



# Asset Management, Rates, and Affordability Considerations Session

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# Asset Management Discussion

- What do you think of when you hear “asset management”?
- What are some essential steps to asset management?
- What do you do in the area of asset management?



## ASSETS

What assets do you manage, where are they, what condition are they in, what is their useful life, how much are they worth, and what is their energy use?

## CRITICALITY

What is the overall business risk based on probability and consequence of asset failure? Is there redundancy to reduce risk?

## FUNDING

Do you have funding sources to provide the capital you need for O&M, capital replacement and energy efficiency improvement?



## SERVICE LEVEL

What level of service do you want to provide for your customers? How will you measure performance?

## LIFE CYCLE

Is there a strategic plan for operating and maintaining system assets? Is a process, based on risk, in place to determine when to repair, rehabilitate or replace assets? Are you considering energy efficiency?

# One View of Asset Management

# Asset Management – The Way it Fits Together

## ASSETS

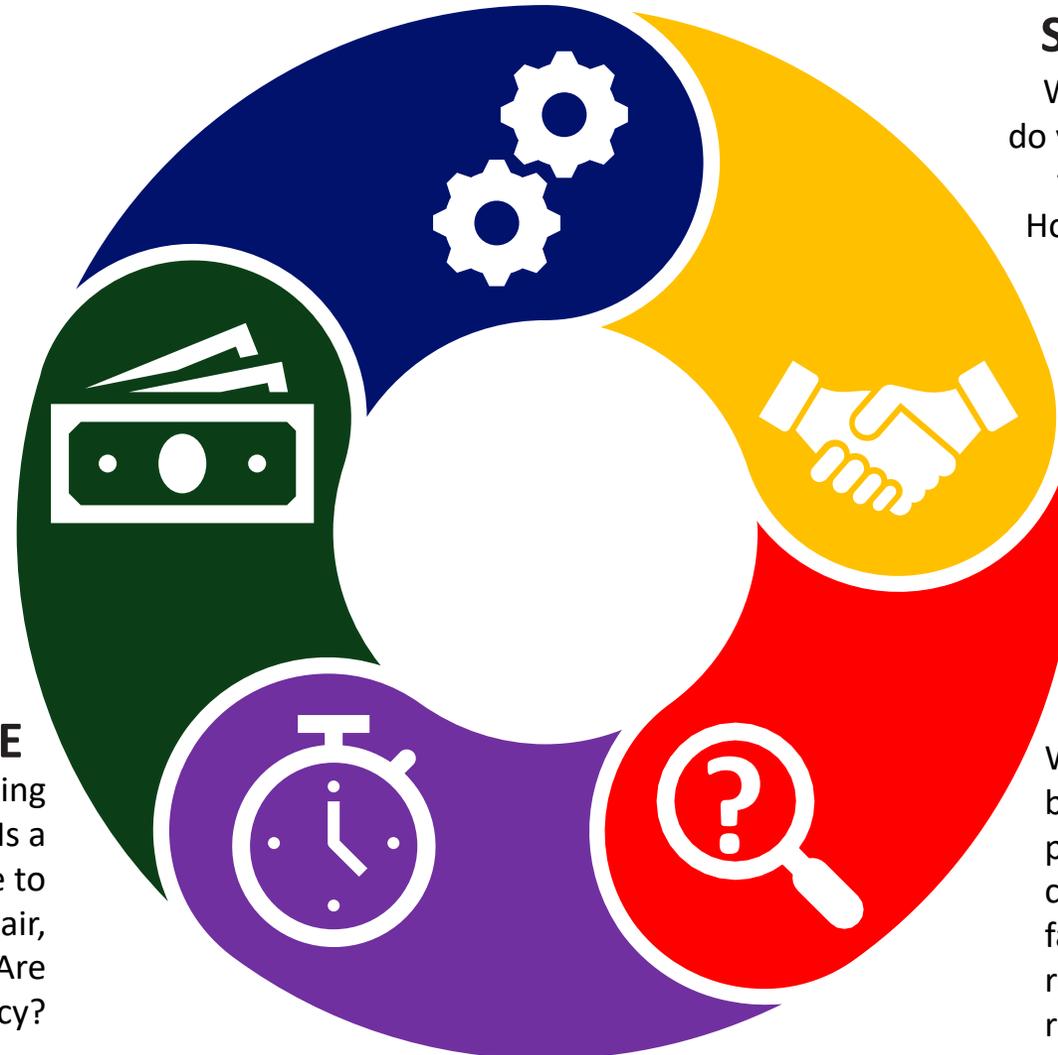
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## SERVICE LEVEL

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# Why do an asset management plan?

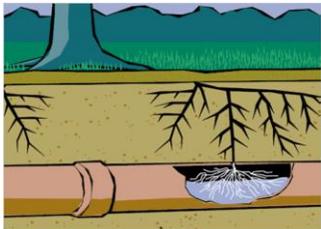
- Increased efficiency
- Reduce costs
- Increased level of service
- Funding requirements
- Succession planning

# 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



# Quick Exercise

1. Brand new overhead storage tank
2. Aging booster pumps that serve a hospital and neighborhood
3. 20 year old lines on Forest Drive, a typical residential neighborhood
4. 20 year old meters



# Planning Grants

- Community and Non-profit
- NTNC
- <10,000 persons served
- Documented evidence of non-compliance with State and/or Federal Regulations
- Must show need based on existing rates, MHI, etc.
- Must be discrete areas of the waterworks





# Planning Grants

- \$35,000 maximum grant
  - Local match of funds not required
- Applications - Year-round
  - Reset January 1
- If not funded immediately reviewed in September
- Planning on funding 6 -8 Grants for FY2019
- 15 Month project schedule *firm*
  - Starts after all paperwork is signed



# Examples

- Preliminary Engineering Reports
- Hydraulic Evaluation - Distribution System  
Improvements related to excessive water loss
- **Asset Management Plan (as funding allows)**
- Rate Studies (as funding allows)
- Leak Detection Study
- Drill exploratory well and test water quality

# Software: CUPSS (EPA)

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

## CUPSS Mobile App

**CUPSS Check Up Program for Small Systems** Set-up | Switch Utility | Create User | Help | Training | Exit

My Home | My Inventory | My O & M | My Finances | My Check up | My CUPSS Plan

Welcome Back Helen, Beauty View Acres Subdivision - DW

What would you like to do today?

- Do Some Training
- Create or Update My Schematic
- Create or Update My Inventory
- Print My Check Up Reports
- Enter a New Task or Work Order
- Search Asset and Maintenance
- Enter My Finances
- Work on My CUPSS Plan

**My Calendar**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10

**My Messages and Alerts**

Popup Messages Are Off. Click To Turn On.

Reminder - Today's Tasks	8
Tasks Currently Past Due	160
Assets Needing Update	0
Number of High Risk Assets	2

Verizon 10:25 PM 62%

New Asset - 0.4.0

- + Basic information
- + Status and Condition
- + Cost and Maintenance
- + Manufacturer and Supp...

**Errors**

- \* Name is required
- \* Location is required
- \* Category is required
- \* Type is required
- \* Condition is required
- \* CoF is required
- \* Redundancy is required

New Asset | My Assets | Export



# Rate Setting



# Tell us about your rates?

- Do they provide enough money for operation?
- Do they provide enough money for capital investment?
- How often are they changed?
- What's the process for changing them?

# What word or phrase comes to mind when you hear water rates?





# Rates can.....

- A. Provide adequate funds to support public health
- B. Provide adequate funds to support environmental protection
- C. Support local and state policies and objectives
- D. Communicate in a certain way with customers
- E. Allocate costs in an intentional and fair way



## Or rates can.....

- A. Provide **inadequate** funds to support public health
- B. Provide **inadequate** funds to support environmental protection
- C. **Contradict** local and state policies and objectives
- D. Communicate in a certain **undesirable** way with customers
- E. Allocate costs **unfairly**



# The Big Rate Setting Questions

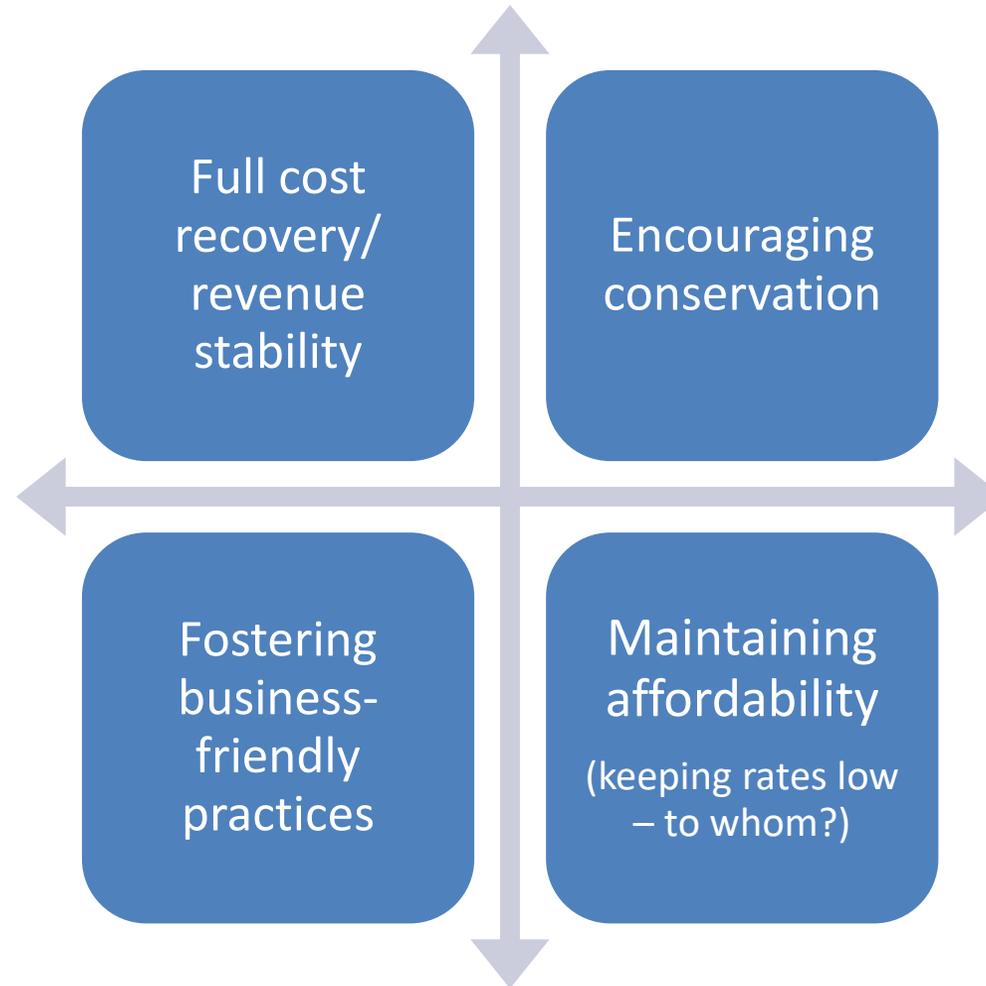
- How much revenue do you need? (Revenue Requirements)
- How are you going to allocate costs among your customers? (Rate Structure)



# Revenue requirements

- Operation and maintenance?
- Capital renewal?
- New capital?
- Source water protection?
- Customer assistance program?

## Example of Four Rate Setting Objectives



What is the priority for your system?

# How This Impacts Customers



1,000 gallons/month



4,000 gallons/month



12,000 gallons/month



34,000 gallons/month



There are lots of ways to get to the same place..

Option 1: Payment for Access:  
**\$63.79/month**

Option 2: Payment for Volume of Product Received:  
**\$10.48/1,000 gallons**

Option 3: Base Charge for Fixed Costs; Volumetric Charge for Variable Costs:  
**\$54.08/month + \$1.59/1,000 gallons**

Option 4: \$25 Base Charge; Volumetric Charge for Rest:  
**\$25.00/month + \$6.37/1,000 gallons**

# Option 1: Payment for Access



\$63.79

\$63.79

\$63.79

\$63.79

# Option 2: Payment for Volume of Product Received



\$10.48

\$41.92

\$125.76

\$356.32

# Option 3: Base Charge for Fixed Costs; Volumetric Charge for Variable Costs



\$55.67

\$60.44

\$73.16

\$108.14

# Option 4: \$25 Base Charge; Volumetric Charge for Rest



\$31.37

\$50.48

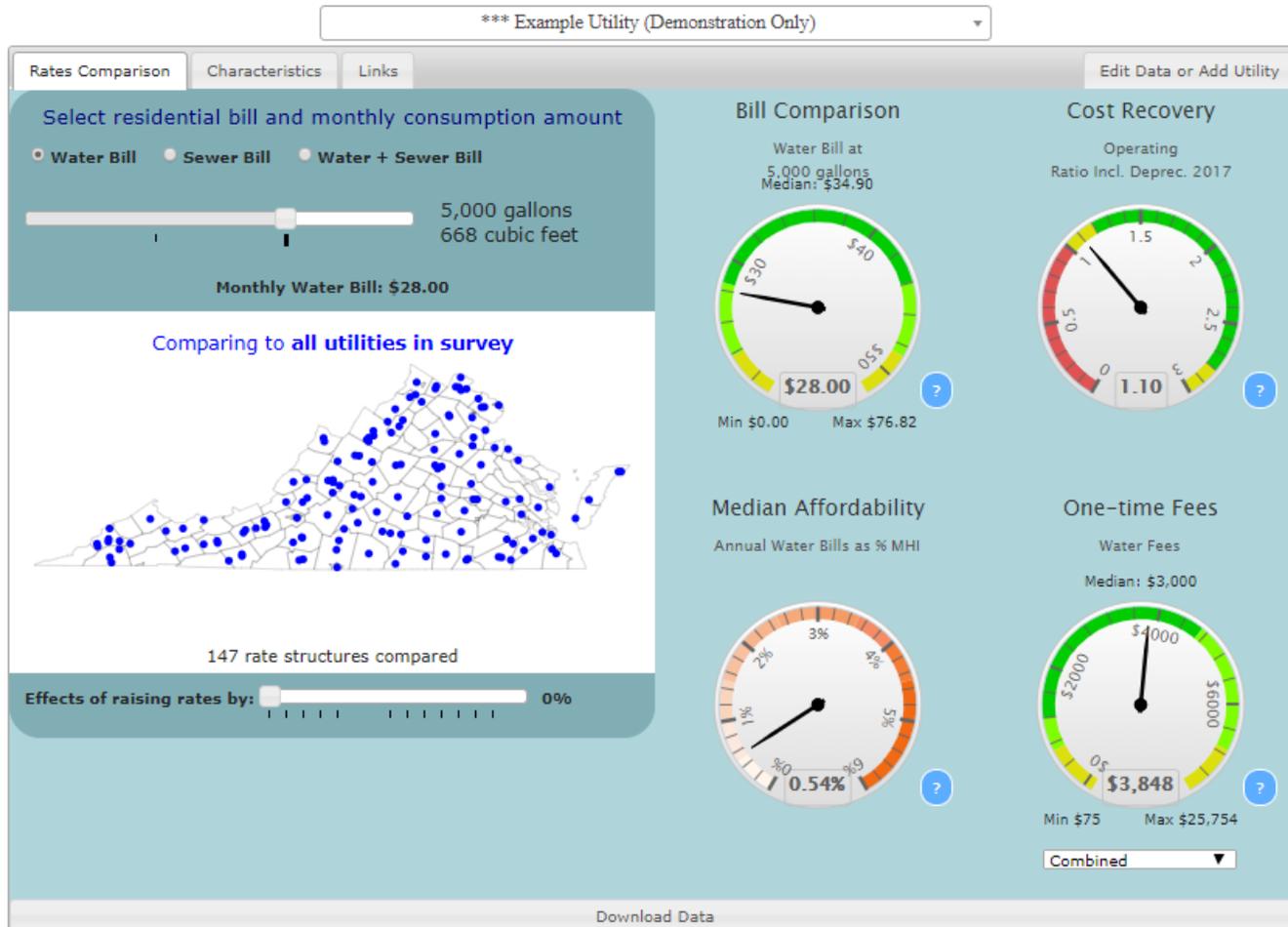
\$101.44

\$241.58

	 1,000 gallons/month	 4,000 gallons/month	 12,000 gallons/month	 34,000 gallons/month
Payment for Access (Fixed Monthly Bill)	\$63.79	\$63.79	\$63.79	\$63.79
Payment for Volume of Product Received	\$10.48	\$41.92	\$125.76	\$356.32
Base Charge for Fixed Costs; Volumetric Charge for Variable Costs	\$55.67	\$60.44	\$73.16	\$108.14
\$25 Base Charge; Volumetric Charge for Rest	\$31.37	\$50.48	\$101.44	\$241.58



# Some resources and tools



# Water and Wastewater Rates Analysis Model

<http://efc.sog.unc.edu> or <http://efcnetwork.org>

Find the most up-to-date version in Resources / Tools

## Water & Wastewater Rates Analysis Model

Version 2.8.2 (last updated August 4, 2015)



Developed by the Environmental Finance Center at the University of North Carolina, Chapel Hill  
<http://efc.sog.unc.edu>



Funded by the U.S. Environmental Protection Agency and the Public Water Supply Section of the North Carolina Department of Environment and Natural Resources

[Get Started](#)

[Download a copy of the model populated with data from an example utility](#)

### DESCRIPTION

A do-it-yourself, simplified financial model to assist utility managers and private system owners in setting water and wastewater rates.

### FEATURES

- Comparisons of annual fund balance projections (for up to 20 years) under proposed new rates vs. staying with existing rates
- Adjust rates for the next 1-5 years
- Up to 12 rate structures
- Uniform or block rates (up to 10 blocks)
- Model changes to accounts and water use
- Customizable list of operating and capital expenses
- Building up reserves through rates
- Compare monthly bills under new rates vs. existing rates
- Assess revenue sufficiency and fund balance
- Error notifications

### INSTRUCTIONS

- 1) Navigate using worksheet tabs at bottom of screen or following arrows and clicking on buttons
- 2) In the green "Data Input" worksheets, input data in the dark green cells

**View Results**

Financial forecast of the next few years under 'Existing' rates versus 'New' rates (graphs of cost recovery and end-of-year fund balance)

How new rates compare to existing rates (graphs of monthly bills)

Year:	2015	2016	2017	2018	2019	2020
Rate Inside	\$11.50	\$13.00	\$14.00	\$17.00	\$20.00	\$21.00
charge (gallons/month)	2,000	2,000	2,000	2,000	2,000	2,000

Block End	2015	2016	2017	2018	2019	2020
4,000 gal/mo	\$2.78	\$2.78	\$2.78	\$3.00	\$3.50	\$4.00
7,000 gal/mo	\$4.00	\$4.50	\$5.00	\$5.50	\$6.00	\$6.50
10,000 gal/mo	\$5.00	\$5.50	\$7.00	\$8.00	\$9.00	\$9.00

Error: missing block rates  
Error: missing block size

Watch out for red "Error" messages describing where data entry errors

Created by the Environmental Finance Center at the University of North Carolina, Chapel Hill  
Funded by the U.S. E.P.A. and the N.C. Department of Environment Quality



# Rates Analysis Tool

What do you need?

- Rate sheet
- Billing data revealing customers' usage
- Number of accounts
- Budget

# Step 1

Input the year below and input up to 12 rate structures (e.g. water, wastewater, residential, commercial, inside, outside, etc.) in the dark green cells.

Input existing rates in the first column and the [new] rates in the next five years.

Rate Structure(s)	Fiscal Year:							
	2019	FY2020	FY2021	FY2022	FY2023	FY2024		
	Existing	New						
<b>Rate Structure 1:</b>	<b>Rate 1: In-City</b>							
Monthly Base Charge:	\$46.36	\$55.63	\$63.98	\$70.37	\$75.30	\$77.18		
Consumption allowance included with the base charge (gallons/month):								
	<i>Block Start:</i>	<i>Block End:</i>						
Block rate 1 (\$/1,000 gal)	- gal/mo	gal/mo	\$6.06	\$7.27	\$8.36	\$9.20	\$9.84	\$10.09
Block rate 2 (\$/1,000 gal)	- gal/mo	gal/mo						
Block rate 3 (\$/1,000 gal)	- gal/mo	gal/mo						
Block rate 4 (\$/1,000 gal)	- gal/mo	gal/mo						
Block rate 5 (\$/1,000 gal)	- gal/mo	gal/mo						
Block rate 6 (\$/1,000 gal)	- gal/mo	gal/mo						
Block rate 7 (\$/1,000 gal)	- gal/mo	gal/mo						
Block rate 8 (\$/1,000 gal)	- gal/mo	gal/mo						
Block rate 9 (\$/1,000 gal)	- gal/mo	gal/mo						
Final block rate (\$/1,000 gal)	- gal/mo	and beyond						



# Step 3

Input number of accounts, growth rate, trends in water use, and connection fees for all applicable rate structures.

<b>Accounts and Uncollected Bills</b>	<b>Number of Accounts in FY2019</b>	<b>Growth Rate %/year</b>	<b>Uncollected Bills Per Year</b>
Rate 1: In-City	421	0.0%	2.0%
Rate 3: Outside-City	201	0.0%	2.0%

<b>Average Monthly Consumption</b>	<b>Approx. average per account (gallons/month) is less than</b>	<b>Projected Change in Average Consumption Based on Trends (%/year)</b>	<b>Modeled Reduction in Average Consumption after a 10% Increase in Rates</b>
Rate 1: In-City	5,200	-1.0%	-3.0%
Rate 3: Outside-City	4,100	-1.0%	-3.0%

<b>Total of One-Time Fees to Connect New Customer</b> (e.g. tap, connection, system development, impact fees)	<b>Existing in FY2019</b>	<b>New in FY2020 and beyond</b>
Rate 1: In-City		
Rate 3: Outside-City		

# Step 4

Enter debt service (principal + interest) and all other capital and non-capital expenses that are known for each individual year in the future and are excluded from the 'Additional Utility Expenses' box.

<b>Step 4</b>	
Enter debt service (principal + interest) and all other capital and non-capital expenses that are known for each individual year in the future and are excluded from the 'Additional Utility Expenses' box.	
<b>Debt Service and Other Known Annual Expenses for Next 20 Years</b>	
<u>Year</u>	<u>Expected Expenses</u>
FY2019	\$ 125,000
FY2020	\$ 125,000
FY2021	\$ 125,000
FY2022	\$ 125,000
FY2023	\$ 125,000
FY2024	\$ 125,000
FY2025	\$ 125,000
FY2026	\$ 125,000
FY2027	\$ 125,000
FY2028	\$ 125,000
FY2029	\$ 125,000
FY2030	\$ 125,000
FY2031	\$ 125,000
FY2032	\$ 125,000
FY2033	\$ 125,000
FY2034	\$ 125,000
FY2035	\$ 125,000
FY2036	\$ 125,000
FY2037	\$ 125,000
FY2038	\$ 125,000
FY2039	\$ 125,000
FY2040	\$ 125,000



# Step 6

If you are using rates to generate more revenue to build up your reserves (after paying for all expenses in the 'Debt Service...' and 'Additional Utility Expenses' boxes), enter your reserve build-up requirements.

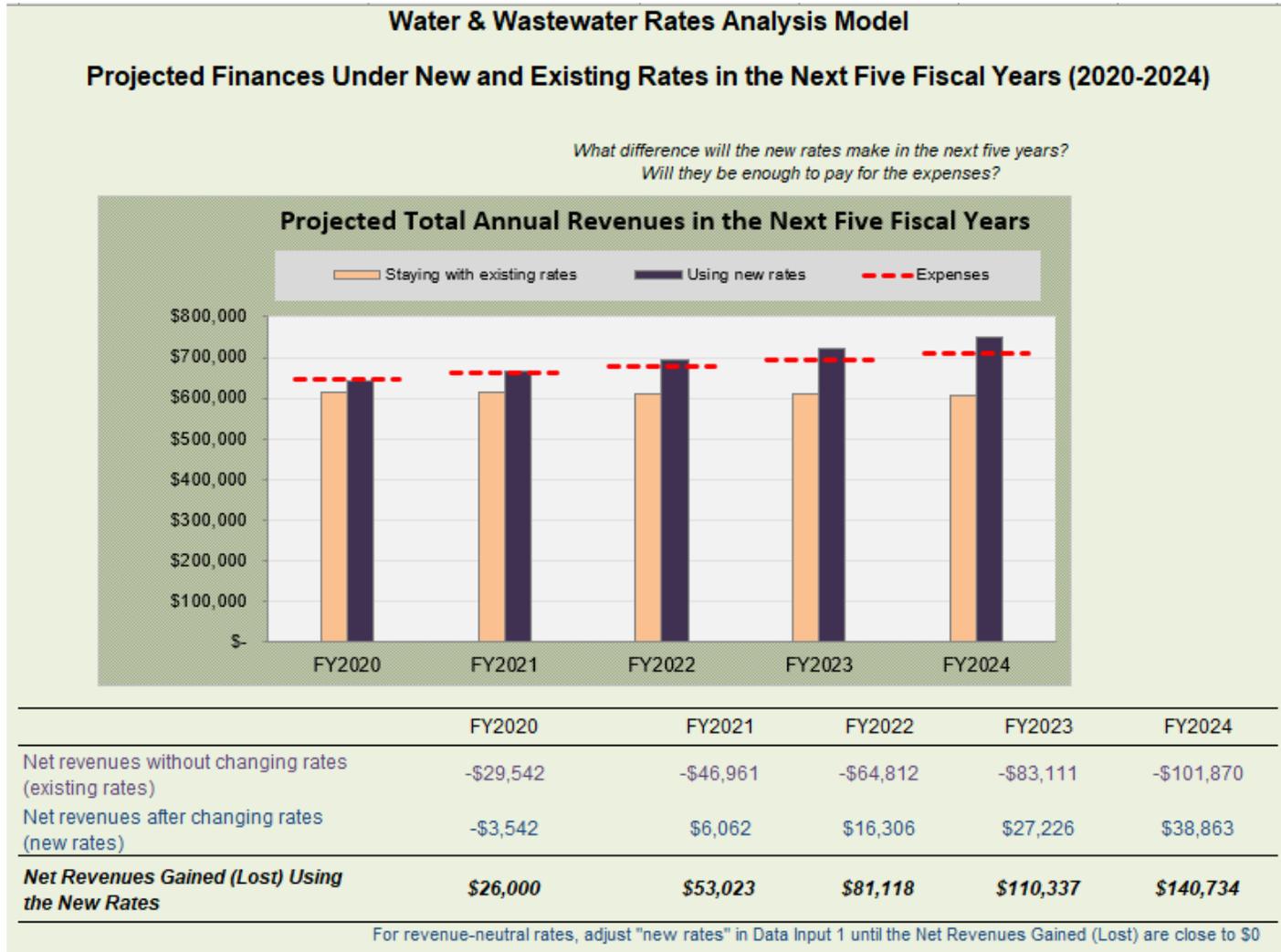
<b>Building Up Reserves from Rates</b>	
Enter as negative if transferring money IN from other fund	
<u>Year</u>	<u>Revenue Needs to Adjust Reserves</u>
FY2019	\$ 15,000
FY2020	\$ 15,000
FY2021	\$ 15,000
FY2022	\$ 15,000
FY2023	\$ 15,000
FY2024	\$ 15,000
FY2025	\$ 15,000
FY2026	\$ 15,000
FY2027	\$ 15,000
FY2028	\$ 15,000
FY2029	\$ 15,000
FY2030	\$ 15,000
FY2031	\$ 15,000
FY2032	\$ 15,000
FY2033	\$ 15,000
FY2034	\$ 15,000
FY2035	\$ 15,000
FY2036	\$ 15,000
FY2037	\$ 15,000
FY2038	\$ 15,000
FY2039	\$ 15,000
FY2040	\$ 15,000

# Step 7

Input how much cash (fund balance was available for the water/wastewater fund at the start of FY2019 and what the minimum fund balance should be every year.

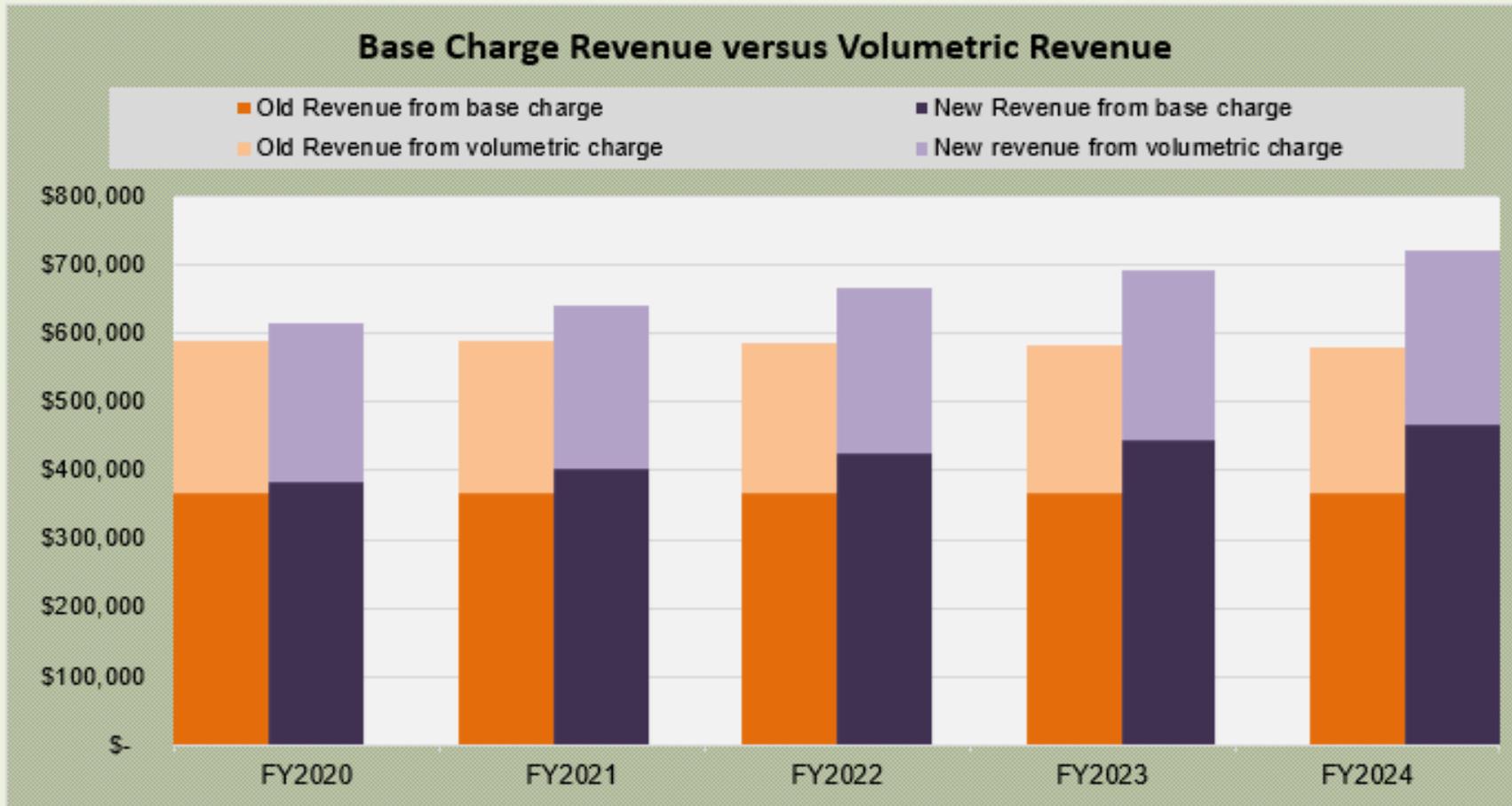
<b>Fund Balance</b>	
Fund balance at the beginning of FY2019 (or end of FY2018)	\$ 1,043,950
OR .. fund balance estimated at the end of FY2019	
End of year fund balance should always exceed (minimum target):	

# Financial Forecast



# Financial Forecast

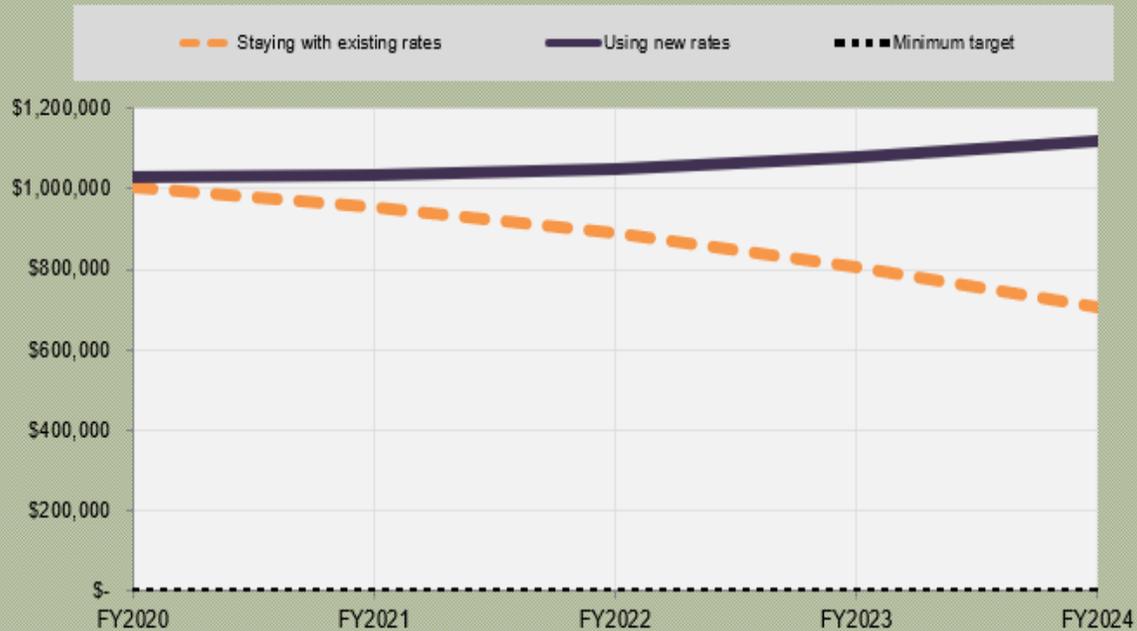
*If we stay with our existing rates, how much of our revenues will from fixed (base) charges, and how much will be from volumetric charges? If we change our rates, how will that affect the revenues from both fixed and volumetric charges?*



# Financial Forecast

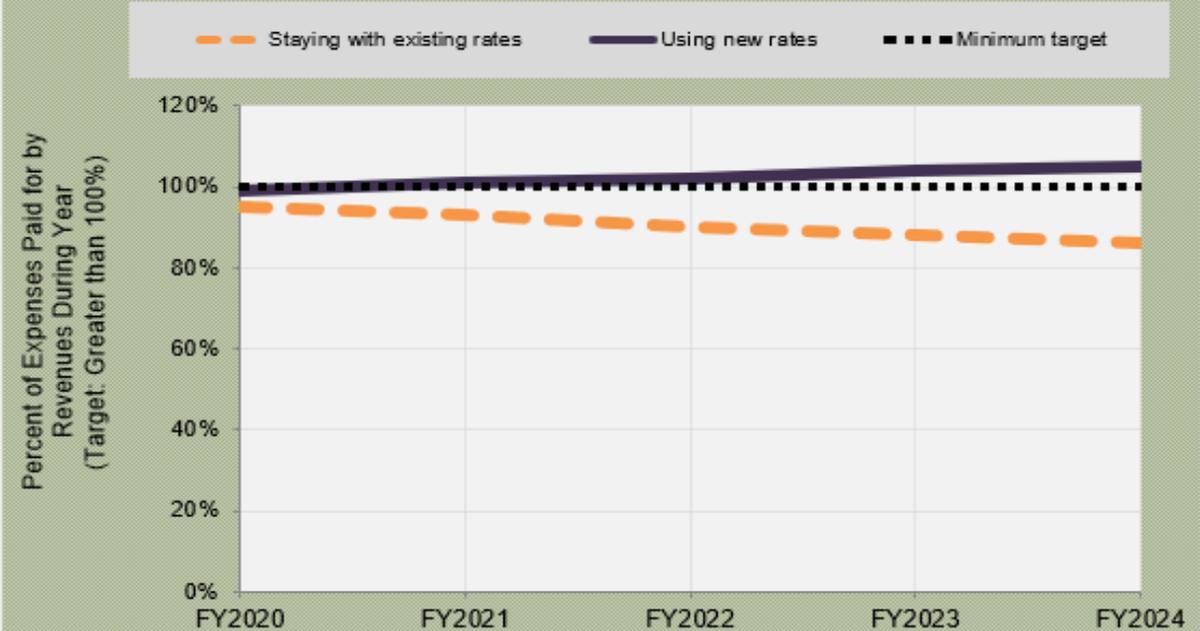
*Will the existing rates or new rates ensure that our fund balance remains above our minimum target?  
Will we be depleting, maintaining, or building up our fund balance if we stay with the existing rates or if we change our rates?*

### Projected End-of-Year Fund Balance in the Next Five Fiscal Years



*Will the existing rates or new rates generate enough revenues each year to pay for all expenses of that year  
(or will we dip into our reserves)?*

### Revenues as Percent of Expenses in the Next Five Fiscal Years





# Rates Small Group Work

- What impact does you rates have?