Smart Management for Small Water Systems

Long-Term Capital Planning

Columbia, South Carolina
Thursday, May 12, 2016

This program is made possible under a cooperative agreement with EPA.

EFCN environmental finance center network

American Water Works Association

UNC ENVIRONMENTAL FINANCE CENTER

Uh oh! How Do You Pay for This?

Emergency repair

vs.

Preventative rehab./ replacement (capital planning)

Session Objectives

- Learn about two aspects of long-term system planning: asset management and capital planning

- Figure out how to pay for the future needs

In the Old Days...

- Water systems took advantage of the federal government's ambitious construction grants program of the 1970s and 1980s

- Everybody loved their "free" money

Capital Finance Today

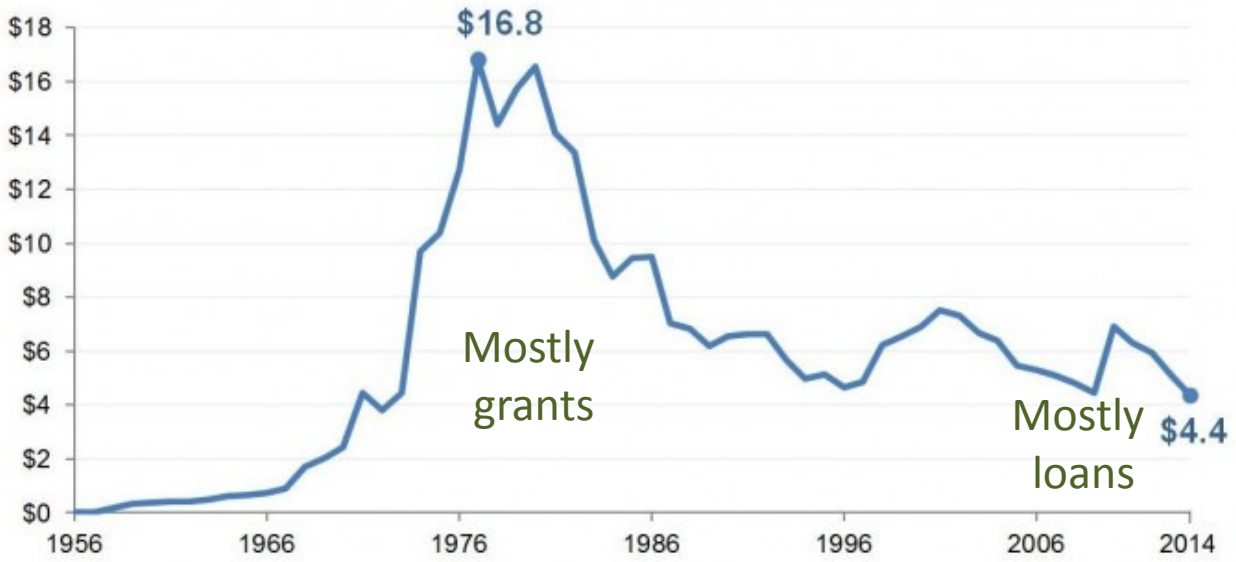
- The money never really was “free”—it came from tax dollars

- Today, the financial burden has been shifted away from federal and state tax dollars (grants) to funds raised by the water system itself (customer sales and loans). For example...

Federal funding has declined

Federal spending on water and wastewater utility infrastructure decreased in the 1980s and after 2000

Reported in billions of 2014 dollars



Source: Congressional Budget Office (March 2015), Public Spending on Transportation and Water Infrastructure, 1956 to 2014.

http://efc.web.unc.edu/2015/05/14/federal-funding-trends-for-water-and-wastewater/

Capital Finance Today

- In other words, you pay (no sense in sugar-coating this)

- The harsh reality is that water and wastewater infrastructure is expensive, regardless of the size of your system. Smaller or poorer systems will likely have a hard time paying for capital improvements

Two Related Concepts:

Asset Management
&
Capital Planning

Mike Daly, White Cliffs, NM Video Profile

Asset Management Helps You Have the Most Impact in Your System By Spending Your Limited Dollars in the Best Way Possible

What you want to do….

Replace all the assets

New tank
New pipe
New pump
New filter

$5 Million

Elected Officials/ Decision-Makers Say No

Second Choice: $3 M

Replace
Some of the
Asset
w Pump

Elected Officials/ Decision-Makers Still Say No

Now What?

Repair and Rehabilitate

Rehab Option: $1 M

Rehab Assets

Reduced risk almost as low as new assets for 1/5 the cost

What does this type of analysis take?

- Nothing more than following a systematic approach for managing the assets
- 5 core components of Asset Management

Five Core Components of AM

Current State of the Assets

Level of Service

Criticality

Life Cycle Costing

Long-Term Funding

Current State of the Assets

- What do I own?
- Where are the assets?
- What condition are they in?
- How much useful life is remaining?
- What is the replacement value?

Example of an Asset Inventory

Asset Inventory

ID Number	Category	Type	Size	Manufacturer	Serial Number	Location	Installation Date	Condition	Energy user Y/N (if Yes, see Energy Inventory)	Comments

Source: A.M. KAN Work!

Example System Inventory Worksheet						
Date Worksheet Completed/Updated: *8/14/02*						
Asset	**Expected Useful Life**	**Condition**	**Service History**	**Adjusted Useful Life**	**Age**	**Remaining Useful Life**
Well 1 (1993)	30	Good		30	9	21
Well 1 pump	10	Good	Rehab (1996)	10	9	1
Well 2 (1993)	30	Good		30	9	21
Well 2 pump	10	Good	Rehab (1998)	10	9	1
Pumphouse (1993)	30	Good		30	9	21
Electrical components	10	Some corrosion	Rehab (1994)	10	9	1
Chlorinator (1993)	10	Good	Rehab (1998)	5	3	2
Storage tank 1 (1993)	40	Good	Rehab (2000) - $17,000	40	9	31
Storage tank 2 (1993)	40	Good	Rehab (2000) - $17,000	40	9	31
Storage tank 3 (2000)	40	Almost new		40	2	38
Distribution System:						
Hydrants (15)	40	Unknown		40	9	11
Valves (45)	40	Unknown	6 valves don't work	40	9	11
6-inch (PVC)	60	Unknown		60	9	51
4-inch (PVC)	60	Unknown		60	9	51
2-inch (PVC)	60	Unknown	Repair breaks (2/year)	60	9	51

Source: EPA's "Asset Management: A Handbook for Small Systems"

EPA United States Environmental Protection Agency

Taking Stock of Your Water System

A Simple Asset Inventory for Very Small Drinking Water Systems

http://www.epa.gov/safewater/smallsystems/pdfs/final_asset_inventory_for_small_systems.pdf

How Long Will it Last?

Typical Life Expectancies of Water System Equipment

Component	Worksheet	Useful Life
Wells and Springs	Drinking Water Source	25 years
Intake Structures		35 years
Pumping Equipment		10 years
Disinfection Equipment	Treatment System	5 years
Hydropneumatic Tanks	Tanks	10 years
Concrete and Metal Storage Tanks		30 years
Transmission Structures (Pipes)	Distribution System	35 years
Valves	Valves	35 years
Mechanical Valves		15 years
Computer Equipment/Software	Electrical Systems	5 years
Transformers/Switchgears/ Wiring		20 years
Motor Controls/Variable Frequency Drives		10 years
Sensors		7 years
Buildings	Buildings	30 years
Service Lines	Service Lines	30 years
Hydrants	Hydrants	40 years

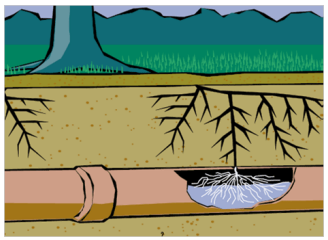
Note: These expected useful lives are drawn from a variety of sources. The estimates assume that assets have been properly maintained. The adjusted useful life of an asset will be equal to or less than typical useful life.

Asset Criticality – Part 1

What is the probability or **likelihood** that a given asset will fail?

How do my assets fail?

What's the condition of my assets?



Asset Criticality – Part 2

What is the **consequence** if the asset does fail?

What is the cost of the repair?

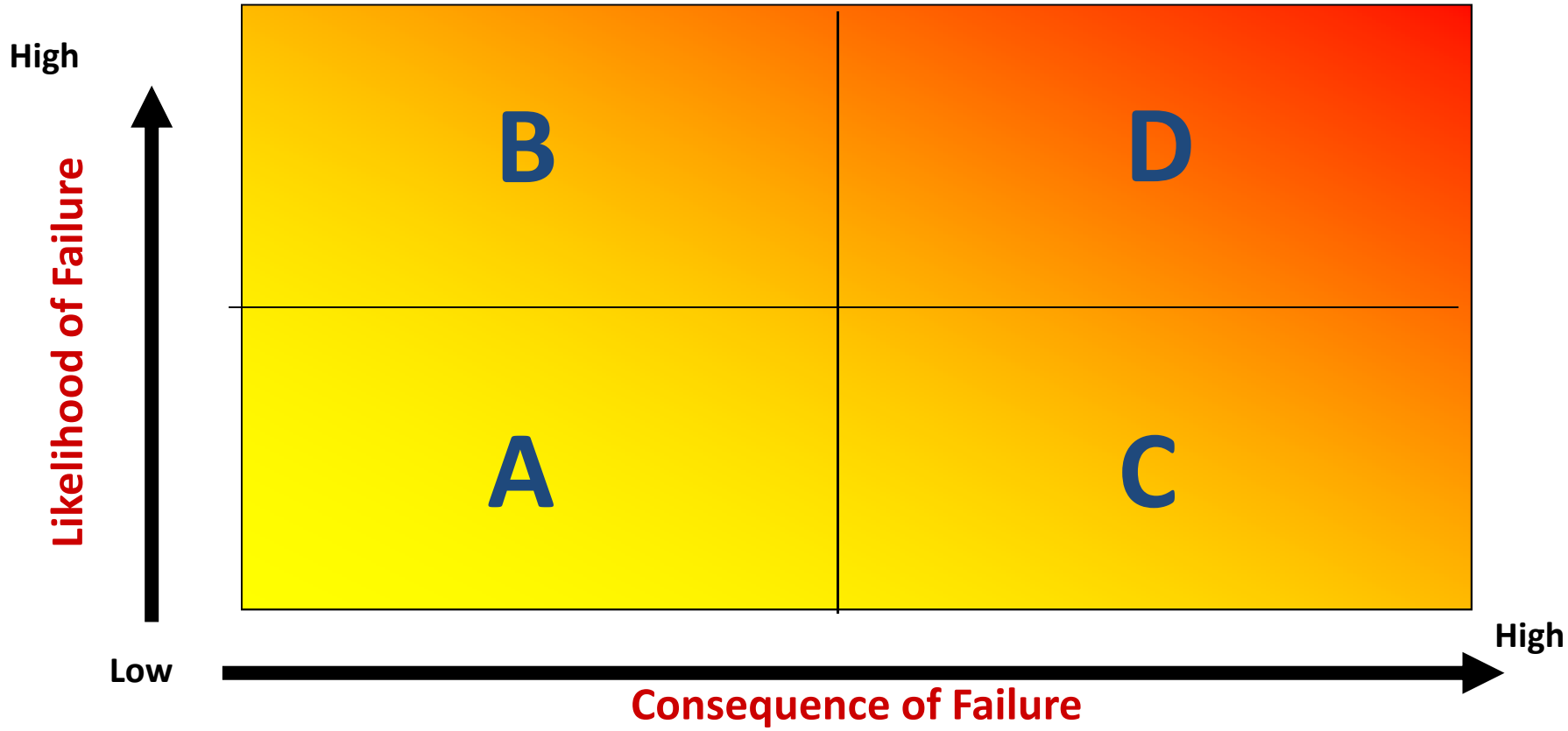
Are there legal consequences, environmental consequences, social consequences?

Are there redundant assets?

Group Exercise: Assess the condition and criticality of the following assets

- Based on description of the asset, give your opinion on its condition, thinking about how likely/soon the asset might fail
- Give your opinion on its importance, thinking about consequence or cost if failure occurs
- Mark on the handout where you would place that asset

Place the Assets on the Risk Analysis Chart



Asset 1: Elevated Storage Tank

- The only storage tank in small groundwater system.
- Installed in 1985. Inspected, sand blasted and repainted in 2002.
- Annual visual inspection shows no observable problems. No structural issues noted.
- Don't know how long it will last.
- Many customers complaining of low pressure.
- Possible to pump water directly to customers but would have problems meeting peak demands and will have no fire flow

Source: A.M. KAN Work!

Asset 2: Well Pump #1

- 1 of 2 well pumps. Each can supply entire system, but system uses this pump more frequently (the second pump is less reliable).
- Pump located in the well.
- Installed in 1992. No major rehab work since then.
- Manufacturer expects pump to last 25 years.
- Operating within design specifications but is not as efficient as it used to be. Operator not noticing any other visible or audible problems. Routine maintenance is being performed.

Source: A.M. KAN Work!

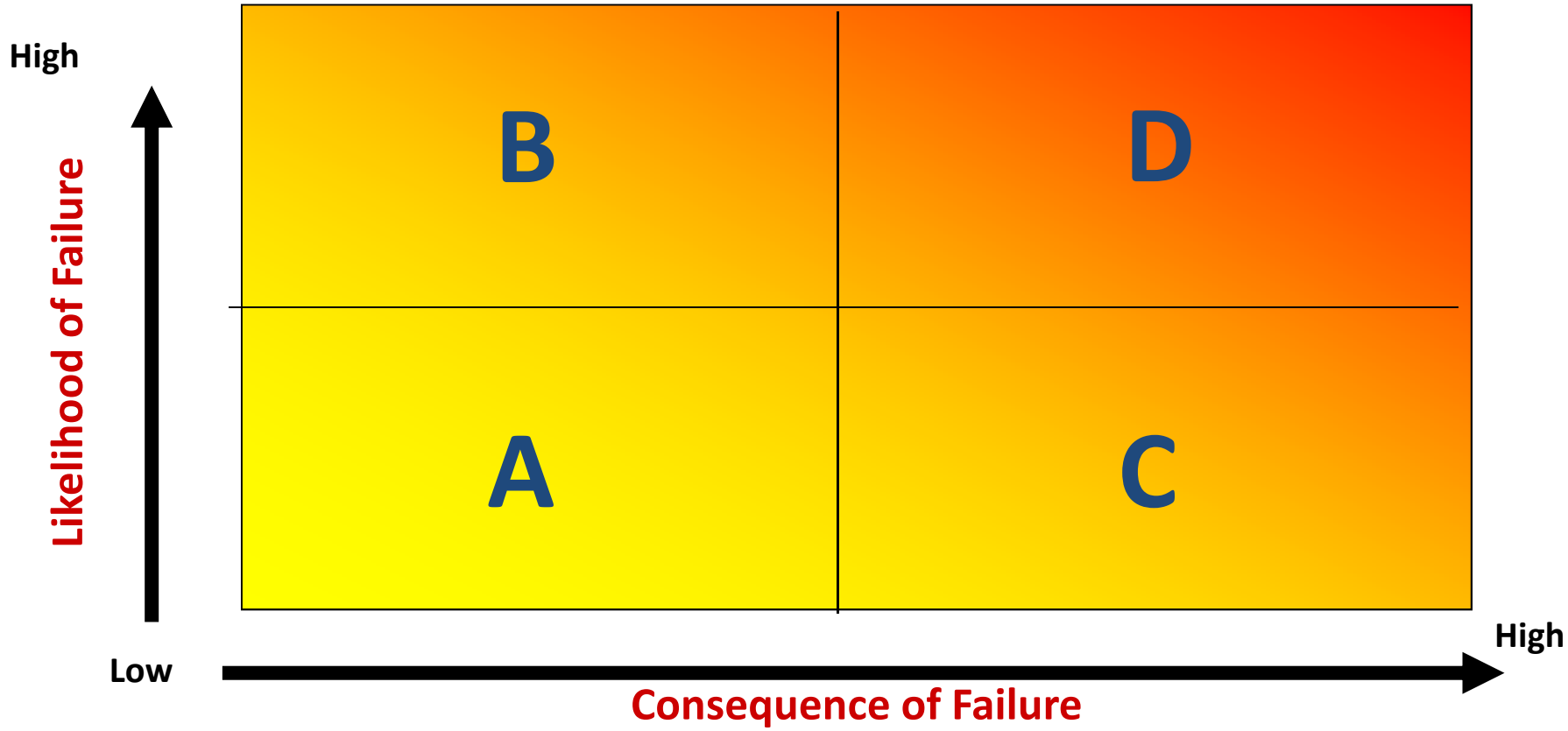
Asset 3: Water Main on Elm St.

- Main serving half of the system's customers.
- No record of when it was installed. Homes in that area were built in the 1950s.
- Operator and owner cannot recall any major rehab or replacement work since they took over in the 1990s.
- Had 5 breaks in the past 2 years, and numerous leaks.

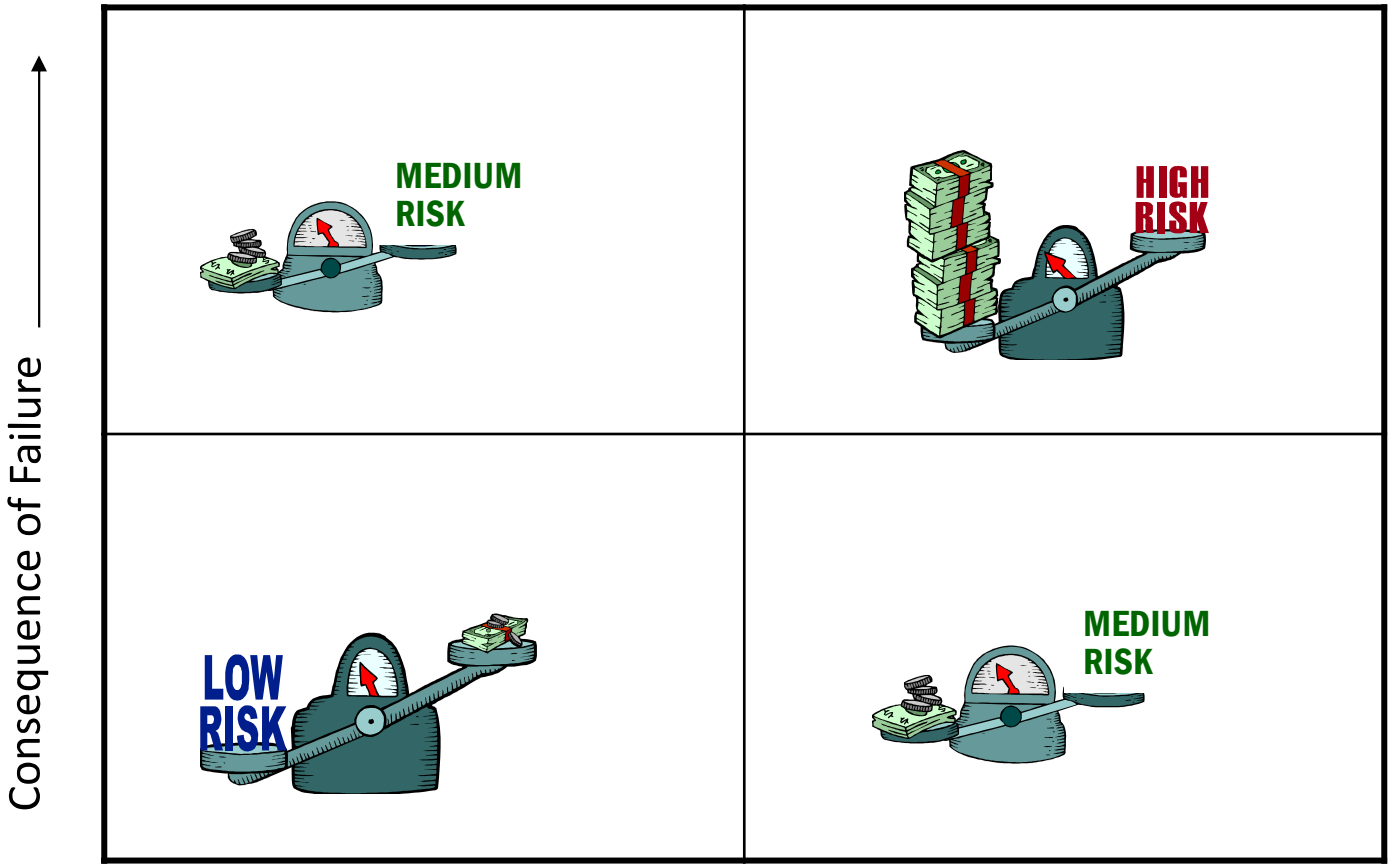
Asset 4: Your Choice!

- Pick any asset from YOUR water system. Describe it to the group and decide on an appropriate condition and criticality score.

Place the Assets on the Risk Analysis Chart

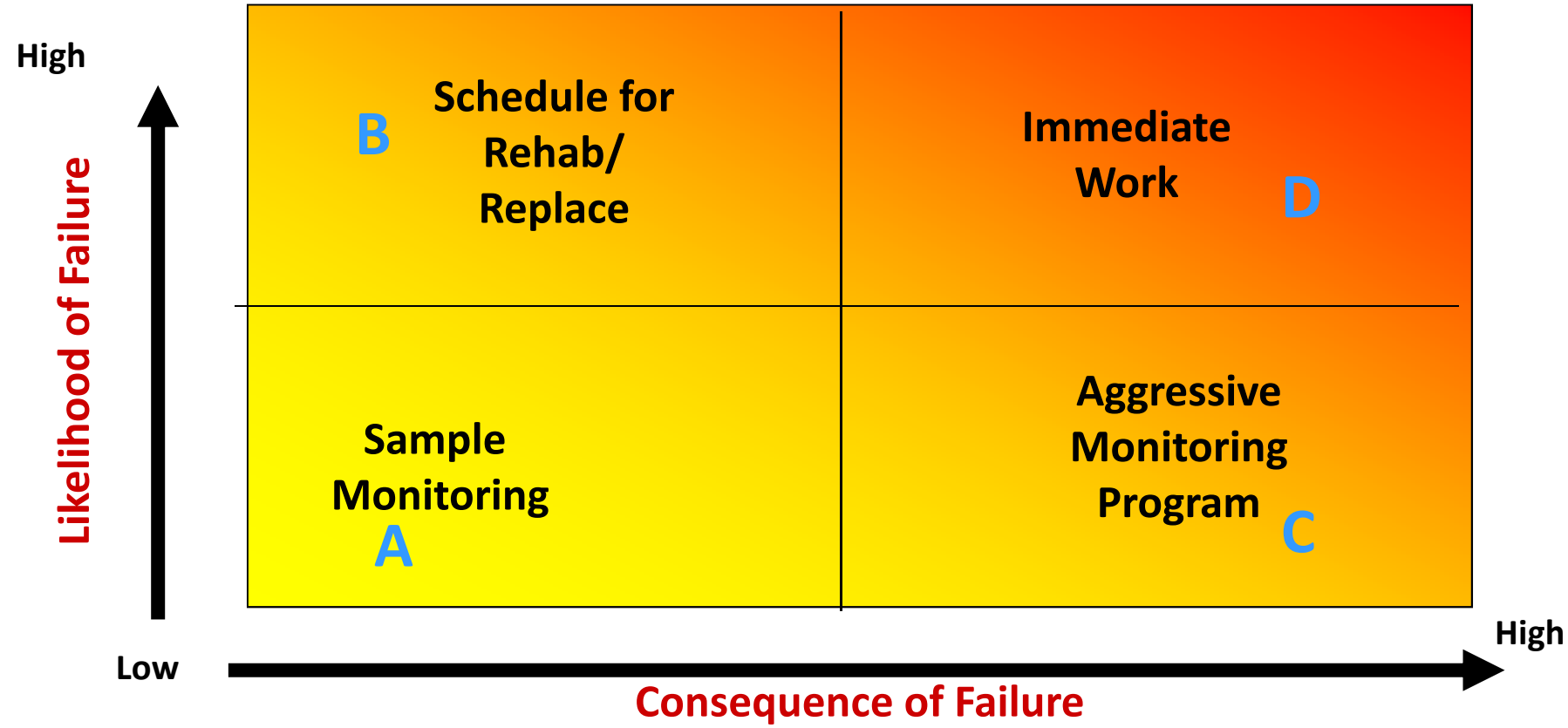


Asset Criticality



Which category of assets do I care the most about? The least?

Risk of Failure Should Drive the Program



Prioritize Asset Rehab. / Replacement

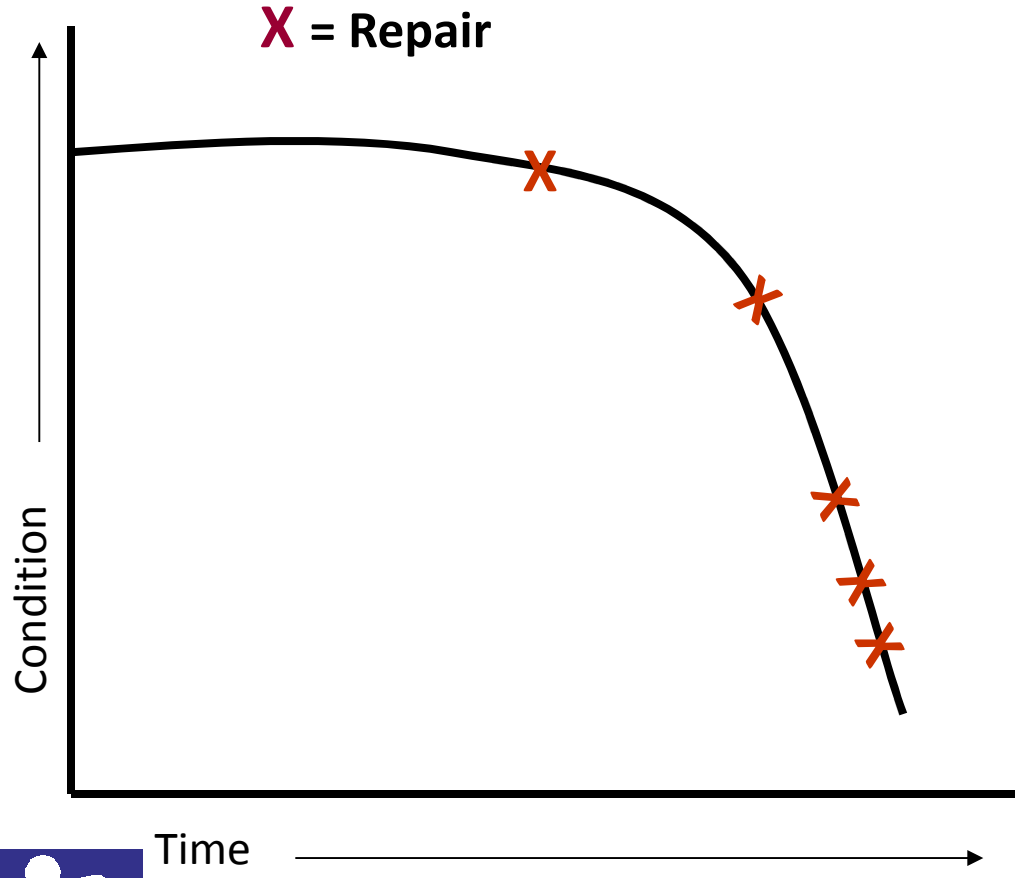
EXAMPLE Prioritization Worksheet

Date Worksheet Completed/Updated: 8/14/02

Asset	Remaining Useful Life	Importance	Redundancy	Priority (1 is high)
Well 1 (1993)	21	Needed for service	Other well, but need backup	6
Well 1 pump	1	Needed for service	Other well, but need backup	3
Well 2 (1993)	21	Needed for service	Other well, but need backup	6
Well 2 pump	1	Needed for service	Other well, but need backup	3
Pumphouse (1993)	21	Needed for service	Other well, but need backup	6
Electrical components	1	Needed for control	No redundancy - corrosion	2
Chlorinator (1993)	2	Mandatory	No redundancy - need backup	1
Storage tank 1 (1993)	31	Need for fire flow and demand	Other tanks	6
Storage tank 2 (1993)	31	Need for fire flow and demand	Other tanks	6
Storage tank 3 (2000)	38	Need for fire flow and demand	Other tanks	6
Distribution System:				
Hydrants (15)	11	Needed for public safety	Other hydrants	5
Valves (45)	11	Needed for isolation	Other valves, but some are out of service	4
6-inch (PVC)	51	Needed for delivery	No redundancy	6
4-inch (PVC)	51	Needed for delivery	No redundancy	6
2-inch (PVC)	51	Needed for delivery	No redundancy	6

Source: EPA's "Asset Management: A Handbook for Small Systems"

Life Cycle Costing: Replacement of Assets

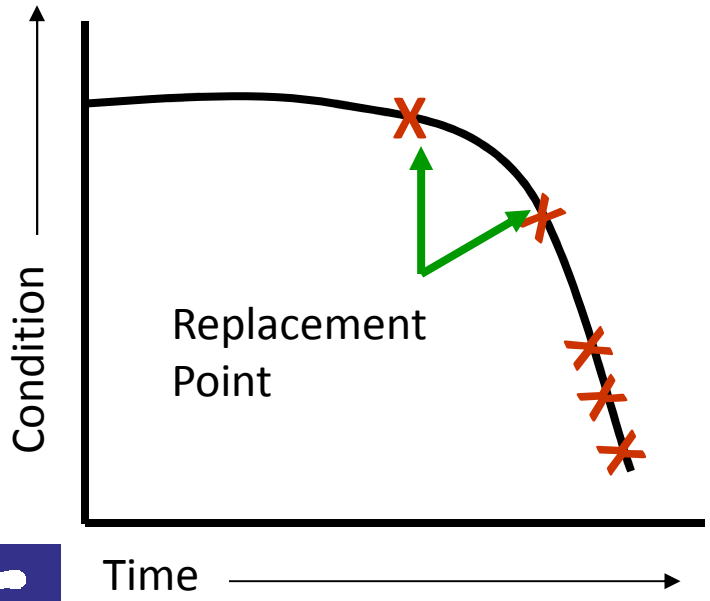


As asset ages, condition will deteriorate more rapidly, and require more (and more expensive) repairs.

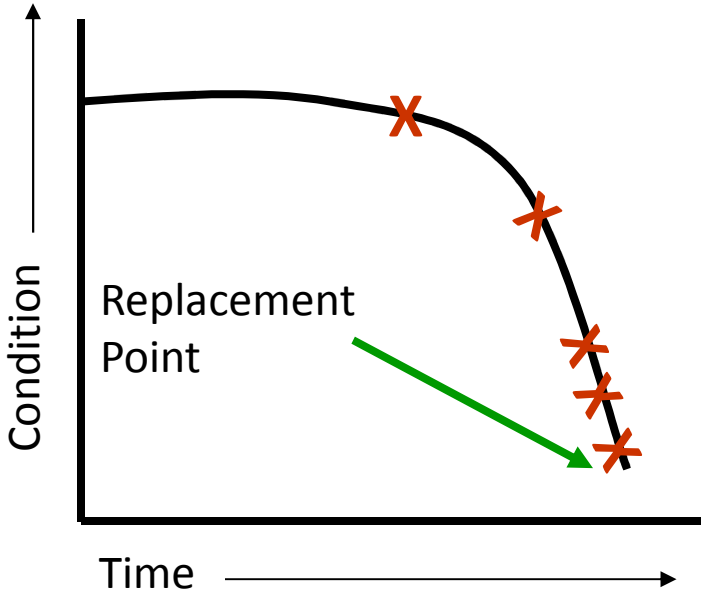
So when do you replace that asset?

Life Cycle Costing & Risk

High risk assets: replace assets early, before failure



Low risk assets: run to failure and replace afterwards



Long Term Funding

- This is where capital planning comes in

- Once you figure out how to get the longest life out of your assets, plan to have the money you need to replace them when necessary

Comments from a Few Practitioners

Jim Smith, City of Louisville, KY

Shawn McLean, City of Somersworth, NH

Capital Improvement Plan

- This is strongly related to asset management

- An official multi-year document that identifies and prioritizes capital projects, identifies funding sources, and sets timelines

Capital Improvement Program

- Identify regulatory deficiencies (discuss with regulatory agencies, look at proposed regulations, talk to consultants), in a 10-20 year window
- Identify growth needs, expansion

Capital Improvement Program

- Identify deferred maintenance problems or where current service is inadequate
- Prioritize based on need realizing that “hidden” infrastructure tends to be ignored

Capital Improvement Program - Timelines

- Use **Asset Management Plan** to plan for infrastructure rehabilitation and replacements in the long term (20+ years)

Capital Improvement Program - Timelines

- Create a **Capital Improvement Plan** with a narrower timeline (~5 years) in more detail. Specify the projects and accurate estimates of cost. Plan where money will come from.

Capital Improvement Program - Timelines

- Create a **Capital Improvement Budget** with an even narrower timeline (1 – 2 years) committing funds for the planned capital projects. Get it approved/adopted.

Example Capital Improvement Plan (CIP)

	Planning Years (Values in 000s)						
Project Name	**FY 02**	**FY 03**	**FY 04**	**FY 05**	**FY 06**	**Future**	**Total**
Water Supply & Treatment							
Water Treatment Objective							
Lime pumps and slakers	740						740
Chemical Enclosures		500					500
Filter 7-18 Control			330				330
Filter Gallery Rehab	1,140						1,140
High Service Pumps		1,500					1,500
Upgrade or Replace Reclaim System Drier	200						200
New Membrane Skids				5,700			5,700
Sodium Hypochlorite Plant	2,000						2,000
Additional Storage Tanks					5,000	3,300	8,300
Repair R/O Capacity		150					150
Filter Gallery Mech Parts	300						300
MMIS						150	150
VFDs - HSP		344					344
Membrane Replacement		1,600					1,600
Painting of Water Plant						3,000	3,000
Phase II Emergency Power Generator						1,500	1,500
Portable Generator - South Well Field				150			150
Repalcement of Fuel Tanks			170				170
Upgrade of Existing Control System @ WTP						580	580
Water Treatment Total	4,380	4,094	500	5,850	5,000	8,530	28,354

Where Can You Find the Prices?

- Call a vendor. Actually, call a few.
- Ask other systems
- Look at past expenses but adjust for increases in costs

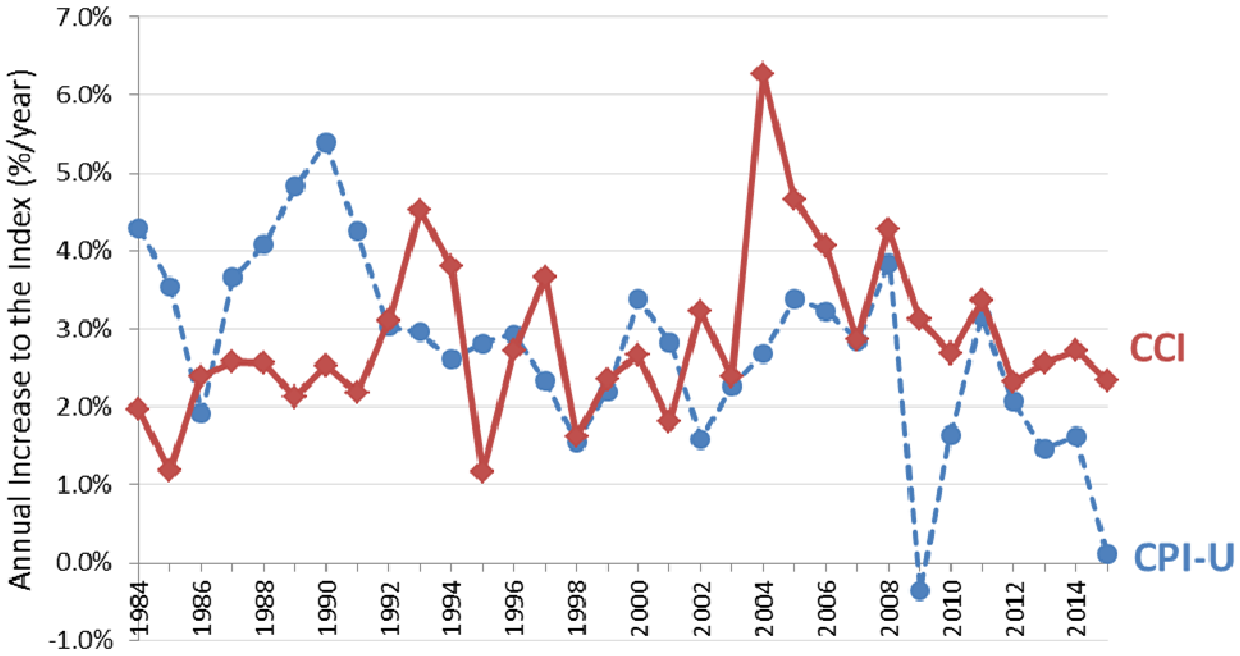
Measures of Inflation

- Consumer Price Index (CPI)—measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services
- Construction Cost Index (CCI)—average prices for labor and key construction materials from 20 cities across the United States

- Instead of looking at Consumer Price Index, look at **Construction Cost Index** (CCI).
- ~2.75%/year.

The Construction Cost Index (CCI) has been rising faster than the Consumer Price Index-Urban (CPI-U) in recent years

CCI rises averaged 2.7%/year since 2010, compared to 1.7%/year for CPI-U



Data analyzed by the Environmental Finance Center at the University of North Carolina, Chapel Hill.
Data Sources: Bureau of Labor Statistics, Engineering News-Record ENR.com, InflationData.com, USDA Natural Resources Conservation Services.

http://efc.web.unc.edu/2012/09/26/using-an-index-to-help-project-capital-costs-into-the-future/

Drive Down the CIP Cost

- Is it possible to
  - Eliminate projects?
  - Defer projects?
  - Repair or refurbish instead of replace?
  - Find a non-asset solution?
  - Find collaboration/partnerships alternatives with neighboring systems?
  - Improve balance of cash vs. debt-financed?

- Re-evaluate water demands of your customers. Many systems are now noticing that *total* demand is *decreasing* over time.

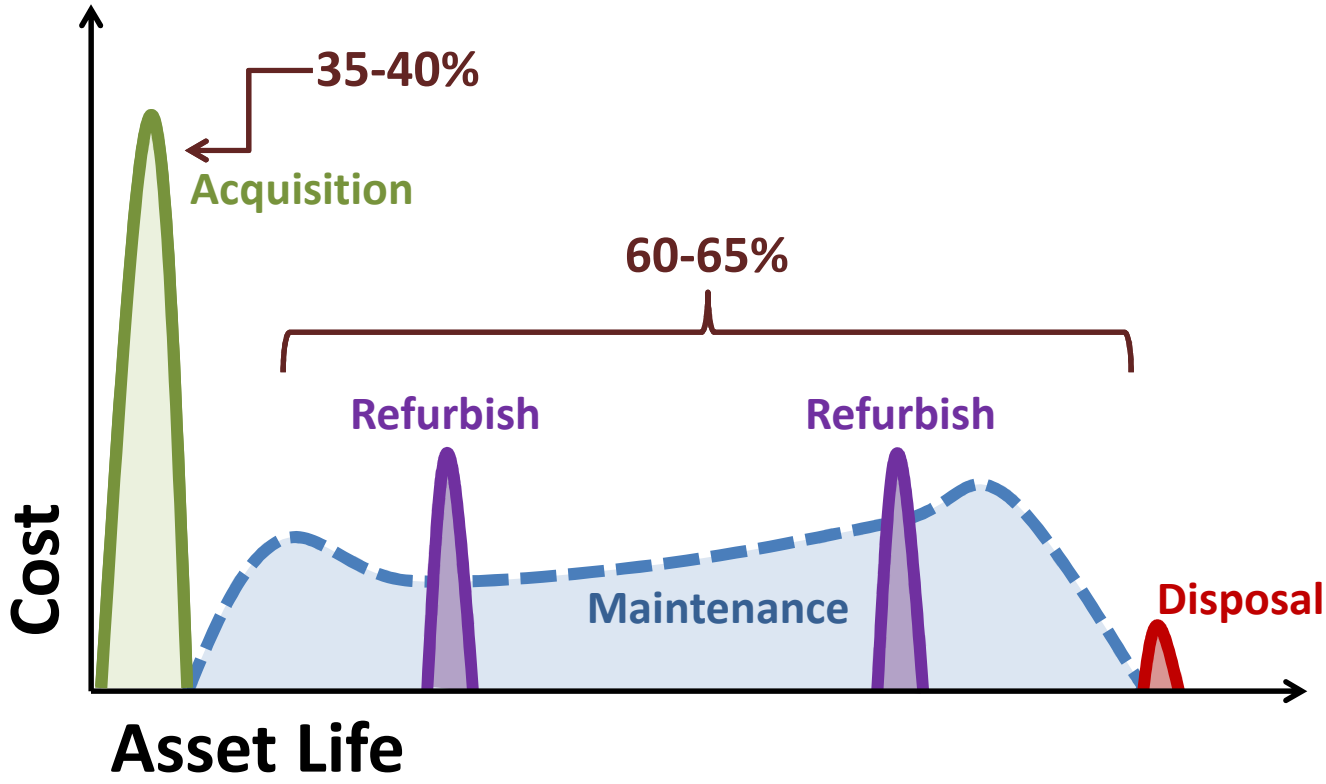
Capital Finance: Ways to Pay

- Pay as you go (current receipts)
- Save in advance and pay (fund balance, capital reserve fund)
- Pay later (someone loans you money)
- Grants (let someone else pay)

Reminder: Life Cycle Costing

- Purchase Price ≠ Total Price

Capital Investments are Just the Tip of the Iceberg…

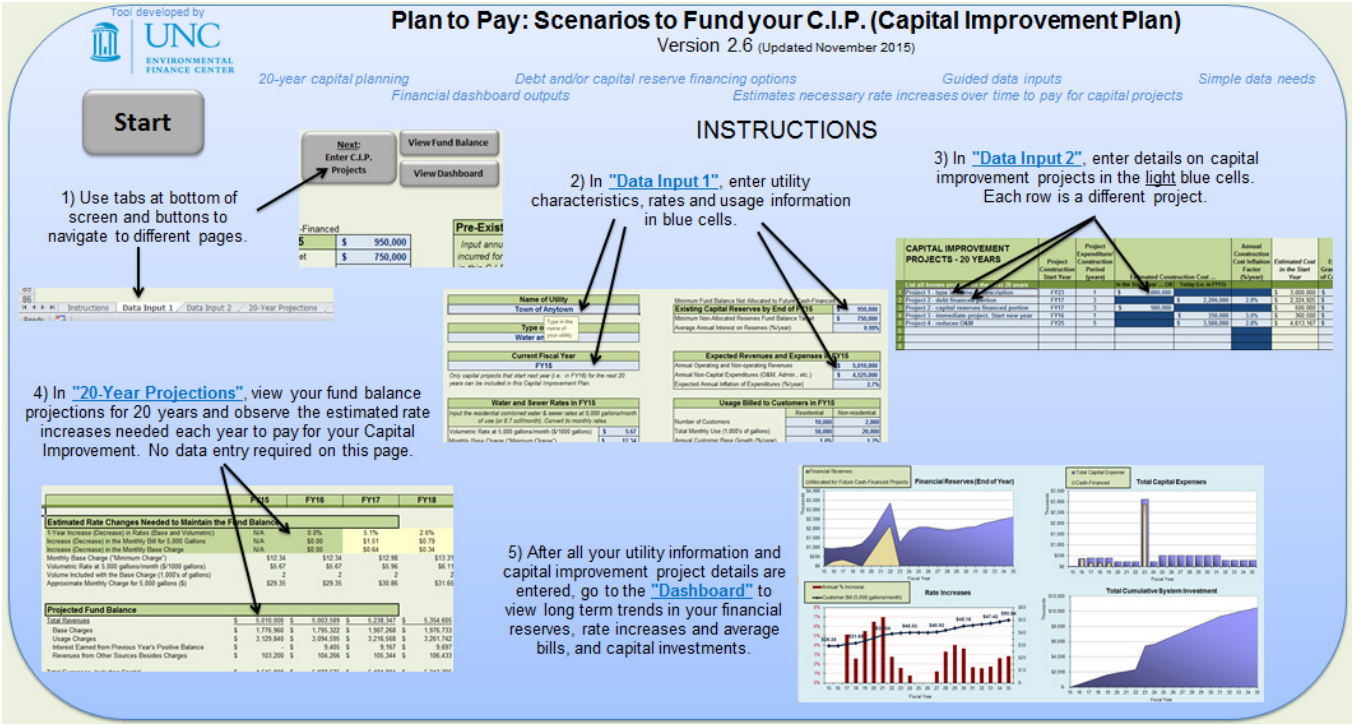


Source: Adapted from Steve Allbee, USEPA

Plan to Pay: Scenarios to Fund your C.I.P.

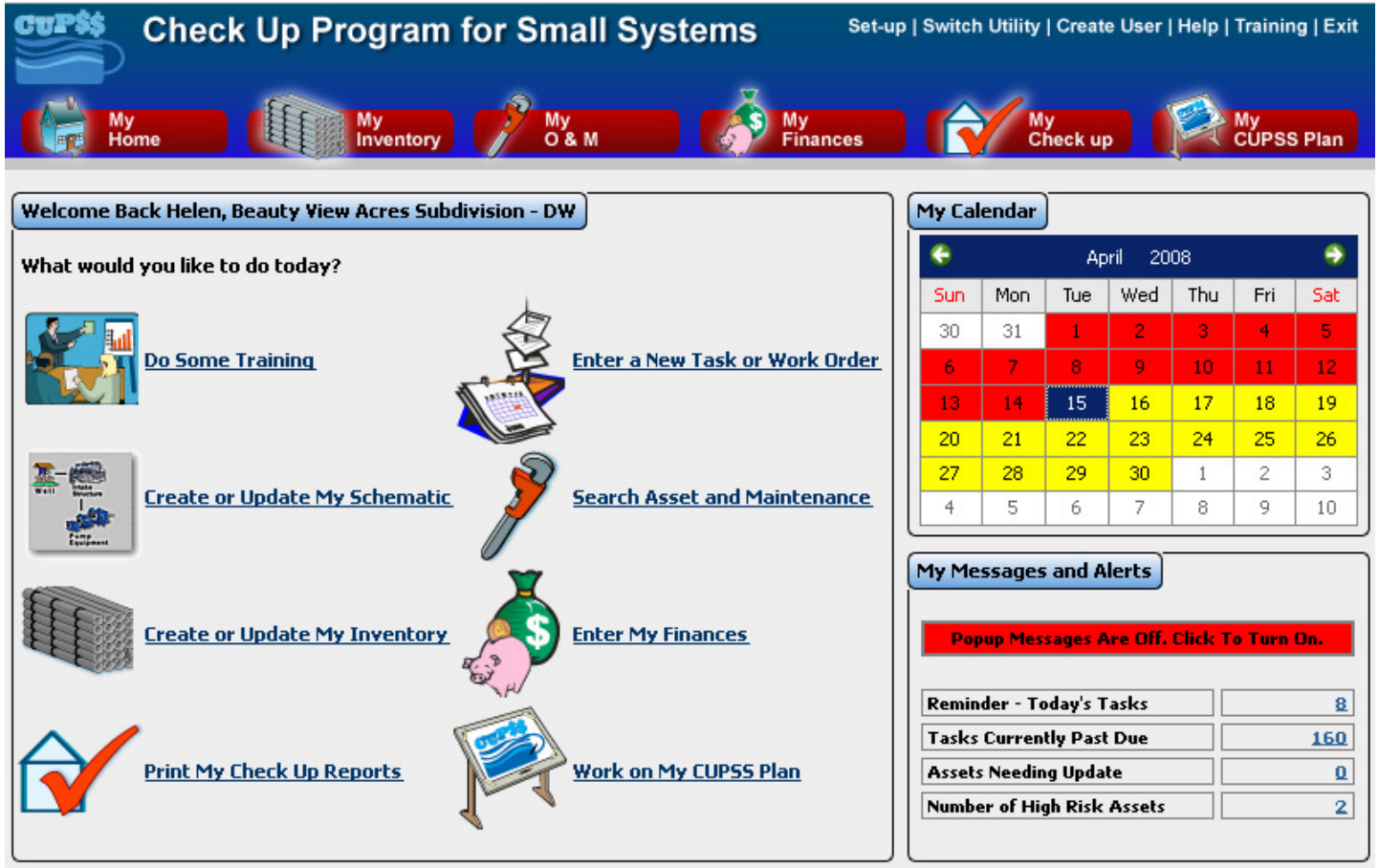
http://efc.sog.unc.edu/ Find it in Resources / Tools

Free, simplified Excel tool allowing you to list your capital projects and plans for funding them, and automatically estimates rate increases



Software: CUPSS (EPA)

http://www.epa.gov/cupss/



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