

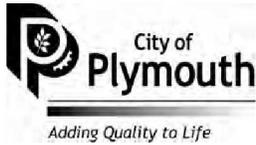
**CITY OF PLYMOUTH  
AGENDA  
SPECIAL COUNCIL MEETING  
January 25, 2011, 5:30 p.m.  
MEDICINE LAKE CONFERENCE ROOM**

**1. CALL TO ORDER**

**2. TOPICS**

- A. Discuss updated Utility Rate Study and Utility Trunk Fund analysis
- B. Set Future Study Sessions

**3. ADJOURN**



**SPECIAL  
COUNCIL MEETING**

**January 25, 2011**

**To:** Laurie Ahrens, City Manager

**Prepared by:** Cal Portner, Administrative Services Director

**Reviewed by:**

**Item: Discuss Utility Rate Study and Trunk Fund Analysis**

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**1. ACTION REQUESTED:**

Discuss the utility rate study and trunk fund analysis and provide feedback/direction to staff.

**2. BACKGROUND:**

Over the past few years, at the City Council's direction along with strong financial management practices, staff has undertaken a thorough review of city funds and operations.

Water & Sanitary Sewer Rate Study

In 2008, the city contracted with Ehlers and Associates to complete a utility rate study. The study incorporated our latest Comprehensive Plan, Capital Improvement Plan and water/sanitary sewer usage data to ensure our water and sanitary sewer funds were properly funded to meet the long-term needs of the community. Upon completion of the study, Ehlers recommended a periodic review of the study to ensure the study assumptions were as accurate as possible.

The updated Water & Sanitary Sewer Rate Study has adjusted a number of the base assumptions including inflation, interest income, and water consumption rates. As a result of the changed assumptions, the final report recommends no rate changes.

Utility Trunk Fund

The city completed an analysis of the Utility Trunk Fund in 2005. The analysis recommended rate increases to ensure that new construction would pay for new infrastructure.

Staff recently completed an updated Utility Trunk Fund analysis showing new construction is covering the cost of new infrastructure. Like the utility rate study, the new trunk fund analysis updates a number of assumptions and increases are proposed. Area Charges and REC Fee increases are on this evening's Regular Council Meeting agenda for consideration and approval.

Comprehensive Annual Financial Report (CAFR)

For CAFR reporting, all of the utility funds, water/sewer/trunk, etc. are combined for a total cash balance of approximately \$22 million. The cash balance is reflected in the following utility funds as of 2009:

Water \$7.5 million  
Sewer \$2.8 million  
Utility Trunk (expansion) \$2 million  
Utility Trunk (replacement) \$10 million

Included within the Utility Trunk Fund is a replacement component, likely to offset broad swings in expenditures during the early years of community growth.

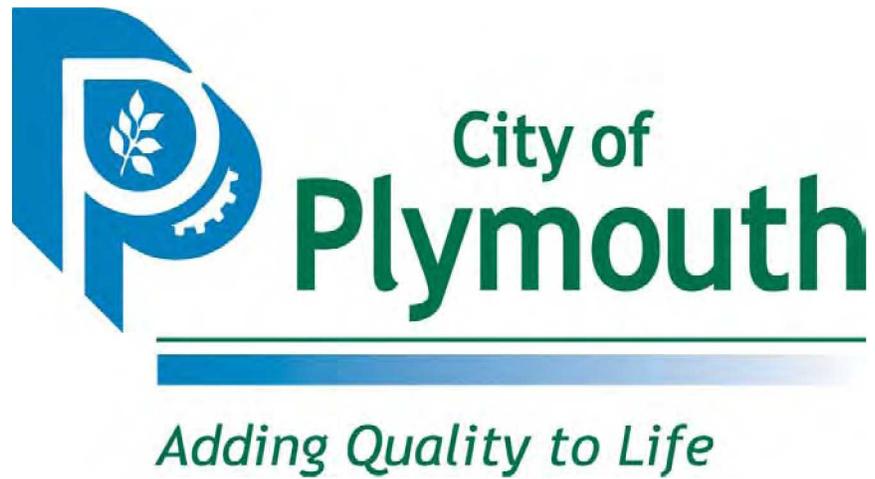
The analysis includes a \$5.5 million transfer from the Utility Trunk (replacement) to the Utility Trunk (expansion) as proposed in the report. In an effort to keep the Utility Trunk Fund (expansion) distinctly separate, staff further recommends closing the Utility Trunk (replacement) fund and transferring the remaining balance to the Water and Sanitary Sewer funds where we currently maintain dedicated replacement reserves. The actual figures will be updated upon final year-end close.

### **3. BUDGET IMPACT:**

The current budget for Water and Sanitary Sewer was based on the Ehlers study which recommended 5.5% rate increase. The updated study does not recommend an increase and would eliminate the transfers-out expenditure to Utility Trunk Fund (replacement).

### **4. ATTACHMENTS:**

Water & Utility Rate Study, December 2010  
Utility Trunk Fund Analysis, December 2010



# Water & Sanitary Sewer Utility Rate Study

December 2010

Prepared By:

**Finance Division**

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## Introduction

This utility rate study was completed to update the financial projections for the water and sanitary sewer utilities. The purpose of this rate study is to ensure the following:

1. Rates are sufficient to pay for the ongoing operations, capital improvements and to maintain adequate cash balances.
2. The rate structure distributes the costs of these utilities to users consistent with the policy objectives of the Council.

## Background

The City has maintained a comprehensive long-range capital improvement program for many years focusing upon replacement of existing infrastructure and expansion for new growth. This study incorporates this plan in analyzing the future demands of maintaining the utility systems. The City's planning has resulted in very little debt for the utility systems. Only one bond issue is outstanding, a \$13,140,000 G.O. Water Revenue Bond originally issued in 2004, with a remaining balance of \$8,360,000. This bond will be retired in 2019.

### **Assumptions**

The following chart summarizes the significant assumptions in the rate study.

	<b>Water Utility</b>	<b>Sanitary Sewer Utility</b>
<b>Growth</b>	New residential connections based on Table 3-3 of Comprehensive Plan: 2011-2012 - 215 per year <sup>1</sup> 2013-2015 - 120 per year 2016-2020 - 149 per year 2021-2025 - 122 per year	
<b>Usage</b>	Usage per customer to remain steady.	
<b>Operating Expenses</b>	Projections include increases of 3.8% <sup>2</sup> annually to account for new demand and inflation.	
<b>Capital Expenses</b>	Capital expenditures from 2010-2025 estimated at \$13.6M which is based on the City's Capital Improvement Program through 2015, and includes an inflation factor of 3.8% for years beyond that.	Capital expenditures from 2010-2025 estimated at \$21.4M which is based on the City's Capital Improvement Program through 2015, and includes an inflation factor of 3.8% for years beyond that.
<b>Rates</b>	Projections in revenue are based on no increase in 2011, 3.5% increase in 2012, 3.0% in 2013 and 2.5% in 2014. No projected increase thereafter.	Projections in revenue are based on no rate increase in 2011 and a 2% annual increase thereafter through 2023. 3% increase in 2024-2025.

<sup>1</sup>2010 connections over-projected per Comprehensive Plan. Shifted half of excess to 2011 and half to 2012.

<sup>2</sup>Per the American City and County Magazine's published Construction Cost Index

## Goals of a Utility Enterprise Rate Structure

Water and sewer utility funds are reported in financial statements as enterprise funds, meaning that the charges for services are designed to cover the costs of operations. The Council should consider who should predominately pay for costs. While every community may weigh goals differently, the general goals of a utility rate structure are:

- Rates sufficient to cover capital and operating costs of the system
- Provide for adequate cash balances for cash-flow and contingencies
- Allocate costs appropriately to those that use the system
- Promote water conservation by charging higher rates for greater consumption
- Compliment the City's economic development goals

## Capital Needs

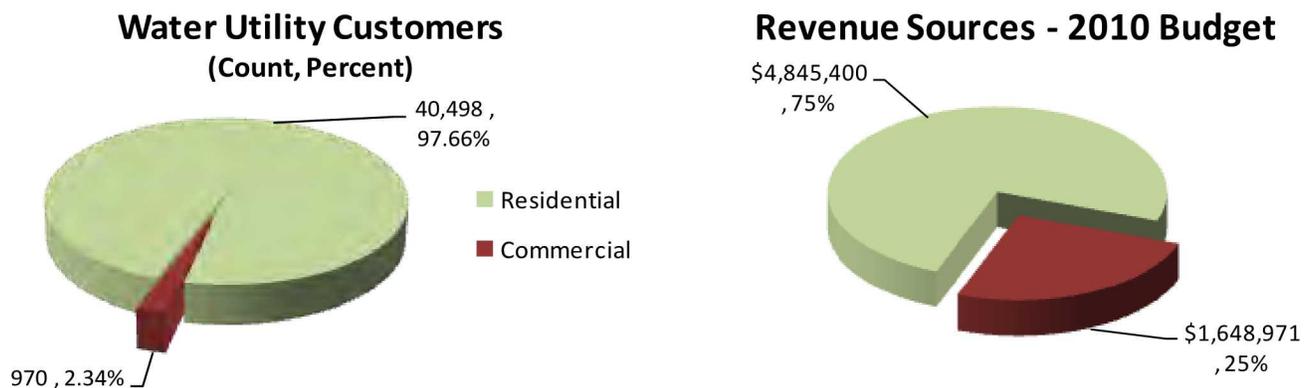
The City has completed its Capital Improvement Plan (2011 – 2015) which is incorporated into this rate study to ensure future capital needs are covered by the proposed rate structures. The CIP for the water and sewer utilities is provided in Appendix D, along with projected needs beyond the CIP timeframe.

## Water Utility

### Existing Water Fees

The primary revenue sources of the water utility fund are usage fees, base, and demand charges.

*Usage Fees* are based on the metered use of water and primarily used to cover the costs of maintenance and enhancements to the existing system. In 2009, usage and base fees accounted for 88.6% of the water fund's operating revenue, and demand charges accounted for 5.9%. The following charts illustrate the relationship between the total residential and commercial customers in comparison to the amount of revenue generated by each:



Although the customer base is primarily residential, over 25% of the utility revenue comes from commercial billings.

*Base Charges* are fixed monthly fees based on the size of meter in the home or business, and were established to recover expenses incurred regardless of the amount of water consumed, such as utility staffing and the billing system. The base charge in 2010 for all customers is \$3.37 per month.

*Demand Charges* are billed to commercial users with meters 1 ½" or greater.

*Residential*

With a three-tiered rate system, the typical resident will pay more for water used for irrigation than they will for water used in daily activities. Most metro area suburbs have adopted a tiered rate system for the following reasons:

1. To promote conservation efforts.
2. To allocate costs appropriately to those who are generating them. Cities construct water systems to meet the capacity of peak watering days in the heat of the summer. A tiered rate structure charges more per gallon for peak use, thereby allocating the cost of over-sizing the system for peak days to the peak users.

The Minnesota Legislature requires a conservation rate structure for all metropolitan area public water suppliers, who serve more than 1,000 people. A public water supplier must also have a conservation rate structure in place before the State will grant approval for constructing an additional well or for a request to increase the authorized volume of appropriation. The Department of Natural Resources has provided further guidance that an increasing block rate means that there is a significant increase between the blocks to encourage conservation, or at least 25% cost increase between the first two tiers and at least 50% more between the last two. The current and recommended rate structures are in compliance with these guidelines, as there is a 25.4% increase between the first two tiers and a 71.9% increase between the last two.

Usage fees account for nearly 83% of the residential billings, with the remaining 17% coming from the base charges. Residential usage fees total around \$4 million per year, while base charges bring in over \$800 thousand.

*Commercial*

The average commercial consumption over the past three years (2008-2010) was 798,687,963 gallons. Commercial businesses, industrial, and institutional organizations are included in this category. They comprise 25% of the City's total water usage. The following table shows the top 10 commercial water users which account for 31% of the total commercial consumption and 8% of the overall total consumption.

<b>Company</b>	<b>2009 Usage in Gallons</b>
Honeywell	61,288,147
Minntech Corp	51,562,288
Boston Scientific Scimed Inc	25,584,671
United Health Group	20,214,600
Hutchinson Technology	16,541,300
Plymouth Business Center	16,434,100
Regency Plymouth Ventures	16,335,644
Providence Academy	13,477,400
Lifetime Fitness Inc	12,143,000
Hennepin County	11,520,000

In addition to the usage fees, commercial users also have the same base charge as residential and a demand charge based on meter size. Commercial base and demand charges generate approximately \$450,000 per year.

Approximately 72% of commercial revenue is from usage fees, 26% from demand charges, and the remaining 2% from base charges. This is an area of opportunity for further conservation efforts. Changing the commercial usage rate structure to a tiered system could help support the City's goals of conservation. The following chart breaks down commercial usage by size and type of meter.

2010						
	Billing Count <sup>1</sup>	Total Usage	Minimum	Maximum	Average	Median
1 1/2" meter	295	117,442,534	130	933,320	34,675	15,000
2" meter	135	90,105,554	1,000	1,383,500	57,465	27,000
3" meter	51	94,730,444	100	2,328,000	167,665	64,000
4" meter	20	90,730,716	100	2,898,000	403,248	191,700
6" meter	3	16,488,000	10,000	1,404,000	515,250	425,700
Regular meter	261	47,225,376	10	743,000	17,043	4,600
Irrigation	379	270,278,550	10	2,180,300	123,415	76,000
		727,001,174	11,350	11,870,120	1,318,761	804,000

<sup>1</sup> Total billing count is not the same as individual accounts, as many businesses have more than one meter.

<sup>2</sup> Irrigation rate added in 2010. Usage based on 2010 April-November billings.

Considering the primary purpose of a tiered rate structure is to promote conservation, it is difficult to identify a natural break in usage to determine where waste may be occurring due to the varying sizes (employee count) of the businesses. In addition, tracking of irrigation usage just started in 2010, prior to which it was flowing through as overall usage. The lack of irrigation history makes any kind of trend analysis difficult, as 2010 was a wetter year than the couple of years prior. Irrigation accounted for 37% of total commercial usage last year. Based on this, in addition to calls received from residents, it may be worth looking at the rate structure for commercial irrigation. Residential irrigation is currently on a two-tiered rate structure, yet commercial only has one rate, regardless of gallons.

The concern expressed from residents is that the rate is substantially lower than what residents pay for usage over 35,000 and they see businesses using sprinklers when it is raining. To encourage conservation by the commercial customers, the council should consider either tiering or raising the commercial irrigation rates. The average commercial irrigation usage in 2010 was 123,415 gallons and the median was 76,000. A second tier over the median value would help reconcile the variance between commercial and residential charges. A third tier could be considered for extraordinarily high usage, such as those over 500,000.

**Current Water Rates**

The current billing structure is tiered based on consumption for residential and type of usage for commercial, with rates per 1,000 gallons as follows:

	Rate / 1,000 gal.	Regular Meter	Irrigation-only Meter
Residential	1.22	up to 12,500 gallons	N/A
	1.53	12,501 to 35,000 gallons	up to 35,000 gallons
	2.63	> 35,000 gallons	> 35,000 gallons
Commercial	1.45	All regular usage	N/A
	1.81	N/A	All irrigation usage

**Proposed Water Rates**

Based on the projections in Appendix C-1, increases would be needed in years 2012-2014 to maintain desired reserves in the water utility. The proposed rates are illustrated in the chart below.

		<i>per 1,000 gallons</i>				
<b>Proposed Residential Increases</b>		0.00%	3.50%	3.00%	2.50%	0.00%
<i>in gallons</i>	2010	2011	2012	2013	2014	2015
0 to 12,500	\$1.22	\$1.22	\$1.26	\$1.30	\$1.33	\$1.33
12,501 to 35,000	1.53	1.53	1.53	1.53	1.53	1.53
>35,000	2.63	2.63	2.63	2.63	2.63	2.63
		<i>per month</i>				
Base Charge	\$3.37	\$3.37	\$3.49	\$3.59	\$3.68	\$3.68

The affect of these rate increases on customers, by various consumption level are as follows:

<b>Projected Charges</b>		<i>per customer, per month</i>					
Consumption Level	Gallons per Billing Period	2010	2011	2012	2013	2014	2015
Light	10,000	\$15.57	\$15.57	\$16.11	\$16.60	\$17.01	\$17.01
Average	25,000	37.75	37.75	38.40	38.97	39.47	39.47
Above Avg	50,000	93.26	93.26	93.91	94.49	94.99	94.99
Heavy	90,000	198.46	198.46	199.11	199.69	200.19	200.19

*Note: Projections are based on proposed increases to base charges and usage rates.*

<b>Proposed Commercial Increases</b>		<i>per month</i>				
		0.00%	3.50%	3.00%	2.50%	0.00%
	2010	2011	2012	2013	2014	2015
Usage Fees	\$1.45	\$1.45	\$1.50	\$1.55	\$1.58	\$1.58
<b>Demand Charges</b>						
1 1/2" meter	\$41.91	\$41.91	\$43.38	\$44.68	\$45.80	\$45.80
2" meter	62.87	62.87	65.07	67.02	68.70	68.70
3" meter	130.98	130.98	135.56	139.63	143.12	143.12
4" meter	209.58	209.58	216.92	223.42	229.01	229.01
6" meter	419.16	419.16	433.83	446.85	458.02	458.02

The water fund had a cash balance of \$7,600,594 as of 12/31/09. One of the goals of completing a utility study is to identify appropriate cash balances. An operating reserve is used to accommodate fluctuations in revenue and expenses due to weather or unforeseen events. A capital reserve should be maintained to provide funding for the CIP and for unexpected repairs that will not be funded by growth. This type of reserve helps minimize the reliance on debt and allows for a steadier rate structure over time.

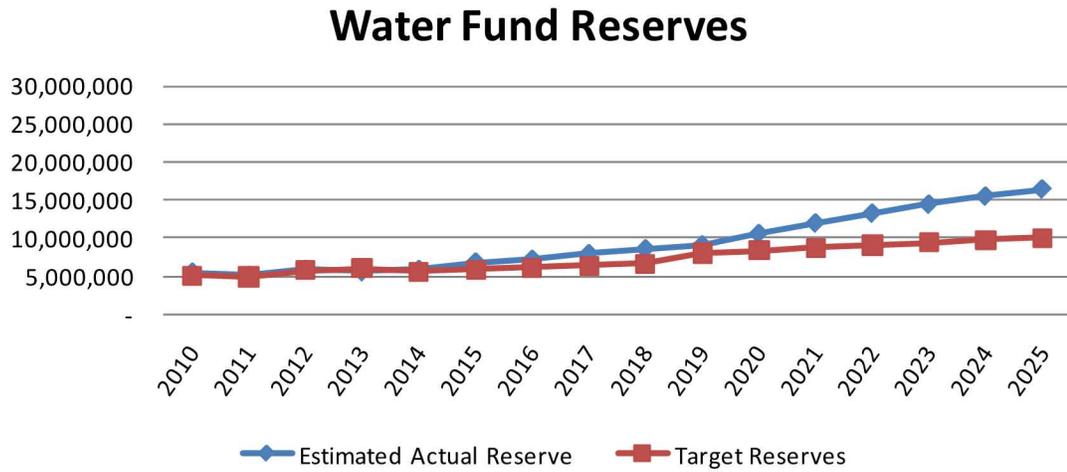
Due to several larger projects over the next couple of years, the cash balances would fall below the recommended reserve in 2013 and 2014 by \$421,000 and \$235,000 respectively. A temporary transfer of \$500 thousand from the Water Sewer Replacement fund in 2013 could be made to maintain the desired reserve. This transfer could be paid back in 2015. The Water Sewer Replacement fund has a projected balance of \$5.7 million, which is in addition to the reserves shown in Appendix C, for unforeseen shortages in either the water or sewer fund. Because of this excess reserve, we do not believe the transfer is necessary, but the option is available if unforeseen circumstances caused the cash balances to be even lower than projections. With or without the transfer, increases of 2.5-3.5% are needed in 2012-2014 to maintain the desired long-term cash reserves in the water utility. This includes increases to usage, base and demand charges. We acknowledge that future trends may vary from assumptions made in this study and therefore recommend regular updates and adjustments if necessary.

The calculations used to determine recommended reserve balances (shown in Appendix C-1) are described below. The differences in the cash balances with and without the \$500,000 transfer are also shown in Appendix C-1, lines 76-97.

***Water Fund Recommendations***

- 1) We recommend that the Council adopt the rates as presented in this study. We would also recommend that the Council update the study from time to time to make certain that rates are keeping pace with inflation and capital needs.
- 2) We recommend that the City Council discuss changes to the commercial irrigation rate.
- 3) Target Operating and Capital Reserves
  - a. *Operating Reserve*  
We recommend the City maintain an operating reserve of an amount equal to three months of operating expenses, including depreciation, 100% of the following year’s debt service and 50% of the following year’s capital costs.
  - b. *Capital Reserve*  
We recommend the capital reserve be maintained at 10% of accumulated depreciation.

The following graph shows the trend for the estimated cash balance in comparison to the recommended target reserves (see Appendix C-1):



## Sanitary Sewer Utility

The City of Plymouth participates in the Metropolitan Council Environmental Services (MCES) sanitary sewer system. The City is responsible for the sewer collection system within the city limits and then pays MCES disposal fees for treatment. With an increase of 3.8% in 2010 and a budgeted increase of 3.2% for 2011, we projected future increases at 3.8% per year. These fees comprise approximately 67% of the sewer utility’s operating expenses. Depreciation accounts for 11%, leaving only 22% of operating expenses within the City’s control.

### ***Existing Sewer Fees***

The primary source of funding for the sewer utility fund is usage fees.

*Sewer usage fees* are set at a single-rate structure, which includes a base fee of \$4.94 per month plus a usage fee of \$2.90 per 1,000 gallons for commercial and residential. The base fee helps cover the costs of expenses incurred regardless of usage, such as utility billing software and staff, while the usage fees are primarily to cover the costs of maintenance and enhancements to the existing system.

### ***Proposed Sewer Rates***

Based on the projections in Appendix C-2, it appears increases would be needed to maintain adequate reserves in the sewer utility. With conservation already encouraged with a tiered residential water rate structure, we do not believe it is necessary to change sewer rates to a tiered system. The proposed rates are illustrated in the chart below.

<b>Proposed Increases</b>	<div style="display: flex; justify-content: space-around;"> <span>0.00%</span> <span>2.00%</span> <span>2.00%</span> <span>2.00%</span> <span>2.00%</span> </div>					
	2010	2011	2012	2013	2014	2015
base fee	\$4.94	\$4.94	\$5.04	\$5.14	\$5.24	\$5.35
per 1,000 gallons	2.90	2.90	2.96	3.02	3.08	3.14

The impact of the increases is summarized by various usage levels in the following chart.

### **Projected Charges**

*per customer, per month*

Consumption Level	Gallons per Month	<i>per customer, per month</i>					
		2010	2011	2012	2013	2014	2015
Light	10,000	\$33.94	\$33.94	\$34.62	\$35.31	\$36.02	\$36.74
Average	25,000	77.44	77.44	78.99	80.57	82.18	83.82
Above Avg	50,000	149.94	149.94	152.94	156.00	159.12	162.30
Heavy	90,000	265.94	265.94	271.26	276.68	282.22	287.86

*Note: Projections are based on proposed increases to base charges and usage rates.*

## Cash Balances

The sewer fund had a cash balance of \$2,827,452 as of 12/31/09. One of the goals of completing a utility study is to identify appropriate cash balances. As with the water fund, an operating reserve should be maintained to accommodate fluctuations in revenue and expenses due to weather or unforeseen events. A capital reserve should be maintained to provide funding for the CIP and for unexpected repairs that will not be funded by growth. The calculations used to determine recommended reserve balances (shown in Appendix C-2) are described below.

## Sewer Fund Recommendations

### 1) Target Operating and Capital Reserves

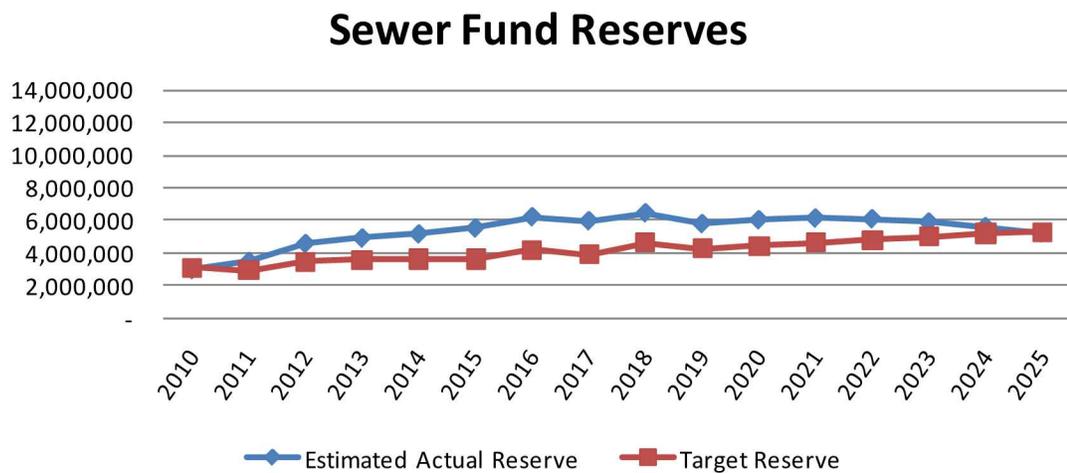
#### a. Operating Reserve

We recommend the City maintain an operating reserve of an amount equal to three months of operating expenses, including depreciation, 100% of the following year's debt service and 50% of the following year's capital costs.

#### b. Capital Reserve

We recommend the capital reserve be maintained at 5% of accumulated depreciation.

The following graph shows the trend for the estimated cash balance in comparison to the recommended target reserve (see Appendix C-2):



## Summary

The City of Plymouth has managed its utility funds well, and as a result has been able to pay for almost all improvements on a cash basis. The rate study indicates that future increases are necessary to maintain cash balances and pay for capital improvements as well as debt. However, due to the current economy and goals of the Council, we are recommending no increase to either water or sewer rates for 2011, with increases in 2012-2014 for water and, annual increases of 2% to sewer rates in 2012 and beyond. See Appendix A for comparison of the Plymouth's rates to other neighboring cities.

The results of this analysis conclude that the recommended rate increases should eliminate the need to issue debt. The utility fund balances should be reviewed regularly to determine whether the available cash is sufficient to cover upcoming capital and operational expenses to identify potential shortages early and reevaluate the option to issue new debt.

<b>Appendix A</b>	<b>Comparisons to Other Cities' Rates</b>
<b>Appendix B</b>	<b>Historical Usage Trends</b>
<b>Appendix C</b>	<b>Water and Sewer Utility Projections</b>
<b>Appendix D</b>	<b>Capital Improvement Plans for Water and Sewer</b>

## Appendix A Comparisons to Other Cities' Rates

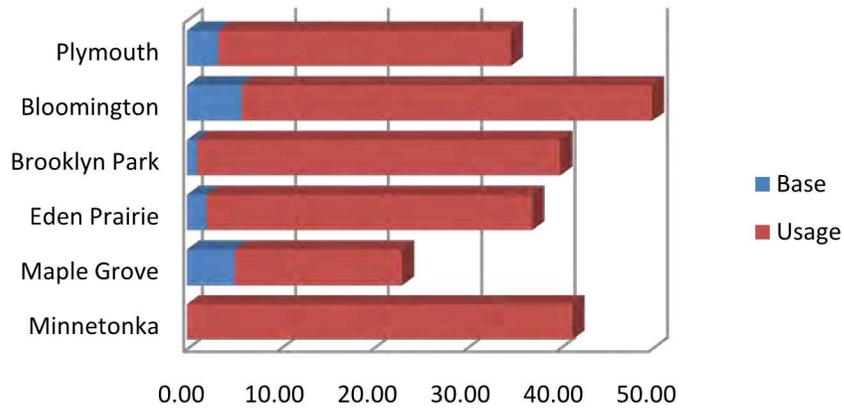
The graphs below compare monthly water sewer charges based on 2010 rates and 20,000 gallons per month.

	Water		Sewer		Total
	Base	Usage	Base	Usage	
Plymouth	3.37	31.41	4.94	58.00	97.72
Bloomington <sup>1</sup>	5.85	52.30	12.82	0.00	70.97
Brooklyn Park	1.10	39.00	1.10	50.00	91.20
Eden Prairie <sup>2</sup>	2.08	35.00	2.08	44.00	83.17
Maple Grove	5.12	18.00	5.50	27.00	55.62
Minnetonka	0.00	41.38	0.00	59.00	100.38

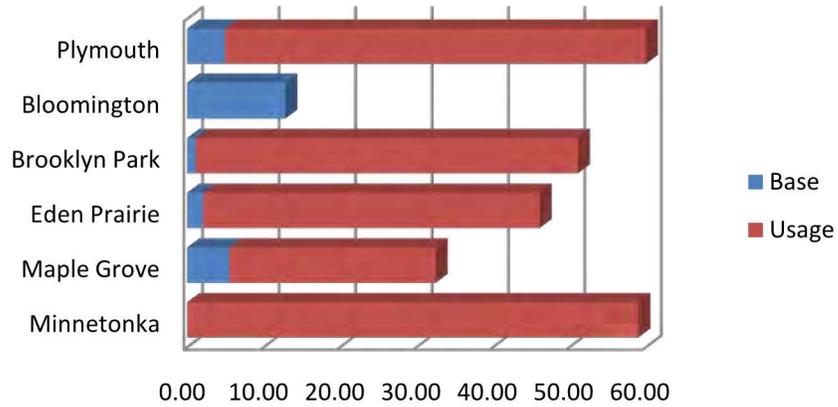
<sup>1</sup>Sewer charged at flat rate through 2010. Changing to \$2.64/1,000 gallons in 2011, which would increase the usage fees to \$52.80 for 20,000 gallons used.

<sup>2</sup>Minimum usage for water and sewer of 4,000 gallons/mo.

### Water Rate Comparison



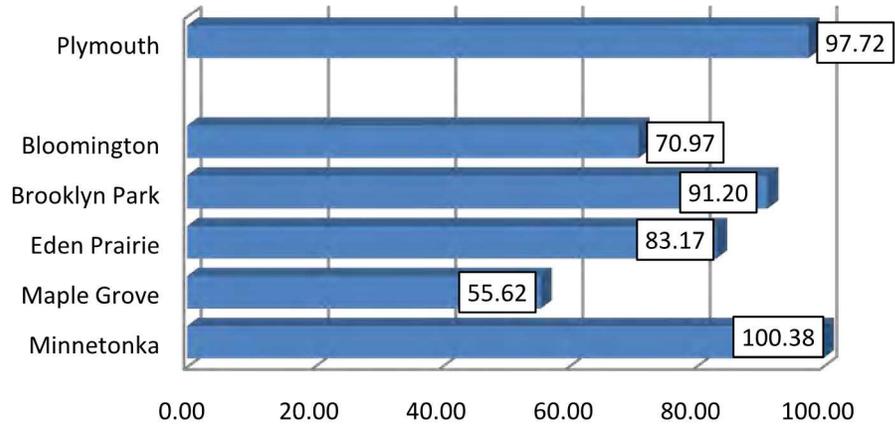
### Sewer Rate Comparison



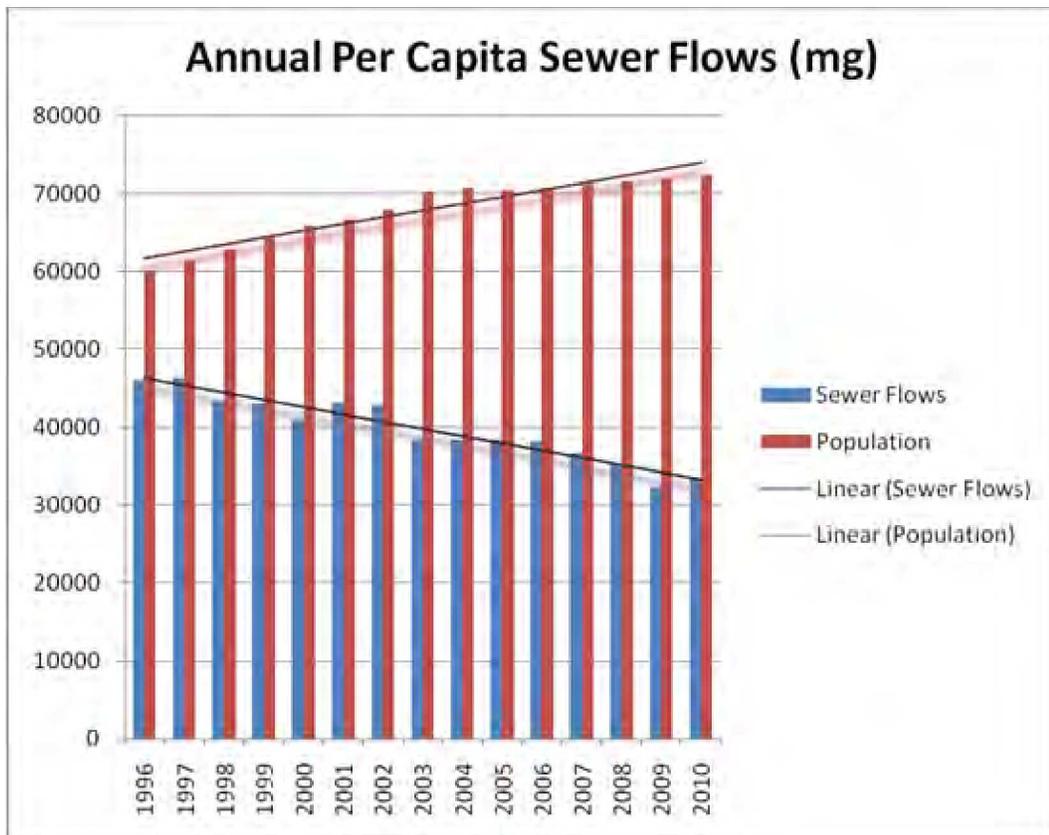
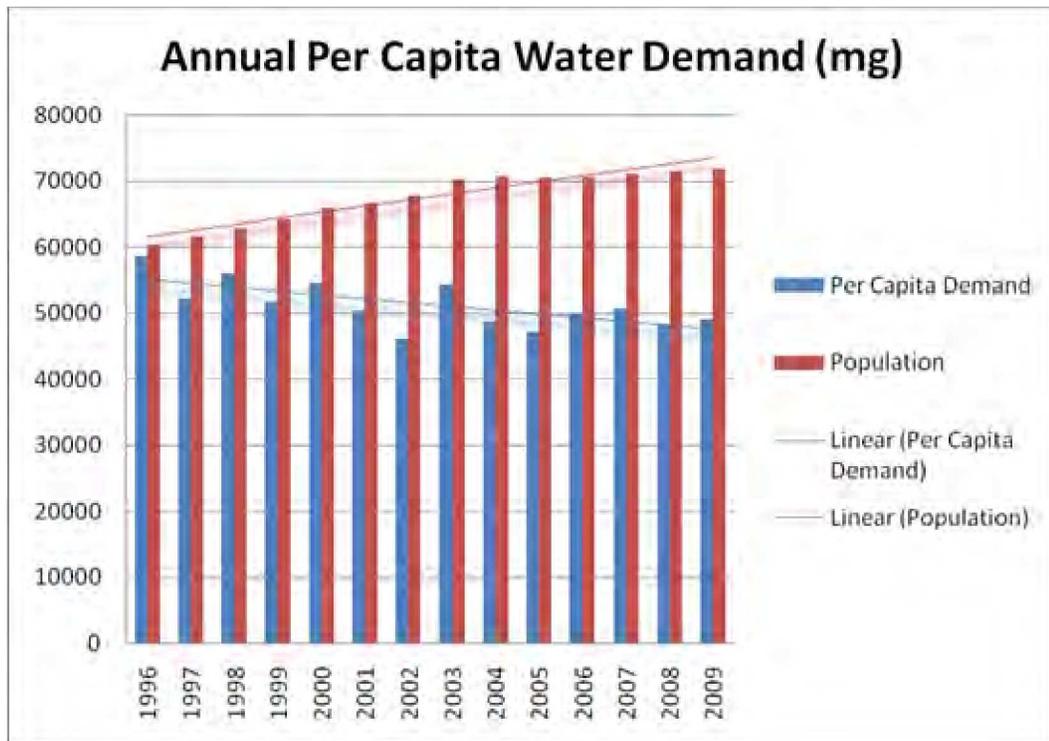
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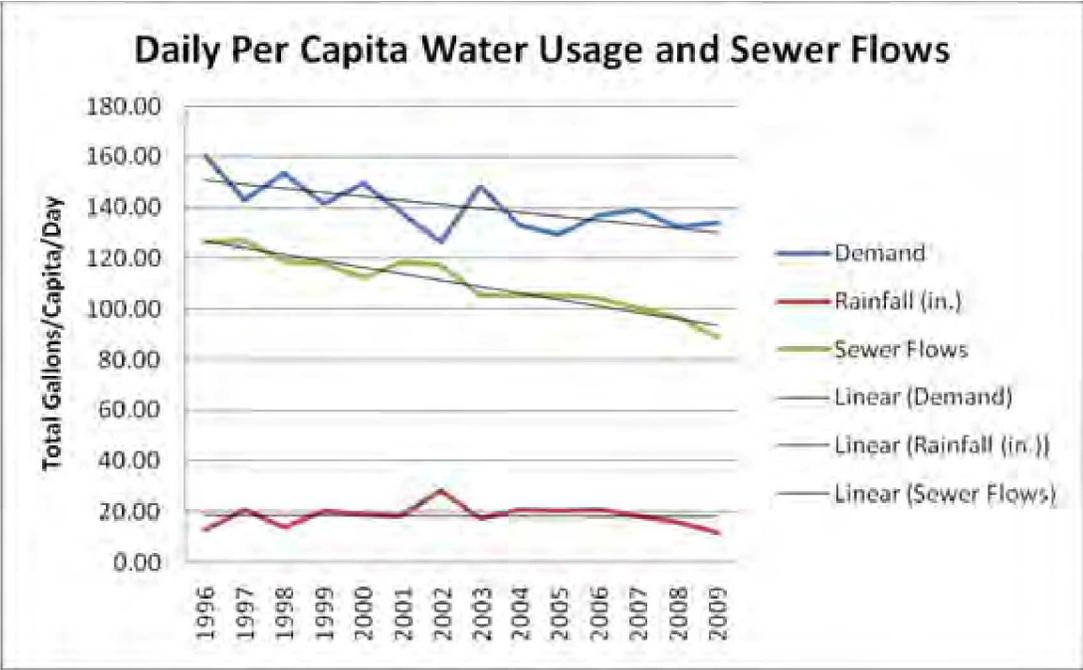
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### Total Bill Comparison



## Appendix B      Historical Usage Trends





City of Plymouth  
Water Fund Performance

	Actual		Budget <sup>1</sup>		Projections													
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1 Revenue growth assumption - non-usage					2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
2 Investment income yield					1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
3 Expense growth - personnel					2.00%	2.00%	2.00%	2.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
4 Expense growth - all other					4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
5																		
6																		
7 <i>Beginning net assets</i>	54,652,063	54,208,836	53,765,612	53,114,261	52,490,112	52,270,154	52,141,780	52,072,832	51,864,026	51,723,448	51,513,459	51,231,610	50,875,362	50,419,321	49,867,166	49,213,039	48,450,600	47,572,994
8																		
9 <i>Operating Revenues</i>		88,56%																
9 Water Utility Charges - Residential	3,476,892	3,831,995	4,000,000	3,980,000	5,014,989	5,165,439	5,294,575	5,294,575	5,294,575	5,294,575	5,294,575	5,294,575	5,294,575	5,294,575	5,294,575	5,294,575	5,294,575	5,294,575
10 Water Utility Charges - Commercial	1,493,706	1,591,356	1,750,000	1,853,750	1,302,655	1,341,735	1,375,278	1,375,278	1,375,278	1,375,278	1,375,278	1,375,278	1,375,278	1,375,278	1,375,278	1,375,278	1,375,278	1,375,278
11 Demand Charges	401,176	415,468	425,000	416,625	441,365	454,606	465,971	465,971	465,971	465,971	465,971	465,971	465,971	465,971	465,971	465,971	465,971	465,971
12 Penalties <sup>2</sup>	47,228	53,686	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
13 Fire Hydrant Inspection	-	54,635	60,000	60,000	61,200	62,424	63,672	64,946	66,245	67,570	68,921	70,300	71,706	73,140	74,602	76,095	77,616	79,169
14 Permits	7,031	4,386	7,000	7,031	7,172	7,315	7,461	7,611	7,763	7,918	8,076	8,238	8,403	8,571	8,742	8,917	9,095	9,277
15 Antennae Charges	88,405	105,795	93,000	93,000	94,860	96,757	98,692	100,666	102,680	104,733	106,828	108,964	111,144	113,366	115,634	117,946	120,305	122,712
16 Water Meter Sales	19,191	40,736	20,000	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902	24,380	24,867	25,365	25,872	26,390
17 Other	75,657	26,030	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18 Additional Revenue - new growth			58,946		95,652	133,772	178,163	227,871	285,658	350,022	420,965	498,485	582,584	670,679	764,173	863,067	967,360	1,077,052
19																		
20 Total Operating Revenues	5,609,286	6,124,087	6,395,000	6,529,352	7,078,293	7,322,856	7,545,037	7,598,567	7,660,251	7,728,591	7,803,588	7,885,244	7,973,561	8,065,959	8,163,843	8,267,213	8,376,073	8,490,423
21																		
22 <i>Operating Expenses</i>																		
23 Personal Services	1,770,178	1,802,125	1,587,549	1,609,987	1,642,187	1,675,030	1,708,531	1,742,702	1,794,983	1,848,832	1,904,297	1,961,426	2,020,269	2,080,877	2,143,303	2,207,602	2,273,830	2,342,045
24 Additional person for WTP (2015)								65,000										
25 Materials & Supplies	660,194	721,502	642,600	708,900	723,078	737,540	752,290	767,336	790,356	814,067	838,489	863,644	889,553	916,240	943,727	972,038	1,001,200	1,031,236
26 Employee Development & Meetings	4,952	5,291	12,600	12,600	12,852	13,109	13,371	13,639	14,048	14,469	14,903	15,350	15,811	16,285	16,774	17,277	17,795	18,329
27 Dues & Subscriptions	3,285	3,437	4,700	4,700	4,888	5,084	5,287	5,498	5,718	5,947	6,185	6,432	6,690	6,957	7,235	7,525	7,826	8,139
28 Contractual Services	1,441,025	1,344,977	1,723,138	1,783,338	1,854,672	1,928,858	2,006,013	2,086,253	2,169,703	2,256,491	2,346,751	2,440,621	2,538,246	2,639,776	2,745,367	2,855,182	2,969,389	3,088,164
29 Equipment	5,775	9,279	10,050	8,550	8,892	9,248	9,618	10,002	10,402	10,818	11,251	11,701	12,169	12,656	13,162	13,689	14,236	14,806
30 Other Expenses	4,684	4,782	5,000	5,000	5,000	5,408	5,624	5,849	6,083	6,327	6,580	6,843	7,117	7,401	7,697	8,005	8,325	8,658
31 Depreciation	2,543,610	2,499,455	2,500,000	2,500,000	2,514,000	2,568,667	2,622,667	2,634,333	2,649,480	2,665,203	2,681,523	2,698,463	2,716,047	2,734,300	2,753,245	2,772,911	2,793,324	2,814,513
32 Allocations	463,290	508,457	446,972	428,527	445,668	463,495	482,035	501,316	521,369	542,223	563,912	586,469	609,928	634,325	659,698	686,086	713,529	742,070
33																		
34 Total Operating Expenses	6,896,993	6,899,305	6,932,609	7,061,602	7,211,436	7,406,438	7,605,435	7,831,929	7,962,143	8,164,378	8,373,892	8,590,950	8,815,829	9,048,816	9,290,209	9,540,315	9,799,455	10,067,961
35																		
36 <i>Net Operations</i>	(1,287,707)	(775,218)	(537,609)	(532,250)	(133,143)	(83,582)	(60,398)	(233,362)	(301,892)	(435,788)	(570,304)	(705,706)	(842,268)	(982,857)	(1,126,366)	(1,273,101)	(1,423,382)	(1,577,537)
37																		
38 <i>Non operating revenues (expenses)</i>																		
39 Interest on Investments	324,069	67,248	100,000	100,000	76,471	88,382	91,236	88,142	187,400	212,885	235,041	253,943	269,213	313,688	355,225	393,648	428,763	460,363
40 Interest on Special Assessments	17,274	10,964	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
41 Capital contributions	237,427	867,459	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
42 Debt Service - Interest	(375,175)	(352,412)	(335,756)	(308,913)	(280,300)	(250,188)	(216,800)	(180,600)	(143,100)	(104,100)	(63,600)	(21,500)	-	-	-	-	-	-
43 Transfers In (Out)																		
44 Water Sewer Construction	(730,443)	(84,556)																
45 Utility Trunk Replacement	-	-																
46 Public Facilities	-	28,952																
47 Central Equipment	-	(4,771)																
48 General	(75,000)	(79,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)	(82,567)
49 Improvement Project Construction	(938,127)	(60,904)																
50 Information Technology	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
51 Risk Management	(48,950)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)	(50,419)
52 Employee Benefits	(18,775)	-																
53																		
54 Total non operating revenue (expense)	(1,617,700)	331,994	(113,742)	(91,899)	(86,815)	(44,792)	(8,550)	24,556	161,314	225,799	288,455	349,457	386,227	430,702	472,239	510,662	545,777	577,377
55																		
56 Net increase (decrease) in resources	(2,905,407)	(443,224)	(651,351)	(624,149)	(219,958)	(128,374)	(68,948)	(208,806)	(140,578)	(209,989)	(281,849)	(356,248)	(456,040)	(552,155)	(654,127)	(762,440)	(877,605)	(1,000,161)
57																		
58 <i>Ending net assets</i>	51,746,656	53,765,612	53,114,261	52,490,112	52,270,154	52,141,780	52,072,832	51,864,026	51,723,448	51,513,459	51,231,610	50,875,362	50,419,321	49,867,166	49,213,039	48,450,600	47,572,994	46,572,834

<sup>1</sup> New anticipated growth added to budgeted numbers for 2011.

<sup>2</sup> Penalties estimated to remain stable. Not usually addressed in fee increases.

City of Plymouth  
Water Fund Performance

	Actual		Budget <sup>1</sup>		Projections													
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
59 <i>CIP Funding</i>																		
60 Current Year Capital	(1,668,570)	(145,460)	(2,887,000)	(1,250,000)	(420,000)	(1,640,000)	(1,620,000)	(350,000)	(454,412)	(471,679)	(489,603)	(508,208)	(527,520)	(547,566)	(568,373)	(589,971)	(612,390)	(635,661)
61 Additional Capital Equipment for WTP (2015)								(35,000)										
62 Bond Proceeds																		
63 Bond Principal - 2004B Issue	(745,000)	(760,000)	(785,000)	(805,000)	(830,000)	(860,000)	(890,000)	(920,000)	(955,000)	(995,000)	(1,030,000)	(1,075,000)	-	-	-	-	-	-
64 Total Capital & Related Debt	(2,413,570)	(905,460)	(3,672,000)	(2,055,000)	(1,250,000)	(2,500,000)	(2,510,000)	(1,305,000)	(1,409,412)	(1,466,679)	(1,519,603)	(1,583,208)	(527,520)	(547,566)	(568,373)	(589,971)	(612,390)	(635,661)
65																		
66 <i>Accumulated Depreciation</i>																		
67 Beginning Accumulated Depreciation			29,555,779	32,055,779	34,555,779	37,069,779	39,638,446	42,261,112	44,895,446	47,544,926	50,210,129	52,891,652	55,590,116	58,306,163	61,040,463	63,793,708	66,566,619	69,359,943
68 Expensed			2,500,000	2,500,000	2,514,000	2,568,667	2,622,667	2,634,333	2,649,480	2,665,203	2,681,523	2,698,463	2,716,047	2,734,300	2,753,245	2,772,911	2,793,324	2,814,513
69 Ending Accumulated Depreciation	27,056,323	29,555,779	32,055,779	34,555,779	37,069,779	39,638,446	42,261,112	44,895,446	47,544,926	50,210,129	52,891,652	55,590,116	58,306,163	61,040,463	63,793,708	66,566,619	69,359,943	72,174,456
70																		
71 <i>Cash</i>																		
72 Beginning Cash	9,031,593	7,568,212	7,600,594	5,527,243	5,098,094	5,892,136	6,082,429	5,876,147	6,246,675	7,096,165	7,834,700	8,464,771	8,973,778	10,456,265	11,840,844	13,121,589	14,292,089	15,345,418
73 Add net increase (decrease) in resources (56)			(651,351)	(624,149)	(219,958)	(128,374)	(68,948)	(208,806)	(140,578)	(209,989)	(281,849)	(356,248)	(456,040)	(552,155)	(654,127)	(762,440)	(877,605)	(1,000,161)
74 Add back depreciation (31)			2,500,000	2,500,000	2,514,000	2,568,667	2,622,667	2,634,333	2,649,480	2,665,203	2,681,523	2,698,463	2,716,047	2,734,300	2,753,245	2,772,911	2,793,324	2,814,513
75 Less capital contributions (41)			(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
76 Less capital and related debt principal(64)			(3,672,000)	(2,055,000)	(1,250,000)	(2,500,000)	(2,510,000)	(1,305,000)	(1,409,412)	(1,466,679)	(1,519,603)	(1,583,208)	(527,520)	(547,566)	(568,373)	(589,971)	(612,390)	(635,661)
77 Net other																		
78 Ending Cash	7,568,212	7,600,594	5,527,243	5,098,094	5,892,136	5,822,429	5,876,147	6,746,675	7,096,165	7,834,700	8,464,771	8,973,778	10,456,265	11,840,844	13,121,589	14,292,089	15,345,418	16,274,109
79 <b>2013 - Temporary Transfer from Replacement Fund</b>						500,000		(500,000)										
80																		
81 Target Operating Reserve	1,389,968	2,727,408	1,894,314	1,463,159	2,061,798	2,038,159	1,393,582	1,405,842	1,386,034	1,371,875	1,348,342	2,467,717	2,535,987	2,606,739	2,680,064	2,756,059	2,834,821	2,834,821
82 Target Capital Reserve	2,705,632	2,955,578	3,205,578	3,455,578	3,706,978	3,963,845	4,226,111	4,489,545	4,754,493	5,021,013	5,289,165	5,559,012	5,830,616	6,104,046	6,379,371	6,656,662	6,935,994	7,217,446
83 Total Target Reserves	4,095,601	5,682,986	5,099,891	4,918,737	5,768,775	6,002,003	5,619,693	5,895,386	6,140,527	6,392,887	6,637,507	8,026,729	8,366,603	8,710,785	9,059,435	9,412,721	9,770,815	10,052,266
84 Excess / (Shortfall)	3,472,611	1,917,608	427,352	179,357	123,361	80,425	256,454	351,288	955,638	1,441,812	1,827,264	947,049	2,089,662	3,130,059	4,062,154	4,879,368	5,574,602	6,221,842
85																		
86 Capital Outlay Coverage	835.84%	206.99%	268.97%	407.85%	235.69%	222.41%	450.28%	478.69%	483.83%	515.58%	534.66%	1701.13%	1909.59%	2083.29%	2224.11%	2333.82%	2414.09%	2560.19%
87																		
88 <b>2013 - Without Temporary Transfer from Replacement Fund</b>																		
89 Beginning Cash	9,031,593	7,568,212	7,600,594	5,527,243	5,098,094	5,892,136	5,582,429	5,368,647	6,266,675	7,116,165	7,854,700	8,484,771	8,993,778	10,476,265	11,860,844	13,141,589	14,312,089	15,365,418
90 Add net increase (decrease) in resources (56)			(651,351)	(624,149)	(219,958)	(128,374)	(76,448)	(216,306)	(140,578)	(209,989)	(281,849)	(356,248)	(456,040)	(552,155)	(654,127)	(762,440)	(877,605)	(1,000,161)
91 Add back depreciation (31)			2,500,000	2,500,000	2,514,000	2,568,667	2,622,667	2,634,333	2,649,480	2,665,203	2,681,523	2,698,463	2,716,047	2,734,300	2,753,245	2,772,911	2,793,324	2,814,513
92 Less capital contributions (41)			(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
93 Less capital and related debt principal(64)			(3,672,000)	(2,055,000)	(1,250,000)	(2,500,000)	(2,510,000)	(1,270,000)	(1,409,412)	(1,466,679)	(1,519,603)	(1,583,208)	(527,520)	(547,566)	(568,373)	(589,971)	(612,390)	(635,661)
94 Ending Cash	7,568,212	7,600,594	5,527,243	5,098,094	5,892,136	5,582,429	5,368,647	6,266,675	7,116,165	7,854,700	8,484,771	8,993,778	10,476,265	11,860,844	13,141,589	14,312,089	15,365,418	16,294,109
95																		
96 Target Operating Reserve	1,389,968	2,727,408	1,894,314	1,463,159	2,061,798	2,038,159	1,393,582	1,405,842	1,386,034	1,371,875	1,348,342	2,467,717	2,535,987	2,606,739	2,680,064	2,756,059	2,834,821	2,834,821
97 Target Capital Reserve	2,705,632	2,955,578	3,205,578	3,455,578	3,706,978	3,963,845	4,226,111	4,489,545	4,754,493	5,021,013	5,289,165	5,559,012	5,830,616	6,104,046	6,379,371	6,656,662	6,935,994	7,217,446
98 Total Target Reserves	4,095,601	5,682,986	5,099,891	4,918,737	5,768,775	6,002,003	5,619,693	5,895,386	6,140,527	6,392,887	6,637,507	8,026,729	8,366,603	8,710,785	9,059,435	9,412,721	9,770,815	10,052,266
99 Excess / (Shortfall)	3,472,611	1,917,608	427,352	179,357	123,361	(419,575)	(251,046)	371,288	975,638	1,461,812	1,847,264	967,049	2,109,662	3,150,059	4,062,154	4,899,368	5,594,602	6,241,842
100																		
101																		
102 <i>Statistical</i>																		
103 As a % of Operating Revenue																		
104 Usage fees	88.61%	88.56%	89.91%	89.35%	89.25%	88.86%	88.40%	87.78%	87.07%	86.30%	85.47%	84.59%	83.65%	82.69%	81.70%	80.68%	79.63%	78.56%
105 Base & Demand Charges	6.48%	5.85%	6.29%	6.05%	5.95%	5.93%	5.90%	5.86%	5.75%	5.68%	5.62%	5.55%	5.48%	5.39%	5.31%	5.22%	5.14%	5.06%
106																		
107																		
108 <b>Alternate - Elimination of Replacement Reserve Fund</b>																		
109 Beginning Cash			7,600,594	5,527,243	7,663,094	8,457,136	8,147,429	7,941,147	8,811,675	9,661,165	10,399,700	11,029,771	11,538,778	13,021,265	14,405,844	15,686,589	16,857,089	17,910,418
110 45% Replacement Reserve Cash				2,565,000														
111 Add net increase (decrease) in resources (56)			(651,351)	(624,149)	(219,958)	(128,374)	(68,948)	(208,806)	(140,578)	(209,989)	(281,849)	(356,248)	(456,040)	(552,155)	(654,127)	(762,440)	(877,605)	(1,000,161)
112 Add back depreciation (31)			2,500,000	2,500,000	2,514,000	2,568,667	2,622,667	2,634,333	2,649,480	2,665,203	2,681,523	2,698,463	2,716,047	2,734,300	2,753,245	2,772,911	2,793,324	2,814,513
113 Less capital contributions (41)			(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
114 Less capital and related debt principal(64)			(3,672,000)	(2,055,000)	(1,250,000)	(2,500,000)	(2,510,000)	(1,305,000)	(1,409,412)	(1,466,679)	(1,519,603)	(1,583,208)	(527,520)	(547,566)	(568,373)	(589,971)	(612,390)	(635,661)
115 Ending Cash	7,568,212	7,600,594	5,527,243	7,663,094	8,457,136	8,147,429	7,941,147	8,811,675	9,661,165	10,399,700	11,029,771	11,538,778	13,021,265	14,405,844	15,686,589	16,857,089	17,910,418	18,839,109
116																		
117 Target Operating Reserve			1,894,314	1,463,159	2,061,798	2,038,159	1,393,582	1,405,842	1,386,034	1,371,875	1,348,342	2,467,717	2,535,987	2,606,739	2,680,064	2,756,059	2,834,821	2,834,821
118 Target Capital Reserve			3,205,578	3,455,578	3,706,978	3,963,845	4,226,111	4,489,545	4,754,493	5,021,013	5,289,165							

City of Plymouth  
Sewer Fund Performance

	Actual		Budget <sup>1</sup>		Projections													
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1 Revenue growth assumption - non-usage					2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
2 Investment income yield					1.50%	1.50%	1.50%	1.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
3 Expense growth - personnel					2.00%	2.00%	2.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
4 Expense growth - all other					3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
5																		
6																		
7 <i>Beginning net assets</i>	32,864,456	32,337,688	31,764,921	31,987,915	33,004,462	34,096,811	35,139,756	36,093,259	36,956,456	37,808,365	38,552,821	39,182,745	39,677,433	40,029,096	40,256,159	40,338,341	40,261,673	40,114,159
8																		
9 <i>Operating Revenues</i>																		
10 Sewer Utility Charges - Residential	4,311,271	4,532,942	4,600,000	5,100,000	6,370,690	6,498,104	6,628,066	6,760,627	6,895,840	7,033,756	7,174,432	7,317,920	7,464,279	7,613,564	7,765,835	7,921,152	8,158,787	8,403,550
11 Sewer Utility Charges - Commercial	2,354,504	2,340,850	2,800,000	3,000,000	1,871,156	1,908,579	1,946,750	1,985,685	2,025,399	2,065,907	2,107,225	2,149,370	2,192,357	2,236,204	2,280,928	2,326,547	2,396,343	2,468,234
12 Penalties <sup>2</sup>	69,952	67,369	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
13 Permits	6,831	4,226	7,000	7,000	7,140	7,283	7,428	7,577	7,729	7,883	8,041	8,202	8,366	8,533	8,704	8,878	9,055	9,236
14 Other	9,114	16,613	10,000	10,000														
15 Additional Revenue - new growth			85,844		135,477	186,102	214,959	244,393	274,416	312,297	350,936	390,347	430,547	471,550	505,881	540,898	576,965	614,115
16																		
17 Total Operating Revenues	6,751,672	6,962,000	7,477,000	8,262,844	8,444,463	8,660,067	8,857,204	9,058,283	9,263,384	9,479,844	9,700,633	9,925,839	10,155,548	10,389,852	10,621,348	10,857,475	11,201,151	11,555,135
18																		
19 <i>Operating Expenses</i>																		
20 Personal Services	929,775	935,882	816,494	826,263	842,788	859,644	876,837	894,374	921,205	948,841	977,306	1,006,625	1,036,824	1,067,929	1,099,967	1,132,966	1,166,955	1,201,963
21 Materials & Supplies	101,439	100,396	143,600	144,700	147,594	150,546	153,557	156,628	161,327	166,167	171,152	176,286	181,575	187,022	192,633	198,412	204,364	210,495
22 Employee Development & Meetings	5,152	2,795	6,000	6,000	6,120	6,242	6,367	6,495	6,689	6,890	7,097	7,310	7,529	7,755	7,988	8,227	8,474	8,728
23 Contractual Services	4,715,126	5,075,696	5,133,738	5,147,513	5,343,118	5,546,157	5,756,911	5,975,674	6,202,749	6,438,454	6,683,115	6,937,073	7,200,682	7,474,308	7,758,332	8,053,148	8,359,168	8,676,816
24 Equipment	1,147	3,505	5,050	5,050	5,242	5,441	5,648	5,862	6,085	6,316	6,557	6,806	7,064	7,333	7,611	7,901	8,201	8,512
25 Other Expenses	4,494	4,744	5,000	5,000	5,190	5,387	5,592	5,804	6,025	6,254	6,492	6,738	6,994	7,260	7,536	7,822	8,120	8,428
26 Depreciation	831,739	833,887	835,000	835,000	858,333	907,000	957,333	1,002,333	1,037,388	1,102,075	1,139,845	1,213,898	1,254,592	1,296,833	1,340,679	1,386,191	1,433,433	1,482,469
27 Allocations	325,751	372,235	272,910	240,557	249,698	259,187	269,036	279,259	289,871	300,886	312,320	324,188	336,507	349,294	362,568	376,345	390,646	405,491
28																		
29 Total Operating Expenses	6,914,623	7,329,140	7,217,792	7,210,083	7,458,084	7,739,604	8,031,281	8,326,429	8,631,339	8,975,883	9,303,882	9,678,924	10,031,768	10,397,734	10,777,313	11,171,012	11,579,360	12,002,903
30																		
31 <i>Net Operations</i>	(162,951)	(367,140)	259,208	1,052,761	986,378	920,463	825,923	731,854	632,044	503,961	396,751	246,914	123,780	(7,882)	(155,964)	(313,537)	(378,209)	(447,768)
32																		
33 <i>Non operating revenues (expenses)</i>																		
34 Interest on Investments	106,406	15,474	45,000	45,000	52,185	68,695	73,794	77,557	166,080	186,709	179,387	193,987	174,097	181,160	184,360	183,084	176,909	168,469
35 Capital contributions	186,914	269,572	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
36 Transfers In (Out)																		
37 Water Sewer Construction	(850,246)	(374,188)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
38 Utility Trunk Replacement	-	-	(125,000)	(125,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
39 Public Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
40 Central Equipment	(26,391)	(4,771)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
41 General	(54,000)	(56,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)	(58,643)
42 Improvement Project Construction	(32,314)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
43 Resource Planning	-	(7,500)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
44 Risk Management	(36,477)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)	(37,571)
45 Employee Benefits	1,168	(10,000)	(10,000)															
46																		
47 Total non operating revenue (expenses)	(704,940)	(205,627)	(36,214)	(36,214)	105,971	122,481	127,580	131,343	219,866	240,495	233,173	247,773	227,883	234,946	238,146	236,870	230,695	222,255
48																		
49 Net increase (decrease) in resources	(867,891)	(572,767)	222,994	1,016,547	1,092,349	1,042,944	953,503	863,197	851,910	744,456	629,924	494,688	351,663	227,063	82,181	(76,667)	(147,514)	(225,513)
50																		
51 <i>Ending net assets</i>	31,996,565	31,764,921	31,987,915	33,004,462	34,096,811	35,139,756	36,093,259	36,956,456	37,808,365	38,552,821	39,182,745	39,677,433	40,029,096	40,256,159	40,338,341	40,261,673	40,114,159	39,888,646

<sup>1</sup> New anticipated growth added to budgeted numbers for 2011.

<sup>2</sup> Penalties estimated to remain stable. Not usually addressed in fee increases.

City of Plymouth  
Sewer Fund Performance

	Actual		Budget <sup>1</sup>		Projections													
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
53 MCES Portion of Operating Expenses	4,429,433	4,630,076	4,700,000	4,850,400	5,034,715	5,226,034	5,424,624	5,630,759	5,844,728	6,066,828	6,297,367	6,536,667	6,785,061	7,042,893	7,310,523	7,588,323	7,876,679	8,175,993
54 MCES % of Operating Expenses	64.06%	63.17%	65.12%	67.27%	67.51%	67.52%	67.54%	67.63%	67.72%	67.59%	67.69%	67.54%	67.64%	67.73%	67.83%	67.93%	68.02%	68.12%
55																		
56 <i>CIP Funding</i>																		
57 Current Year Capital	(882,560)	(374,188)	(748,000)	(1,210,000)	(700,000)	(1,460,000)	(1,510,000)	(1,350,000)	(1,051,639)	(1,940,624)	(1,133,082)	(2,221,595)	(1,220,832)	(1,267,224)	(1,315,378)	(1,365,362)	(1,417,246)	(1,471,102)
58 Bond Proceeds																		
59 Bond Principal																		
60 Total Capital & Related Debt	(882,560)	(374,188)	(748,000)	(1,210,000)	(700,000)	(1,460,000)	(1,510,000)	(1,350,000)	(1,051,639)	(1,940,624)	(1,133,082)	(2,221,595)	(1,220,832)	(1,267,224)	(1,315,378)	(1,365,362)	(1,417,246)	(1,471,102)
61																		
62 <i>Accumulated Depreciation</i>																		
63 Depreciation as % of Operating Expenses	12.03%	11.38%	11.57%	11.58%	11.51%	11.72%	11.92%	12.04%	12.02%	12.28%	12.25%	12.54%	12.51%	12.47%	12.44%	12.41%	12.38%	12.35%
64																		
65 Beginning Accumulated Depreciation			13,148,551	13,983,551	14,818,551	15,676,884	16,583,884	17,541,218	18,543,551	19,580,939	20,683,014	21,822,859	23,036,757	24,291,350	25,588,183	26,928,862	28,315,053	29,748,486
66 Expensed			835,000	835,000	858,333	907,000	957,333	1,002,333	1,037,388	1,102,075	1,139,845	1,213,898	1,254,592	1,296,833	1,340,679	1,386,191	1,433,433	1,482,469
67 Ending Accumulated Depreciation	12,314,665	13,148,551	13,983,551	14,818,551	15,676,884	16,583,884	17,541,218	18,543,551	19,580,939	20,683,014	21,822,859	23,036,757	24,291,350	25,588,183	26,928,862	28,315,053	29,748,486	31,230,955
68																		
69 <i>Cash</i>																		
70 Beginning Cash		3,422,933	2,827,452	2,987,446	3,478,993	4,579,676	4,919,620	5,170,457	5,535,987	6,223,646	5,979,554	6,466,241	5,803,231	6,038,654	6,145,327	6,102,809	5,896,971	5,615,643
71 Add net increase (decrease) in resources (49)			222,994	1,016,547	1,092,349	1,042,944	953,503	863,197	851,910	744,456	629,924	494,688	351,663	227,063	82,181	(76,667)	(147,514)	(225,513)
72 Add back depreciation (26)			835,000	835,000	858,333	907,000	957,333	1,002,333	1,037,388	1,102,075	1,139,845	1,213,898	1,254,592	1,296,833	1,340,679	1,386,191	1,433,433	1,482,469
73 Less capital contributions (35)			(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
74 Less capital and related debt principal (60)			(748,000)	(1,210,000)	(700,000)	(1,460,000)	(1,510,000)	(1,350,000)	(1,051,639)	(1,940,624)	(1,133,082)	(2,221,595)	(1,220,832)	(1,267,224)	(1,315,378)	(1,365,362)	(1,417,246)	(1,471,102)
75 Net other																		
76 Ending Cash	3,422,933	2,827,452	2,987,446	3,478,993	4,579,676	4,919,620	5,170,457	5,535,987	6,223,646	5,979,554	6,466,241	5,803,231	6,038,654	6,145,327	6,102,809	5,896,971	5,615,643	5,251,498
77																		
78 Target Operating Reserve	2,019,379	2,178,448	2,407,521	2,214,521	2,664,901	2,762,820	2,756,607	2,683,654	3,214,283	2,892,511	3,530,529	3,118,358	3,233,045	3,352,017	3,475,434	3,603,463	3,736,277	3,736,277
79 Target Capital Reserve	615,733	657,428	699,178	740,928	783,844	829,194	877,061	927,178	979,047	1,034,151	1,091,143	1,151,838	1,214,567	1,279,409	1,346,443	1,415,753	1,487,424	1,561,548
80 Total Target Reserves	2,635,112	2,835,876	3,106,698	2,955,449	3,448,745	3,592,014	3,633,668	3,610,832	4,193,330	3,926,662	4,621,672	4,270,196	4,447,613	4,631,426	4,821,877	5,019,216	5,223,701	5,297,824
81 Excess / (Shortfall)	787,821	(8,424)	(119,252)	523,545	1,130,931	1,327,606	1,536,788	1,925,155	2,030,316	2,052,891	1,844,569	1,533,035	1,591,041	1,513,901	1,280,932	877,755	391,942	(46,326)
82																		
83 Capital Outlay Coverage	914.76%	378.00%	246.90%	497.00%	313.68%	325.80%	383.00%	526.42%	320.70%	527.72%	291.06%	475.35%	476.53%	467.19%	446.97%	416.09%	381.73%	356.98%
84																		
85 <i>Alternate - Elimination of Replacement Reserve Fund</i>																		
86 Beginning Cash			2,827,452	2,987,446	6,613,993	7,714,676	8,054,620	8,305,457	8,670,987	9,358,646	9,114,554	9,601,241	8,938,231	9,173,654	9,280,327	9,237,809	9,031,971	8,750,643
87 55% Replacement Reserve Cash				3,135,000														
88 Add net increase (decrease) in resources (55)			222,994	1,016,547	1,092,349	1,042,944	953,503	863,197	851,910	744,456	629,924	494,688	351,663	227,063	82,181	(76,667)	(147,514)	(225,513)
89 Add back depreciation (30)			835,000	835,000	858,333	907,000	957,333	1,002,333	1,037,388	1,102,075	1,139,845	1,213,898	1,254,592	1,296,833	1,340,679	1,386,191	1,433,433	1,482,469
90 Less capital contributions (40)			(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
91 Less capital and related debt principal (62)			(748,000)	(1,210,000)	(700,000)	(1,460,000)	(1,510,000)	(1,350,000)	(1,051,639)	(1,940,624)	(1,133,082)	(2,221,595)	(1,220,832)	(1,267,224)	(1,315,378)	(1,365,362)	(1,417,246)	(1,471,102)
92 Ending Cash	3,422,933	2,827,452	2,987,446	6,613,993	7,714,676	8,054,620	8,305,457	8,670,987	9,358,646	9,114,554	9,601,241	8,938,231	9,173,654	9,280,327	9,237,809	9,031,971	8,750,643	8,386,498
93																		
94 Target Operating Reserve			2,407,521	2,214,521	2,664,901	2,762,820	2,756,607	2,683,654	3,214,283	2,892,511	3,530,529	3,118,358	3,233,045	3,352,017	3,475,434	3,603,463	3,736,277	3,736,277
95 Target Capital Reserve			699,178	740,928	783,844	829,194	877,061	927,178	979,047	1,034,151	1,091,143	1,151,838	1,214,567	1,279,409	1,346,443	1,415,753	1,487,424	1,561,548
96 Total Target Reserves	-	-	3,106,698	2,955,449	3,448,745	3,592,014	3,633,668	3,610,832	4,193,330	3,926,662	4,621,672	4,270,196	4,447,613	4,631,426	4,821,877	5,019,216	5,223,701	5,297,824
97 Excess / (Shortfall)			(119,252)	3,658,545	4,265,931	4,462,606	4,671,788	5,060,155	5,165,316	5,187,891	4,979,569	4,668,035	4,726,041	4,648,901	4,415,932	4,012,755	3,526,942	3,088,674

City of Plymouth  
Utility Funds Combined Cash

<i>CASH</i>	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Ending Cash Balances																		
1 Water			5,527,243	5,098,094	5,892,136	5,582,429	5,876,147	6,746,675	7,096,165	7,834,700	8,464,771	8,973,778	10,456,265	11,840,844	13,121,589	14,292,089	15,345,418	16,274,109
2 Sewer			2,987,446	3,478,993	4,579,676	4,919,620	5,170,457	5,535,987	6,223,646	5,979,554	6,466,241	5,803,231	6,038,654	6,145,327	6,102,809	5,896,971	5,615,643	5,251,498
3 Water Sewer Replacement at 12/22/10			11,268,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583	5,768,583
4																		
5 Total Ending Cash	20,246,426	20,501,170	19,783,272	14,345,670	16,240,395	16,270,632	16,815,187	18,051,244	19,088,394	19,582,836	20,699,595	20,545,592	22,263,502	23,754,754	24,992,981	25,957,643	26,729,644	27,294,190
6																		
7 Target Operating Reserve - Water	1,389,968	2,727,408	1,894,314	1,463,159	2,061,798	2,038,159	1,393,582	1,405,842	1,386,034	1,371,875	1,348,342	2,467,717	2,535,987	2,606,739	2,680,064	2,756,059	2,834,821	2,834,821
8 Target Capital Reserve - Water	2,705,632	2,955,578	3,205,578	3,455,578	3,706,978	3,963,845	4,226,111	4,489,545	4,754,493	5,021,013	5,289,165	5,559,012	5,830,616	6,104,046	6,379,371	6,656,662	6,935,994	7,217,446
9 Target Operating Reserve - Sewer	2,019,379	2,178,448	2,407,521	2,214,521	2,664,901	2,762,820	2,756,607	2,683,654	3,214,283	2,892,511	3,530,529	3,118,358	3,233,045	3,352,017	3,475,434	3,603,463	3,736,277	3,736,277
10 Target Capital Reserve - Sewer	615,733	657,428	699,178	740,928	783,844	829,194	877,061	927,178	979,047	1,034,151	1,091,143	1,151,838	1,214,567	1,279,409	1,346,443	1,415,753	1,487,424	1,561,548
11 Total Target Reserves	6,730,713	8,518,862	8,206,590	7,874,186	9,217,521	9,594,018	9,253,362	9,506,218	10,333,856	10,319,550	11,259,178	12,296,925	12,814,216	13,342,211	13,881,313	14,431,937	14,994,516	15,350,091
12 Excess / (Shortfall)	13,515,713	11,982,308	11,576,682	6,471,485	7,022,874	6,676,614	7,561,826	8,545,026	8,754,537	9,263,287	9,440,416	8,248,667	9,449,286	10,412,542	11,111,669	11,525,706	11,735,128	11,944,099







# Utility Trunk Fund Analysis

December 2010

Prepared By:

**Finance Division**

## **Introduction**

This analysis was done to update the financial projections for the trunk expansion fund and ensure the following:

1. Rates are sufficient to support the expansion of the water and sewer utilities to undeveloped areas.
2. Revenue sources are restricted to new users going forward.
3. An adequate cash balance is maintained to cover fluctuations in revenue and expenses.

## **Background**

The Utility Trunk Fund (expansion) was created to track the cost of adding water and sewer mains to new developments and assist in evaluating whether the incoming revenue from new development was adequate to cover the related expenses.

In 2005, an analysis was presented to the City Council to update the water and sewer area charges and connection fees to ensure that costs associated with new water and sewer infrastructure were supported by the rate structure.

This analysis was requested to reevaluate the rates and update the assumptions based on the most current data available. Interest rates, project forecasts, growth rates, and inflationary factors were adjusted to reflect the most current economic conditions.

As part of the utility enterprise fund group, many of the same considerations should be made for rates related to expansion activity as those for the ongoing operations and replacement, such as:

- 1) Rates are sufficient to cover expansion of infrastructure
- 2) Adequate cash balances are maintained for cash flow and contingencies
- 3) Allocate costs appropriately to those that use the system
- 4) Complement the city's economic development goals

## **Assumptions**

The following are the significant assumptions made in this analysis:

- 1) Adjusted 2010 figures to reflect estimated actual. The 2008 Comprehensive Plan could not have anticipated the poor economy and decline in growth in the development plan.
  - a) Lowered the estimated 380 connections in 2010 to 190 due to economy.
  - b) Spread remaining 190 connections to 2011 and 2012, 95 connections each year.
  - c) 2010 revenue and expenses adjusted to reflect the reduced growth.
- 2) Growth – new residential connections based on Table 3-3 of the 2008 Comprehensive Plan.
  - a) 2011-2012, adjusted to account for 215 connections per year (adjusted by 95 per year to capture the 2010 shortage).

- b) 2013-2015, adjusted to account for 120 new connections per year.
  - c) 2016-2020, adjusted to account for 149 new connections per year.
  - d) 2021-2025, adjusted to account for 122 new connections per year.
- 3) Expenses
- a) Capital – 2011 through 2015 obtained from approved Capital Improvement Plan (CIP).
  - b) Capital beyond 2015 and all other expenses projected to increase 3.8% annually (based on the published Construction Cost Index by *American City and County Magazine*).
- 4) Proposed transfer of \$5.5 million from the Utility Trunk (replacement) Fund to obtain an adequate cash flow.
- 5) Rates – 3.8% annual increase, beginning in 2011, to keep up with anticipated inflation.
- 6) Water Treatment Plant – matches the CIP with the third plant proposed for construction in the last year of the CIP.

The 2011-2015 CIP was referenced for this study, as well as the city's 2008 Comprehensive Plan. The CIP for trunk expansion is provided in Appendix D, along with projected needs beyond the CIP timeframe.

### **Overview and Recommendations**

The city receives two types of revenues from new growth, Area Charges and Connection Fees (REC Fees). The revenue generated by new construction is intended to provide funding for the expansion of utility services to new developments. Expansion may include the addition of water and or sanitary sewer mains as well as facilities or the upgrade of facilities to accommodate growth. These charges allocate the cost of the improvements to those who will derive benefit.

Water and Sanitary Sewer Area Charges are based on the land area associated with the development, and are charged at a rate designated per acre.

Residential Equivalency Connection Fees (REC Fees) for water and sanitary sewer are based on the number of units added to the new development. Water and sanitary sewer connection fees are based on the number of Residential Equivalency Units (REU) assigned to their usage. An REU is defined as the use of 225 gallons per day, the equivalent of a typical single-family dwelling.

Based on the 2011-2015 CIP and the 2008 Comprehensive Plan, Area Charges are expected to generate approximately \$535,000 in 2010 and \$143,000 in 2011. REC Fees should raise approximately \$235,000 and \$318,000, respectively. Expenses related to capital projects for utility expansion are estimated at \$2,420,000 in 2010 and \$1,590,000 in 2011. Appendix D shows a summary of the planned expansion-related capital projects through 2025.

Currently, the Utility Trunk Funds are comprised of two components (trunk expansion and trunk replacement). In order to allow the Utility Trunk Fund (expansion) to positively cash flow, we recommend a one-time transfer of \$5.5 million from Utility Trunk (replacement) to the Utility Trunk (expansion) as indicated in the analysis. At conclusion of development, this amount can be transferred back to Water and Sanitary Sewer Funds.

In order to keep up with the expenses of new development, we also recommend annual rate increases of 3.8% to the Area Charges and REC Fees for both water and sewer for a minimum of

five years, at which time new development is planned to level out and the financial demands on the Utility Trunk Fund (expansion) are reduced.

The biggest variable in this study is whether a third water treatment plant will be needed. The current study assumes construction of the plant in 2015.

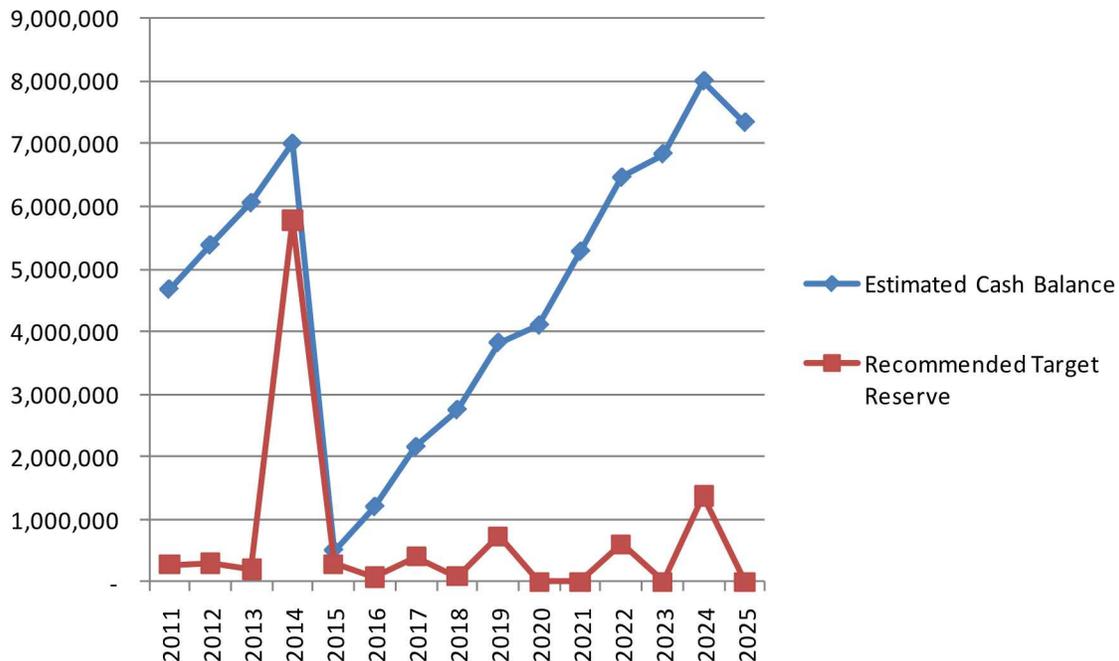
<b>Proposed Increases</b>	3.80%					
	2010	2011	2012	2013	2014	2015
Sewer Area	\$950	\$986	\$1,024	\$1,062	\$1,103	\$1,145
Water Area	3,525	3,659	3,798	3,942	4,092	4,248
Sewer REC	400	415	431	447	464	482
Water REC	1,025	1,064	1,104	1,146	1,190	1,235

*Note: Area charges are per acre and connection (REC) charges are per REU.*

With such large disparities between these revenue streams and the related capital costs, we plan to review the rates annually.

### Cash Reserves

We recommend that the cash balance of the Utility Trunk Fund be maintained at 75% of the following year’s expected capital expenditures as defined by approved CIP and the Comprehensive Plan. If the recommendations in this report are followed, the trend for the estimated cash balance in comparison to the recommended target reserve should stay positive, as shown in the following graph:



If growth matches the Comprehensive Plan, there will be very little development beyond 2019; the demand for expansion will dissipate as the city nears ultimate development, leaving the fund with a reserve. We recommend this balance be maintained until which time there is no longer a need for expansion projects. Any excess at the time of ultimate development may be transferred to the Water & Sanitary Sewer Funds.

## Summary

The Trunk Funds (expansion and replacement) are a part of the Water and Sanitary Sewer Utility Funds. The funds are combined and reported as an Enterprise Fund in the city's Comprehensive Annual Financial Report (CAFR).

As an Enterprise Fund, the charges for services should be designed to cover the costs of operations. The City Council had elected to charge utility expansion projects to new developments, therefore funding the projects by those users that derive the benefit.

In order to support the intentions of the City Council, a one-time transfer of \$5.5 million to the Trunk Fund (expansion) is suggested in 2011 for cash flow purposes. The transfer will ensure fund sustainability for the construction of the planned new water treatment plant. Also included is a 3.8% annual increase to the Water and Sanitary Sewer Area Charges and REC Fees through 2015.

### **Appendix A Cash flow Projections**

### **Appendix B Water Revenue Projections – Current and Proposed**

### **Appendix C Sewer Revenue Projections – Current and Proposed**

### **Appendix D Water and Sewer Expense Projections**

# City of Plymouth

## Utility Trunk Expansion Cashflow

Interest Rate	1.00%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
<b>Current Rates (with recommended transfer)</b>																	
Beginning Cash	1,887,301	(59,847)	4,638,453	5,280,120	5,883,525	6,732,663	98,956	623,447	1,388,606	1,769,529	2,616,212	2,653,702	3,601,431	4,550,629	4,690,152	5,620,405	
Revenue																	
Sewer Area	41,937	88,311	133,358	156,106	178,114	163,290	150,367	137,853	143,798	149,568	155,163	149,275	143,551	137,991	132,595	127,364	
Water Area	155,609	327,679	494,830	579,237	660,896	605,891	557,939	511,507	533,568	554,977	575,735	553,887	532,648	512,018	491,997	472,586	
Sewer REC	75,980	86,136	86,136	48,136	48,136	48,136	59,544	59,544	59,544	59,544	59,544	59,544	48,876	48,876	48,876	48,876	
Water REC	180,453	204,573	204,573	114,323	114,323	114,323	141,417	141,417	141,417	141,417	141,417	116,081	116,081	116,081	116,081	116,081	
Interest	18,873	81,602	92,769	105,602	117,670	134,653	2,969	18,703	41,658	53,086	78,486	79,611	108,043	136,519	140,705	168,612	
Total Revenue	472,852	788,301	1,011,666	1,003,405	1,119,139	1,066,292	912,236	869,024	919,985	958,593	1,010,346	947,729	949,198	951,484	930,253	933,518	
Expense																	
Sewer	250,000	300,000	100,000	180,000	-	100,000	212,634	103,866	-	111,909	246,844	-	-	-	-	699,875	
Water	2,170,000	1,290,000	270,000	220,000	270,000	7,600,000	175,110	-	539,062	-	726,012	-	-	811,962	-	1,137,296	
Total Expense	2,420,000	1,590,000	370,000	400,000	270,000	7,700,000	387,745	103,866	539,062	111,909	972,855	-	-	811,962	-	1,837,171	
Net Income (Loss) at Current Rates	(1,947,148)	(801,699)	641,666	603,405	849,139	(6,633,708)	524,491	765,159	380,923	846,683	37,490	947,729	949,198	139,522	930,253	(903,653)	
<b>Proposed Rates (with recommended transfer)</b>																	
Beginning Cash	1,887,301	(59,847)	4,674,775	5,382,699	6,057,194	7,005,135	503,730	1,199,691	2,155,215	2,747,741	3,822,852	4,101,025	5,281,181	6,464,250	6,839,291	8,006,918	
Revenue																	
Sewer Area	41,937	90,117	138,797	164,537	190,578	180,841	172,588	162,994	172,236	180,230	186,971	179,876	172,978	166,279	159,777	153,473	
Water Area	155,609	334,382	515,008	610,519	707,145	671,014	640,394	604,794	639,085	668,747	693,761	667,433	641,840	616,981	592,856	569,465	
Sewer REC	75,980	89,409	92,807	53,835	55,880	58,004	71,750	71,750	71,750	71,750	71,750	58,896	58,896	58,896	58,896	58,896	
Water REC	180,453	229,111	237,817	137,951	143,193	148,635	183,861	183,861	183,861	183,861	183,861	150,920	150,920	150,920	150,920	150,920	
Interest	18,873	81,602	93,495	107,654	121,144	140,103	15,112	35,991	64,656	82,432	114,686	123,031	158,435	193,927	205,179	240,208	
Total Revenue	472,852	824,622	1,077,924	1,074,496	1,217,940	1,198,596	1,083,705	1,059,390	1,131,588	1,187,020	1,251,028	1,180,155	1,183,069	1,187,003	1,167,627	1,172,961	
Expense																	
Sewer	250,000	300,000	100,000	180,000	-	100,000	212,634	103,866	-	111,909	246,844	-	-	-	-	699,875	
Water	2,170,000	1,290,000	270,000	220,000	270,000	7,600,000	175,110	-	539,062	-	726,012	-	-	811,962	-	1,137,296	
Total Expense	2,420,000	1,590,000	370,000	400,000	270,000	7,700,000	387,745	103,866	539,062	111,909	972,855	-	-	811,962	-	1,837,171	
Net Income (Loss) at Proposed Rates	(1,947,148)	(765,378)	707,924	674,496	947,940	(6,501,404)	695,960	955,524	592,526	1,075,111	278,173	1,180,155	1,183,069	375,041	1,167,627	(664,210)	
<b>Ending Cash Balances</b>																	
Transfer from Fund 412 <sup>1</sup>		5,500,000															
w/ Current Rates	1,887,301	(59,847)	4,638,453	5,280,120	5,883,525	6,732,663	98,956	623,447	1,388,606	1,769,529	2,616,212	2,653,702	3,601,431	4,550,629	4,690,152	5,620,405	4,716,752
w/ Proposed Rates	1,887,301	(59,847)	4,674,775	5,382,699	6,057,194	7,005,135	503,730	1,199,691	2,155,215	2,747,741	3,822,852	4,101,025	5,281,181	6,464,250	6,839,291	8,006,918	7,342,708
<b>Recommended Reserve</b>																	
75% Following Year's Capital	1,192,500	277,500	300,000	202,500	5,775,000	290,808	77,899	404,297	83,932	729,642	-	-	608,971	-	1,377,878	-	
Excess / (Shortfall) - Current	(1,252,347)	4,360,953	4,980,120	5,681,025	957,663	(191,853)	545,548	984,309	1,685,597	1,886,571	2,653,702	3,601,431	3,941,658	4,690,152	4,242,527	4,716,752	
Excess / (Shortfall) - Proposed	(1,252,347)	4,397,275	5,082,699	5,854,694	1,230,135	212,922	1,121,792	1,750,919	2,663,809	3,093,211	4,101,025	5,281,181	5,855,279	6,839,291	6,629,040	7,342,708	

<sup>1</sup>Transfer recommended as a result of Trunk Fund analysis

# City of Plymouth

## Projected Water Revenues at Current Rates

### Area Charges

		Interest on Area Assessments																	
		Current Area Charge																	
		3.24%																	
		\$3,525 Per acre																	
		<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<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>2025</u>	<u>Total</u>	
Principal	2010	133,915	133,915	133,915	133,915	133,915												669,574	
Interest	2010	21,694	17,355	13,017	8,678	4,339												65,083	
Principal	2011		151,815	151,815	151,815	151,815	151,815											759,074	
Interest	2011		24,594	19,675	14,756	9,838	4,919											73,782	
Principal	2012			151,815	151,815	151,815	151,815	151,815										759,074	
Interest	2012			24,594	19,675	14,756	9,838	4,919										73,782	
Principal	2013				84,840	84,840	84,840	84,840	84,840									424,199	
Interest	2013				13,744	10,995	8,246	5,498	2,749									41,232	
Principal	2014					84,840	84,840	84,840	84,840	84,840								424,199	
Interest	2014					13,744	10,995	8,246	5,498	2,749								41,232	
Principal	2015						84,840	84,840	84,840	84,840	84,840							424,199	
Interest	2015						13,744	10,995	8,246	5,498	2,749							41,232	
Principal	2016							104,946	104,946	104,946	104,946	104,946						524,732	
Interest	2016							17,001	13,601	10,201	6,801	3,400						51,004	
Principal	2017								104,946	104,946	104,946	104,946	104,946					524,732	
Interest	2017								17,001	13,601	10,201	6,801	3,400					51,004	
Principal	2018									104,946	104,946	104,946	104,946	104,946				524,732	
Interest	2018									17,001	13,601	10,201	6,801	3,400				51,004	
Principal	2019										104,946	104,946	104,946	104,946	104,946			524,732	
Interest	2019										17,001	13,601	10,201	6,801	3,400			51,004	
Principal	2020											104,946	104,946	104,946	104,946	104,946		524,732	
Interest	2020											17,001	13,601	10,201	6,801	3,400		51,004	
Principal	2021												86,144	86,144	86,144	86,144	86,144	430,720	
Interest	2021												13,955	11,164	8,373	5,582	2,791	41,866	
Principal	2022													86,144	86,144	86,144	86,144	344,576	
Interest	2022													13,955	11,164	8,373	5,582	39,075	
Principal	2023														86,144	86,144	86,144	258,432	
Interest	2023														13,955	11,164	8,373	33,493	
Principal	2024															86,144	86,144	172,288	
Interest	2024															13,955	11,164	25,120	
Principal	2025																86,144	86,144	
Interest	2025																13,955	13,955	
<b>Total Area Charges</b>		<b>155,609</b>	<b>327,679</b>	<b>494,830</b>	<b>579,237</b>	<b>660,896</b>	<b>605,891</b>	<b>557,939</b>	<b>511,507</b>	<b>533,568</b>	<b>554,977</b>	<b>575,735</b>	<b>553,887</b>	<b>532,648</b>	<b>512,018</b>	<b>491,997</b>	<b>472,586</b>	<b>8,121,004</b>	
<b>Connection Fees</b>																			
Current Connection Fee		\$950.00																	
<b>Total Connection Fees</b>		<b>180,453</b>	<b>204,573</b>	<b>204,573</b>	<b>114,323</b>	<b>114,323</b>	<b>114,323</b>	<b>141,417</b>	<b>141,417</b>	<b>141,417</b>	<b>141,417</b>	<b>141,417</b>	<b>116,081</b>	<b>116,081</b>	<b>116,081</b>	<b>116,081</b>	<b>116,081</b>	<b>2,220,055</b>	
<b>Total Area and Connection</b>		<b>\$ 336,061</b>	<b>\$ 532,252</b>	<b>\$ 699,403</b>	<b>\$ 693,560</b>	<b>\$ 775,219</b>	<b>\$ 720,214</b>	<b>\$ 699,356</b>	<b>\$ 652,924</b>	<b>\$ 674,985</b>	<b>\$ 696,394</b>	<b>\$ 717,152</b>	<b>\$ 669,968</b>	<b>\$ 648,728</b>	<b>\$ 628,098</b>	<b>\$ 608,078</b>	<b>\$ 588,666</b>	<b>\$ 10,341,059</b>	

# City of Plymouth

## Projected Water Revenue with Proposed Rate Increases

Interest on Area Assessments 3.24%  
 Rate Increase %<sup>1</sup> 3.80%

### Area Charges

		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Area Charges Assessed (Per REU)	\$	3,525	\$ 3,659	\$ 3,798	\$ 3,942	\$ 4,092	\$ 4,248	\$ 4,248	\$ 4,248	\$ 4,248	\$ 4,248	\$ 4,248	\$ 4,248	\$ 4,248	\$ 4,248	\$ 4,248	\$ 4,248	
Principal	2010	133,915	133,915	133,915	133,915	133,915												669,574
Interest	2010	21,694	17,355	13,017	8,678	4,339												65,083
Principal	2011		157,584	157,584	157,584	157,584	157,584											787,918
Interest	2011		25,529	20,423	15,317	10,211	5,106											76,586
Principal	2012			163,572	163,572	163,572	163,572	163,572										817,859
Interest	2012			26,499	21,199	15,899	10,599	5,300										79,496
Principal	2013				94,884	94,884	94,884	94,884	94,884									474,418
Interest	2013				15,371	12,297	9,223	6,148	3,074									46,113
Principal	2014					98,489	98,489	98,489	98,489	98,489								492,446
Interest	2014					15,955	12,764	9,573	6,382	3,191								47,866
Principal	2015						102,232	102,232	102,232	102,232	102,232							511,159
Interest	2015						16,562	13,249	9,937	6,625	3,312							49,685
Principal	2016							126,460	126,460	126,460	126,460	126,460						632,301
Interest	2016							20,487	16,389	12,292	8,195	4,097						61,460
Principal	2017								126,460	126,460	126,460	126,460	126,460					632,301
Interest	2017								20,487	16,389	12,292	8,195	4,097					61,460
Principal	2018									126,460	126,460	126,460	126,460	126,460				632,301
Interest	2018									20,487	16,389	12,292	8,195	4,097				61,460
Principal	2019										126,460	126,460	126,460	126,460	126,460			632,301
Interest	2019										20,487	16,389	12,292	8,195	4,097			61,460
Principal	2020											126,460	126,460	126,460	126,460	126,460		632,301
Interest	2020											20,487	16,389	12,292	8,195	4,097		61,460
Principal	2021												103,803	103,803	103,803	103,803	103,803	519,017
Interest	2021												16,816	13,453	10,090	6,726	3,363	50,448
Principal	2022													103,803	103,803	103,803	103,803	415,214
Interest	2022													16,816	13,453	10,090	6,726	47,085
Principal	2023														103,803	103,803	103,803	311,410
Interest	2023														16,816	13,453	10,090	40,359
Principal	2024															103,803	103,803	207,607
Interest	2024															16,816	13,453	30,269
Principal	2025																103,803	103,803
Interest	2025																16,816	16,816
<b>Total Area Charges</b>		<b>155,609</b>	<b>334,382</b>	<b>515,008</b>	<b>610,519</b>	<b>707,145</b>	<b>671,014</b>	<b>640,394</b>	<b>604,794</b>	<b>639,085</b>	<b>668,747</b>	<b>693,761</b>	<b>667,433</b>	<b>641,840</b>	<b>616,981</b>	<b>592,856</b>	<b>569,465</b>	<b>9,329,034</b>
<b>Connection Fees</b>																		
Connection Fee (per REU)	\$	950	\$ 986	\$ 1,024	\$ 1,062	\$ 1,103	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145
<b>Total Connection Fees</b>		<b>194,699</b>	<b>229,111</b>	<b>237,817</b>	<b>137,951</b>	<b>143,193</b>	<b>148,635</b>	<b>183,861</b>	<b>183,861</b>	<b>183,861</b>	<b>183,861</b>	<b>183,861</b>	<b>150,920</b>	<b>150,920</b>	<b>150,920</b>	<b>150,920</b>	<b>150,920</b>	<b>2,765,309</b>
<b>Total Area and Connection</b>		<b>\$ 350,308</b>	<b>\$ 563,493</b>	<b>\$ 752,825</b>	<b>\$ 748,470</b>	<b>\$ 850,338</b>	<b>\$ 819,649</b>	<b>\$ 824,254</b>	<b>\$ 788,655</b>	<b>\$ 822,946</b>	<b>\$ 852,608</b>	<b>\$ 877,621</b>	<b>\$ 818,353</b>	<b>\$ 792,760</b>	<b>\$ 767,901</b>	<b>\$ 743,776</b>	<b>\$ 720,385</b>	<b>\$ 12,094,343</b>

<sup>1</sup>Per the American City and County Magazine's published Construction Cost Index

# City of Plymouth

## Projected Sewer Revenues at Current Rates

### Area Charges

		Interest on Area Assessments Current Area Charge															Total	
		3.24% \$950 Per acre																
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Principal	2010	36,091	36,091	36,091	36,091	36,091												180,453
Interest	2010	5,847	4,677	3,508	2,339	1,169												17,540
Principal	2011		40,915	40,915	40,915	40,915	40,915											204,573
Interest	2011		6,628	5,303	3,977	2,651	1,326											19,884
Principal	2012			40,915	40,915	40,915	40,915	40,915										204,573
Interest	2012			6,628	5,303	3,977	2,651	1,326										19,884
Principal	2013				22,865	22,865	22,865	22,865	22,865									114,323
Interest	2013				3,704	2,963	2,222	1,482	741									11,112
Principal	2014					22,865	22,865	22,865	22,865	22,865								114,323
Interest	2014					3,704	2,963	2,222	1,482	741								11,112
Principal	2015						22,865	22,865	22,865	22,865	22,865							114,323
Interest	2015						3,704	2,963	2,222	1,482	741							11,112
Principal	2016							28,283	28,283	28,283	28,283	28,283						141,417
Interest	2016							4,582	3,666	2,749	1,833	916						13,746
Principal	2017								28,283	28,283	28,283	28,283	28,283					141,417
Interest	2017								4,582	3,666	2,749	1,833	916					13,746
Principal	2018									28,283	28,283	28,283	28,283	28,283				141,417
Interest	2018									4,582	3,666	2,749	1,833	916				13,746
Principal	2019										28,283	28,283	28,283	28,283	28,283			141,417
Interest	2019										4,582	3,666	2,749	1,833	916			13,746
Principal	2020											28,283	28,283	28,283	28,283	28,283		141,417
Interest	2020											4,582	3,666	2,749	1,833	916		13,746
Principal	2021												23,216	23,216	23,216	23,216	23,216	116,081
Interest	2021												3,761	3,009	2,257	1,504	752	11,283
Principal	2022													23,216	23,216	23,216	23,216	92,864
Interest	2022													3,761	3,009	2,257	1,504	10,531
Principal	2023														23,216	23,216	23,216	69,648
Interest	2023														3,761	3,009	2,257	9,026
Principal	2024															23,216	23,216	46,432
Interest	2024															3,761	3,009	6,770
Principal	2025																23,216	23,216
Interest	2025																3,761	3,761
<b>Total Area Charges</b>		<b>41,937</b>	<b>88,311</b>	<b>133,358</b>	<b>156,106</b>	<b>178,114</b>	<b>163,290</b>	<b>150,367</b>	<b>137,853</b>	<b>143,798</b>	<b>149,568</b>	<b>155,163</b>	<b>149,275</b>	<b>143,551</b>	<b>137,991</b>	<b>132,595</b>	<b>127,364</b>	<b>2,188,639</b>
<b>Connection Fees</b>																		
Current Connection Fee		\$400.00																
<b>Total Connection Fees</b>		<b>75,980</b>	<b>86,136</b>	<b>86,136</b>	<b>48,136</b>	<b>48,136</b>	<b>48,136</b>	<b>59,544</b>	<b>59,544</b>	<b>59,544</b>	<b>59,544</b>	<b>59,544</b>	<b>48,876</b>	<b>48,876</b>	<b>48,876</b>	<b>48,876</b>	<b>48,876</b>	<b>934,760</b>
<b>Total Area and Connection</b>		<b>\$ 117,917</b>	<b>\$ 174,447</b>	<b>\$ 219,494</b>	<b>\$ 204,242</b>	<b>\$ 226,250</b>	<b>\$ 211,426</b>	<b>\$ 209,911</b>	<b>\$ 197,397</b>	<b>\$ 203,342</b>	<b>\$ 209,112</b>	<b>\$ 214,707</b>	<b>\$ 198,151</b>	<b>\$ 192,427</b>	<b>\$ 186,867</b>	<b>\$ 181,471</b>	<b>\$ 176,240</b>	<b>\$ 3,123,399</b>

# City of Plymouth

## Projected Sewer Revenue with Proposed Rate Increases

Interest on Area Assessments 3.24%  
 Rate Increase %<sup>1</sup> 3.80%

### Area Charges

		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Area Charges Assessed (Per REU)	\$	950	\$ 986	\$ 1,024	\$ 1,062	\$ 1,103	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	\$ 1,145	
Principal	2010	36,091	36,091	36,091	36,091	36,091												180,453
Interest	2010	5,847	4,677	3,508	2,339	1,169												17,540
Principal	2011		42,469	42,469	42,469	42,469	42,469											212,347
Interest	2011		6,880	5,504	4,128	2,752	1,376											20,640
Principal	2012			44,083	44,083	44,083	44,083	44,083										220,416
Interest	2012			7,141	5,713	4,285	2,857	1,428										21,424
Principal	2013				25,571	25,571	25,571	25,571	25,571									127,857
Interest	2013				4,143	3,314	2,486	1,657	829									12,428
Principal	2014					26,543	26,543	26,543	26,543	26,543								132,716
Interest	2014					4,300	3,440	2,580	1,720	860								12,900
Principal	2015						27,552	27,552	27,552	27,552	27,552							137,759
Interest	2015						4,463	3,571	2,678	1,785	893							13,390
Principal	2016							34,081	34,081	34,081	34,081	34,081						170,407
Interest	2016							5,521	4,417	3,313	2,208	1,104						16,564
Principal	2017								34,081	34,081	34,081	34,081	34,081					170,407
Interest	2017								5,521	4,417	3,313	2,208	1,104					16,564
Principal	2018									34,081	34,081	34,081	34,081	34,081				170,407
Interest	2018									5,521	4,417	3,313	2,208	1,104				16,564
Principal	2019										34,081	34,081	34,081	34,081	34,081			170,407
Interest	2019										5,521	4,417	3,313	2,208	1,104			16,564
Principal	2020											34,081	34,081	34,081	34,081	34,081		170,407
Interest	2020											5,521	4,417	3,313	2,208	1,104		16,564
Principal	2021												27,975	27,975	27,975	27,975	27,975	139,877
Interest	2021												4,532	3,626	2,719	1,813	906	13,596
Principal	2022													27,975	27,975	27,975	27,975	111,902
Interest	2022													4,532	3,626	2,719	1,813	12,690
Principal	2023														27,975	27,975	27,975	83,926
Interest	2023														4,532	3,626	2,719	10,877
Principal	2024															27,975	27,975	55,951
Interest	2024															4,532	3,626	8,158
Principal	2025																27,975	27,975
Interest	2025																4,532	4,532
<b>Total Area Charges</b>		<b>41,937</b>	<b>90,117</b>	<b>138,797</b>	<b>164,537</b>	<b>190,578</b>	<b>180,841</b>	<b>172,588</b>	<b>162,994</b>	<b>172,236</b>	<b>180,230</b>	<b>186,971</b>	<b>179,876</b>	<b>172,978</b>	<b>166,279</b>	<b>159,777</b>	<b>153,473</b>	<b>2,514,208</b>

### Connection Fees

Connection Fee (per REU) \$ 400 \$ 415 \$ 431 \$ 447 \$ 464 \$ 482 \$ 482 \$ 482 \$ 482 \$ 482 \$ 482 \$ 482 \$ 482 \$ 482 \$ 482 \$ 482 \$ 482

### Total Connection Fees

75,980 89,409 92,807 53,835 55,880 58,004 71,750 71,750 71,750 71,750 71,750 58,896 58,896 58,896 58,896 58,896 58,896 1,079,145

### Total Area and Connection

\$ 117,917 \$ 179,526 \$ 231,603 \$ 218,372 \$ 246,458 \$ 238,844 \$ 244,339 \$ 234,745 \$ 243,986 \$ 251,980 \$ 258,721 \$ 238,771 \$ 231,874 \$ 225,174 \$ 218,672 \$ 212,368 \$ 3,593,353

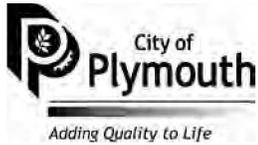
<sup>1</sup>Per the American City and County Magazine's published Construction Cost Index

# City of Plymouth

## Trunk Fund Expenditures

	Inflation 3.80%				
	% New			Inflated	% New Dev
	Development	Year	2010 Cost	Cost At Const <sup>1</sup>	x Cost
<b>Sewer</b>					
Trunk sewer oversizing	100.00%	2010	250,000	250,000	250,000
Trunk sewer oversizing	100.00%	2011	100,000	100,000	100,000
Abandon Conor Meadows lift station	100.00%	2011	200,000	200,000	200,000
Trunk sewer oversizing	100.00%	2012	100,000	100,000	100,000
Trunk sewer oversizing	100.00%	2013	100,000	100,000	100,000
Ferndale North lift station generator	100.00%	2013	80,000	80,000	80,000
Greentree West lift station generator	100.00%	2015	100,000	100,000	100,000
Trunk sewer oversizing	100.00%	2016	170,000	212,634	212,634
Waterfront lift station generator	100.00%	2017	80,000	103,866	103,866
Bass Lake Plaza lift station generator	100.00%	2019	80,000	111,909	111,909
Trunk sewer oversizing	100.00%	2020	170,000	246,844	246,844
Trunk sewer oversizing	100.00%	2025	400,000	699,875	699,875
		Total	1,830,000	2,305,128	2,305,128
<b>Water</b>					
Water main - Vicksburg - CR47/Schm Lk	100.00%	2010	750,000	750,000	750,000
Well #16 - Zachary well field	100.00%	2010	400,000	400,000	400,000
Trunk water main oversizing	100.00%	2010	220,000	220,000	220,000
Well #17	100.00%	2010	800,000	800,000	800,000
Trunk water main oversizing	100.00%	2011	220,000	220,000	220,000
Water main - Cheshire/Fernbrook to CR47	100.00%	2011	370,000	370,000	370,000
Well #17	100.00%	2011	700,000	700,000	700,000
Trunk water main oversizing	100.00%	2012	270,000	270,000	270,000
Trunk water main oversizing	100.00%	2013	220,000	220,000	220,000
Trunk water main oversizing	100.00%	2014	270,000	270,000	270,000
New WTP, wells #18 & 19	100.00%	2015	7,600,000	7,600,000	7,600,000
Fire protection upgrades	100.00%	2016	140,000	175,110	175,110
Fire protection upgrades	100.00%	2018	400,000	539,062	539,062
Trunk water main oversizing	100.00%	2020	300,000	435,607	435,607
Fire protection upgrades	100.00%	2020	200,000	290,405	290,405
Fire protection upgrades	100.00%	2023	500,000	811,962	811,962
Trunk water main oversizing	100.00%	2025	650,000	1,137,296	1,137,296
		Total	14,010,000	15,209,442	15,209,442

<sup>1</sup>Inflation factored in for project costs beyond the 2011-2015 CIP document. Inflation already a consideration when preparing the Capital Improvement Program.



Agenda  
Number:

2B

**SPECIAL  
COUNCIL MEETING**

**January 25, 2011**

**To:** Laurie Ahrens, City Manager

**Prepared by:** Sandy Engdahl, City Clerk

**Reviewed by:** Cal Portner, Administrative Services Director

**Item:** Set Future Study Sessions

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**1. ACTION REQUESTED:**

Review the pending study session topics list, and set study sessions or amend the topics list as desired.

**2. ATTACHMENTS:**

Pending Study Session Topic List  
Official Calendars

## **Pending Study Session Topics**

(at least 3 Council members have approved the following study items on the list)

- Discuss paperless Council packets (CC – report provided)
- Meet with prosecutor for update and discuss Police Department's trends and statistics

## **Other requests for study session topics:**

- Review dangerous dog regulations/process (JW)
- Meet with departments to review trends (KS)

# January 2011

SUN	MON	TUES	WED	THUR	FRI	SAT
					NEW YEAR'S DAY Observed  CITY OFFICES CLOSED	1  NEW YEAR'S DAY
2	3	4	5 7:00 PM PLANNING COMMISSION MEETING Council Chambers	6	7	8
9	10	11 5:30 PM SPECIAL COUNCIL MEETING* Medicine Lake Room  7:00 PM REGULAR COUNCIL MEETING Council Chambers	12 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE (EQC) MEETING Council Chambers	13 7:00 PM PARK & REC ADVISORY COMMISSION (PRAC) MEETING Council Chambers	14	15
16	17  MARTIN LUTHER KING JR. BIRTHDAY Observed  CITY OFFICES CLOSED	18 5:30 PM SPECIAL COUNCIL MEETING** Medicine Lake Room	19 7:00 PM PLANNING COMMISSION MEETING Council Chambers	20	21	22
23	24	25 5:30 PM SPECIAL COUNCIL MEETING*** Medicine Lake Room  7:00 PM REGULAR COUNCIL MEETING Council Chambers	26	27 7:00 PM HRA MEETING Medicine Lake Room	28	29
30	31					

\* Meeting with Sheriff Stanek on Communications Facility  
 \*\* Discuss Council Goals and Priorities for 2011 and  
 Discuss Council Chambers Renovation  
 \*\*\* Discuss Utility Rate Study and Utility Trunk Fund Analysis

Modified on 01/21/11

# February 2011

SUN	MON	TUES	WED	THUR	FRI	SAT
		1	2 7:00 PM PLANNING COMMISSION MEETING Council Chambers	3 6:00 PM BOARD AND COMMISSION RECOGNITION EVENT Plymouth Creek Center	4	5 2:00 PM FIRE & ICE FESTIVAL Parkers Lake
6	7	8 5:30 PM SPECIAL COUNCIL MEETING* Medicine Lake Room 7:00 PM REGULAR COUNCIL MEETING Council Chambers	9 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE (EQC) MEETING Council Chambers	10 7:00 PM PARK & REC ADVISORY COMMISSION (PRAC) MEETING Council Chambers	11	12
13	14	15	16 7:00 PM PLANNING COMMISSION MEETING Council Chambers	17 7:00 PM HUMAN RIGHTS COMMISSION MEETING Medicine Lake Room	18	19
20	21  PRESIDENTS DAY  CITY OFFICES CLOSED	22 7:00 PM REGULAR COUNCIL MEETING Council Chambers	23 7:00 PM PLYMOUTH ADVISORY COMMITTEE ON TRANSIT (PACT) MEETING Medicine Lake Room	24 7:00 PM HRA MEETING Medicine Lake Room	25	26
27	28					

\* Discuss Transit System and Street Assessment Policy

Modified on 01/21/11

# March 2011

SUN	MON	TUES	WED	THUR	FRI	SAT
		1	2 7:30 AM STATE OF THE CITY MEETING Council Chambers  7:00 PM PLANNING COMMISSION MEETING Council Chambers	3 7:00 PM POLICE DEPT. ANNUAL RECOGNITION EVENT Plymouth Creek Center	4	5
6	7	8 7:00 PM REGULAR COUNCIL MEETING Council Chambers	9 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE (EQC) MEETING Council Chambers	10	11	12
13	14	15 6:00 PM SPECIAL COUNCIL MEETING* Medicine Lake Room	16 7:00 PM PLANNING COMMISSION MEETING Council Chambers	17	18	19
20	21	22 7:00 PM REGULAR COUNCIL MEETING Council Chambers	23	24 7:00 PM HRA MEETING Medicine Lake Room	25	26
27	28	29	30	31		

\* Discuss Future Park Issues and Update with City Manager

Modified on 01/21/11

CHANGES ARE NOTED IN RED