



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Brown, Mital, Helgeson, Manning and Simpson
FROM: Mel Damewood, Engineering Manager, Wally McCullough & Frank Lawson
DATE: July 11, 2014
SUBJECT: Electric and Water 10-Year Capital Improvement Plans (CIPs)
OBJECTIVE: Board Action – Approval of CIP

Issue

On July 22, 2014, EWEB management will present to the Board the 10-Year (2015-2024) Electric and Water Capital Improvement Plans (CIPs) for approval. Management is requesting Board approval of the first five (5) years of each CIP and the 2015 capital budgets.

Background

On April 1, 2014, EWEB staff presented to the Board a revised 5-year CIP for both Electric and Water. The revised CIPs included changes to reflect revised estimates, emergent priorities, and project deferrals which affected the CIP since it was approved in 2013.

Since April, staff has met with the Board to discuss strategic planning and its affect on the CIPs. Following these discussions, capital spending options were developed to reflect the strategic planning direction for both utilities. These options are described under the heading of the respective utility later in this memo.

The CIPs presented herein include the proposed 2015 capital budget and a 10-year overall outlook (2015-2024) for each Option. Similar to previous capital board memos, spending is classified by three types, including the following:

Type 1 capital is a collection of routine capital work under specific categories (Transmission, Distribution, Buildings). This work is funded through rates. Examples of Type 1 capital include pole replacements, water main replacements, etc.

Type 2 capital is for discrete projects with defined time periods and lifetime expenditures over \$1 million. Depending on the project, this work can be funded through either rate or bond funds. Examples of Type 2 capital include the Downtown Electric Network, and Hayden Bridge Intake Improvements.

Type 3 capital is for large strategic programs with long-term impacts. These programs are generally bond-financed and include examples like Carmen-Smith Re-Licensing and Alternative Water Supply.

Discussion

Electric Utility

Electric Investment Options

For the Board’s consideration, the Electric CIP includes two investment options that support multiple long-term financial plan (LTFP) scenarios of the utility. The first option supports strategic efforts to use technology to develop future new services (“Selective”), while the second option presents spending levels based on prioritizing lower capital costs (“Responsive”). The impacts of these spending options, along with other financial impacts, are presented in the LTFP.

Both CIP investment options include power house upgrades to the Carmen-Smith generation facility, planned investment of previously acquired bond funds in the downtown distribution network, reduced spending levels on electric delivery (transmission & distribution) infrastructure to different degrees, and projected customer-reimbursed work associated with our obligation to serve, including LTD’s EmX project. A summary of the two investment options is captured in the table below.

Electric Capital Investment Options Comparison

Capital Investment Option	“Selective”	“Responsive”
Primary Driver(s)	Enhances technology for future adaptability while still improving rate-comparator position	Supports deliberate movement toward “center” of rate comparators
Effect(s) on Customer Value	Enables future new product benefits & options, including Pre-Pay, Connect/Disconnect, & other usage-based products.	Emphasizes cost impact on customer value by prioritizing lower capital investment
Electric Infrastructure (Transmission & Distribution)	\$100 Million (10 Years) Includes “selective” investments in asset redeployment and “resilient spine”	\$80 Million (10 Years) Slightly above compulsory levels, but is mostly “responsive” with limited investment in asset redeployment
Information Technology	\$37 Million (10 Years) Replaces business systems including financial & customer, and upgrades business systems (e.g. Demand Response, Pre-Pay, Energy Insight, Trading)	\$26 Million (10 Years) Replaces key business systems and operational technology only
LTD EmX Project	✓ Customer Funded	✓ Customer Funded
Downtown Distribution Network	✓ Bond Funded	✓ Bond Funded
Carmen Powerhouse	✓ Dedicated Funds	✓ Dedicated Funds
10-Year Total Expenditures	\$333 Million	\$298 Million
10-Year Rate-Funded Capital	\$202 Million	\$167 Million

2015-2024 Electric CIP

The “Selective” option includes 10-year planned capital expenditures of \$333 million, includes projects supporting the benefits of technology (demand response, connect/disconnect, pre-pay options, outage management), and targets electric delivery (transmission & distribution) infrastructure spending at approximately \$10 million per year. The “Responsive” option includes 10-year planned capital expenditures of \$298 million, removes or reduces projects supporting the benefits of leveraging “opt-in” advanced metering infrastructure, and targets electric delivery (transmission & distribution) infrastructure spending closer to the “responsive” level at \$8 million per year. Below is a summary of the two proposed spending options.

Both of these spending options include significant reductions from the 2014-2023 CIP of \$406 million. The largest decreases come in the electric delivery (transmission & distribution) infrastructure segment; reduced \$77 million and \$96 million in the “Selective” and “Responsive” options, respectively. Carmen-Smith relicensing is reduced \$61 million from the previous plan. Refinement of the electric CIP will occur during the next 6-8 months as part of the Electric Master Plan.

Figure 1 – Electrical Capital Spending Comparison

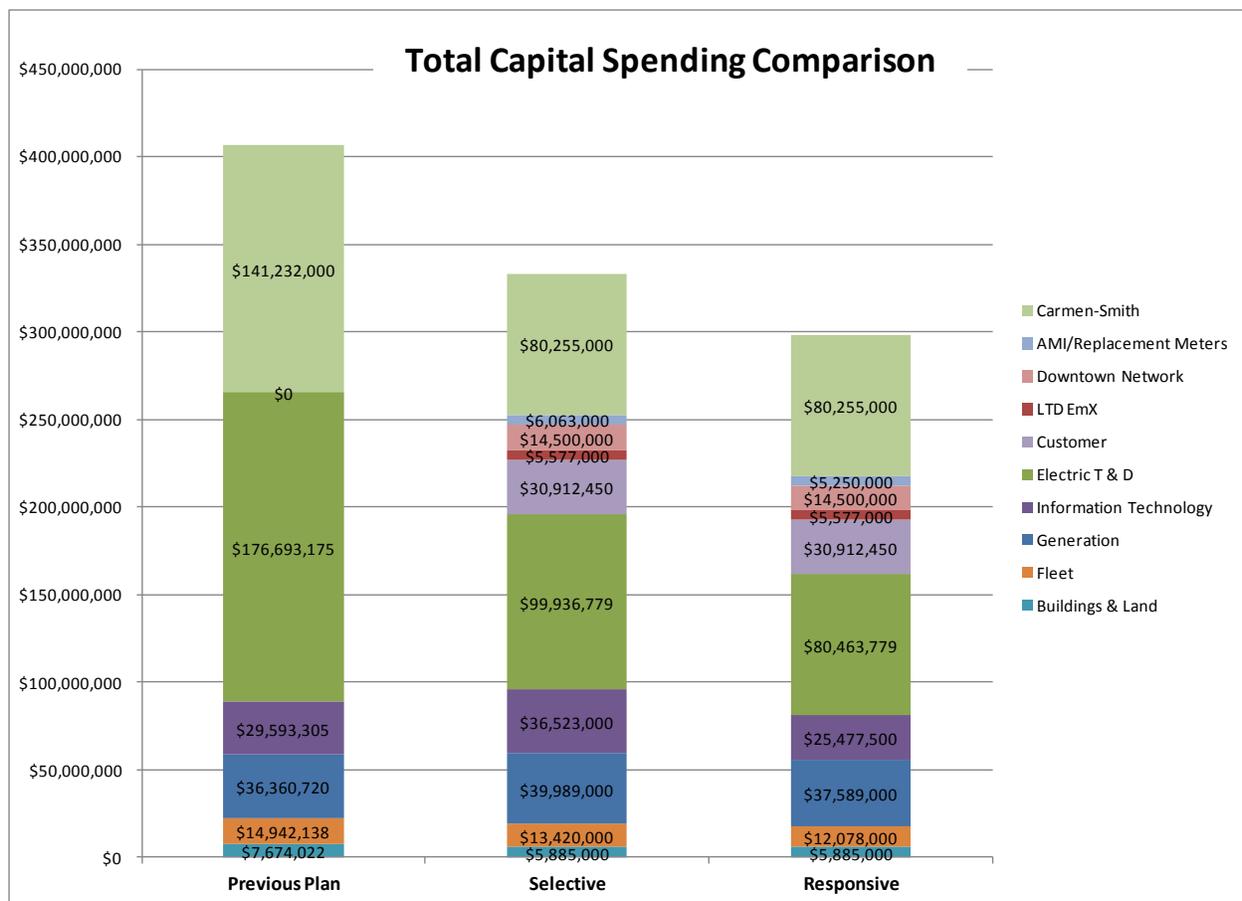
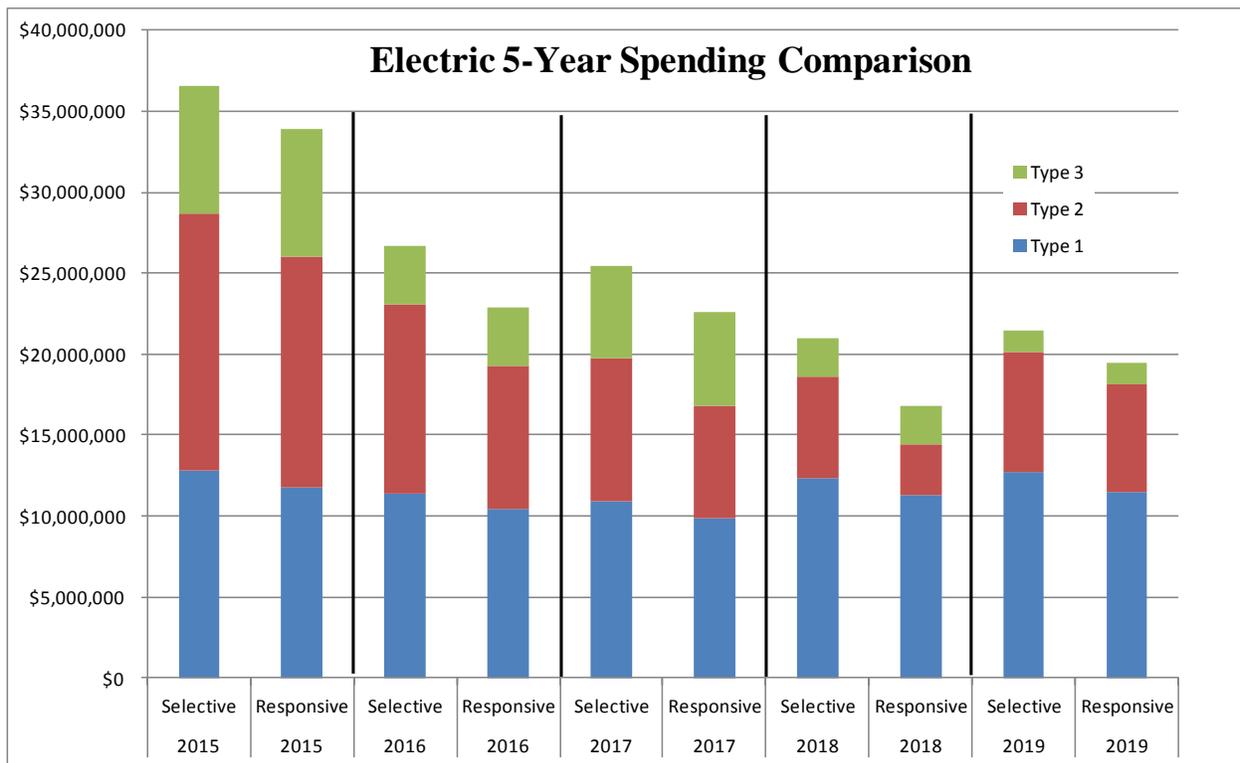


Figure 2 – Electrical Five Year Spending Comparison



2015 Electric Capital Budget

The Electric CIP proposes a 2015 capital budget of \$39.2 million under the “Selective” option and \$36.5 million under the “Responsive” option, both including gross expenditures of customer-paid projects (before re-imbursement). The 2015 funding includes \$4.5 million in bond funds, \$7.9 million of dedicated Carmen-Smith funds, \$7.9 million of customer-specific funds including LTD, and the remaining funds from operating “rates”. The “Selective and “Responsive” options require “rate” funding of \$16.3 million and \$13.6 million, respectively.

In both the “Selective” and “Responsive” investment options, significant Type 2 projects in the 2015 capital budget include powerhouse work at Carmen-Smith (\$7.9 million), continuing upgrades to the downtown distribution network (\$4.5 million), first phase of procurement of customer information system (\$1.6 million), initial design and procurement of the Holden Creek substation (near Leaburg) to replace transmission lines (\$1.5 million), final phases of the work-asset-management system (\$410,000), and early re-design work on the Walterville chevrons (\$100,000).

The “Selective” option supports strategic initiatives that use technology to enable enhanced customer products and services (pre-pay and demand response), and adds several Type 2 projects including the metering communications and data acquisition and management technology totaling \$1.6 million in 2015. Additionally in the “Selective” option, 2015 includes \$560,000 for an update to the Energy Insight program that manages customer interactions and financing of conservation projects.

Electric Capital Reserves

Using present rate-funding levels, the forecasted capital reserve remains within the Board policy limits of \$7.5 - \$18 million except for years 8-10 of the “Selective” option. The capital reserve balance surpasses the upper limit of present Board policy on the “Responsive” option using present rate-funding levels.

Water Utility

Water Budget Scenarios

The Water CIP includes two capital spending options that support the long term financial plan scenarios of the utility. The first option includes our current course of infrastructure replacement and rehabilitation and AWS per the current schedule. The second option includes reduced Type 1 infrastructure and technology spending.

A summary of the two spending options is presented in the table below:

Water Capital Investment Options Comparison

Capital Investment Option	“Option 1 – Present Model”	“Option 2 – Selective Strategic Capital”
Primary Driver(s)	Enhances technology for future adaptability while continuing current course on infrastructure replacement	Provides for additional resources for Alternative Water Supply through deferment of infrastructure replacement and technology
Effect(s) on Customer Value	Maintains reliability through infrastructure replacement while also allowing future new product benefits & options, including Pre-Pay, Connect/Disconnect, & other usage-based products.	Provides for reduced debt associated with Alternative Water Supply
Water Infrastructure (Type 1 and Type 2)	\$138 Million (10 Years) Current Course in infrastructure replacement	\$129 Million (10 Years) Deferment of minor infrastructure replacement work
Information Technology	\$6.4 Million (10 Years) Replaces business systems including financial & customer, and upgrades business systems (e.g. Demand Response, Pre-Pay, Energy Insight, Trading)	\$5.9 Million (10 Years) Replaces key business systems and operational technology
LTD EmX Project	✓ Customer Funded	✓ Customer Funded
Alternative Water Supply	✓ Construction 2019-2020 Dedicated Funds	✓ Construction 2019-2021 Dedicated Funds
10-Year Total Expenditures	\$218 Million	\$209 Million
10-Year Rate-Funded Capital	\$99 Million	\$89 Million

2015-2024 Water CIP

The total Type 1, 2, and 3 expenditures for both Options 1 and 2 are shown in Figure 3. As shown Type 1 spending generally varies between \$6M and \$9M. There is a gradual increase each year due to inflation and greater increases in 2019 due to increased allocations for main replacements. The Type 1 expenditures also include meter replacements which have been ramped up over the last several years and will continue to be a significant component of the Type 1 spending into the future.

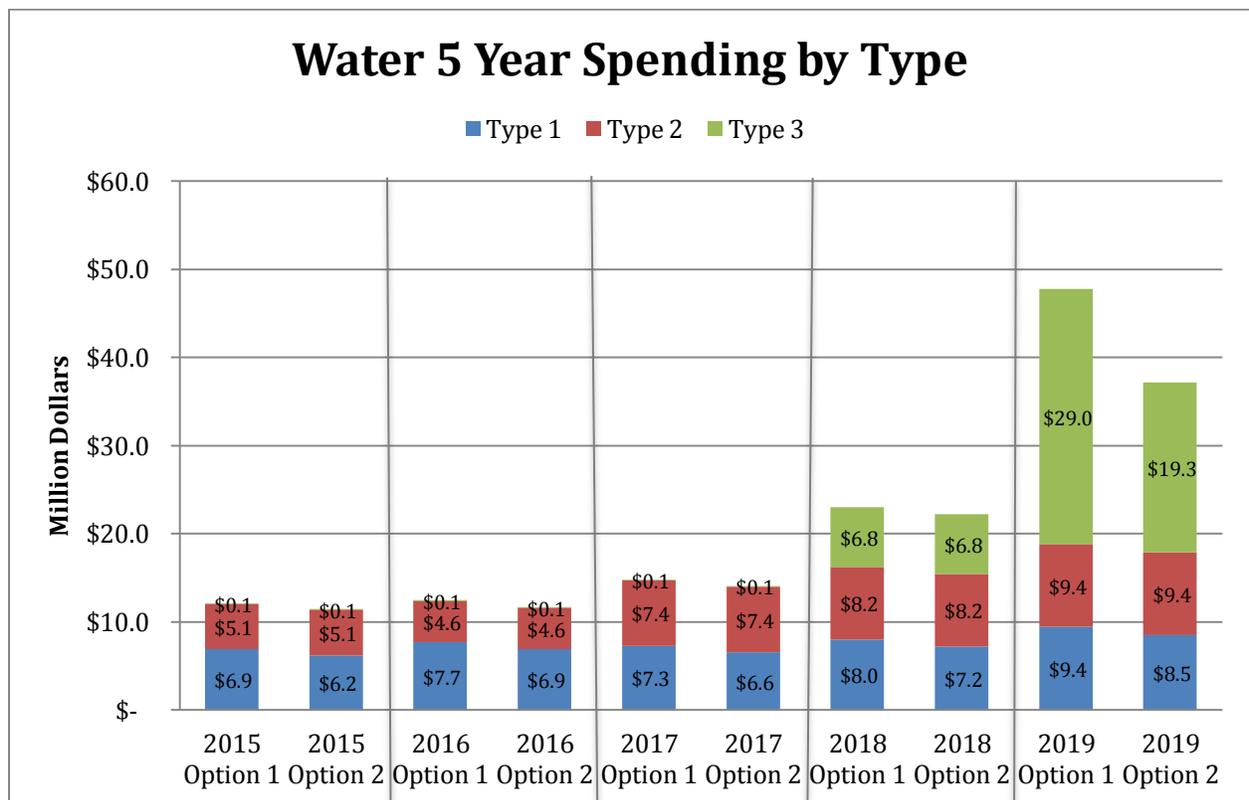
The Type 2 spending starts around \$5M and increases up to \$9M. The majority of these increases are due to startup of work on our water transmission lines. This work is scheduled to begin in 2017.

There is only one Type 3 project in water, the Alternative Water Supply Project. As shown, only a minor amount is anticipated to be spent on this in the next few years with significant design work beginning in 2018.

Figure 3 does show the most significant difference between Option 1 and 2 which is the difference in Type 3 spending in 2019. Approximately half the construction cost for the Alternative Water Supply is in 2019 in Option 1 while a third is in 2019 in Option 2.

It should also be noted that the 2014 Water Master Plan is currently underway. While we have allocated costs in the ten year CIP for anticipated projects coming from the Master Plan, there may be some changes in the CIP to reflect the Master Plan recommendations. These will be pulled into the 2016-2025 CIP.

Figure 3 - Water 5 Year Spending



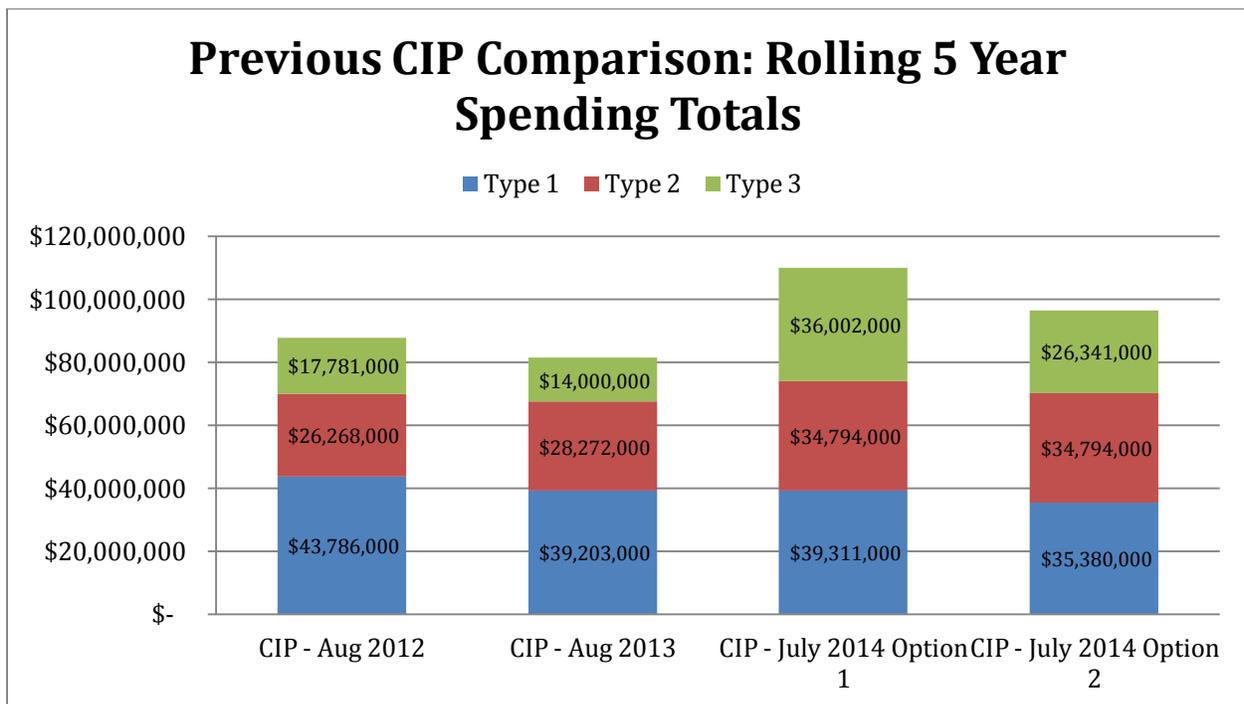
A comparison of the rolling five-year CIP by project type for the last three years is shown in Figure 4. Both Options are included for 2014.

As shown the Type 1 spending is very similar from this year to last. There are increases in the rolling five-year totals for Type 2 spending. These are principally due to fact that the 2014 five-year rolling total includes more of the planned water transmission main work which is starting in 2017.

There are also significant changes shown in the Type 3 spending between the 2013 and 2014 CIPs. These changes are due to a combination of factors including the following:

- 1) The 2013 five-year CIP did not include significant Alternative Water Supply funding. The most significant Type 3 project was AMI at \$11M over the five years.
- 2) The 2014 five-year CIP only includes \$800,000 for AMI, not as a Type 3 but rather as a Type 2 project. Significantly greater than AMI, the 2014 five year CIP includes the first year of construction of the Alternative Water Supply.

Figure 4 - Water CIP Comparison – Rolling 5-Year Spending Totals



2015 Water Capital Budget

The 2015 budgets under both Options as well as the complete ten-year 2015-2024 CIPs are included as Attachments 3 and 4.

With respect to actual projects planned for 2015, significant projects are summarized below by project Type.

Type 1:

- Main Replacement Program. Similar to previous years the most significant Type 1 work will be associated with our main replacement program. This program will again be focused on keeping ahead of the City Street Rebuild Program.
- Water Meter Replacement Program. This program was ramped up over the last several years and will continue to be a significant Type 1 effort for the Water Utility in the future.

The rest of the Type 1 work is distributed among minor water facility, IT, and fleet jobs and expenditures. All of the Type 1 work will be reduced by 10 percent under Capital Spending Option 2.

Type 2:

- Hayden Bridge Filter S1-S6 Upgrades. In 2015, construction will begin on the two year upgrade of the southern 6 filters at the Filtration Plant. This will complete the filter upgrade program which began in 2011.
- Willamette 800 Reservoir Replacement. This project was originally intended to be an upgrade of the older Willamette 800 Reservoir but following detailed condition assessments and evaluations, it was determined a new Reservoir was warranted. The bulk of the construction will occur in 2015.
- AMI. Although, significantly scaled back with the OPT-IN strategy, expenditures are anticipated in 2015.

Type 3:

- Little Type 3 is planned for 2015, just a continuation of the planning efforts for the Alternative Water Supply

Reserves

The predicted year end Capital Reserve and Bond Reserve balances are shown for each Option in Attachments 3 and 4. As shown, the Capital Reserve balance is predicted to be in the \$3M to \$4M range over the ten-year CIP period for both options.

TBL Assessment

Most individual projects contained within the CIP have undergone or will undergo (depending on year implemented) a TBL assessment at their appropriate level.

Recommendation

Management recommends approval of the first five years of both the 2015 Electric and Water Utility 10-Year CIP and the capital budget for 2015 as outlined in the first year of the CIP, both coincident with the specific capital spending Option selected during the LTFP discussion

Requested Board Action

Approval of the first five years of both the 2015 Electric and Water Utility 10-Year CIP and the capital budget for 2015 as outlined in the first year of the CIP, both coincident with the specific capital spending Option selected during the LTFP discussion.

If you have any questions please contact Mel Damewood, Engineering Manager at 541-685-7145 or email mel.damewood@eweb.org

cc: Roger Gray
Sue Fahey
Frank Lawson
Wally McCullough

Attachments:

1. 2015 -2024 Electric CIP – Selective Investment Option
2. 2015 -2024 Electric CIP – Responsive Investment Option
3. 2015 -2024 Water CIP – Present Model
4. 2015 -2024 Water CIP – Selective Strategic Capital

Attachment 1
Electric Capital Improvement Plan: 2015-2024
"Selective" Investment Option

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>5-Year Total 2014-2018</u>	<u>5-Year Total 2019-2023</u>	<u>10-Year Total</u>
General Funding													
Capital Reserve Balance	\$13,000,000	\$12,383,500	\$12,122,118	\$15,624,757	\$17,703,594	\$16,356,071	\$14,062,885	\$13,400,551	\$7,045,365	\$3,122,544	\$13,000,000	\$16,356,071	\$13,000,000 (a)
Electric Rates - Operational Funding	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$93,325,000	\$93,325,000	\$186,650,000
Interest Earnings on Reserve Fund (0.4% of Reserve Balance)	\$52,000	\$50,000	\$48,000	\$62,000	\$71,000	\$65,000	\$56,000	\$54,000	\$28,000	\$12,000	\$283,000	\$215,000	\$498,000
Total Funds:	\$31,717,000	\$31,098,500	\$30,835,118	\$34,351,757	\$36,439,594	\$35,086,071	\$32,783,885	\$32,119,551	\$25,738,365	\$21,799,544	\$106,608,000	\$109,896,071	\$200,148,000
Type 1 - General Capital													
Electric Infrastructure - Generation	\$1,595,000	\$531,000	\$526,000	\$1,790,000	\$1,232,000	\$3,030,000	\$3,060,000	\$3,015,000	\$1,620,000	\$1,620,000	\$5,674,000	\$12,345,000	\$18,019,000
Customer-Driven Capital Expense	\$3,900,000	\$3,934,944	\$3,974,069	\$4,017,286	\$4,064,528	\$4,115,746	\$4,277,336	\$4,445,743	\$4,622,285	\$4,806,291	\$19,890,828	\$22,267,402	\$42,158,229
Customer-Driven Capital Re-Imbursement	(\$2,587,500)	(\$2,687,563)	(\$2,791,708)	(\$2,900,123)	(\$3,013,005)	(\$3,130,560)	(\$3,253,002)	(\$3,380,558)	(\$3,514,464)	(\$3,653,969)	(\$13,979,899)	(\$16,932,551)	(\$30,912,450)
Electric Infrastructure - Transmission & Distribution	\$6,250,000	\$6,375,000	\$6,503,000	\$6,633,000	\$6,766,000	\$6,901,000	\$7,039,000	\$7,180,000	\$7,324,000	\$7,470,000	\$32,527,000	\$35,914,000	\$68,441,000
Shared Information Technology	\$1,697,000	\$1,005,000	\$557,000	\$1,031,000	\$1,467,000	\$901,000	\$493,000	\$902,000	\$1,318,000	\$1,384,000	\$5,757,000	\$4,998,000	\$10,755,000
Electric-Specific Information Technology	\$100,000	\$480,000	\$65,000	\$0	\$314,000	\$1,130,000	\$630,000	\$0	\$100,000	\$0	\$959,000	\$1,860,000	\$2,819,000
General Plant - Buildings & Land	\$685,000	\$510,000	\$774,000	\$492,000	\$533,000	\$515,000	\$492,000	\$572,000	\$656,000	\$656,000	\$2,994,000	\$2,891,000	\$5,885,000
General Plant - Fleet	\$1,200,000	\$1,230,000	\$1,260,000	\$1,290,000	\$1,320,000	\$1,350,000	\$1,390,000	\$1,420,000	\$1,460,000	\$1,500,000	\$6,300,000	\$7,120,000	\$13,420,000
Total Type 1 Net Expenditures	\$12,839,500	\$11,378,382	\$10,867,361	\$12,353,163	\$12,683,523	\$14,812,187	\$14,128,334	\$14,154,186	\$13,585,821	\$13,782,323	\$60,121,929	\$70,462,850	\$130,584,779
Type 2 - Rehabilitation & Expansion Projects													
Type 2 - Bond (Non-Rate) Funds Allocated													
Downtown Distribution Network	\$4,000,000	\$4,000,000	\$4,500,000	\$2,000,000							\$14,500,000	\$0	\$14,500,000
LTD EmX Project (Electric)	\$5,327,000	\$100,000									\$5,427,000	\$0	\$5,427,000
Total Type 2 Bond (Non-Rate) Funds	\$9,327,000	\$4,100,000	\$4,500,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$19,927,000	\$0	\$19,927,000
Type 2 - Rehabilitation & Expansion Project Expenditures													
Downtown Distribution Network	\$4,000,000	\$4,000,000	\$4,500,000	\$2,000,000							\$14,500,000	\$0	\$14,500,000
LTD EmX Project (Electric)	\$5,477,000	\$100,000									\$5,577,000	\$0	\$5,577,000
Meters (Electric)	\$375,000	\$688,000	\$750,000	\$750,000	\$750,000	\$650,000	\$525,000	\$525,000	\$525,000	\$525,000	\$3,313,000	\$2,750,000	\$6,063,000
Generation - Type 2 Strategic Project(s)	\$200,000	\$20,000	\$275,000	\$20,000	\$2,600,000	\$0	\$1,500,000	\$7,895,000	\$4,730,000	\$4,730,000	\$3,115,000	\$18,855,000	\$21,970,000
Electric T & D - Type 2 Strategic Project(s)	\$1,500,000	\$1,500,000	\$1,000,000	\$2,500,000	\$2,000,000	\$2,250,000	\$2,000,000	\$2,500,000	\$2,500,000	\$2,500,000	\$8,500,000	\$11,750,000	\$20,250,000
Information Technology - Type 2 Strategic Project(s)	\$4,269,000	\$5,390,000	\$2,318,000	\$1,025,000	\$2,050,000	\$3,311,000	\$1,230,000	\$0	\$1,275,000	\$2,081,000	\$15,052,000	\$7,897,000	\$22,949,000
Type 2 Capital Expenditures (Bond, Customer, & Rate Funded)	\$15,821,000	\$11,698,000	\$8,843,000	\$6,295,000	\$7,400,000	\$6,211,000	\$5,255,000	\$10,920,000	\$9,030,000	\$9,836,000	\$50,057,000	\$41,252,000	\$91,309,000
Type 2 - Rate-Funded Capital Expenditures	\$6,494,000	\$7,598,000	\$4,343,000	\$4,295,000	\$7,400,000	\$6,211,000	\$5,255,000	\$10,920,000	\$9,030,000	\$9,836,000	\$30,130,000	\$41,252,000	\$71,382,000
Type 1 + Type 2 Rate-Funded Capital Expenditures	\$19,333,500	\$18,976,382	\$15,210,361	\$16,648,163	\$20,083,523	\$21,023,187	\$19,383,334	\$25,074,186	\$22,615,821	\$23,618,323	\$90,251,929	\$111,714,850	\$201,966,779
Type 3 - Strategic Projects & Programs													
Type 3 - Bond (Non-Rate) Funds Allocated													
Carmen-Smith Dedicated Funds	\$7,940,000	\$3,565,000	\$5,780,000	\$2,375,000	\$1,355,000	\$2,045,000	\$1,245,000	\$6,210,000	\$17,580,000	\$32,160,000	\$21,015,000	\$59,240,000	\$80,255,000
Type 3 - Expenditures													
Carmen-Smith License Implementation	\$490,000	\$355,000	\$355,000	\$355,000	\$1,355,000	\$2,045,000	\$1,245,000	\$4,210,000	\$14,580,000	\$17,160,000	\$2,910,000	\$39,240,000	\$42,150,000
Carmen Powerhouse Rehabilitation	\$7,450,000	\$3,210,000	\$5,425,000	\$2,020,000	\$0.00	\$0.00	\$0.00	\$2,000,000	\$3,000,000	\$15,000,000	\$18,105,000	\$20,000,000	\$38,105,000
Carmen-Smith Total	\$7,940,000	\$3,565,000	\$5,780,000	\$2,375,000	\$1,355,000	\$2,045,000	\$1,245,000	\$6,210,000	\$17,580,000	\$32,160,000	\$24,305,000	\$59,240,000	\$80,255,000
Total Expenditures	\$36,600,500	\$26,641,382	\$25,490,361	\$21,023,163	\$21,438,523	\$23,068,187	\$20,628,334	\$31,284,186	\$40,195,821	\$55,778,323	\$131,193,929	\$170,954,850	\$302,148,779
Predicted Year-End Reserve Balance	\$12,383,500	\$12,122,118	\$15,624,757	\$17,703,594	\$16,356,071	\$14,062,885	\$13,400,551	\$7,045,365	\$3,122,544	(\$1,818,779)	\$16,356,071	(\$1,818,779)	(\$1,818,779)
(a) - Capital Reserve Uses Starting Value											End of 2019	End of 2024	End of 2024

Attachment 2
Electric Capital Improvement Plan: 2015-2024
"Responsive" Investment Option

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>5-Year Total</u> <u>2014-2018</u>	<u>5-Year Total</u> <u>2019-2023</u>	<u>10-Year Total</u>
General Funding													
Capital Reserve Balance	\$13,000,000	\$15,542,200	\$19,579,318	\$26,024,657	\$31,399,594	\$32,073,771	\$35,013,685	\$37,879,651	\$34,717,665	\$34,314,644	\$13,000,000	\$32,073,771	\$13,000,000 (a)
Electric Rates - Operational Funding	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$18,665,000	\$93,325,000	\$93,325,000	\$186,650,000
Capital-Driven Rate Increase(Decrease) in Percent		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Compounded Change: 1.00		
Interest Earnings on Reserve Fund (0.4% of Reserve Balance)	\$52,000	\$62,000	\$78,000	\$104,000	\$126,000	\$128,000	\$140,000	\$152,000	\$139,000	\$137,000	\$422,000	\$696,000	\$1,118,000
Total Funds:	\$31,717,000	\$34,269,200	\$38,322,318	\$44,793,657	\$50,190,594	\$50,866,771	\$53,818,685	\$56,696,651	\$53,521,665	\$53,116,644	\$106,747,000	\$126,094,771	\$200,768,001
Type 1 - General Capital													
Electric Infrastructure - Generation	\$1,595,000	\$531,000	\$526,000	\$1,790,000	\$1,082,000	\$2,780,000	\$2,560,000	\$2,515,000	\$1,120,000	\$1,120,000	\$5,524,000	\$10,095,000	\$15,619,000
Customer-Driven Capital Expense	\$3,900,000	\$3,934,944	\$3,974,069	\$4,017,286	\$4,064,528	\$4,115,746	\$4,277,336	\$4,445,743	\$4,622,285	\$4,806,291	\$19,890,828	\$22,267,402	\$42,158,229
Customer-Driven Capital Re-Imbursement	(\$2,587,500)	(\$2,687,563)	(\$2,791,708)	(\$2,900,123)	(\$3,013,005)	(\$3,130,560)	(\$3,253,002)	(\$3,380,558)	(\$3,514,464)	(\$3,653,969)	(\$13,979,899)	(\$16,932,551)	(\$30,912,450)
Electric Infrastructure - Transmission & Distribution	\$5,500,000	\$5,610,000	\$5,722,000	\$5,836,000	\$5,953,000	\$6,072,000	\$6,193,000	\$6,317,000	\$6,443,000	\$6,572,000	\$28,621,000	\$31,597,000	\$60,218,000
Shared Information Technology	\$1,527,300	\$904,500	\$501,300	\$927,900	\$1,320,300	\$810,900	\$443,700	\$811,800	\$1,186,200	\$1,245,600	\$5,181,300	\$4,498,200	\$9,679,500
Electric-Specific Information Technology	\$100,000	\$480,000	\$65,000	\$0	\$314,000	\$1,130,000	\$630,000	\$0	\$100,000	\$0	\$959,000	\$1,860,000	\$2,819,000
General Plant - Buildings & Land	\$685,000	\$510,000	\$774,000	\$492,000	\$533,000	\$515,000	\$492,000	\$572,000	\$656,000	\$656,000	\$2,994,000	\$2,891,000	\$5,885,000
General Plant - Fleet	\$1,080,000	\$1,107,000	\$1,134,000	\$1,161,000	\$1,188,000	\$1,215,000	\$1,251,000	\$1,278,000	\$1,314,000	\$1,350,000	\$5,670,000	\$6,408,000	\$12,078,000
Total Type 1 Expenditures	\$11,799,800	\$10,389,882	\$9,904,661	\$11,324,063	\$11,441,823	\$13,508,087	\$12,594,034	\$12,558,986	\$11,927,021	\$12,095,923	\$54,860,229	\$62,684,050	\$117,544,279
Type 2 - Rehabilitation & Expansion Projects													
<u>Type 2 - Bond (Non-Rate) Funds Allocated</u>													
Downtown Distribution Network	\$4,500,000	\$4,500,000	\$4,500,000	\$1,000,000							\$14,500,000	\$0	\$14,500,000
LTD EmX Project (Electric)	\$5,327,000	\$100,000									\$5,427,000	\$0	\$5,427,000
Total Type 2 Bond (Non-Rate) Funds	\$9,827,000	\$4,600,000	\$4,500,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$19,927,000	\$0	\$19,927,000
<u>Type 2 - Rehabilitation & Expansion Project Expenditures</u>													
Downtown Distribution Network	\$4,500,000	\$4,500,000	\$4,500,000	\$1,000,000							\$14,500,000	\$0	\$14,500,000
LTD EmX Project (Electric)	\$5,427,000	\$100,000									\$5,527,000	\$0	\$5,527,000
Meters (Electric)	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$525,000	\$2,625,000	\$2,625,000	\$5,250,000
Generation - Type 2 Strategic Project(s)	\$200,000	\$20,000	\$275,000	\$20,000	\$2,600,000	\$0	\$1,500,000	\$7,895,000	\$4,730,000	\$4,730,000	\$3,115,000	\$18,855,000	\$21,970,000
Electric T & D - Type 2 Strategic Project(s)	\$1,500,000	\$1,500,000	\$0	\$500,000	\$1,500,000	\$500,000	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000	\$4,000,000	\$9,000,000
Information Technology - Type 2 Strategic Project(s) Excl. AMI	\$2,050,000	\$2,255,000	\$1,593,000	\$1,025,000	\$2,050,000	\$1,320,000	\$820,000	\$0	\$1,025,000	\$841,000	\$8,973,000	\$4,006,000	\$12,979,000
Type 2 Capital Expenditures (Bond, Customer, & Rate Funded)	\$14,202,000	\$8,900,000	\$6,893,000	\$3,070,000	\$6,675,000	\$2,345,000	\$3,345,000	\$9,420,000	\$7,280,000	\$7,096,000	\$39,740,000	\$29,486,000	\$69,226,000
Type 2 - Rate-Funded Capital Expenditures	\$4,375,000	\$4,300,000	\$2,393,000	\$2,070,000	\$6,675,000	\$2,345,000	\$3,345,000	\$9,420,000	\$7,280,000	\$7,096,000	\$19,813,000	\$29,486,000	\$49,299,000
Type 1 + Type 2 Rate-Funded Capital	\$16,174,800	\$14,689,882	\$12,297,661	\$13,394,063	\$18,116,823	\$15,853,087	\$15,939,034	\$21,978,986	\$19,207,021	\$19,191,923	\$74,673,229	\$92,170,050	\$166,843,279
Type 3 - Strategic Projects & Programs													
<u>Type 3 - Bond (Non-Rate) Funds Allocated</u>													
Carmen-Smith Dedicated Funds	\$7,940,000	\$3,565,000	\$5,780,000	\$2,375,000	\$1,355,000	\$2,045,000	\$1,245,000	\$6,210,000	\$17,580,000	\$32,160,000	\$21,015,000	\$59,240,000	\$80,255,000
<u>Type 3 - Expenditures</u>													
Carmen-Smith License Implementation	\$490,000	\$355,000	\$355,000	\$355,000	\$1,355,000	\$2,045,000	\$1,245,000	\$4,210,000	\$14,580,000	\$17,160,000	\$2,910,000	\$39,240,000	\$42,150,000
Carmen Powerhouse Rehabilitation	\$7,450,000	\$3,210,000	\$5,425,000	\$2,020,000	\$0.00	\$0.00	\$0.00	\$2,000,000	\$3,000,000	\$15,000,000	\$18,105,000	\$20,000,000	\$38,105,000
Carmen-Smith Total	\$7,940,000	\$3,565,000	\$5,780,000	\$2,375,000	\$1,355,000	\$2,045,000	\$1,245,000	\$6,210,000	\$17,580,000	\$32,160,000	\$24,305,000	\$59,240,000	\$80,255,000
Total Expenditures	\$33,941,800	\$22,854,882	\$22,577,661	\$16,769,063	\$19,471,823	\$17,898,087	\$17,184,034	\$28,188,986	\$36,787,021	\$51,351,923	\$115,615,229	\$151,410,050	\$267,025,279
Predicted Year-End Reserve Balance	\$15,542,200	\$19,579,318	\$26,024,657	\$31,399,594	\$32,073,771	\$35,013,685	\$37,879,651	\$34,717,665	\$34,314,644	\$33,924,721	\$32,073,771	\$33,924,721	\$33,924,722
(a) - Capital Reserve Uses Starting Value											End of 2019	End of 2024	End of 2024

**Attachment 3
Water Capital Improvement Plan - 2015-2024
Option #1 - Present Model**

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>5 Year Total 2015-2019</u>	<u>5 Year Total 2020-2024</u>	<u>10 Year Total</u>
Funds Available													
Capital Reserve Balance - Prior Year End	\$ 3,415,000	\$ 3,457,000	\$ 3,500,000	\$ 3,552,000	\$ 3,624,000	\$ 3,716,000	\$ 3,829,000	\$ 3,946,000	\$ 4,066,000	\$ 4,190,000			
Bond Reserve Balance - Prior Year End ²	\$ 7,223,000	\$ 22,694,000	\$ 19,937,000	\$ 13,794,000	\$ 75,028,000	\$ 37,119,000	\$ 20,194,000	\$ 15,643,000	\$ 13,109,000	\$ 10,499,000			
AWS Reserve Fund	\$ 850,000	\$ 850,000	\$ 850,000										
<u>Annual Revenue</u>													
Customer Contributions	\$ 824,000	\$ 849,000	\$ 874,000	\$ 900,000	\$ 927,000	\$ 955,000	\$ 984,000	\$ 1,013,000	\$ 1,044,000	\$ 1,075,000	\$ 4,374,000	\$ 5,071,000	\$ 9,445,000
Water Rates	\$ 7,724,000	\$ 9,220,000	\$ 8,706,000	\$ 10,063,000	\$ 11,738,000	\$ 11,694,000	\$ 12,160,000	\$ 12,945,000	\$ 12,326,000	\$ 12,231,000	\$ 47,451,000	\$ 61,356,000	\$ 108,807,000
SDC	\$ 464,000	\$ 477,000	\$ 492,000	\$ 506,000	\$ 522,000	\$ 537,000	\$ 553,000	\$ 570,000	\$ 587,000	\$ 605,000	\$ 2,461,000	\$ 2,852,000	\$ 5,313,000
Interest Earnings on Capital Reserve Fund											\$ -	\$ -	\$ -
Interest Earnings on Bond Reserve Fund											\$ -	\$ -	\$ -
Subtotal - Annual Revenue	\$ 9,012,000	\$ 10,546,000	\$ 10,072,000	\$ 11,469,000	\$ 13,187,000	\$ 13,186,000	\$ 13,697,000	\$ 14,528,000	\$ 13,957,000	\$ 13,911,000	\$ 54,286,000	\$ 69,279,000	\$ 123,565,000
Total Funds	\$ 19,650,000	\$ 36,697,000	\$ 33,509,000	\$ 28,815,000	\$ 91,839,000	\$ 54,021,000	\$ 37,720,000	\$ 34,117,000	\$ 31,132,000	\$ 28,600,000	\$ 54,286,000	\$ 69,279,000	\$ 123,565,000

Expenditures

Type 1 - General Capital (rate funded)

Source - Intake and Hayden Bridge	\$ 324,000	\$ 849,000	\$ 175,000	\$ 180,000	\$ 649,000	\$ 669,000	\$ 935,000	\$ 1,140,000	\$ 1,174,000	\$ 1,210,000	\$ 2,177,000	\$ 5,128,000	\$ 7,305,000
Distribution - Pump Stations & Reservoirs	\$ 417,000	\$ 509,000	\$ 710,000	\$ 900,000	\$ 1,159,000	\$ 1,194,000	\$ 1,230,000	\$ 1,267,000	\$ 1,305,000	\$ 1,344,000	\$ 3,695,000	\$ 6,340,000	\$ 10,035,000
Distribution - Pipelines	\$ 4,182,000	\$ 4,307,000	\$ 4,502,000	\$ 4,637,000	\$ 5,333,000	\$ 5,493,000	\$ 6,149,000	\$ 6,967,000	\$ 7,176,000	\$ 7,392,000	\$ 22,961,000	\$ 33,177,000	\$ 56,138,000
Distribution - Services & Meters	\$ 1,030,000	\$ 1,061,000	\$ 1,093,000	\$ 1,126,000	\$ 1,159,000	\$ 1,194,000	\$ 1,230,000	\$ 1,267,000	\$ 1,305,000	\$ 1,344,000	\$ 5,469,000	\$ 6,340,000	\$ 11,809,000
Information Technology	\$ 372,000	\$ 321,000	\$ 122,000	\$ 418,000	\$ 355,000	\$ 198,000	\$ 108,000	\$ 198,000	\$ 289,000	\$ 72,000	\$ 1,588,000	\$ 865,000	\$ 2,453,000
Buildings & Land	\$ 126,000	\$ 49,000	\$ 90,000	\$ 108,000	\$ 117,000	\$ 113,000	\$ 108,000	\$ 225,000	\$ 144,000	\$ 144,000	\$ 490,000	\$ 734,000	\$ 1,224,000
Fleet	\$ 459,000	\$ 595,000	\$ 610,000	\$ 626,000	\$ 641,000	\$ 657,000	\$ 674,000	\$ 690,000	\$ 708,000	\$ 725,000	\$ 2,931,000	\$ 3,454,000	\$ 6,385,000
Total Type 1 Expenditures	\$ 6,910,000	\$ 7,691,000	\$ 7,302,000	\$ 7,995,000	\$ 9,413,000	\$ 9,518,000	\$ 10,434,000	\$ 11,754,000	\$ 12,101,000	\$ 12,231,000	\$ 39,311,000	\$ 56,038,000	\$ 95,349,000

Type 2 - Rehabilitation & Expansion Projects (rate & bond funded)

Rate Funded Type 2 Projects

Information Technology	\$ 450,000	\$ 855,000	\$ 350,000	\$ 225,000	\$ 450,000	\$ 270,000	\$ 270,000	\$ -	\$ 225,000	\$ -	\$ 2,330,000	\$ 765,000	\$ 3,095,000
AMI	\$ 364,000	\$ 289,000	\$ 159,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 812,000	\$ -	\$ 812,000
Subtotal - Rate Funded Projects	\$ 814,000	\$ 1,144,000	\$ 509,000	\$ 225,000	\$ 450,000	\$ 270,000	\$ 270,000	\$ -	\$ 225,000	\$ -	\$ 3,142,000	\$ 765,000	\$ 3,907,000

Bond Eligible Type 2 Projects

Source - Intake and Hayden Bridge	\$ 2,421,000	\$ 2,175,000	\$ 1,639,000	\$ 1,688,000	\$ 348,000	\$ 1,910,000	\$ 1,968,000	\$ -	\$ -	\$ -	\$ 8,271,000	\$ 3,878,000	\$ 12,149,000
Distribution - Pump Stations & Reservoirs	\$ 1,803,000	\$ 1,326,000	\$ 3,387,000	\$ 3,230,000	\$ 3,942,000	\$ 3,582,000	\$ 123,000	\$ 1,267,000	\$ 1,305,000	\$ 1,344,000	\$ 13,688,000	\$ 7,621,000	\$ 21,309,000
Distribution - Pipelines	\$ 103,000	\$ -	\$ 1,858,000	\$ 3,095,000	\$ 4,637,000	\$ 3,582,000	\$ 2,460,000	\$ 1,267,000	\$ 1,305,000	\$ 1,344,000	\$ 9,693,000	\$ 9,958,000	\$ 19,651,000
Subtotal - Bond Eligible Projects	\$ 4,327,000	\$ 3,501,000	\$ 6,884,000	\$ 8,013,000	\$ 8,927,000	\$ 9,074,000	\$ 4,551,000	\$ 2,534,000	\$ 2,610,000	\$ 2,688,000	\$ 31,652,000	\$ 21,457,000	\$ 53,109,000
Percent funded by rates		11%	13%	23%	21%	21%	32%	47%	0%	0%			
Total Type 2 Expenditures	\$ 5,141,000	\$ 4,645,000	\$ 7,393,000	\$ 8,238,000	\$ 9,377,000	\$ 9,344,000	\$ 4,821,000	\$ 2,534,000	\$ 2,835,000	\$ 2,688,000	\$ 34,794,000	\$ 22,222,000	\$ 57,016,000

Type 3 - Strategic Projects & Programs (bond funded)

Alternative Water Supply	\$ 52,000	\$ 106,000	\$ 109,000	\$ 6,753,000	\$ 28,982,000	\$ 29,851,000	\$ -	\$ -	\$ -	\$ -	\$ 36,002,000	\$ 29,851,000	\$ 65,853,000
Total Type 3 Expenditures	\$ 52,000	\$ 106,000	\$ 109,000	\$ 6,753,000	\$ 28,982,000	\$ 29,851,000	\$ -	\$ -	\$ -	\$ -	\$ 36,002,000	\$ 29,851,000	\$ 65,853,000

Total Expenditures	\$ 12,103,000	\$ 12,442,000	\$ 14,804,000	\$ 22,986,000	\$ 47,772,000	\$ 48,713,000	\$ 15,255,000	\$ 14,288,000	\$ 14,936,000	\$ 14,919,000	\$ 110,107,000	\$ 108,111,000	\$ 218,218,000
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Predicted Year End Capital Reserve Balance	\$ 3,457,000	\$ 3,500,000	\$ 3,552,000	\$ 3,624,000	\$ 3,716,000	\$ 3,829,000	\$ 3,946,000	\$ 4,066,000	\$ 4,190,000	\$ 4,317,000			
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**Attachment 4
Water Capital Improvement Plan - 2015-2024
Option #2 - Selective Strategic Capital**

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>5 Year Total</u> <u>2015-2019</u>	<u>5 Year Total</u> <u>2020-2024</u>	<u>10 Year Total</u>
Funds Available													
Capital Reserve Balance - Prior Year End	\$ 3,415,000	\$ 3,457,000	\$ 3,500,000	\$ 3,552,000	\$ 3,624,000	\$ 3,716,000	\$ 3,829,000	\$ 3,946,000	\$ 4,066,000	\$ 4,190,000			
Bond Reserve Balance - Prior Year End ²	\$ 7,223,000	\$ 24,694,000	\$ 21,937,000	\$ 73,794,000	\$ 59,028,000	\$ 30,780,000	\$ 23,805,000	\$ (1,244,000)	\$ (3,778,000)	\$ (6,388,000)			
AWS Reserve Fund	\$ 850,000	\$ 850,000	\$ 850,000										
<u>Annual Revenue</u>													
Customer Contributions	\$ 824,000	\$ 849,000	\$ 874,000	\$ 900,000	\$ 927,000	\$ 955,000	\$ 984,000	\$ 1,013,000	\$ 1,044,000	\$ 1,075,000	\$ 4,374,000	\$ 5,071,000	\$ 9,445,000
Water Rates	\$ 7,033,000	\$ 8,451,000	\$ 7,977,000	\$ 9,262,000	\$ 10,886,000	\$ 10,743,000	\$ 10,572,000	\$ 11,769,000	\$ 11,117,000	\$ 11,010,000	\$ 43,609,000	\$ 55,211,000	\$ 98,820,000
SDC	\$ 464,000	\$ 477,000	\$ 492,000	\$ 506,000	\$ 522,000	\$ 537,000	\$ 553,000	\$ 570,000	\$ 587,000	\$ 605,000	\$ 2,461,000	\$ 2,852,000	\$ 5,313,000
Interest Earnings on Capital Reserve Fund											\$ -	\$ -	\$ -
Interest Earnings on Bond Reserve Fund											\$ -	\$ -	\$ -
Subtotal - Annual Revenue	\$ 8,321,000	\$ 9,777,000	\$ 9,343,000	\$ 10,668,000	\$ 12,335,000	\$ 12,235,000	\$ 12,109,000	\$ 13,352,000	\$ 12,748,000	\$ 12,690,000	\$ 50,444,000	\$ 63,134,000	\$ 113,578,000
Total Funds	\$ 18,959,000	\$ 37,928,000	\$ 34,780,000	\$ 88,014,000	\$ 74,987,000	\$ 46,731,000	\$ 39,743,000	\$ 16,054,000	\$ 13,036,000	\$ 10,492,000	\$ 50,444,000	\$ 63,134,000	\$ 113,578,000

Expenditures

Type 1 - General Capital (rate funded)

Source - Intake and Hayden Bridge	\$ 292,000	\$ 764,000	\$ 158,000	\$ 162,000	\$ 584,000	\$ 602,000	\$ 842,000	\$ 1,026,000	\$ 1,057,000	\$ 1,089,000	\$ 1,960,000	\$ 4,616,000	\$ 6,576,000
Distribution - Pump Stations & Reservoirs	\$ 375,000	\$ 458,000	\$ 639,000	\$ 810,000	\$ 1,043,000	\$ 1,075,000	\$ 1,107,000	\$ 1,140,000	\$ 1,175,000	\$ 1,210,000	\$ 3,325,000	\$ 5,707,000	\$ 9,032,000
Distribution - Pipelines	\$ 3,764,000	\$ 3,876,000	\$ 4,052,000	\$ 4,173,000	\$ 4,800,000	\$ 4,944,000	\$ 5,534,000	\$ 6,270,000	\$ 6,458,000	\$ 6,653,000	\$ 20,665,000	\$ 29,859,000	\$ 50,524,000
Distribution - Services & Meters	\$ 927,000	\$ 955,000	\$ 984,000	\$ 1,013,000	\$ 1,043,000	\$ 1,075,000	\$ 1,107,000	\$ 1,140,000	\$ 1,175,000	\$ 1,210,000	\$ 4,922,000	\$ 5,707,000	\$ 10,629,000
Information Technology	\$ 335,000	\$ 289,000	\$ 110,000	\$ 376,000	\$ 320,000	\$ 178,000	\$ 97,000	\$ 178,000	\$ 260,000	\$ 65,000	\$ 1,430,000	\$ 778,000	\$ 2,208,000
Buildings & Land	\$ 113,000	\$ 44,000	\$ 81,000	\$ 97,000	\$ 105,000	\$ 102,000	\$ 97,000	\$ 203,000	\$ 130,000	\$ 130,000	\$ 440,000	\$ 662,000	\$ 1,102,000
Fleet	\$ 413,000	\$ 536,000	\$ 549,000	\$ 563,000	\$ 577,000	\$ 591,000	\$ 607,000	\$ 621,000	\$ 637,000	\$ 653,000	\$ 2,638,000	\$ 3,109,000	\$ 5,747,000
Total Type 1 Expenditures	\$ 6,219,000	\$ 6,922,000	\$ 6,573,000	\$ 7,194,000	\$ 8,472,000	\$ 8,567,000	\$ 9,391,000	\$ 10,578,000	\$ 10,892,000	\$ 11,010,000	\$ 35,380,000	\$ 50,438,000	\$ 85,818,000

Type 2 - Rehabilitation & Expansion Projects (rate & bond funded)

Rate Funded Type 2 Projects

Information Technology	\$ 450,000	\$ 855,000	\$ 350,000	\$ 225,000	\$ 450,000	\$ 180,000	\$ 180,000	\$ -	\$ 225,000	\$ -	\$ 2,330,000	\$ 585,000	\$ 2,915,000
AMI	\$ 364,000	\$ 289,000	\$ 159,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 812,000	\$ -	\$ 812,000
Subtotal - Rate Funded Projects	\$ 814,000	\$ 1,144,000	\$ 509,000	\$ 225,000	\$ 450,000	\$ 180,000	\$ 180,000	\$ -	\$ 225,000	\$ -	\$ 3,142,000	\$ 585,000	\$ 3,727,000

Bond Eligible Type 2 Projects

Source - Intake and Hayden Bridge	\$ 2,421,000	\$ 2,175,000	\$ 1,639,000	\$ 1,688,000	\$ 348,000	\$ 1,910,000	\$ 1,968,000	\$ -	\$ -	\$ -	\$ 8,271,000	\$ 3,878,000	\$ 12,149,000
Distribution - Pump Stations & Reservoirs	\$ 1,803,000	\$ 1,326,000	\$ 3,387,000	\$ 3,230,000	\$ 3,942,000	\$ 3,582,000	\$ 123,000	\$ 1,267,000	\$ 1,305,000	\$ 1,344,000	\$ 13,688,000	\$ 7,621,000	\$ 21,309,000
Distribution - Pipelines	\$ 103,000	\$ -	\$ 1,858,000	\$ 3,095,000	\$ 4,637,000	\$ 3,582,000	\$ 2,460,000	\$ 1,267,000	\$ 1,305,000	\$ 1,344,000	\$ 9,693,000	\$ 9,958,000	\$ 19,651,000
Subtotal - Bond Eligible Projects	\$ 4,327,000	\$ 3,501,000	\$ 6,884,000	\$ 8,013,000	\$ 8,927,000	\$ 9,074,000	\$ 4,551,000	\$ 2,534,000	\$ 2,610,000	\$ 2,688,000	\$ 31,652,000	\$ 21,457,000	\$ 53,109,000
Percent funded by rates	0%	11%	13%	23%	22%	22%	22%	47%	0%	0%			

Total Type 2 Expenditures	\$ 5,141,000	\$ 4,645,000	\$ 7,393,000	\$ 8,238,000	\$ 9,377,000	\$ 9,254,000	\$ 4,731,000	\$ 2,534,000	\$ 2,835,000	\$ 2,688,000	\$ 34,794,000	\$ 22,042,000	\$ 56,836,000
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Type 3 - Strategic Projects & Programs (bond funded)

Alternative Water Supply	\$ 52,000	\$ 106,000	\$ 109,000	\$ 6,753,000	\$ 19,321,000	\$ 19,901,000	\$ 20,498,000	\$ -	\$ -	\$ -	\$ 26,341,000	\$ 40,399,000	\$ 66,740,000
Total Type 3 Expenditures	\$ 52,000	\$ 106,000	\$ 109,000	\$ 6,753,000	\$ 19,321,000	\$ 19,901,000	\$ 20,498,000	\$ -	\$ -	\$ -	\$ 26,341,000	\$ 40,399,000	\$ 66,740,000

Total Expenditures	\$ 11,412,000	\$ 11,673,000	\$ 14,075,000	\$ 22,185,000	\$ 37,170,000	\$ 37,722,000	\$ 34,620,000	\$ 13,112,000	\$ 13,727,000	\$ 13,698,000	\$ 96,515,000	\$ 112,879,000	\$ 209,394,000
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Predicted Year End Capital Reserve Balance	\$ 3,457,000	\$ 3,500,000	\$ 3,552,000	\$ 3,624,000	\$ 3,716,000	\$ 3,829,000	\$ 3,946,000	\$ 4,066,000	\$ 4,190,000	\$ 4,317,000			
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