



## **STAFF REPORT**

**To:** Honorable Mayor and Town Council

**From:** Mark Marlowe, P.E. Utilities Director  
Anne Glassman, Business Solutions Manager

**Title:** Ordinance: Amending Title 3, 4 and 13 of the Castle Rock Municipal Code by changing the Water, Wastewater and Stormwater Monthly Services Charges and Fees, the Renewable Water Resource Fee, The Water and Wastewater System Development Fees and the Stormwater Development Impact Fee, and Authorizing the Administrative Adoption of the Utility Administrative Fee Schedule (Second Reading)

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### **Discussion**

As in previous years, Arcadis U.S., Inc. prepared the Study in conjunction with the Utilities Team. Beginning with the 2013 Study, the Utilities Department brought an important part of the analysis in-house (the customer characteristics analysis). The Utilities Department once again has performed the customer characteristics analysis. The department has chosen to move forward with using Arcadis' new e-Forecast model to help with the rates and fees study. In future years Utilities plans to continue to bring parts of the Study and application of the models in-house to allow for a more nimble financial planning process. The "2015 Study" develops recommended rates and fees for a five-year period, 2016 through 2020.

This helps the Utilities Department to fully understand the rates and fees implications of updated financial plans. It also provides Utilities Commission, Town Council and the community information regarding the potential rate changes that may be necessary over the five-year planning window.

For common understanding, "rates" refers to the collective monthly fixed charges and volumetric rates billed to existing customers. "System Development Fees" is a general term used for water, water resources and wastewater system development fees (SDFs) and stormwater development impact fees (DIFs). Water, water resources and wastewater SDFs are assessed at the time of permitting for the right to access existing system capacity or for payment of a proportionate share of the capital cost required for capacity to meet the potential demand the new customer is expected to place on the system. SDFs ensure that growth pays for the cost of growth. Also paid at permitting, stormwater development impact fees are a proportionate share of the cost to add stormwater capital facilities to manage the runoff created by the impervious surfaces of new construction in the Plum Creek or Cherry Creek Basin.

### **The "2015 Study"**

The steps for completing this year’s study as in previous studies are grounded in industry standards for cost-of-service ratemaking as summarized in the American Water Works Association’s AWWA Manual M1. As in prior years, work products include the following:

1. Growth Forecast
2. Customer Characteristics Analysis
3. Capital Improvement Projects Forecast
4. Revenue and Expenditures Forecasts
5. Rates & Fees Modeling
6. Community Engagement

To date, items 1 – 5 have been prepared. This update to Council is the next step in Item 6, Community Engagement, as the proposed rates and fees were presented to Utilities Commission in September 2015. Additional outreach to the community will continue in October and November as Council considers the proposed rates and fees for 2016.

### 2016 – 2020 Key Changes

To frame the context within which the “2015 Study” was conducted, Table 4 provides a synopsis of key changes from last year’s study (the 2014 Study) that impacted proposed ratemaking for each of the enterprises for the five-year planning window, 2016 to 2020. The subsequent narrative provides additional, more detailed change insights.

**Table 4: 2016 – 2020**

Category	2015 R&F Study	2014 R&F Study	Change	% Change
New Customers	3,400	2,675	725	27.1%
Rate Revenue	\$185,389,544	\$175,001,604	\$10,387,940	5.9%
System Development Fees Revenue (SDFs)	\$81,088,406	\$56,526,572	\$24,561,834	43.5%
Non-Rate Revenue	\$2,015,266	\$1,871,325	\$143,941	7.7%
Capital Plans <sup>(1)</sup>	\$120,815,994	\$121,241,595	(\$425,602)	(0.4%)
Personnel	\$42,544,996	\$32,202,683	\$10,342,313	32.1%
Electricity	\$17,012,459	\$17,049,827	(\$37,368)	(0.2%)
Operations & Maintenance (w/o electricity & Personnel)	\$80,412,202	\$83,666,317	(\$3,254,115)	(3.9%)

<sup>(1)</sup> Much of the Capital Plan consists of preliminary estimates that are refined each year as better information becomes available particularly within the long-term water projects. Timing of projects can have a large impact in the 5 year change in the capital plan.

System growth (new customers), personnel and system development fees are the largest drivers in this year’s study as evidenced in Table 4. From a capital plan perspective, the retiming of the large projects has actually helped by allowing fund balance to increase in 2015

and rate revenue to build. Ultimately, the delay helped to reduce pressure on rates in the “2015 Study”.

Projection for new customers is the other primary driver in the financial plan updates with a projected increase of 27.1% over five years. While growth for 2014 was high and has continued into 2015 and looks like it will continue into 2016, growth in 2017 and beyond is difficult to predict. If growth falls short of current forecasts, revenues in 2017 and beyond could fall short of requirements without additional rate action. The estimated difference in growth related funds, if we were to return to 2012 growth rates, could be over 30 million dollars during the five-year study period. Additional information on the impacts of key changes in the “2015 Study” is explained in the following sections.

### **Fund Balances**

Savings in actual O&M costs and delays to large capital projects have helped in the last several years, relative to previous expectations. This allows for some drawdown of fund balance to cover large capital costs in the near term without negatively impacting the longer term financial plan.

### **New Customers**

Customers provide revenues through both system development fees to fund growth-related capital projects and monthly billed revenues to fund the remaining costs. The Town’s latest growth forecast continues the 2014 momentum in residential development. 2015 is matching expectations with 495 (as of August 2015) new customer meters set year to date.

The forecast used for 2016 through 2020 is consistent with the numbers seen in 2014 and year to date this year. These numbers however are still higher than those seen in years 2000 through 2013. Achieving this growth forecast provides an opportunity to pursue economies of scale and reduce upward pressure on both rates and fees. If growth falls short of this forecast, revenues are at risk with the severity and service delivery impacts dependent upon the depth of the shortfall.

### **Rate Revenue**

These revenues are subject to two primary drivers, weather and national, state and local pressure to conserve water or at least use it more efficiently. The combination of these two items has resulted in a downward trend in rate revenues since 2012. This trend is projected to continue this year based on revenues year to date. Despite this trend and due to the rapidly increasing customer base, Utilities increased forecasted revenues by 5.9% for the 5 year period, 2016-2020. As always, Utilities is aware of the need to be cautious when projecting rate revenues due to the unpredictability of weather and conservation and plans this into the rate revenue projections.

### **Non-Rate Revenues**

Non-rate revenues are generated through charges and fees for miscellaneous or ancillary services that are not accessed or used by the broader customer base. Unbundling the special charges for these services results in additional revenues that utilities can expect that will help to alleviate rate pressures in the future. These special charges should recover the actual cost of service delivery consistent with cost-of-service principles and Town financial policies. Recovering costs directly from customers that access those services also enhances equity. These charges can also help manage demand for those services as well as address customer behavior patterns. Special charges include delinquency charges, specialized service order

services, and administrative related fees to name a fee. Utilities conducted an in-depth review of these charges in 2015. The review indicates the current fees for service are too low, and thus Utilities is presenting a new special charges rate structure to be implemented in 2016 that could account for annual revenues of \$350,000 (see **Attachment B**). Non-rate revenue projections being used in the “2015 Study” do, also, reflect significant improvements in customer account management, meter infrastructure maintenance, and accounts receivable collections.

### **Capital Improvement Projects**

Costs for renewal and rehabilitation of existing infrastructure and infrastructure additions driven by the renewable water program (e.g., the WISE Authority) and growth have been forecasted.

Highlights of capital project changes that are included in the “2015 Study” are as follows:

#### Water Fund:

- Deferred the Liberty Village Yellow Zone Tank project from 2016 to 2020 for a total cost of \$3.4 million.
- Moved Tank 11B capital costs of \$3.0 million out past 2026.
- Decreased the costs for the Ray Waterman Treatment Plant media filter from \$1.0 million in 2016 to \$0.5 million.
- Added Red Zone Capital Projects for \$550,000 during the five year planning period.

#### Water Resources Fund:

- Moved \$7.0 million Firm Capacity in East Cherry Creek Valley Northern Line and Southern Pump Stations to 2025.
- Moved \$8.0 million for Capacity in Parker Water and Sanitation District’s Rueter-Hess Water Treatment Plant to 2025.
- Added funds to purchase additional shares in Chatfield Reservoir with the Chatfield Option Agreement.

#### Stormwater Fund:

- Added Hangman’s Gulch Tributary for \$1.2 million over the 5 year planning period.
- Added \$500,000 for the Young American Storm Sewer in 2018-2019.

#### Wastewater Fund:

- Added costs for Plum Creek Water Reclamation Authority upgrades for \$3.5 million over the five year planning period.

#### All Funds:

- Moved the timing of the Craig and Gould rehabilitation projects totaling \$2.1 million from 2017-2018 to 2019-2020.

### **Personnel**

One of the department’s most significant cost drivers, personnel services, reflects the impacts of the additional staff budgeted for 2016 to maintain levels of service as our customer base has grown and our infrastructure has expanded and become more complicated. The Utilities Department has incorporated the addition of five new staff members in 2016 and forward looking operational budgets used in the financial plan and cost of service model. These proposed staff members include the following:

- GIS Technician

- Stormwater Project Manager
- Utilities Maintenance Technician I
- Utilities Maintenance Technician II
- Water Quality Technician

The Study also reflects updated personnel cost allocations across the four enterprises to capture cost-of-service impacts on personnel resources, as well as Town-wide preliminary changes to the pay and benefits plans, including bringing custodial staff in house starting in 2016. The study also reflects the staffing needs for the rest of the study period from 2017-2020 based upon growth forecasts within the Town and the personnel needed to maintain customer service levels based upon this growth.

### Electricity

The second largest operating cost, electricity, reflects full operation of the Plum Creek Water Purification Facility and both alluvial and groundwater well operations. Legislation passed in 2013 could impact electrical energy costs beyond those forecasted. Potential Intermountain Rural Electric Authority (IREA) rate increases are likely in 2017 and beyond, but there will not be an increase in 2016 according to IREA. Additional costs will be incorporated as appropriate when rate increases are announced. The Utilities Department has implemented an energy management and system optimization plan to maximize the efficiency of electrical usage. In 2014, \$500,000 was saved. Additional savings are likely to be more modest in 2015. Future savings have been projected as part of the study. Electricity costs are shown to be flat over the five year period based on the continued implementation of the energy management plan.

### Operations & Maintenance

Cost projections include increases for new infrastructure and the new Operations and Maintenance Facility.

### Proposed Rates and Fees for 2016 through 2020

Based on impacts of the revised capital plan and assumed system growth by Fund as well as the other key changes, the “2015 Study” has resulted in projected required rate revenue increases as shown in Table 5 below.

**Table 5: Rate Required Revenue Increases by Enterprise – “2015 Study”**

	2016	2017	2018	2019	2020
Water Fund	0.0%	0.0%	0.0%	0.0%	0.0%
Water Resources	3.0%	3.5%	3.5%	3.5%	3.5%
Stormwater	0.0%	1.0%	1.0%	1.0%	1.0%
Wastewater	0.0%	0.0%	0.0%	0.0%	0.0%

Continued growth and the change in timing of the capital plan in this year’s study have impacted the Water Fund allowing for no increase in rate required revenue for 2016 instead of the 2% projected by last year’s study. Projected rate required revenue for water resources in the 2016 to 2020 planning period is consistent with the financial planning done when the Town adopted the hybrid approach to renewable water. Rates must ramp up slowly over time in order to ensure we can fund the large capital needs associated with these projects over the next 10 years without taking on new debt. Consistent and minimal rate action over time will also prevent future rate shock. For stormwater, projected rate required revenues also must

ramp up in small amounts over time to handle future anticipated capital needs, which have continued to grow as more detailed study of the watershed has been completed.

When the rate required revenues from the “2015 Study” are taken into account, the net results are projected to be an increase to the total typical residential utility bill of 0.7% relative to 2015 adopted rates. The impact of this year’s recommended rate adjustments to the typical bill for all customer classes from the “2015 Study”, as compared to the 2014 Study and 2015 adopted rates is summarized in Table 6 below.

**Table 6: 2016 Rate Adjustment Recommendations and Total Typical Annual Utility Bills**

Customer Class	2015 Actual Typical Annual Bill	“2015 Study” Proposed 2016 Typical Annual Bill	\$ Increase (Decrease) Relative to 2015 Actual	% Change Relative to 2015 Actual	2014 Study Proposed 2016 Typical Annual Bill
Residential ¾” Meter	\$1,345.02	\$1,354.16	\$9.14	0.7%	\$1,372.04
Commercial Indoor ¾” Meter	\$1,961.58	\$1,970.72	\$9.14	0.5%	\$2,008.29
Commercial Indoor 1 ½” Meter	\$9,042.27	\$9,107.81	\$65.54	0.7%	\$9,233.13
Commercial w/Irrigation ¾” Meter	\$2,494.04	\$2,503.18	\$9.14	0.4%	\$2,555.51
Commercial w/Irrigation 2” Meter	\$14,782.66	\$14,892.26	\$109.59	0.7%	\$15,094.98
Multi-family Indoor ¾” Meter	\$1,053.59	\$1,062.73	\$9.14	0.9%	\$1,074.58
Multi-family w/Irrigation 1 ½” Meter	\$10,998.64	\$11,104.73	\$106.10	1.0%	\$11,215.17
Irrigation ¾” Meter	\$2,020.10	\$2,029.24	\$9.14	0.5%	\$2,031.50
Irrigation 2” Meter	\$15,027.99	\$15,137.58	\$109.59	0.7%	\$15,368.37

As a part of the presentation of the proposed rates and fees for 2016, the Utilities Department compared the 2016 proposed rates and fees with other similar water providers in the South Metro area. Stormwater fees were done separately as many of the water providers do not provide that service. The comparisons do include any and all fees related to the water, water resource, and wastewater services. These fees have different names across the various providers including for example water and sewer service fixed and volumetric fees, water resource fees, renewable water fees, capital improvement fees, sewer system replacement fund fees, and groundwater protection fees.

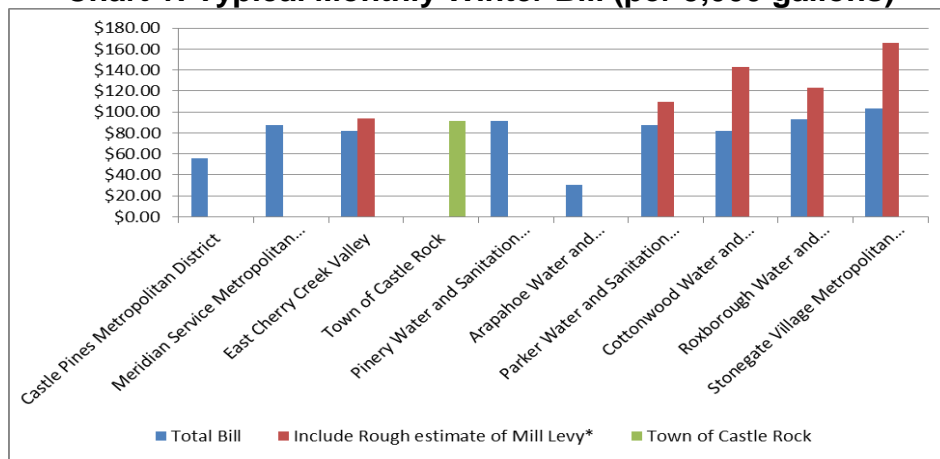
Rates were compared with other South Metro water providers for a typical winter usage of 5,000 gallons and a typical summer usage of 15,000 gallons. While Utilities did compare the proposed rates and fees with other providers in Colorado, these comparisons are not apples to apples comparisons due to the local challenges faced by South Metro water providers. In summary, the South Metro water providers are generally currently operating on deep groundwater and are in the midst of building renewable surface water systems. A number of the systems have implemented monthly fees similar to Castle Rock’s water resources fee including Castle Pines Metro, Meridian, Pinery, Stonegate, East Cherry Creek and

Roxborough. Others have incorporated these fees into their standard water rates or utilized mill levies.

The results of the comparisons with other South Metro water providers are shown in charts 1 and 2. As indicated above, it is important to note that a number of the South Metro water providers have their revenues supplemented by tax mill levies to help with renewable water investments. The charts below show the approximate impact this has on the cost of service for

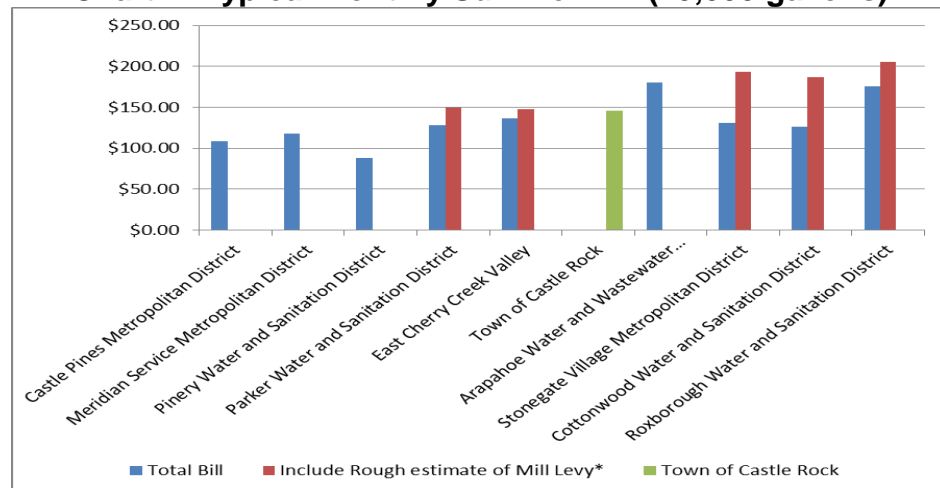
a typical residential customer based on the average median price of a home in Douglas County of \$350,000 (<http://www.douglas.co.us/documents/douglas-county-demographics-summary.pdf>). This mill levy was then distributed across twelve equal payments for comparison sake even though this will typically be paid in fewer installments. The results of this comparison indicate that Castle Rock's rates and fees are comparable to other area providers.

**Chart 1: Typical Monthly Winter Bill (per 5,000 gallons)**



\*Includes tax mill levy based on median home price distributed equally over 12 months.

**Chart 2: Typical Monthly Summer Bill (15,000 gallons)**

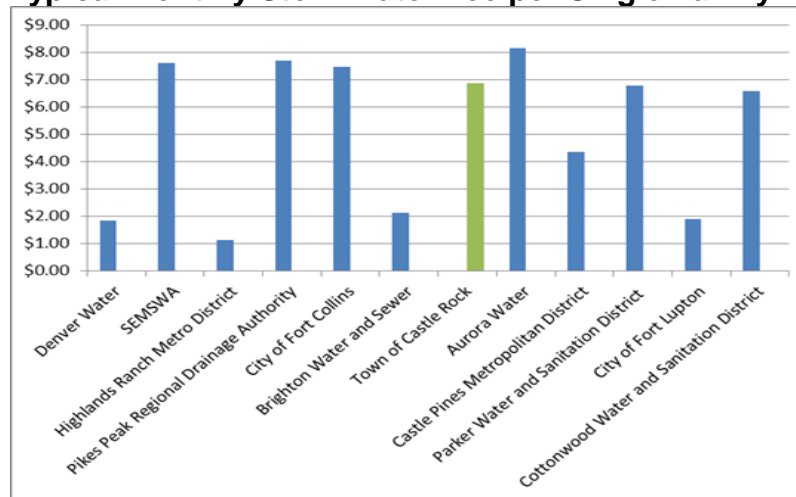


\*Includes tax mill levy based on median home price distributed equally over 12 months.

For stormwater fees, a similar comparison was performed. While this is not a comprehensive list of all providers, it shows some of the key Stormwater providers in our area. The data indicates that Castle Rock's proposed fees are consistent with many of the other local providers. It is important to note that some jurisdictions handle Stormwater through general

taxes instead of having a Stormwater utility. The results of the comparisons are as follows:

**Chart 3: Typical Monthly Stormwater Fee per Single Family Equivalent**



Note: SEMSWA, stands for Southeast Metro Stormwater Authority and includes East Cherry Creek Valley Water and Sanitation District, Arapahoe County Water and Wastewater Authority, and Inverness. The rate shown for Parker Water and Sanitation District is through the Town of Parker and is the 2015 rate.

With respect to the fixed charges for a typical single family residential bill, study results indicate a 1.5% increase. This is being driven primarily by the need to rate fund the capital plans for water resources. Table 7 summarizes proposed fixed charges for 2016 from this year's study.

**Table 7: Single Family Residential Fixed Charges**

	2015 Actual Typical Bill	"2015 Study" Proposed 2016 Typical Bill	\$ Increase (Decrease)	% Change	2014 Study Proposed 2016 Typical Bill
Water	\$9.54	\$9.54	\$0.00	0%	\$9.73
Water Resources	\$25.39	\$26.15	\$0.76	3%	\$26.15
Wastewater	\$9.30	\$9.30	\$0.00	0%	\$9.39
Stormwater	\$6.85	\$6.85	\$0.00	0%	\$7.06
<b>TOTAL</b>	<b>\$51.08</b>	<b>\$51.84</b>	<b>\$0.76</b>	<b>1.5%</b>	<b>\$52.33</b>

For typical single family residential customers, the volumetric rate from this year's study for water in all three blocks is proposed to remain the same as 2015 rates. Table 8 presents these proposed volumetric rates.

**Table 8: Single Family Residential Volumetric Charges**

	2015 Actual Typical Bill	"2015 Study" Proposed 2016 Typical Bill	\$ Increase (Decrease)	% Change	2014 Study Proposed 2016 Typical Bill
Water:					
Block 1	\$2.75	\$2.75	\$0	0%	\$2.81
Block 2	\$5.39	\$5.39	\$0	0%	\$5.50
Block 3	\$8.08	\$8.08	\$0	0%	\$8.24
Wastewater	\$6.59	\$6.59	\$0	0%	\$6.66



### System Development Fees

System development fees (SDFs) are a function of year-end 2014 fixed assets, 2015 year-end estimate of capital improvement project costs, 2016 through 2050 capital improvement project plans, and system capacity (for Water, Water Resources, and Wastewater) or developable acres (for Stormwater).

Higher growth forecasts and increases to the capital plans in the “2015 Study” indicate that total system development fees for a typical single family equivalent will need to increase significantly from the 2015 fees. The 2014 Study indicated fees would need to increase in 2016 by 3%. The “2015 Study” indicates an increase of around 10.6% as shown in Table 9.

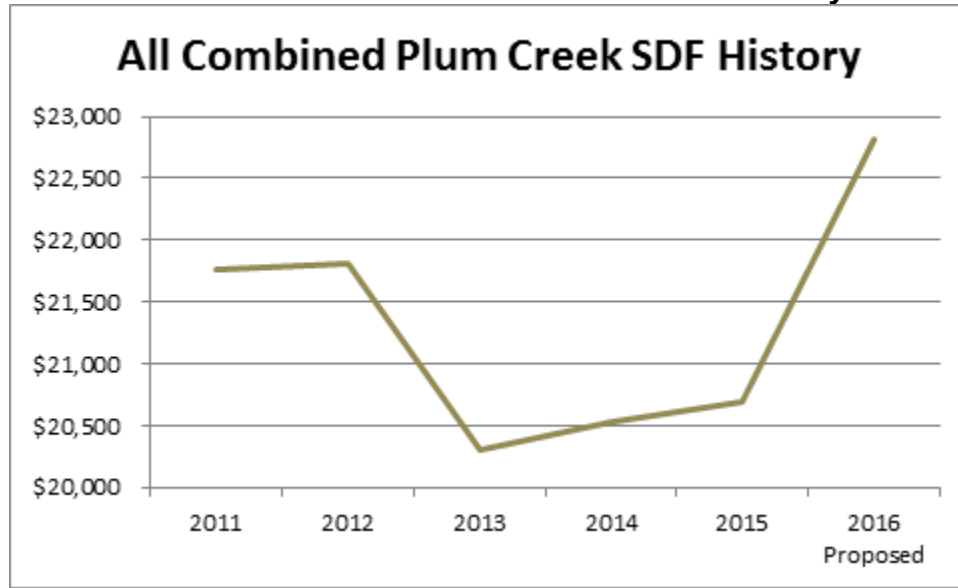
**Table 9: Single Family Equivalent System Development Fee Comparison**

	2015 Actual Fees	“2015 Study” Proposed 2016 Fees	\$ Increase (Decrease)	% Change	2014 Study Proposed 2016 Fees
<b>PLUM CREEK BASIN</b>					
Water	\$2,330	\$3,237	\$907	38%	\$2,410
Water Resources	\$14,388	\$15,218	\$830	6%	\$14,883
Wastewater	\$3,056	\$3,243	\$187	6%	\$3,161
Stormwater	\$923	\$1,125	\$202	22%	\$957
<b>TOTAL</b>	<b>\$20,697</b>	<b>\$22,823</b>	<b>\$2,126</b>	<b>10.27%</b>	<b>\$21,411</b>

	2015 Actual Fees	“2015 Study” Proposed 2016 Fees	\$ Increase (Decrease)	% Change	2014 Study Proposed 2016 Fees
<b>CHERRY CREEK BASIN</b>					
Water	\$2,330	\$3,237	\$907	38%	\$2,410
Water Resources	\$14,388	\$15,218	\$830	6%	\$14,883
Wastewater	\$3,056	\$3,243	\$187	6%	\$3,161
Stormwater	\$541	\$748	\$207	38%	\$561
<b>TOTAL</b>	<b>\$20,315</b>	<b>\$22,446</b>	<b>\$2,131</b>	<b>10.49%</b>	<b>\$21,015</b>

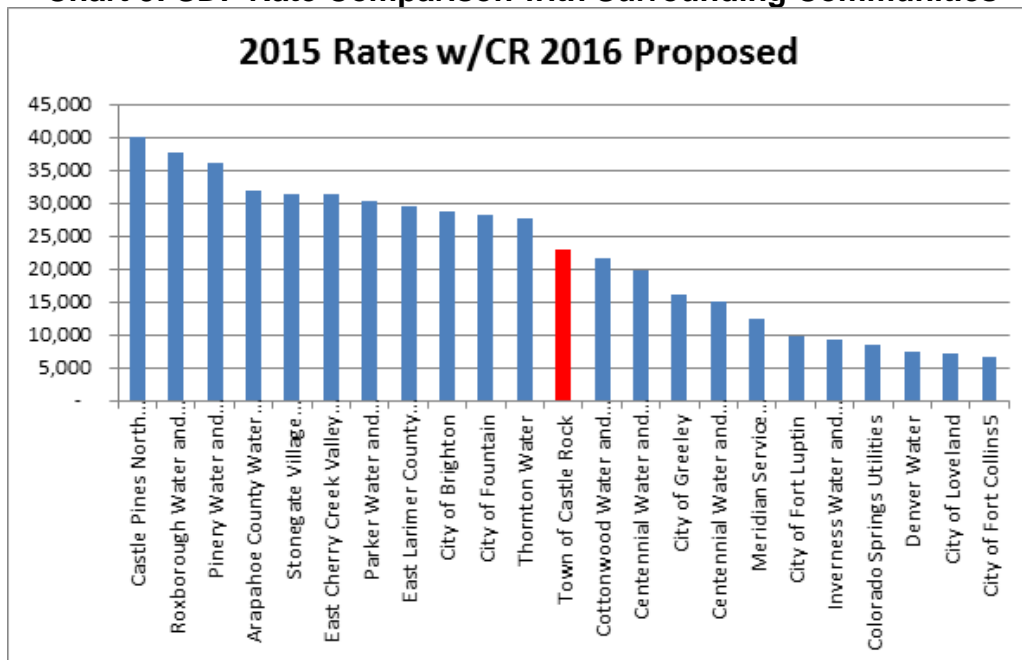
It is important to note that SDFs have actually decreased since 2012, see Chart 4. Meanwhile the Construction Cost Index (CCI) has increased by 2.7 percent since 2012. The proposed increase for 2016 is only a 4.6 percent increase for 2012 fees.

**Chart 4: All Combined Plum Creek SDF History**



As part of the review of proposed fees, Utilities reviewed Castle Rock system development fees compared to other providers in our area and Colorado. Stormwater development impact fees were not included in the evaluation due to the fact that many providers do not provide this service. System development fees that were incorporated include water and sewer tap fees, water development fees, outfall development fees (for reservoirs), metro sewer charges, construction water charges, renewable water fees, and water resource fees. Results of the comparison are shown in the following chart.

**Chart 5: SDF Rate Comparison with Surrounding Communities**

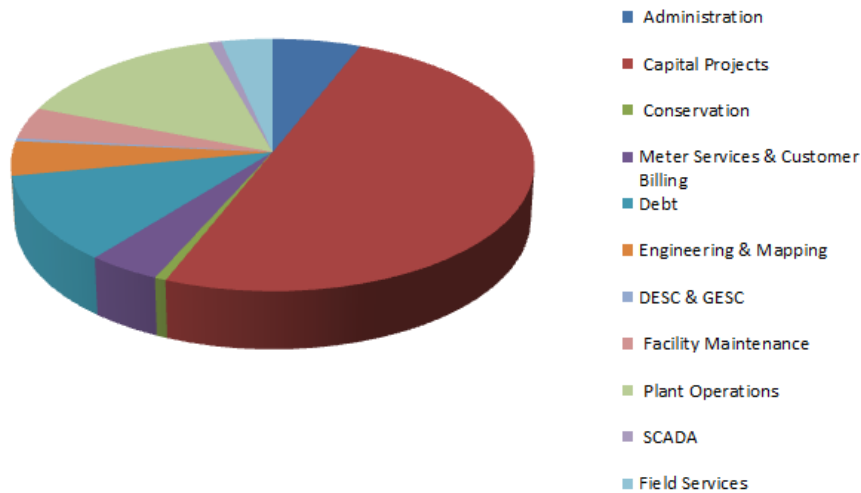


The Parker Water SDF includes a \$5,000 Water Resource's Toll, for a 3/4" meter, in the above calculation, which may not apply to all customers.

## Utilization of Rates and Fees

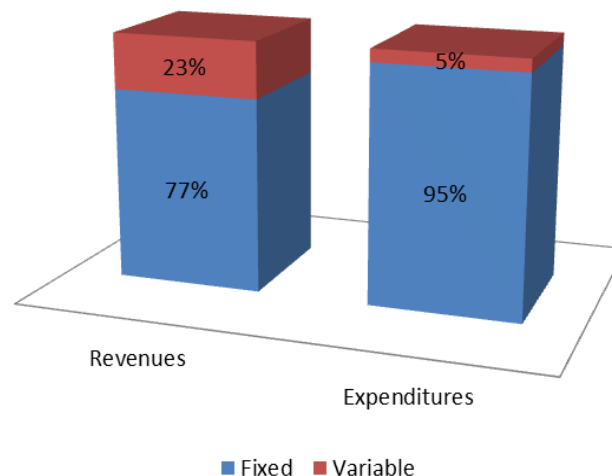
The four-enterprise services are funded by rates and fees. Chart 6 depicts the Utilities Department year-end 2014 actuals from a water services functional perspective. Administration includes centralized services provided by other town departments.

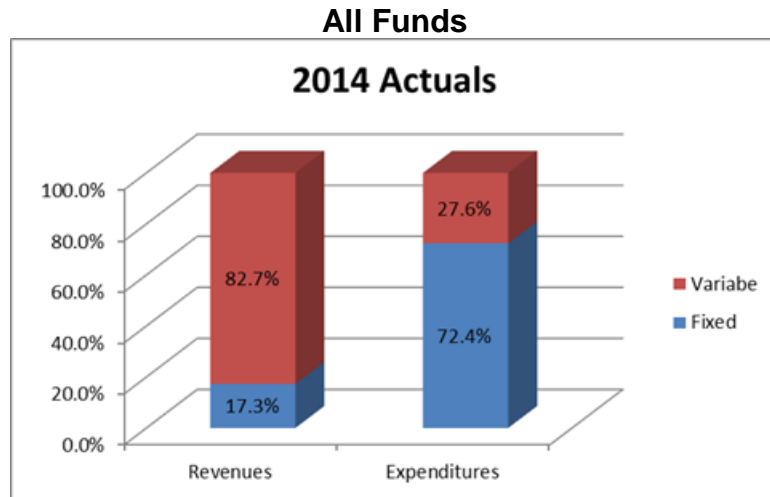
**Chart 6: Four Enterprise Functions**



It is clear from this chart that the Capital Project Plan is a very significant portion of the rates and fees needed for operation of Utilities. The infrastructure intensive nature of Utilities results in significant fixed costs. Utilities wants to continue to implement a strategy, to the extent possible within our cost-of-service model, which matches fixed revenues with fixed costs to ensure revenue stability thereby minimizing the potential for future rate shocks. For year-end 2014 actuals, Chart 7 compares fixed costs to fixed revenues and variable costs to variable revenues for the Water Enterprise and all four enterprises together.

**Chart 7: Fixed Costs/Fixed Revenues; Variable Costs/Variable Revenues  
Water Enterprise**





All reserves for operating expenditures, debt service coverage requirements and variable interest rates were maintained. Net fund balances were targeted to constrain and smooth future rate increases that would otherwise be required to meet variability in out-year expenditure projections including capital projects. No new debt was projected for any enterprise through the modeling period which extends as far as 2050. The Water Resources Fund will have to continue to service the 2008 Certificates of Participation (COPs) through 2037.

The Utilities Department has put together a Financial Management Plan which recommends evaluating future debt options and how these options might impact rates and fees. The FMP has summarized additional recommendations and conclusions which will help manage future rates and fees as follows:

- Study the option of using interfund loans from water and wastewater to help minimize the rate increases needed to fund the long term renewable water plan in the water resources enterprise.
- Evaluate options for issuing additional future debt to help fund the long term renewable water plan including options to fix a portion of the Certificate of Participations (COPs) variable interest rate debt.
- Reevaluate annually the reserves to ensure that the levels meet the needed standards in the industry as well as to ensure that the levels are enough to cover the needs of the various enterprises.
- Reevaluate and consider establishing a more robust renewal and replacement reserve to ensure the long term management of the \$550 million of capital assets for which the Utilities Department is responsible.
- Establish a fatal failure reserve for stormwater to help cover and minimize risk due to the unknown weather patterns and damage that can come from storms as seen in the spring of 2015.
- Evaluate the variable expenses versus the variable revenues to take and recommend actions to council and for internal use to help minimize revenue risks.
- Manage budgets to come in at or under budget each year for operating and non-operating budgets.

- Continue to utilize best practices in bidding and pricing construction projects to ensure results are competitive in the market and reevaluate each year as well as periodically as needed with new construction projects as they arise.
- Continue to look for opportunities to maximize energy management and asset management plans to help reduce costs and come in under budget each year.
- Reevaluate the staffing plans each year to determine the most efficient levels of staff in order to meet the needs of services and projects each year.
- Evaluate and update special charges annually to help ensure that customers that are causing the costs are paying for the costs.
- Improve each year with respect to \$/million gallons per day (MGD) Key Performance Indicators for water and wastewater funds.
- Minimize non-revenue water through audits and evaluating the system for leaks and breaks and other areas that can cause non-revenue water.
- Ensure the rate and fees each year are set at or better than the 2013 Hybrid levels.
- Utilize regional partnerships to provide economies of scale.
- Evaluate issuing new debt as it makes sense in order to fund the needed CIP projects.
- Reevaluate the yearly CIP projects to find ways to decrease costs while still completing these projects.
- Look for economies of scale by the use of extra territorial service and funds raised through that service which can help pay for long term infrastructure.
- Balance lost revenues from water conservation with other revenues or rate increases in order to fund future projects.
- Maintain a level of 90 days or less for the accounts receivable turnover ratio throughout the year.
- Use the Financial Management Plan to support the Utilities strategic plan and be an industry leader.

Concurrent with rates and fees, the FMP will be brought to Utilities Commission for a recommendation to Council.

### **Schedule**

The current schedule for the 2015 Rates and Fees Study targets the following milestones.

- September 23 – Utilities Commission recommendation
- October 6 – Town Council discussion/direction
- October 20 – Town Council Rates and Fees recommendations, 1<sup>st</sup> Reading
- November 17 – Town Council Rates and Fees recommendation, 2<sup>nd</sup> Reading
- January 2016 – Rates and Fees Implementation

### **History of Past Town Council, Boards & Commissions, or Other Discussions**

On November 23, 2010 with its adoption of 2011 – 2015 Rates and Charges, Town Council requested annual updates which have been done each year thereafter with Utilities Commission participation and Town Council adoption of endorsed recommendations.