercial - Small EDU	Month Use (ccf)	Specific Info ¹	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	80.0	1.5	\$205.89	\$212.29	\$218.71
Wastewater	68.0		358.37	369.24	380.13
Stormwater		4.1	36.02	37.80	39.69
Subtotal			\$600.28	\$619.33	\$638.53
Franchise Fee			30.01	30.97	31.93
Total w/Franchise Fee			\$630.29	\$650.29	\$670.46
Percent Change				3.2%	3.1%
Dollar Change				\$20.00	\$20.16

¹Water meter size and EDUs for stormwater

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INDUSTRIAL



MILL CREEK CORPORATE CENTER
Pacheco, CA

Industrial	Monthly Use ¹	Specific Info ²	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	6,375	6.0	\$9,983.47	\$10,309.11	\$10,634.96
Wastewater					
Flow (mg)	5.8		19,721.86	20,313.51	20,922.92
BOD (1,000 lbs)	237		84,417.11	86,950.40	89,559.60
TSS (1,000 lbs)	13		3,390.33	3,492.04	3,596.83
Fixed			2,012.50	2,072.88	2,135.07
Stormwater		91.3	566.19	594.13	623.93
Subtotal			\$120,091.46	\$123,732.08	\$127,473.31
Franchise Fee			6,004.57	6,186.60	6,373.67
Total w/Franchise Fee			\$126,096.04	\$129,918.69	\$133,846.98
Percent Change				3.0%	3.0%
Dollar Change				\$3,822.65	\$3,928.29


¹ Water = ccf, wastewater = mg
² Water meter size and EDUs for stormwater

Industrial 2	Monthly Use ¹	Specific Info ²	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	5,082	4.0	\$7,892.39	\$8,150.00	\$8,407.71
Wastewater					
Flow (mg)	2.1		7,140.67	7,354.89	7,575.54
BOD (1,000 lbs)	19.3		6,868.68	7,074.80	7,287.10
TSS (1,000 lbs)	11.7		2,960.22	3,049.02	3,140.51
Fixed			2,012.50	2,072.88	2,135.07
Stormwater		55.2	346.71	363.82	382.06
Subtotal			\$27,221.16	\$28,065.41	\$28,928.00
Franchise Fee			1,361.06	1,403.27	1,446.40
Total w/Franchise Fee			\$28,582.22	\$29,468.68	\$30,374.39
Percent Change				3.1%	3.1%
Dollar Change				\$886.46	\$905.71

¹ Water = ccf, wastewater = mg
² Water meter size and EDUs for stormwater

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INSTITUTIONAL



Institutional	Month Use ¹	Specific Info ²	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	2,062	8.0	\$5,082.63	\$5,230.16	\$5,378.40
Wastewater					
Flow (mg)	1.3		4,420.42	4,553.03	4,689.62
BOD (1,000 lbs)	4.8		1,708.27	1,759.54	1,812.34
TSS (1,000 lbs)	4.6		1,163.85	1,198.76	1,234.73
Fixed			1,127.99	1,161.83	1,196.68
Stormwater		230.8	1,414.35	1,484.14	1,558.58
Subtotal			\$14,917.51	\$15,387.46	\$15,870.35
Franchise Fee			\$745.88	\$769.37	\$793.52
Total w/Franchise Fee			\$15,663.38	\$16,156.83	\$16,663.87
Percent Change				3.2%	3.1%
Dollar Change				\$493.45	\$507.03

¹ Water = ccf, wastewater = mg
² Water meter size and EDUs for stormwater

Institutional 2	Month Use ¹	Specific Info ²	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	17,700	10.0	\$39,305.68	\$40,442.38	\$41,581.32
Wastewater					
Flow (mg)	9.47		32,201.03	33,167.07	34,162.08
BOD (1,000 lbs)	0.02		7.12	7.33	7.55
TSS (1,000 lbs)	22.21		5,619.35	5,787.93	5,961.61
Fixed			1,127.99	1,161.83	1,196.68
Stormwater		780.4	4,755.92	4,990.59	5,240.90
Subtotal			\$83,017.09	\$85,557.12	\$88,150.14
Franchise Fee			4,150.85	4,277.86	4,407.51
Total w/Franchise Fee			\$87,167.95	\$89,834.98	\$92,557.64
Percent Change				3.1%	3.0%
Dollar Change				\$2,667.03	\$2,722.66

¹ Water = ccf, wastewater = mg
² Water meter size and EDUs for stormwater

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Public	Month Use (ccf)	Specific Info	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	61.0	3.0	\$224.55	\$231.11	\$238.35
Wastewater	53.0		284.27	292.89	301.53
Stormwater		13.5	93.17	97.77	102.67
Subtotal			\$601.99	\$621.77	\$642.55
Franchise Fee			30.10	31.09	32.13
Total w/Franchise Fee			\$632.09	\$652.86	\$674.68
Percent Change				3.3%	3.3%
Dollar Change				\$20.77	\$21.82

PUBLIC
Includes: state, county, or school district accounts

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Irrigation	Month Use (ccf)	Specific Info	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	280	2.0	\$1,003.43	\$1,032.64	\$1,064.68
Backflow Prevention			1.50	1.50	1.50
Subtotal			\$1,004.93	\$1,034.14	\$1,066.18
Franchise Fee			50.25	51.71	53.31
Total w/Franchise Fee			\$1,055.18	\$1,085.85	\$1,119.49
Percent Change				2.9%	3.1%
Dollar Change				\$30.67	\$33.64

IRRIGATION

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Single Family Residential	Month Use (ccf)	Other Info	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Wastewater	5.0		\$31.26	\$32.20	\$33.15
Percent Change				3.0%	3.0%
Dollar Change				\$0.94	\$0.95
Fourplex	Month Use (ccf)	Other Info	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Wastewater	10.0		\$53.38	\$54.99	\$56.61
Percent Change				3.0%	2.9%
Dollar Change				\$1.61	\$1.62
Commercial	Month Use (ccf)	Other Info	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Wastewater	4.0		\$40.72	\$41.94	\$43.18
Percent Change				3.0%	3.0%
Dollar Change				\$1.22	\$1.24

CITY OF KEIZER

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Wholesale	Month Use (ccf)	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water - 8" and 3-2" meters	7,303	\$7,922.74	\$8,149.48	\$8,376.44
Sewer	5,402	19,503.46	20,097.75	20,692.04
Total Bill		\$27,426.20	\$28,247.23	\$29,068.48
Percent Change			3.0%	2.9%
Dollar Change			\$821.03	\$821.25
Percent Change		water only	2.9%	2.8%
Percent Change		sewer only	3.0%	3.0%

CITY OF TURNER

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Suburban East Salem Water District

Wholesale	Month Use (ccf)	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water - 8" and 2-6" meters	53,818	\$66,565.37	\$68,729.17	\$70,893.29
Percent Change			3.3%	3.1%
Dollar Change			\$2,163.80	\$2,164.12

Orchard Heights Water Association

Wholesale	Month Use (ccf)	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water - 3-3" meters	999	\$3,293.13	\$3,390.42	\$3,487.95
Percent Change			3.0%	2.9%
Dollar Change			\$97.29	\$97.53

WHOLESALE WATER DISTRICTS

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JAN REE/EOLA CHATNIKA & OUTSIDE CITY SEWER ONLY



Jan Ree/Eola Chatnika

Single Family Residential	Month Use (ccf)	Other Info	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water	10.0	0.75	\$42.45	\$43.72	\$45.00
Wastewater	6.0		\$39.85	\$41.06	\$42.28
Total Bill			\$82.30	\$84.78	\$87.28
Percent Change				3.0%	2.9%
Dollar Change				\$2.48	\$2.50

Commercial	Month Use (ccf)	Other Info	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Water- 1" meter	12.0		\$48.26	\$49.72	\$51.19
Wastewater	4.0		\$45.95	\$47.32	\$48.75
Total Bill			\$94.21	\$97.04	\$99.94
Percent Change				3.0%	3.0%
Dollar Change				\$2.83	\$2.90

Outside City - Sewer Only

Single Family Residential	Month Use (ccf)	Other Info	Current 1/1/2020	Proposed 1/1/2021	Proposed 1/1/2022
Wastewater	5.0		\$35.93	\$37.02	\$38.12
Percent Change				3.0%	3.0%
Dollar Change				\$1.09	\$1.10

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MEETING AND PUBLIC OUTREACH SCHEDULES

Water/Wastewater Task Force

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TASK FORCE

- ✓ August 12, 2020
 - Introduction and background
- ✓ August 13, 2020
 - Mail out 2021/2022 financial plan rate proposal
- August 18, 2020
 - Review of financial plan and rate proposal
 - Make recommendation if ready to do so
- August 26, 2020 (If necessary)
 - Task Force recommendation

PUBLIC OUTREACH, COUNCIL HEARING & IMPLEMENTATION

- September 2020
 - Rates information web site published
 - Post cards mailed to all utility customers
- October 12, 2020
 - Council public hearing
- January 1, 2021 & January 1, 2022
 - New rates take effect
- February 1, 2021 & February 1, 2022
 - Customer bills reflect new rates

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