



Smart Management for
Small Water Systems

Rates and Finance Workshop for Small Water Systems

09/21/17| St. George, UT

www.efcnetwork.org



UNC
ENVIRONMENTAL
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American Water Works
Association

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



What is Asset Management?

Working **smarter** *not harder* is the essence of Effective Management / Asset Management



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

Assets



**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
- *More on this after lunch ...*



Is Asset Management Relevant to **SMALL** systems?

- Let's hear from a small town called Gallup, NM



Five Core Components of AM



Current State of the Assets



Level of Service



Criticality



Life Cycle Costing



Long-Term Funding



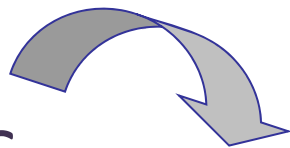
Current State of the Assets

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



Level of Service

Involve
Customers



Measurable
Goals: Internal
and External



Track Progress
Towards
Meeting Goals

Involve
Staff



What would my customers want?

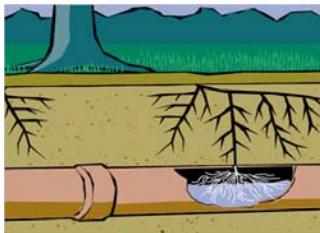


Asset Criticality

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

What is the consequence if the asset does fail?

What is the cost of the repair?

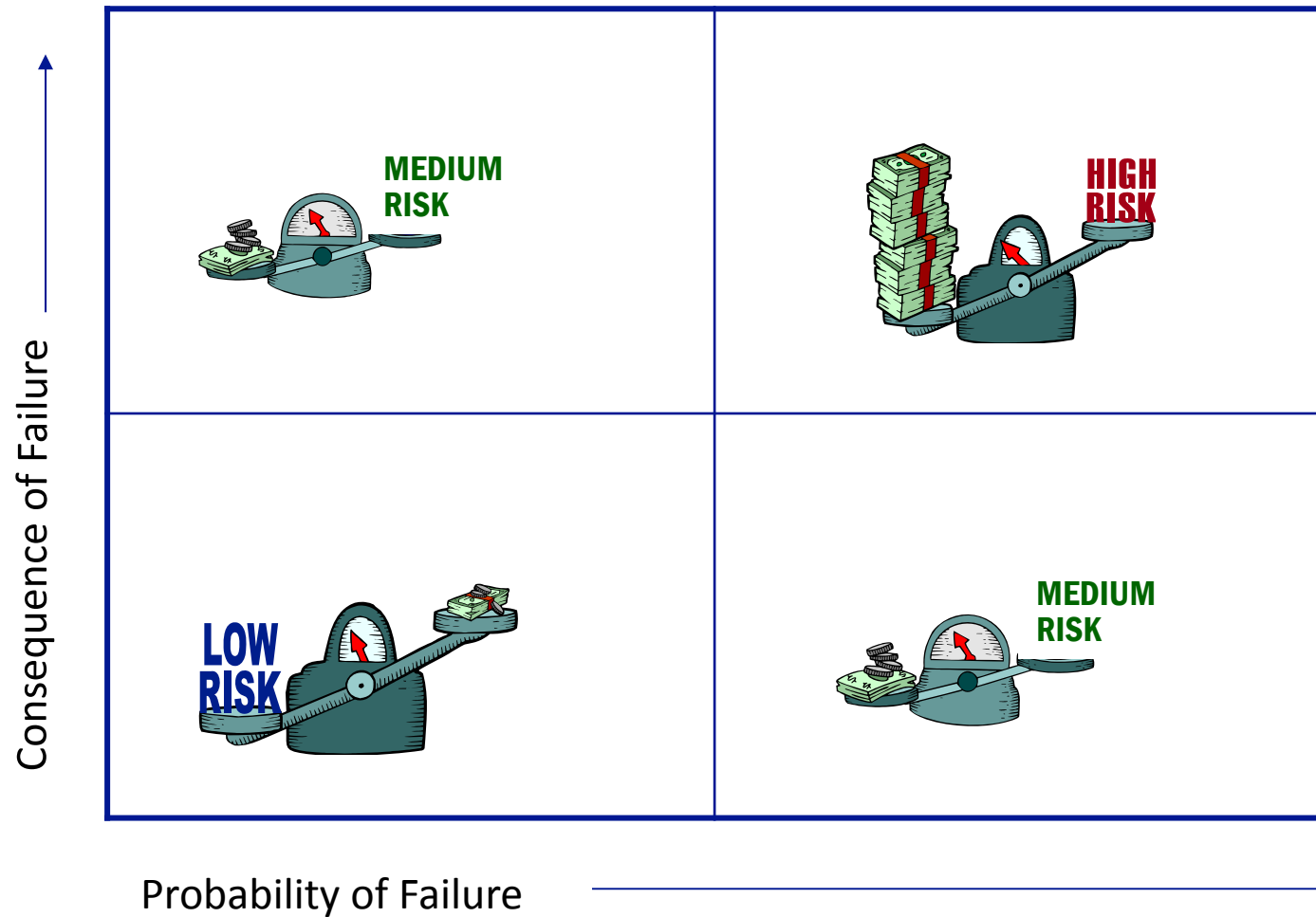
Are there legal consequences,
environmental consequences,
social consequences?

Are there redundant assets?





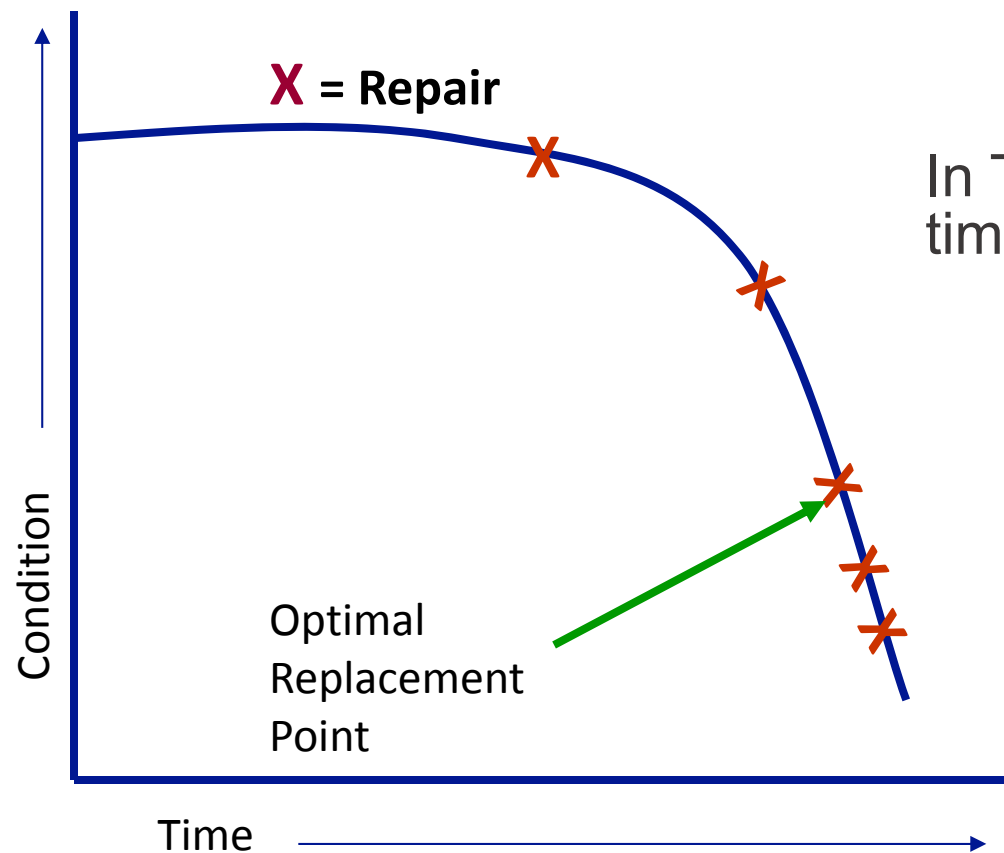
Asset Criticality



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



Life Cycle Costing: Replacement of Assets



In Theory, there is an exact right time to replace an asset

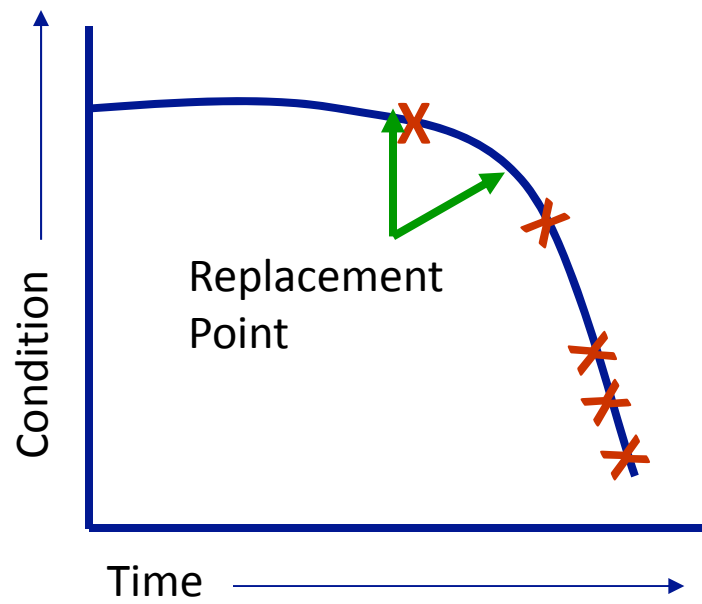
Not possible to know the optimal time to replace every asset

So... need to use the concept of risk

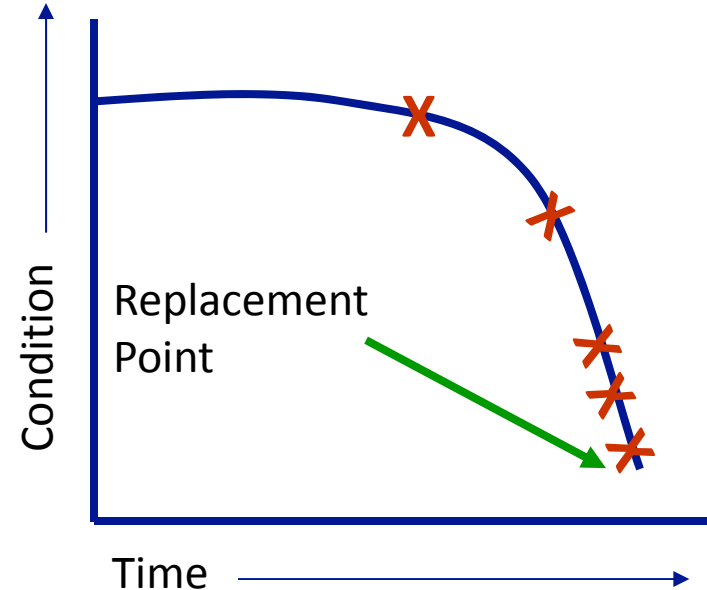


Life Cycle Costing & Risk

High risk : 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



Long Term Capital Planning

- 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 capital expenses 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)

Project Name	Planning Years (Values in 000s)					Future	Total
	FY 02	FY 03	FY 04	FY 05	FY 06		
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
Replacement 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

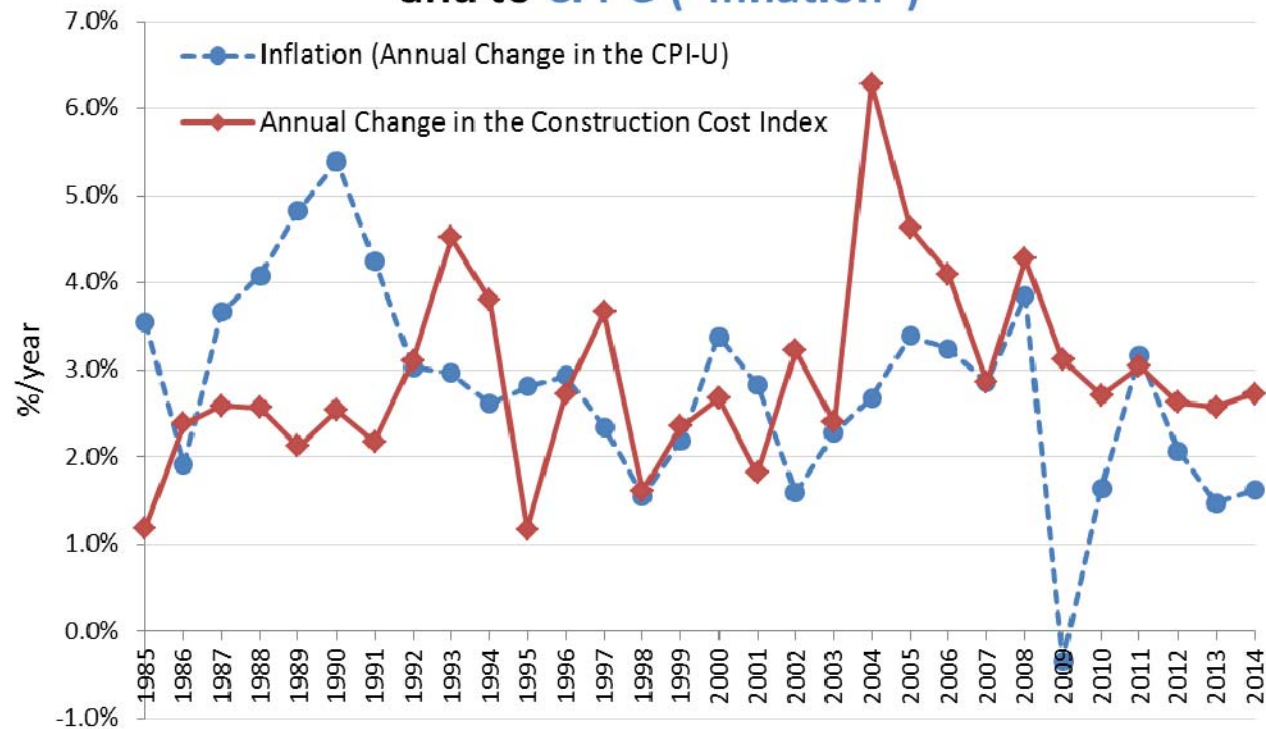


Measures of Inflation

- 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



Annual Changes to the **Construction Cost Index** and to **CPI-U ("Inflation")**



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/>

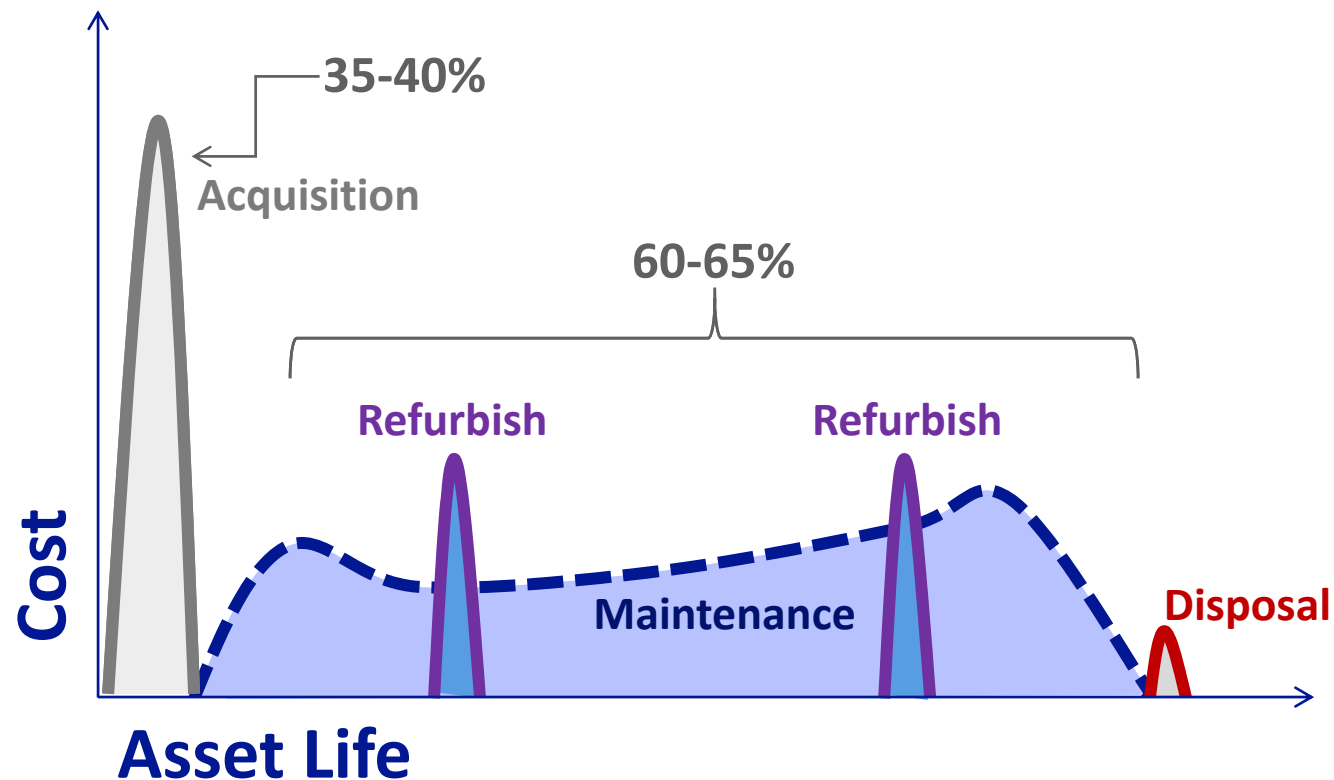


Drive Down the CIP Cost

- 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 Investments are Just the Tip of the Iceberg...



Source: Adapted from Steve Allbee, USEPA

Resource Webpage for Capital Planning

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search this site

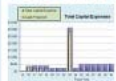
About Services Programs Resources Events

Mission Statement

We work to enhance the ability of governments and other organizations to provide environmental programs and services in fair, effective and financially sustainable ways.

Project Tools

User-friendly Capital Improvement Plan (CIP) Tool for Water & Wastewater Utilities



Calculator, 03/20/2014 (MS Excel, 802 Kb)

Enter in all capital projects and this tool will project your fund balance (revenues, expenses and reserves), and necessary rate increases for the next 20 years, and more!

What to Include in your Capital Plan:

PROJECT CAPITAL PLANNING AND WASTEWATER



This project, p
Support projec
Department of
together many
water and wast
creation of a C
Management P

Blog Post on "Using an Index to Future"

Read a short blog post on selecting an appropriate

Summary of

"What to Include in Your Capital Plan: A Reference Guide for NC Water and Wastewater Utilities"

Last updated: February 2011

	EPA's Asset Management: A Handbook for Small Water Systems	DEMR PWWS Capacity Development Program Finance Guide	DEMR PWWS Capacity Development Program	DEMR DWD Construction Grants and Loans	G.S. 1506-23	USDA Loans and Grants	NC Rural Economic Development Center	Local Government Commission 1004C Form	DEMR DWA Local Water Supply Plans	EPA Software: CIPSS
Categories										
Goal statement/introduction to your capital plan	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Date of documentation of capital plan	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Capital planning time period	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Description of systems		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Existing capacity and demand		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Description of customers		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Inventory of existing assets (details on each asset)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Condition of systems		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Project-specific details (complete for each project in every year)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Financial planning (complete for each year in time period)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Long-term planning descriptions (may be not project-specific)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Approvals		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Updating the capital plan	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Ties or links to other studies	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	

For updates and to view details in each category, go to <http://www.efc.unc.edu/projects/capitalplanning.html>

Created by the Environmental Finance Center at the UNC School of Government



Utah Specific Resources

- Toolbox:
 - <http://ruralplanning.org/toolkit.html>
- RECENT GUIDES
- [Procurement: Policy & Best Practices](#)
- [Capital Improvement Planning](#)
- [Operations & Maintenance: Costs and Considerations](#)
- [Annexation: Introduction for Local Leaders](#)
- [Capital Asset Inventory](#)

User-Friendly Capital Improvement Plan (C.I.P.) for Water & Wastewater Utilities Tool

Free, simplified CIP tool using only MS Excel,
developed by the Environmental Finance Center at UNC.

Tool developed by
UNC
ENVIRONMENTAL
FINANCE CENTER

User-friendly Capital Improvement Plan (CIP) for Water and Wastewater Utilities
Version 2.5 (Updated March 2014)

20-year capital planning Debt and/or capital reserve financing options Guided data inputs Simple data needs
Financial dashboard outputs Estimates necessary rate increases over time to pay for capital projects

Start

1) Use tabs at bottom of screen and buttons to navigate to different pages.

2) In "Data Input 1", enter utility characteristics, rates and usage information in blue cells.

3) In "Data Input 2", enter details on capital improvement projects in the light blue cells. Each row is a different project.

4) In "20-Year Projections", view your fund balance projections for 20 years and observe the estimated rate increases needed each year to pay for your Capital Improvement. No data entry required on this page.

5) After all your utility information and capital improvement project details are entered, go to the "Dashboard" to view long term trends in your financial reserves, rate increases and average bills, and capital investments.

INSTRUCTIONS

FINANCED
Town of Anytown
Type in the name of your utility
Water and Sewer Utility

PRE-EXIST
Input annual amount incurred for the current fiscal year

Current Fiscal Year
FY15

Expected Revenues and Expenses in FY15
Annual Operating and Non-operating Revenues: \$ 5,670,000
Annual Non-Capital Expenditures (M&A, Admin, etc.): \$ 5,520,000
Expected Annual Increase in Expenses (%/Year): 2.2%

Usage Billed to Customers in FY15
Number of Customers: 10,000
Total Monthly Use (1,000 ft³ of gallons): 50,000
Monthly Revenue (Revenue/Charge): \$ 1.00

Estimated Rate Changes Needed to Maintain the Fund Balance

	FY15	FY16	FY17	FY18
1-Year Rate Increase (Decrease) in System Base and Volumetric	N/A	2.2%	1.1%	2.0%
1-Year Rate Increase (Decrease) in the Monthly Bill for 5,000 Gallons	N/A	\$0.00	\$1.01	\$0.79
1-Year Rate Increase (Decrease) in the Monthly Base Charge	N/A	\$0.00	\$0.00	\$0.34
Monthly Base Charge ("Minimum Charge")	\$12.34	\$12.34	\$12.90	\$13.31
Volumetric Rate at 5,000 gallons/month (20,000 gallons)	\$5.67	\$5.67	\$5.96	\$6.11
Volumetric Rate at 1,000 gallons/month (2,000 gallons)	\$29.35	\$29.35	\$30.65	\$31.65

Projected Fund Balance

	FY15	FY16	FY17	FY18
Total Revenues	\$ 5,670,000	\$ 5,893,000	\$ 5,708,327	\$ 5,954,605
Base Charges	\$ 1,776,000	\$ 1,796,322	\$ 1,807,268	\$ 1,819,713
Usage Charges	\$ 3,120,840	\$ 3,094,095	\$ 2,916,560	\$ 3,201,742
Interest Earned from Previous Year's Positive Balance	\$ 0	\$ 0	\$ 0	\$ 0
Revenues from Other Sources Besides Charges	\$ 103,200	\$ 102,583	\$ 104,500	\$ 106,433

Financial Reserves (End of Year)

Rate Increases

Total Capital Expenditures

Total Cumulative System Investment

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Development of this tool was funded by the NC Department of Environment and Natural Resources (Public Water Supply Section) and the U.S. Environmental Protection Agency
Download the latest version of this tool at efc.sog.unc.edu. Find it in Resources / Tools.

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version at
<http://efc.sog.unc.edu>.
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Tools.

Tool development was funded by
the
Public Water Supply Section of
DWR/ NCDENR
and partly by the USEPA.



User-Friendly Capital Improvement Plan (CIP) Tool for Water & Sewer Utilities

Dashboard for Town of Anytown's 20-year Water and Sewer C.I.P. starting in FY14

Financial Reserves (End of Year)

Fiscal Year	Financial Reserves (\$K)	Allocated for Future Cash-Financed Projects (\$K)
14	1800	0
15	2000	0
16	2200	0
17	2400	0
18	2600	0
19	2800	0
20	3000	0
21	3200	0
22	3400	0
23	3600	0
24	3800	0
25	4000	0
26	4200	0
27	4400	0
28	4600	0
29	4800	0
30	5000	0
31	5200	0
32	5400	0
33	5600	0
34	5800	0

Total Capital Expenses

Fiscal Year	Total Capital Expense (\$K)	Cash-Financed (\$K)
14	100	0
15	100	0
16	100	0
17	400	0
18	400	0
19	400	0
20	200	0
21	200	0
22	200	0
23	2100	1900
24	200	0
25	500	0
26	500	0
27	500	0
28	500	0
29	500	0
30	500	0
31	500	0
32	300	0
33	300	0
34	300	0

Rate Increases

Fiscal Year	Annual % Increase (%)	Customer Bill (\$)
14	0.0%	\$29.35
15	0.0%	\$29.35
16	0.0%	\$29.35
17	2.6%	\$30.11
18	4.2%	\$30.11
19	4.9%	\$34.00
20	3.3%	\$34.00
21	2.7%	\$34.00
22	1.8%	\$36.24
23	2.0%	\$36.24
24	2.8%	\$36.24
25	3.7%	\$40.01
26	3.5%	\$40.01
27	2.7%	\$42.32
28	1.6%	\$42.32
29	1.1%	\$42.32
30	0.3%	\$43.84
31	1.3%	\$43.84
32	2.0%	\$43.84
33	2.8%	\$46.30
34	2.8%	\$46.30

Total Cumulative System Investment From Current Year

Fiscal Year	Total Cumulative System Investment (\$K)
14	0
15	0
16	0
17	1000
18	1500
19	2000
20	2500
21	3000
22	3500
23	4000
24	4500
25	5000
26	5500
27	6000
28	6500
29	7000
30	7500
31	8000
32	8500
33	9000
34	9500