

# 2022 Year End Fiscal Analysis

City Council Meeting  
December 13, 2022

2022 Year End Fiscal Analysis and Discussion (Rorie, Courtney)

- General Fund Financial Report
  - Re-organizations and rate structure changes to enhance financial stability for: Building Department, Police Department, and Public Works Department.
- Utility Fund Financial Report
  - Comprehensive Utility Rate Study and Financial Plan
  - Water Division Program Cost/Rates
  - Sewer Division Program Costs and Rates
  - Electrical Division Program Cost and Rates

# Adopted Budget

Fiscal year beginning July 1, 2022 and ending June 30, 2023 (the “FY2023”). As summary of the revenues and expenditures for each of the City’s major funds is set forth in the table below.

<u>FUND</u>	<u>REVENUES</u>	<u>EXPENDITURES</u>
General Fund.....	\$ 12,029,742	\$ 12,029,742
Utility Fund.....	\$ 35,069,500	\$ 35,069,500
Local Tax Fund.....	\$ 1,514,500	\$ 1,514,500
Project Tax Fund.....	<u>\$ 857,400</u>	<u>\$ 857,400</u>
	<b>Balanced Budget \$ 49,471,142</b>	<b>\$ 49,471,142</b>

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# Millage Rate

**SECTION 2. Tax Levy.** (a) *Ad valorem* property taxes, as a general fund revenue source, in the amounts and in the manner hereinafter mentioned, are and shall be levied, collected and paid as follows: a tax of eleven dollars and 10/100 (\$11.10) on every one hundred dollars and no/100 (\$100.00) in assessed value of all real estate and personal property of every description owned and used in the City, except as such property may be exempt from taxation under the Constitution and laws of the State; such tax shall be levied by the County Auditor and collected by the County Treasurer. Upon such collection, all taxes shall be paid into the City treasury for credit to the City, for the corporate purposes, permanent improvements, and current expenses. The total millage levy in the City shall be one hundred eleven and 10/100 (111.10) mils, which includes 10.2 mils for road paving/resurfacing and 13.8 mils for the Project Improvement Fund.

Ad Valorem Millage Rate(+8 mils, or ~7.8%) 111.1

General Fund	(87.1 mils)	\$ 12, 029,742
Paving Fund(Restricted)	(10.2 mils)	\$ 368,700
Proj. Imp. Fund (Restricted)	<u>(13.8 mils)</u>	<u>\$ 488,700</u>
	111.1 mils	\$ 12, 887,142

Note: Project Tax fund includes: Paving Fund and Proj. Improvement Fund

# General Fund YTD FY 2022/2023



*Revenues*  
**\$ 3,331,845**  
**~28%**

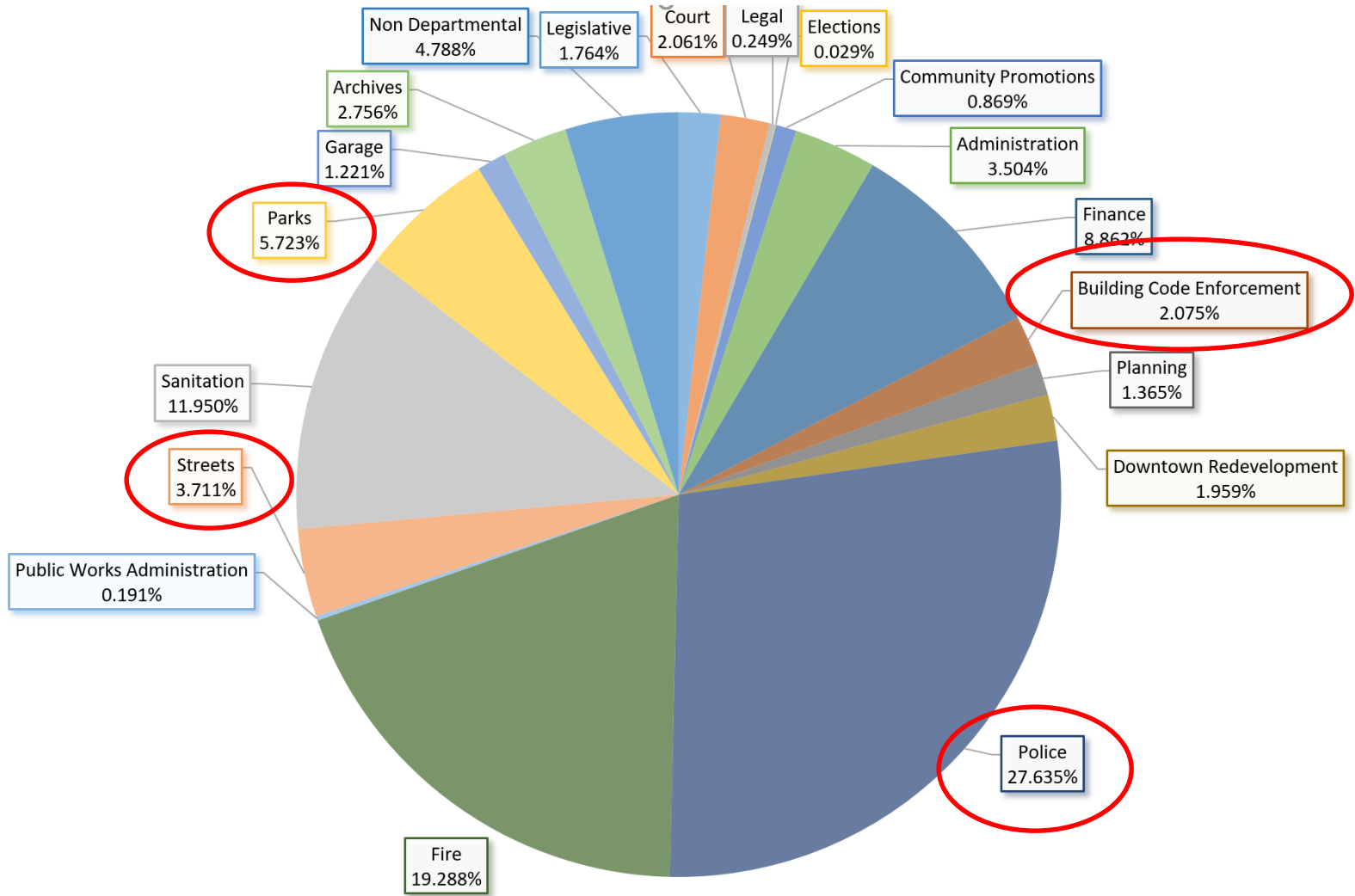
*Expenses*  
**\$4,993,275**  
**~41%**

Target Reserves (31% of \$12,000,000)

**\$3,720,000**

**YTD Actual**

**\$6,732,720**



# Finance Report

Percentage of Budget Year Completed 41% (Actual Transactions Still Pending)

General Fund Revenues by Major Categories				
Description	2022/2023	YEAR TO DATE	DOLLAR	PERCENTAGE
	BUDGET	ACTUAL	DIFFERENCE	TO DATE
Property Taxes	\$ 4,061,242	\$ 1,291,769	\$ 2,769,473	31.81%
Net Fines	\$ 61,500	\$ 27,660	\$ 33,840	44.98%
Fire Service	\$ 710,000	\$ 290,093	\$ 419,907	40.86%
Sanitation Service	\$ 1,600,000	\$ 675,283	\$ 924,717	42.21%
Business License	\$ 2,150,000	\$ 178,512	\$ 1,971,488	8.30%
Permits	\$ 100,800	\$ 52,360	\$ 48,440	51.94%
Franchise Fees	\$ 267,300	\$ 18,561	\$ 248,739	6.94%
Fund Transfer	\$ 2,066,000	\$ 860,833	\$ 1,205,167	41.67%
Inter-Governmental	\$ 695,800	\$ 76,881	\$ 618,919	11.05%
Mobile Tower Rental	\$ 180,000	\$ 11,780	\$ 168,220	6.54%
Other Income	\$ 137,100	\$ 145,121	\$ (8,021)	105.85%
<b>Total General Fund Revenues:</b>	<b>\$ 12,029,742</b>	<b>\$ 3,628,853</b>	<b>\$ 8,400,889</b>	<b>30.17%</b>

# Finance Report

Percentage of Budget Year Completed 41% (Actual Transactions Still Pending)

## General Fund Expenditures by Division and/or Type

Division and/or Type	2022/2023	YEAR TO DATE	DOLLAR	PERCENTAGE
	BUDGET	ACTUAL	DIFFERENCE	TO DATE
Legislative	\$ 212,247	\$ 72,588	\$ 139,659	34.20%
Court	\$ 247,886	\$ 111,045	\$ 136,841	44.80%
Legal	\$ 30,000	\$ 35,896	\$ (5,896)	119.65%
Elections	\$ 3,500	\$ -	\$ 3,500	0.00%
Community Promotions	\$ 104,500	\$ 23,000	\$ 81,500	22.01%
Administrative	\$ 421,518	\$ 171,736	\$ 249,782	40.74%
Finance	\$ 1,066,042	\$ 475,892	\$ 590,150	44.64%
<b>Building Code Enforcement</b>	<b>\$ 249,660</b>	<b>\$ 84,785</b>	<b>\$ 164,875</b>	<b>33.96%</b>
Planning	\$ 164,219	\$ 44,680	\$ 119,539	27.21%
Downtown Redevelopment	\$ 235,656	\$ 130,868	\$ 104,788	55.53%
Police	\$ 3,324,417	\$ 1,390,897	\$ 1,933,520	41.84%
Fire Service	\$ 2,320,345	\$ 992,822	\$ 1,327,523	42.79%
Public Works Admin.	\$ 22,983	\$ 10,407	\$ 12,576	45.28%
Streets	\$ 446,416	\$ 131,937	\$ 314,479	29.55%
Sanitation	\$ 1,437,543	\$ 562,165	\$ 875,378	39.11%
Parks	\$ 688,415	\$ 323,944	\$ 364,471	47.06%
Garage	\$ 146,885	\$ 110,483	\$ 36,402	75.22%
Archives	\$ 331,482	\$ 119,436	\$ 212,046	36.03%
Non-Departmental	\$ 576,028	\$ 200,694	\$ 375,334	34.84%
<b>Total General Fund Expenses:</b>	<b>\$ 12,029,742</b>	<b>\$ 4,993,275</b>	<b>\$ 7,036,467</b>	<b>41.51%</b>



# Building Department

	Budget	YTD Actual
– Revenues	\$100,000	\$52,360 (51.94%)
– Expenses	\$250,000	\$84,785 (33.96%)

Economic Scenarios?

Housing Construction

Housing Repairs

- Building Official/Zoning Official retirement after 31+ years of service.
  - Outsource contract with RCI of South Carolina, Inc. to handle building inspections, plan reviews for residential and commercial construction, complaint investigations, ISO reporting, and occupancy investigations.
  - Fee Schedule based on IBC. (Cost /Sq.Ft.)
  - 70/30 permit revenue split.
  - Potential adoption of International Property Maintenance Code to establish minimum requirements for the maintenance of existing buildings. Model code regulations that contain clear and specific property maintenance and property improvement provisions.
- Planning Director will be designated as Zoning Official
  - 3-COP's will be trained to serve as code enforcement officers.

# Police Department

	<u>Budget</u>	<u>YTD Actual</u>
– Revenues	\$ 000,000	\$ 000,000
– Expenses	\$3,324,417	\$1,390,897 (41.84%)

- 22 of 39 vehicles (~57%) avg. 137,000 Miles
- Inconsistently equipped with camera systems, radios, and CAD
  - **6 fully equipped vehicles** per year
    - ~6 YOS or 120K rotation
    - ~\$77,000 annual debt service (7 YRS)
  - **~\$381K Unbudgeted** Radio replacement
    - 90 Radios(45 Mobiles, 45 Portables)
    - ~\$63,000 annual debt service(7Years)
  - **3 mils** of Ad-valorem for PD only



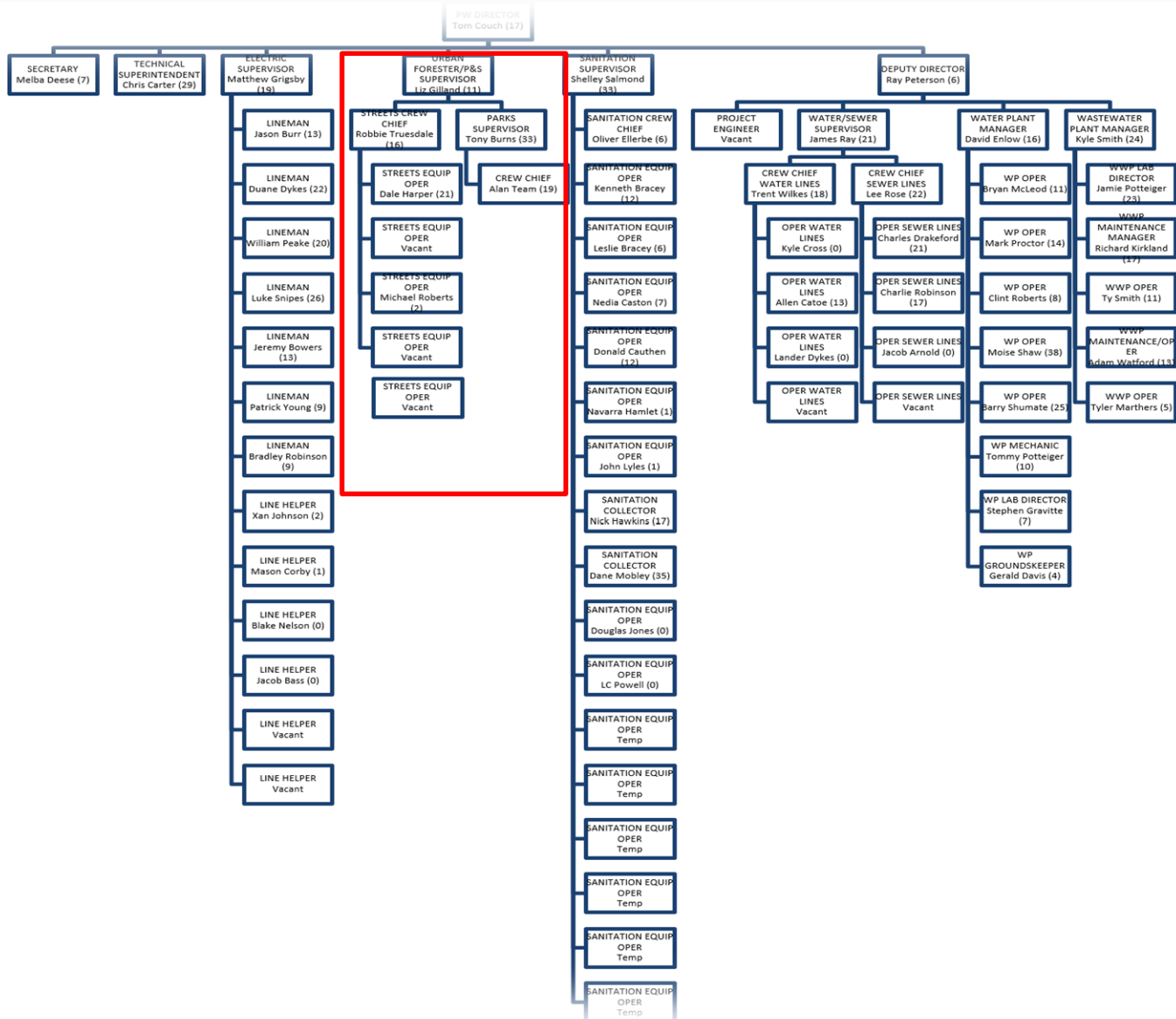
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Percentage of Budget Year Completed 41% (Actual Transactions Still Pending)

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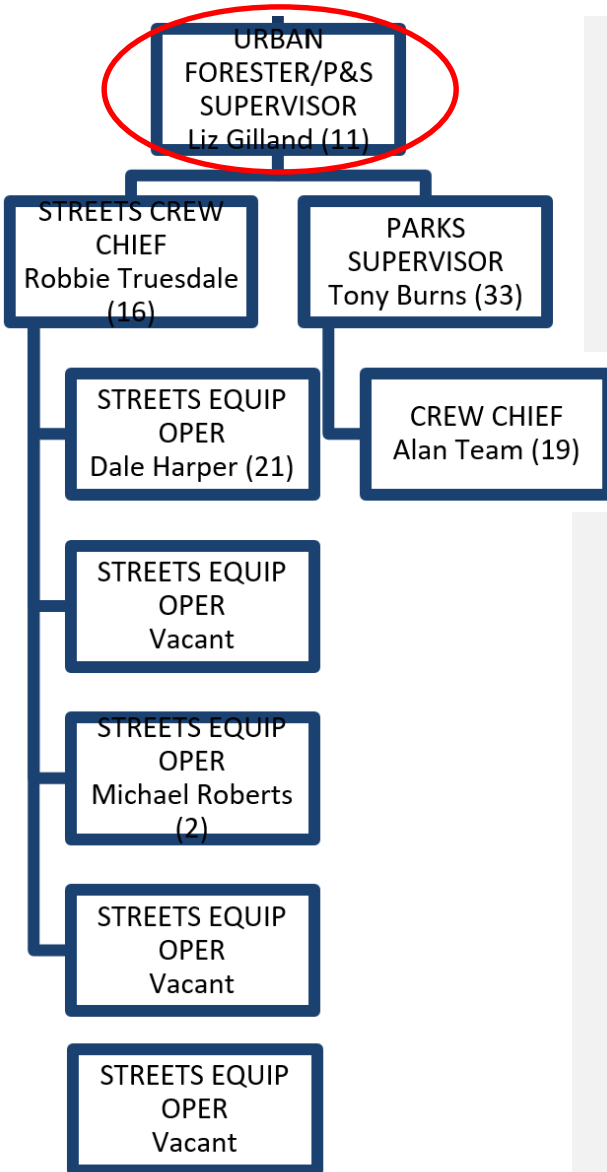
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# Public Works

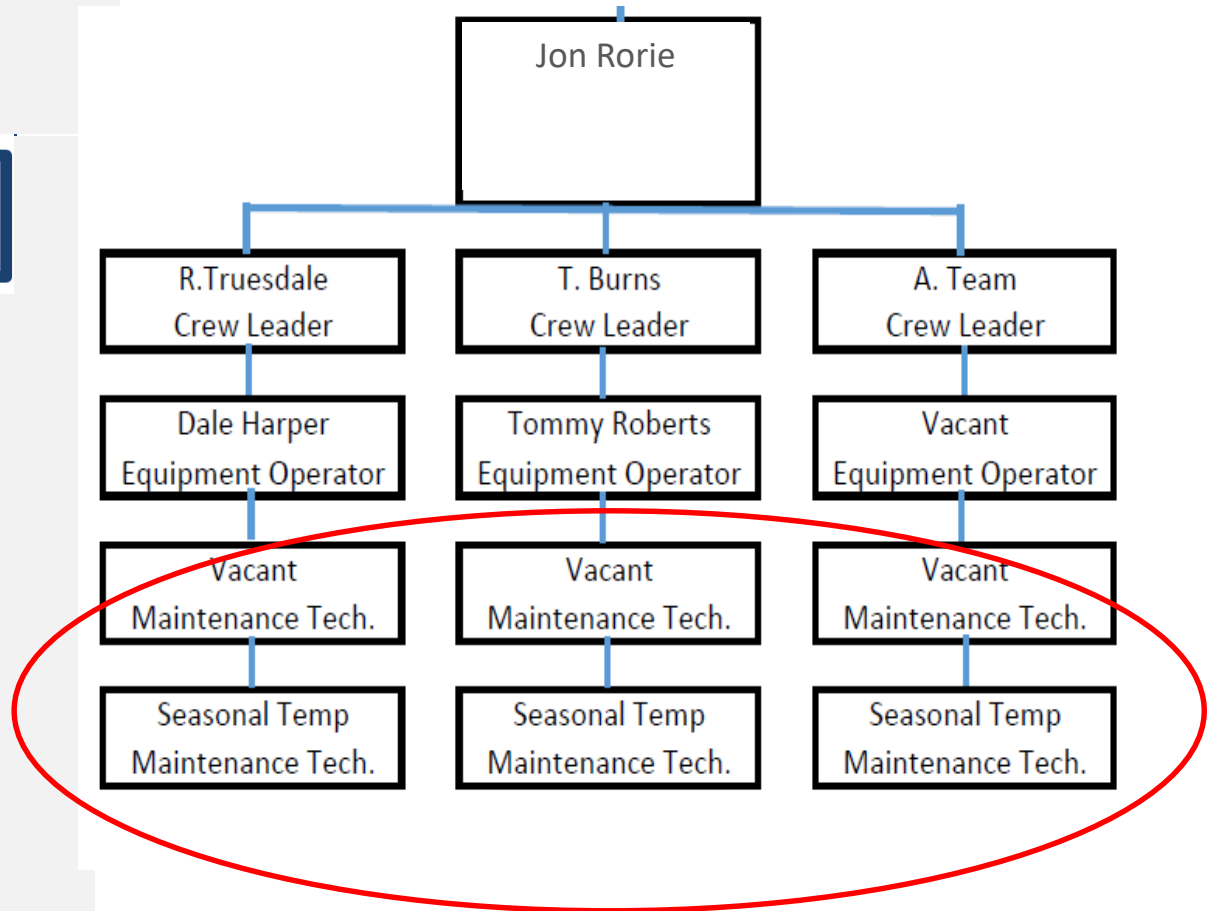


# Public Works

## 2022 Structure



## 2023 Structure



# Public Works(Streets)Recommendations

- IMS Road Study for 90 (33) center line miles: Underway
  - Pavement Analysis, Budget Scenarios & Multi-Year Report-PCI based upon ASTM D6463
  - Sign and Support Inventory & Condition Database
  - Pavement Marking-Striping Inventory & Condition Database
  - Street Lights Inventory & Condition Database





# Public Works(Parks) Recommendations

- Organize into three(3) “Facility Maintenance” Teams
  - Update all playground equipment in parks via PARD grants
  - Raise canopies in public parks to enhance safety
  - Weed Control on public ROW
  - Litter control on public ROW
  - Update/repair all signage in parks
  - Pave parking lots in parks(move away from gravel lots and roads)
  - Fix the fountain at Rectory Square



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# SECTION 8. Rate Adjustments

## Exhibit B

(a) Residential Sanitation charges shall increase from \$20.25 to \$21.00 (\$150,000)

(b) Utility Fund: Electric Suspended for review in January

- 10% Base Charge Increase \$ 0.96 extra/month
- 10% Demand Usage
  - 1<sup>st</sup> 750Kwh \$ 0.13010 ~\$ 8.85 extra/month
  - Next 250 kWh \$ 0.12630 ~\$ 2.88 extra/month

(c) Various increases in tap and connection fees

**(a) The Budget appropriates sufficient revenues to pay the principal of and interest on all Bonds secured by revenues of the System, and appropriates sufficient revenues to provide for the payment of all expenses of administration and operation of the System, as well as such expenses for maintenance as may be necessary to preserve the System in good repair and working order.**

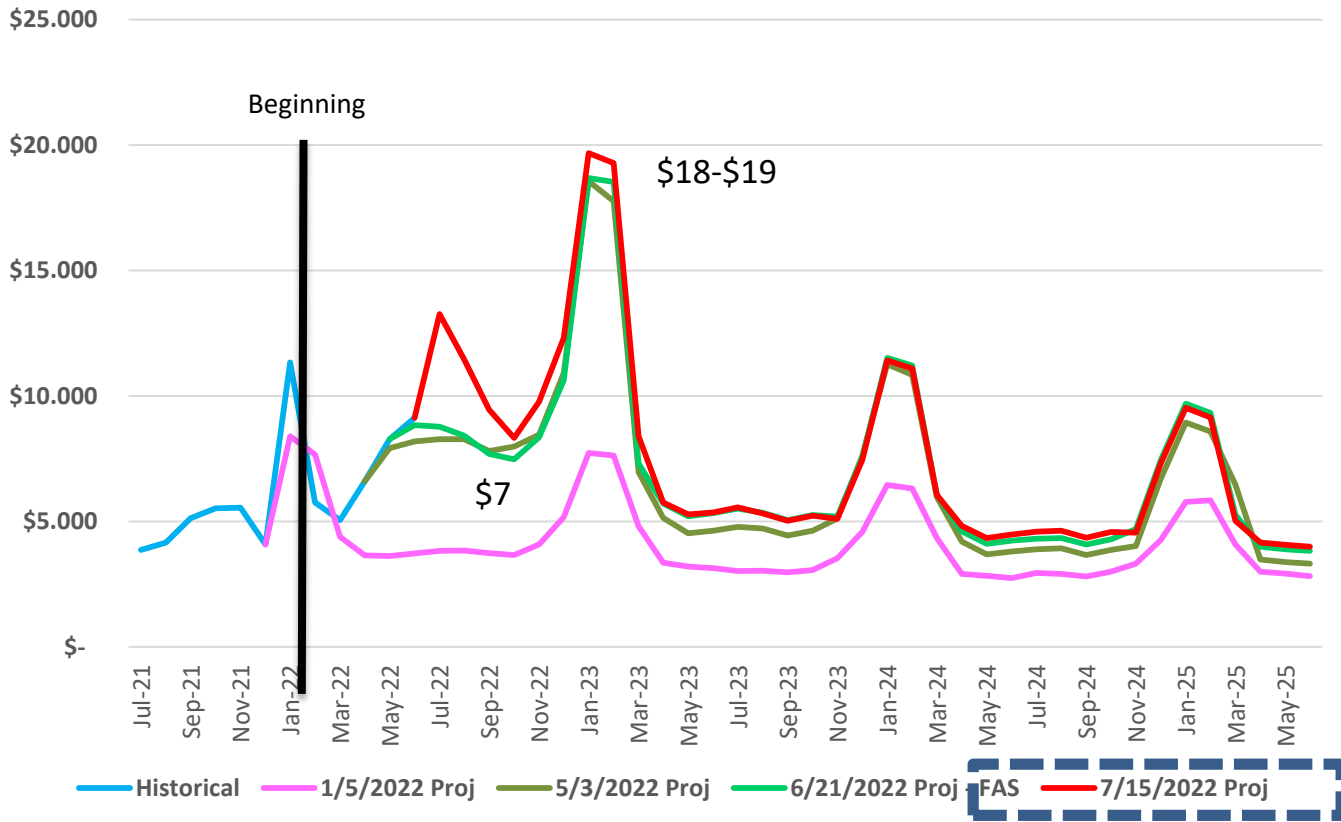
# Purchase Power Adjustment

## Billing Rate

Each monthly bill computed under the City's appropriate retail rate schedule will be increased or decreased by an amount equal to the result of multiplying the kWh used by the FAS factor.

500 Kwh	\$ 0. 05029	~\$ 25.00 extra/month
750 Kwh	\$ 0. 05029	~\$ 38.00 extra/month
1000 Kwh	\$ 0. 05029	~\$ 50.00 extra/month
1500 Kwh	\$ 0. 05029	~\$75.00 extra/month
2000 Kwh	\$ 0. 05029	~\$100.00 extra/month

# Historical and Projected Cost of Natural Gas (\$/MMBtu)



## July, 2022

- Adopted a ~\$35 Million Utility Fund Budget with the Rate stabilization Fund as a future budget balancing tool.
- Maintain the “Fuel Surcharge” (Purchase Power Cost) at \$0.05029 per kWh-(Financial Smoothing)
- Deferred Maintenance of ~\$700K in Utility Fund
- Suspended 10% increase electric base rate. The increase will be reevaluated in January 2023.
- Closely monitor the market to make informed yet timely adjustments to the Purchase Power Cost adjustment

# Utility Fund YTD FY 2022/2023



Target Reserves (31% of \$35,069,500)	\$10,871,545 (31%)
<b>YTD Actual Reserves</b>	<b>~\$ 5,406,550 (~15%)</b>

# Electric Division

Percentage of Budget Year Completed 41% (Actual Transactions Still Pending)

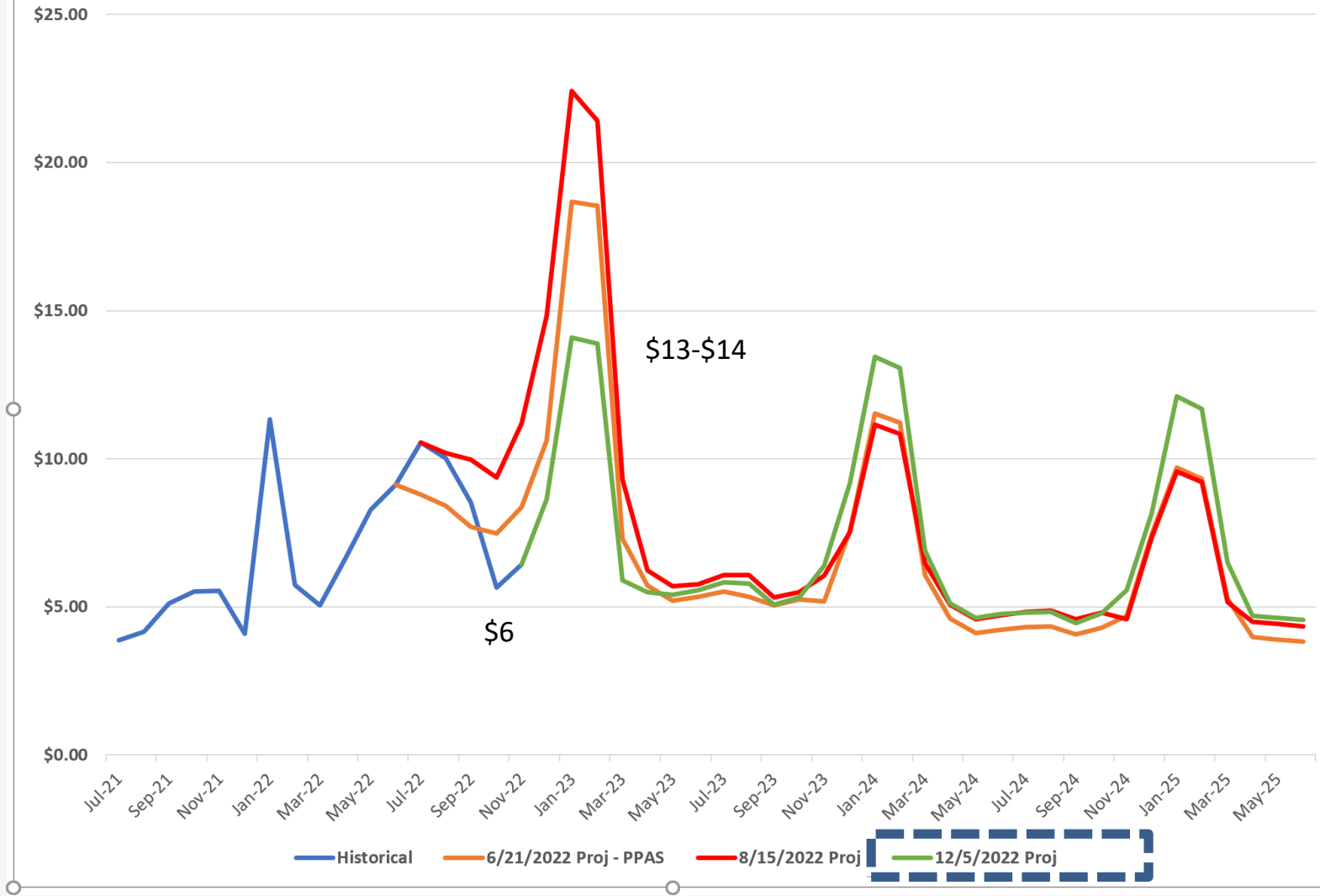
## Utility Fund Revenues by Major Categories

Description	2022/2023	YEAR TO DATE	DOLLAR	PERCENTAGE
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<b>Electric Division</b>	\$ 26,245,000	\$ 15,431,523	\$ 10,813,477	58.80%
Water Division	\$ 4,588,000	\$ 1,847,106	\$ 2,740,894	40.26%
Sewer Division	\$ 2,804,500	\$ 1,168,754	\$ 1,635,746	41.67%
Other Income	\$ 182,000	\$ 91,623	\$ 90,377	50.34%
Grant Income	\$ 1,250,000	\$ -	\$ 1,250,000	0.00%
<b>Total Utility Fund Revenues:</b>	<b>\$ 35,069,500</b>	<b>\$ 18,539,006</b>	<b>\$ 16,530,494</b>	<b>52.86%</b>

## Utility Fund Expenditures by Division and/or Type

<u>Electric Division</u>				
Labor	\$ 972,481	\$ 385,988	\$ 586,493	39.69%
Purchase Power	\$ 16,129,980	\$ 6,927,993	\$ 9,201,987	42.95%
Operating	\$ 1,035,380	\$ 290,748	\$ 744,632	28.08%
Capital - Projects	\$ 1,838,020	\$ 590,900	\$ 1,247,120	32.15%
	<b>\$ 19,975,861</b>	<b>\$ 8,195,629</b>	<b>\$ 11,780,232</b>	<b>41.03%</b>

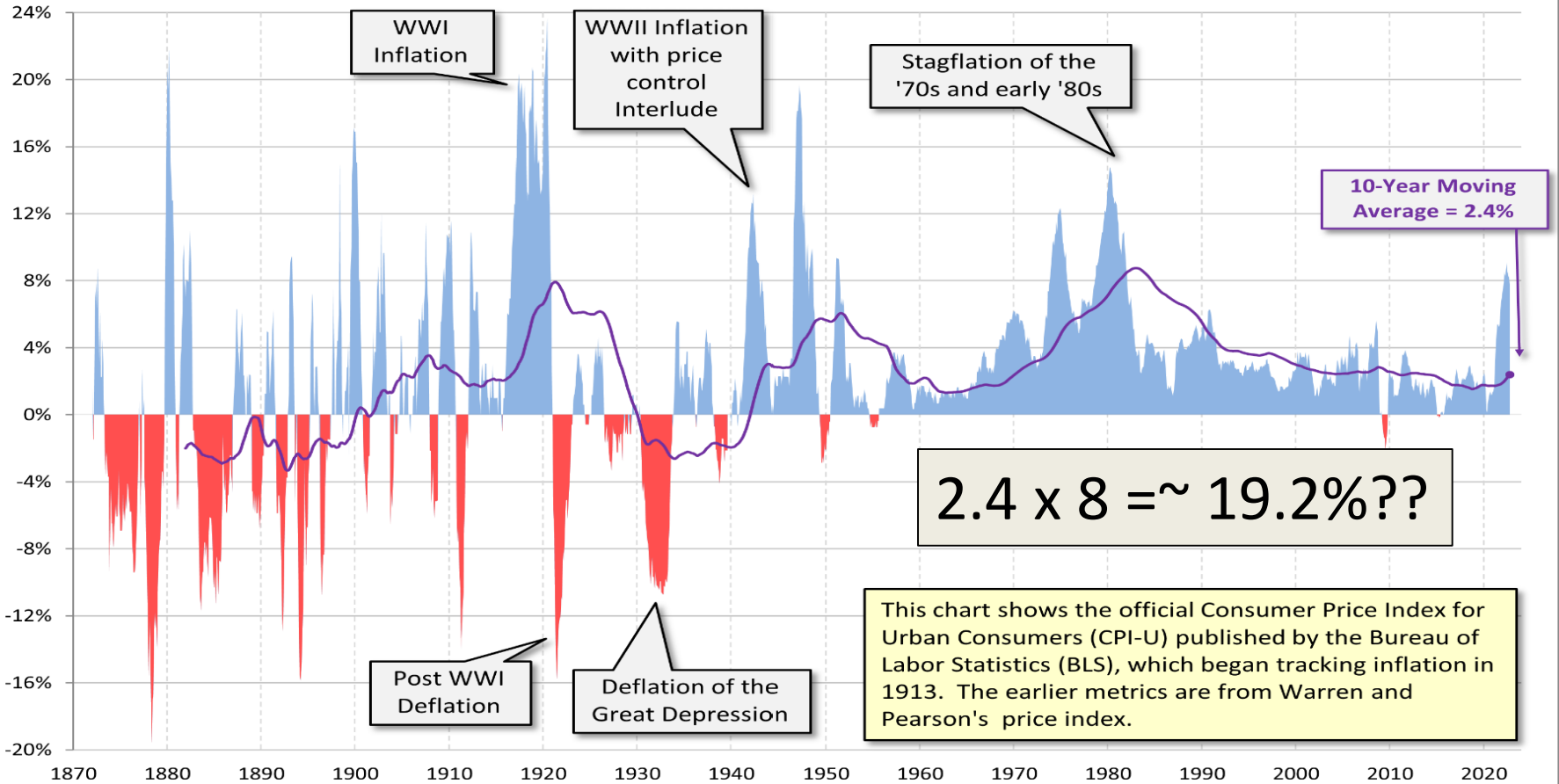
# Historical and Projected Cost of Natural Gas (\$/MMBtu)



# Electric Division Recommendations

## Monthly Inflation: 1872 to Present

Bureau of Labor Statistics Annualized Inflation Rate = 7.75%



- [Long-Term Look at the CPI - dshort - Advisor Perspectives](#)



# Electric Division Recommendations

- Reduce the “Fuel Surcharge” (Purchase Power Adjustment) down to \$1.5 cent (0.015) per kWh.

<u>Current PPA</u>	<u>Reduced PPA</u>
1,000 kWh	1,000 kWh
<u>X .05029 PPA</u>	<u>X .01500 PPA</u>
\$50.29	\$15.00

- Closely monitor the market to make informed yet timely adjustments to the Purchase Power Cost adjustment

# Electric Division Recommendations

- Modify base energy rate ~10.7%

## Current Rate@1,000 kWh

Base Meter	\$9.61
1 <sup>st</sup> 750 kWh	\$ 0.1183
Next 250 kWh	\$ 0.1148

## New Rate @ 1,000 kWh

Base Meter	\$9.61
1 <sup>st</sup> 750Kwh	0.1310
All Above 750 kWh	0.1271

## Current Bill @1,000 kWh

Base Meter	\$9.61
1 <sup>st</sup> 750 kWh	\$ 88.73
Next 250 kWh	<u>\$ 28.70</u>

**Usage ~ \$127.04**

**.05029 PPA \$50.29**

**Total Bill \$177.33**

## Proposed Bill@ 1,000 kWh

Base Meter	\$9.61
1 <sup>st</sup> 750 kWh	\$98.25
Next 250 kWh	<u>\$31.78</u>

**Usage ~ \$139.64**

**.015 PPA \$15.00**

**Total Bill \$154.64**

Closely monitor the market to make informed and timely adjustments to the Purchase Power Adjustment(PPA)

# Water Division

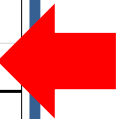
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## Utility Fund Expenditures by Division and/or Type

<b>Water Plant</b>				
Labor	\$ 791,197	\$ 329,534	\$ 61,364	41.65%
Operating	\$ 776,050	\$ 266,048	\$ 510,002	34.28%
Capital - Maintenance	\$ 105,167	\$ -	\$ 105,167	0.00%
	<b>\$ 1,672,414</b>	<b>\$ 595,582</b>	<b>\$ 676,533</b>	<b>35.61%</b>
<b>Water Lines</b>				
Labor	\$ 396,681	\$ 171,015	\$ 225,666	43.11%
Operating	\$ 180,085	\$ 65,176	\$ 114,909	36.19%
Capital - Maintenance	\$ 235,000	\$ 120,241	\$ 114,759	51.17%
	<b>\$ 811,766</b>	<b>\$ 356,432</b>	<b>\$ 455,334</b>	<b>43.91%</b>



# Water: Cost of Service Study/Financial Plan

- 80,720,893 ft<sup>3</sup> per year ( ~605 Million Gallons)
- 166.57 miles of water mains and transmission lines from .75" to 36".
  - 2-inch: \$12 - \$20 per foot : Avg. \$16/ft. or ~\$85k/mile
  - 6-inch: \$30 - \$50 per foot: Avg. \$40/ft. or ~\$211k/mile
  - 8-inch: \$75 - \$150 per foot: Avg. \$112/ft. or ~\$594k/mile
  - 12-inch: \$150 - \$225 per foot: Avg. \$187/ft. or ~\$987k/mile

1%/Yr. replacement =1.6 mile from \$300k to \$1.6Million  
All can be replaced by FY 2188, but what is the plan?
- Four (4) Elevated water storage tanks with a total capacity of 1.1  
Adding storage tank on west side ~\$3.5 Million
- 6800 water meters
  - 6050 5/8" Meters. Replacement cost is ~\$230 each in materials, or \$1,392,000
  - 520 1" Meters. Replacement cost is ~\$360 each in materials, or \$ 187,000
  - 75 2" Meters. Replacement cost is ~\$705 each in materials, or \$ 53,000
  - Other larger sizes

All will need updates/replacements, but what is the plan?



# City of Camden W&S Projects

## ARP: American Rescue Plan

ONGOING/UPCOMING PROJECTS	Requiring Funds 22-23
RIA South Broad Street Neighborhood Waterline Improvements	\$ 325,000
CDBG Church Street Neighborhood Revitalization	275,000
Steeplechase Tank Mixer	37,000
WWTP Pump & Uprate Study	420,000
Abandon KC Pump Station	25,000
Hwy 521 Sewer Crossing	250,000
Rutledge Street Sewer	500,000
Cool Springs Pump Station	400,000
Haier Pump Station Upgrade	100,000
Asbestos Pipe Replacement	100,000
<b>TOTAL</b>	<b>\$ 2,432,000</b>

WATER PIPE REPLACEMENT PROGRAM: A-C, CI, Galv, Undersized, etc.	10-Yr CIP Estimated Construction
Project 1 Elevated Water Tank, Booster Station	\$4,700,000
Project Area 2 Lines	2,107,533
Project Area 3 Lines	2,108,457
Project Area 4 Lines	1,609,921
Project Area 5 Lines	2,128,952
Project Area 6 Lines	1,891,744
Project Area 7 Lines	2,118,576
Project Area 8 Lines	2,497,860
Project Area 9 Lines	2,780,390
Project Area 10 Lines	1,826,206
Project Area 11	1,160,651
<b>TOTAL</b>	<b>\$ 24,930,289</b>

# Sewer Division

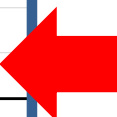
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## Utility Fund Expenditures by Division and/or Type

<b>Sewer Plant</b>				
Labor	\$ 526,378	\$ 226,205	\$ 300,173	42.97%
Operating	\$ 602,000	\$ 83,860	\$ 518,140	13.93%
	<b>\$ 1,128,378</b>	<b>\$ 310,065</b>	<b>\$ 818,313</b>	<b>27.48%</b>
<b>Sewer Lines</b>				
Labor	\$ 348,803	\$ 114,980	\$ 233,823	32.96%
Operating	\$ 192,570	\$ 42,189	\$ 150,381	21.91%
Capital - Maintenance	\$ 188,000	\$ 104,296	\$ 83,704	55.48%
	<b>\$ 729,373</b>	<b>\$ 261,465</b>	<b>\$ 467,908</b>	<b>35.85%</b>
<b>Prestage Farm Project</b>		<b>\$ 2,003,702</b>		



# Sewer: Cost of Service Study/Financial Plan

- The driving principle behind the cost-of-service study is cost causation. The cost of designing, constructing, operating, and maintaining the City's electric, water, and sewer systems is directly attributable to meeting customer demands
- Sewer plant: 4 Million GPD capacity  
2.725 Million Flow Inventory  
700K GPD committed to Prestige Farms  
**310K allocation available-On Paper**
- 14 lift stations.
- 84 Miles of Gravity Lines and 11 Miles of forcemain
  - 8-inch: Lining \$60 - \$80/ft.      Pipe Burst \$185 - \$300
  - 15-inch: Lining \$125 - \$150/ft.      Pipe Burst \$275 - \$450
- 86,883,985 ft<sup>3</sup> Sewer Charges (1.8Million GPD)

# Summary of Recommendations/Action Steps

## Begin FY 24 Budget Workshops/Retreats

- January- Planning and Zoning, Infrastructure and Economic Development  
Public Safety: Labor and Capital Intensive
- February-Public Works Utilities: Limits and Expansions, Growth Boundaries  
and in-fill/ donut hole annexations
- March- Budgeting, Capital Planning
- April- Managers proposed budget presentation-Council Meeting

## Complete Cost of Service Study/Financial Plan-May 2023

## Begin Smart Meter Replacement Project-July 2023

## Public Hearing January 10, 2023

- Budget Amendment for Seniors Credit
- Base rate modification with a February 1<sup>st</sup> effective date that applies to January energy use.



# Summary of Recommendations/Action Steps

- Completed update for meter reading handhelds and reading software on December 12, 2022. Staff will closely monitor the reading program for continued improvements
- Replacement of all 5/8" water meters to smart meters
  - Approx. 1,500 per year
  - Cost estimated \$750,000(\$375K materials)yearly for meters and installation using ARP funding and debt service
- Replacement of all residential electric meters to smart meters
  - Approx. 2,000 per year
  - Cost estimated \$940,000(\$470K materials) yearly for meters and installation using budget and possibly debt service
- Meter replacement program will be included with the ongoing CIP
- Sturgis – credit card processor
- GOGov – tentative launch date February 2023
- New Website – live by April 2023

