



COMMISSIONER'S WORK SESSION

2018 BUDGET DISCUSSION

OCTOBER 24, 2017

1. Introduction
2. Review Budget Status
3. Fleet Management Discussion
 - Purchase program from Enterprise
4. Financial Plan Rate Increase Scenarios
 - Additional Rate and Debt scenarios



2018 BUDGET
FLEET MANAGEMENT
OCTOBER 24, 2017

During the last regular Commission meeting on October 10, 2017, we discussed a revised approach to the District's Fleet Management for 2018. We would like to focus on three main goals to address our fleet management needs:

Goal 1 – Reduce the amount of under-utilized and higher mileage vehicles

The District has typically followed a buy-and-hold model where we purchase specific vehicles for staff that drive a lot and then hand them down when the mileage gets high. The handed down vehicle will then become part of the fleet that doesn't get a lot of usage. After holding this vehicle for close to 20 years, we then auction the vehicle for very little return on our original investment. Our goal for 2018 is to auction off a number of under-utilized and higher mileage vehicles so that we are not continuing to pay for insurance, maintenance and poor gas mileage. However, the only way to significantly reduce the number of these vehicles is to purchase new vehicles for those who drive a lot and then go through one large round of hand-me-downs.

Goal 2 – Reduce the cost of ownership over time

The impact of the District's buy-and-hold model is that the cost of vehicle ownership dramatically increases over time. The optimum point at which to sell vehicles is 75,000 miles or less, but we routinely keep vehicles to 150,000 miles or more. As a result, we lose out on a higher resale value, we increase our maintenance costs and we pay more for fuel because of reduced fuel mileage. If we keep a vehicle for 75,000 miles or less, we can limit ourselves to routine vehicle maintenance like oil changes and tires, and we can get a better resale on the vehicle.

Goal 3 – Ensuring that our most important vehicles are replaced every 75,000 miles

We have identified nine vehicles that are vitally important to the operation and maintenance of our water systems and the District would benefit by having these vehicles replaced on a regular rotation of 75,000 miles or less to take advantage of



reliability, safety and resale value. The truck used for after hours response, the Distribution operators trucks and the Meter Readers trucks are the District's highest mileage and most important vehicles, and we should be replacing them at 75,000 miles or less.

The District currently has 48 vehicles in our fleet, not including large vehicles like dump trucks or other construction equipment. If we were to utilize the services of Enterprise Fleet Management, there are two replacement scenarios that we should consider for 2018:

1. Major Replacement

We could eliminate 11 vehicles and replace another 14 with new Enterprise vehicles that would then be on the 75,000 replacement schedule. The remaining vehicles would stay the way they are for now. The attached Table 1 – Major Replacement Program shows the list of vehicles that we could replace in 2018 along with all of the details for each vehicle. The table shows that for each vehicle, the total cost of ownership would be less if we purchased them through Enterprise and replaced them at 75,000 miles or less. Enterprise can provide us with a purchase price better than we can get through the state contract and they can provide us with more return on the resale of the vehicles at replacement. The vehicles would be owned by the District, with Enterprise charging a \$480 per vehicle per year fee for management of the program.

The purchase of the additional vehicles in this option will be offset with hand downs of existing vehicles and the sale of many under utilized vehicles. The net effect will be an increase of about \$176,345.

2. Limited Replacement

Similar to the Major Replacement, but we would only purchase eight (8) vehicles in 2018, with other replacements pushed back to 2019 and 2020 (see Table 2). This scenario is what we recommend in order to eliminate some of the under-utilized and higher mileage vehicles and slowly enter into the Enterprise Fleet Management program.

The purchase of the additional vehicles in this option will be offset with hand downs of existing vehicles and the sale of many under utilized vehicles. The net effect will be an increase of about \$96,260.



To re-state the recommendation that was made at the last Commission meeting, we are proposing to purchase the following vehicles in 2018:

Already in Proposed Budget

- Ford F150 for Distribution Operator
- Nissan Frontier for Meter Reader
- Ford Escape for Administration
- 1 Ton Flat Bed for Construction

New Addition to Budget

- Ford F150 for Construction Manager
- Ford F150 for After hours response
- Ford F150 for Construction Foreman
- Ford F150 for Locator

Additional vehicles for Meter Readers and Distribution Operators will be purchased in 2019 and 2020 to have them on the replacement cycle with Enterprise.

TABLE 1 - 2018 MAJOR REPLACEMENT PROGRAM



FLEET MANAGEMENT

Equip #	Year	Description	Function	Purchase Price	Annual Maintenance	Projected Miles 2017	Market Value	Total Cost of Ownership	Cost per Year	Replacement Vehicle	Vehicle Cost	Annual Management Fee	Annual Maintenance Cost	Term (yrs)	Resale	Total Cost of Ownership	Cost per Year
167	1994	Blazer, GMC 4x4 4-door		\$ 22,386.58	\$ 26.56	100,812	\$ 500.00	\$ 22,497.46	\$ 978.15	SELL							
169	1995	1 Ton Flatbed	Const	\$ 22,217.04	\$ 774.00	92,821	\$ 1,000.00	\$ 38,245.04	\$ 1,738.41								
174	1995	Pickup, GMC 3/4 ton 4x4	Mole	\$ 27,091.58	\$ 48.96	171,412	\$ 500.00	\$ 27,668.70	\$ 1,257.67	SELL							
197	2000	Pickup, Chev 1/2 4x4 ext		\$ 27,101.58	\$ 303.84	166,693	\$ 1,000.00	\$ 31,266.86	\$ 1,839.23	SELL							
201	2002	Pickup, Ford 3/4 ext 4x4	Flagging	\$ 29,814.45	\$ 133.28	183,729	\$ 2,500.00	\$ 29,313.65	\$ 1,954.24	SELL							
203	2003	Pickup, Fullsize 1/2 4x4 ext	Const Sup	\$ 23,467.02	\$ 778.32	60,809	\$ 3,500.00	\$ 30,863.50	\$ 2,204.54	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
204	2003	Pickup, Midsize 4x4 ext		\$ 16,330.75	\$ 133.74	108,119	\$ 1,000.00	\$ 17,203.11	\$ 1,228.79	SELL							
208	2004	Sedan, Taurus	Admin	\$ 13,894.16	\$ 388.50	61,111	\$ 300.00	\$ 18,644.66	\$ 1,434.20	Ford Escape	\$ 22,856.00	\$ 480.00	\$ 590.00	5	\$ 9,700.00	\$ 18,506.00	\$ 3,701.20
209	2004	Pickup, Chev, Fullsize 3/4 4x4	Locator	\$ 22,953.44	\$ 80.21	99,862	\$ 4,500.00	\$ 19,496.17	\$ 1,499.71	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
211	2004	Pickup, Chev, Midsize 4x4		\$ 19,493.43	\$ 185.12	123,612	\$ 3,000.00	\$ 18,899.99	\$ 1,453.85	SELL							
213	2005	Pickup, Chev, Midsize 4x4	WTP	\$ 18,606.24	\$ 711.88	152,297	\$ 1,500.00	\$ 25,648.80	\$ 2,137.40	SELL							
215	2006	Pickup, Ford, Fullsize 4x4	After Hours	\$ 30,149.97	\$ 1,794.00	145,067	\$ 3,000.00	\$ 46,883.97	\$ 4,262.18	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
220	2007	Pickup, Chev, Midsize 4x4		\$ 20,479.08	\$ 1,714.72	107,298	\$ 5,000.00	\$ 32,626.28	\$ 3,262.63	SELL							
227	2008	Pickup, Ford, Fullsize 4x4	Elec	\$ 28,698.57	\$ 2,069.44	135,166	\$ 6,500.00	\$ 40,823.53	\$ 4,535.95	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
229	2011	Ford F250	Joe	\$ 30,109.99	\$ 2,381.12	120,617	\$ 6,500.00	\$ 37,896.71	\$ 6,316.12	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
232	2011	Chev Colorado 4x4	Eng	\$ 21,753.78	\$ 201.96	94,583	\$ 5,000.00	\$ 17,965.54	\$ 2,994.26	SELL							
235	2011	Ford F350 4x4 Pickup	Flushers	\$ 15,845.76	\$ 1,698.62	123,508	\$ 6,000.00	\$ 20,037.48	\$ 3,339.58	SELL							
242	2012	Chev Colorado 4x4	Meters	\$ 21,895.72	\$ 1,835.35	96,596	\$ 8,000.00	\$ 23,072.47	\$ 4,614.49	Nissan Frontier	\$ 23,667.00	\$ 480.00	\$ 900.00	3	\$ 17,000.00	\$ 10,807.00	\$ 3,602.33
248	2013	Chev Siverado	Bill	\$ 30,899.90	\$ 276.25	12,120	\$ 29,000.00	\$ 3,004.90	\$ 751.23	SELL							
249	2013	Ford F350 4x4 Pickup	Const Fore	\$ 40,029.94	\$ 1,820.00	55,296	\$ 10,000.00	\$ 37,309.94	\$ 9,327.49	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
253	2014	Ford 250 Pickup	Dist	\$ 33,568.81	\$ 2,593.63	64,082	\$ 21,000.00	\$ 20,349.70	\$ 6,783.23	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
255	2015	Nissan Frontier SV 4X4 SC	Meters	\$ 26,163.64	\$ 3,186.81	75,016	\$ 12,500.00	\$ 20,037.26	\$ 10,018.63	Nissan Frontier	\$ 23,667.00	\$ 480.00	\$ 900.00	3	\$ 17,000.00	\$ 10,807.00	\$ 3,602.33
256	2015	Chev Pickup Colorado 4x4 Ext Cab	Meters	\$ 29,074.13	\$ 2,309.13	51,314	\$ 16,000.00	\$ 17,692.39	\$ 8,846.20	Nissan Frontier	\$ 23,667.00	\$ 480.00	\$ 900.00	3	\$ 17,000.00	\$ 10,807.00	\$ 3,602.33
257	2015	Chev Pickup Colorado 4x4 Ext Cab	Meters	\$ 29,074.11	\$ 2,582.73	57,394	\$ 16,000.00	\$ 18,239.57	\$ 9,119.79	Nissan Frontier	\$ 23,667.00	\$ 480.00	\$ 900.00	3	\$ 17,000.00	\$ 10,807.00	\$ 3,602.33
	2018		Const Mgr							Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
					\$ 28,028.17		\$ 163,800.00		\$ 91,897.94		\$ 357,324.00	\$ 6,240.00	\$ 12,190.00		\$ 240,900.00		\$ 55,483.87

Fuel Cost	\$3.00
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Capital Outlay	\$ 193,524.00
Management Fee	\$ 6,240.00
Fuel Cost (Savings)	\$ (7,580.05)
MX Cost (Savings)	\$ (15,838.17)
Total Outlay	\$ 176,345.78

TABLE 2 - 2018 LIMITED REPLACEMENT PROGRAM



FLEET MANAGEMENT

Equip #	Year	Description	Function	Purchase Price	Annual Maintenance	Projected Miles 2017	Market Value	Total Cost of Ownership	Cost per Year	Replacement Vehicle	Vehicle Cost	Annual Management Fee	Annual Maintenance Cost	Term (yrs)	Resale	Total Cost of Ownership	Cost per Year
167	1994	Blazer, GMC 4x4 4-door		\$ 22,386.58	\$ 26.56	100,812	\$ 300.00	\$ 22,697.46	\$ 986.85	SELL							
169	1995	1 Ton Flatbed	Const	\$ 22,217.04	\$ 774.00	92,821	\$ 1,000.00	\$ 38,245.04	\$ 1,738.41								
174	1995	Pickup, GMC 3/4 ton 4x4	Mole	\$ 27,091.58	\$ 48.96	171,412	\$ 300.00	\$ 27,868.70	\$ 1,266.76	SELL							
197	2000	Pickup, Chev 1/2 4x4 ext		\$ 27,101.58	\$ 303.84	166,693	\$ 1,000.00	\$ 31,266.86	\$ 1,839.23	SELL							
201	2002	Pickup, Ford 3/4 ext 4x4	Flagging	\$ 29,814.45	\$ 133.28	183,729	\$ 2,500.00	\$ 29,313.65	\$ 1,954.24	SELL							
203	2003	Pickup, Fullsize 1/2 4x4 ext	Const Sup	\$ 23,467.02		60,809				KEEP							
204	2003	Pickup, Midsize 4x4 ext		\$ 16,330.75	\$ 133.74	108,119	\$ 1,000.00	\$ 17,203.11	\$ 1,228.79	SELL							
208	2004	Sedan, Taurus	Admin	\$ 13,894.16	\$ 388.50	61,111	\$ 300.00	\$ 18,644.66	\$ 1,434.20	Ford Escape	\$ 22,856.00	\$ 480.00	\$ 590.00	5	\$ 9,700.00	\$ 18,506.00	\$ 3,701.20
209	2004	Pickup, Chev, Fullsize 3/4 4x4	Locator	\$ 22,953.44	\$ 80.21	99,862	\$ 4,500.00	\$ 19,496.17	\$ 1,499.71	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
211	2004	Pickup, Chev, Midsize 4x4		\$ 19,493.43	\$ 185.12	123,612	\$ 3,000.00	\$ 18,899.99	\$ 1,453.85	SELL							
213	2005	Pickup, Chev, Midsize 4x4	WTP	\$ 18,606.24	\$ 711.88	152,297	\$ 1,500.00	\$ 25,648.80	\$ 2,137.40	SELL							
215	2006	Pickup, Ford, Fullsize 4x4	After Hours	\$ 30,149.97	\$ 1,794.00	145,067	\$ 3,000.00	\$ 46,883.97	\$ 4,262.18	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
220	2007	Pickup, Chev, Midsize 4x4		\$ 20,479.08	\$ 1,714.72	107,298	\$ 5,000.00	\$ 32,626.28	\$ 3,262.63	SELL							
227	2008	Pickup, Ford, Fullsize 4x4	Elec	\$ 28,698.57		135,166				KEEP							
229	2011	Ford F250	Joe	\$ 30,109.99	\$ 2,381.12	120,617	\$ 6,500.00	\$ 37,896.71	\$ 6,316.12	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
232	2011	Chev Colorado 4x4	Eng	\$ 21,753.78	\$ 201.96	94,583	\$ 5,000.00	\$ 17,965.54	\$ 2,994.26	SELL							
235	2011	Ford F350 4x4 Pickup	Flushers	\$ 15,845.76	\$ 1,698.62	123,508	\$ 6,000.00	\$ 20,037.48	\$ 3,339.58	SELL							
242	2012	Chev Colorado 4x4	Meters	\$ 21,895.72	\$ 1,835.35	96,596	\$ 8,000.00	\$ 23,072.47	\$ 4,614.49	Nissan Frontier	\$ 23,667.00	\$ 480.00	\$ 900.00	3	\$ 17,000.00	\$ 10,807.00	\$ 3,602.33
248	2013	Chev Siverado	Bill	\$ 30,899.90	\$ 276.25	12,120	\$ 29,000.00	\$ 3,004.90	\$ 751.23	SELL							
249	2013	Ford F350 4x4 Pickup	Const Fore	\$ 40,029.94	\$ 1,820.00	55,296	\$ 10,000.00	\$ 37,309.94	\$ 9,327.49	Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
253	2014	Ford 250 Pickup	Dist	\$ 33,568.81		64,082				KEEP							
255	2015	Nissan Frontier SV 4X4 SC	Meters	\$ 26,163.64		75,016				KEEP							
256	2015	Chev Pickup Colorado 4x4 Ext Cab	Meters	\$ 29,074.13		51,314				KEEP							
257	2015	Chev Pickup Colorado 4x4 Ext Cab	Meters	\$ 29,074.11		57,394				KEEP							
	2018		Const Mgr							Ford F150	\$ 29,975.00	\$ 480.00	\$ 1,000.00	3	\$ 20,400.00	\$ 14,015.00	\$ 4,671.67
				\$ 14,508.11			\$ 87,900.00		\$ 50,407.40		\$ 196,398.00	\$ 3,360.00	\$ 6,490.00		\$ 128,700.00		\$ 30,661.87

Fuel Cost	\$3.00
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Capital Outlay	\$ 108,498.00
Management Fee	\$ 3,360.00
Fuel Cost (Savings)	\$ (7,580.05)
MX Cost (Savings)	\$ (8,018.11)
Total Outlay	\$ 96,259.84



2018 BUDGET
FINANCIAL PLAN SCENARIOS
OCTOBER 24, 2017

The District's Capital Improvement Program will require some significant investment over the next 10 years. The current financial plan includes a suite of rate increases that help to fund the program while also keeping the increases below double digits. However, as a result of keeping the rate increases manageable, there is significant debt funding required to provide the additional revenues required to fund the CIP.

I have worked with our financial consultant, FCS Group, to come up with two additional scenarios for the rate increases for 2018 to observe their impact on the debt funding required. The attached table shows the baseline scenario of rate increases which is in the District's current financial plan, along with seven other possible scenarios that the District could adopt over the next five years. ***The two additional scenarios are 1a and 1b, which are variations based on Scenario 1.*** Each scenario shows four different factors for each year from 2017 to 2027:

- Rate increase %
- Average monthly bill for someone using 6 ccf per month
- The increase in the amount of the average bill based on the proposed rate increase
- The amount of debt revenue required to fund the CIP in each year

Each scenario lists the total amount of debt funding required over the study period, and the difference compared to the baseline scenario. One thing that is apparent when looking at the results is that a higher rate increase early in the time period can dramatically reduce the amount of debt funding required in later years.

Skagit PUD No. 1
Financial Plan
Scenarios Summary

Baseline Scenario: 8.5%/yr Tapering to 2%/yr by 2026	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Cumulative/Total 2018-2027	Difference in Debt
Rate Increases	8.50%	8.50%	8.50%	8.00%	5.00%	5.00%	4.50%	4.00%	4.00%	2.00%	2.00%	64.83%	
Avg Monthly Bill	\$ 47.81	\$ 51.70	\$ 55.93	\$ 60.24	\$ 63.15	\$ 66.21	\$ 69.10	\$ 71.78	\$ 74.57	\$ 76.03	\$ 77.51		
Increase in Monthly Bill		\$ 3.89	\$ 4.22	\$ 4.31	\$ 2.91	\$ 3.06	\$ 2.89	\$ 2.68	\$ 2.79	\$ 1.45	\$ 1.48		
Debt Funding	\$ 4,200,000	\$ 10,192,500	\$ 13,500,000	\$ 15,000,000	\$ 7,000,000	\$ 5,500,000	\$ -	\$ 10,700,000	\$ -	\$ 5,500,000	\$ -	\$ 67,392,500	
Scenario 1 - Baseline with 15% Increase in 2018	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Cumulative/Total 2018-2027	Difference in Debt
Rate Increases	8.50%	15.00%	8.50%	8.00%	5.00%	5.00%	4.50%	4.00%	4.00%	2.00%	2.00%	74.71%	
Avg Monthly Bill	\$ 47.81	\$ 54.68	\$ 59.16	\$ 63.73	\$ 66.81	\$ 70.06	\$ 73.12	\$ 75.96	\$ 78.92	\$ 80.46	\$ 82.03		
Increase in Monthly Bill		\$ 6.87	\$ 4.48	\$ 4.57	\$ 3.09	\$ 3.24	\$ 3.06	\$ 2.84	\$ 2.96	\$ 1.54	\$ 1.57		
Debt Funding	\$ 4,200,000	\$ 10,192,500	\$ 10,500,000	\$ 13,200,000	\$ 6,300,000	\$ -	\$ -	\$ 5,900,000	\$ -	\$ -	\$ -	\$ 46,092,500	\$ (21,300,000)
Scenario 1a - Baseline with 10% Increase in 2018	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Cumulative/Total 2018-2027	Difference in Debt
Rate Increases	8.50%	10.00%	8.50%	8.00%	5.00%	5.00%	4.50%	4.00%	4.00%	2.00%	2.00%	67.11%	
Avg Monthly Bill	\$ 47.81	\$ 52.39	\$ 56.67	\$ 61.04	\$ 64.00	\$ 67.10	\$ 70.03	\$ 72.75	\$ 75.58	\$ 77.05	\$ 78.55		
Increase in Monthly Bill		\$ 4.58	\$ 4.28	\$ 4.37	\$ 2.95	\$ 3.10	\$ 2.93	\$ 2.72	\$ 2.83	\$ 1.47	\$ 1.50		
Debt Funding	\$ 4,200,000	\$ 10,192,500	\$ 13,000,000	\$ 14,500,000	\$ 6,300,000	\$ 4,200,000	\$ -	\$ 13,000,000	\$ -	\$ -	\$ -	\$ 61,192,500	\$ (6,200,000)
Scenario 1b - Baseline with 20% Increase in 2018	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Cumulative/Total 2018-2027	Difference in Debt
Rate Increases	8.50%	20.00%	8.50%	8.00%	5.00%	5.00%	4.50%	4.00%	4.00%	2.00%	2.00%	82.30%	
Avg Monthly Bill	\$ 47.81	\$ 56.97	\$ 61.64	\$ 66.41	\$ 69.63	\$ 73.01	\$ 76.21	\$ 79.18	\$ 82.27	\$ 83.87	\$ 85.51		
Increase in Monthly Bill		\$ 9.16	\$ 4.67	\$ 4.77	\$ 3.22	\$ 3.38	\$ 3.20	\$ 2.97	\$ 3.09	\$ 1.61	\$ 1.64		
Debt Funding	\$ 4,200,000	\$ 10,192,500	\$ 8,200,000	\$ 12,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,392,500	\$ (33,000,000)
Scenario 2 - Baseline with 10% Increases in 2018 and 2019	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Cumulative/Total 2018-2027	Difference in Debt
Rate Increases	8.50%	10.00%	10.00%	8.00%	5.00%	5.00%	4.50%	4.00%	4.00%	2.00%	2.00%	69.42%	
Avg Monthly Bill	\$ 47.81	\$ 52.39	\$ 57.43	\$ 61.86	\$ 64.85	\$ 68.00	\$ 70.97	\$ 73.73	\$ 76.59	\$ 78.09	\$ 79.61		
Increase in Monthly Bill		\$ 4.58	\$ 5.04	\$ 4.43	\$ 2.99	\$ 3.14	\$ 2.97	\$ 2.76	\$ 2.87	\$ 1.49	\$ 1.52		
Debt Funding	\$ 4,200,000	\$ 10,192,500	\$ 12,300,000	\$ 14,200,000	\$ 5,900,000	\$ 3,100,000	\$ -	\$ 10,100,000	\$ -	\$ -	\$ -	\$ 55,792,500	\$ (11,600,000)
Scenario 3 - Increases of 15%, 10%, 8%, 8%, 8%, then Baseline	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Cumulative/Total 2018-2027	Difference in Debt
Rate Increases	8.50%	15.00%	10.00%	8.00%	8.00%	8.00%	4.50%	4.00%	4.00%	2.00%	2.00%	87.39%	
Avg Monthly Bill	\$ 47.81	\$ 54.68	\$ 59.95	\$ 64.58	\$ 69.59	\$ 75.00	\$ 78.28	\$ 81.33	\$ 84.50	\$ 86.15	\$ 87.84		
Increase in Monthly Bill		\$ 6.87	\$ 5.27	\$ 4.64	\$ 5.01	\$ 5.41	\$ 3.28	\$ 3.05	\$ 3.17	\$ 1.65	\$ 1.68		
Debt Funding	\$ 4,200,000	\$ 10,192,500	\$ 10,100,000	\$ 12,800,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,092,500	\$ (31,300,000)
Scenario 4 - Increases of 12%, 9%, 8%, 8%, 8%, then Baseline	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Cumulative/Total 2018-2027	Difference in Debt
Rate Increases	8.50%	12.00%	9.00%	8.00%	8.00%	8.00%	4.50%	4.00%	4.00%	2.00%	2.00%	80.84%	
Avg Monthly Bill	\$ 47.81	\$ 53.30	\$ 57.92	\$ 62.40	\$ 67.23	\$ 72.44	\$ 75.61	\$ 78.56	\$ 81.62	\$ 83.21	\$ 84.84		
Increase in Monthly Bill		\$ 5.50	\$ 4.62	\$ 4.47	\$ 4.83	\$ 5.22	\$ 3.17	\$ 2.94	\$ 3.06	\$ 1.59	\$ 1.62		
Debt Funding	\$ 4,200,000	\$ 10,192,500	\$ 11,650,000	\$ 13,900,000	\$ 5,400,000	\$ -	\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ 44,642,500	\$ (22,750,000)
Scenario 5 - Increases of 9% for 5 Years, then Baseline Increases	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Cumulative/Total 2018-2027	Difference in Debt
Rate Increases	8.50%	9.00%	9.00%	9.00%	9.00%	9.00%	4.50%	4.00%	4.00%	2.00%	2.00%	80.93%	
Avg Monthly Bill	\$ 47.81	\$ 51.93	\$ 56.42	\$ 61.32	\$ 66.66	\$ 72.48	\$ 75.65	\$ 78.60	\$ 81.66	\$ 83.25	\$ 84.88		
Increase in Monthly Bill		\$ 4.12	\$ 4.49	\$ 4.90	\$ 5.34	\$ 5.82	\$ 3.17	\$ 2.95	\$ 3.06	\$ 1.59	\$ 1.63		
Debt Funding	\$ 4,200,000	\$ 10,192,500	\$ 13,000,000	\$ 14,500,000	\$ 6,150,000	\$ -	\$ -	\$ 4,100,000	\$ -	\$ -	\$ -	\$ 47,942,500	\$ (19,450,000)