





Policy Statement #11 Fees and Charges



- User fees in Enterprise Fund operations are calculated to recover the entire cost of operations, including indirect costs, debt service, reserve for replacement, and overhead costs
- Tax dollars should support essential Town services that benefit and are available to everyone in the community (such as parks, police, and fire)
- For most services that largely or solely benefit individuals, Gilbert should recover full or partial costs of service delivery through user fees

11) Fees and Charges

User fees and charges are payments for purchased, publicly provided services that benefit specific individuals. Gilbert relies on user fees and charges to supplement other revenue sources in order to provide public services.

- Indirect cost charges will be assessed to reflect the full cost of identified services.
- Gilbert may establish user fees and charges for certain services provided to users receiving a specific benefit.
- On a regular basis, Gilbert will conduct a cost of service study to identify the full cost of providing a service for which fees are charged. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components.
- User fees shall be reviewed on a regular basis to calculate their full cost recovery levels to compare them to the current fee structure, and to recommend adjustments where necessary.
- Gilbert shall establish cost allocation models to determine the administrative service charges due to the appropriate operating fund for overhead and staff support provided to another fund.
- User fees in Enterprise Fund and Amublance Transport Fund operations are calculated to recover the entire cost of operations, including indirect costs, debt service, reserve for replacement, and overhead costs (for Enterprise Funds).
- The general policy of the Town regarding fees and charges is based upon the following considerations:
 - Tax dollars should support essential Town services that benefit and are available to everyone in the community (such as parks, police, and fire protection).
 - For most services that largely or solely benefit individuals, Gilbert should recover full or partial costs of service delivery through user fees.

The full cost of providing a service includes the following:

- · Direct costs associated with providing the service, including
 - The cost of the time all employees spend on the service, including fringe benefits.



It is not about the growth...

Impact Fees (System Development Fees)

- ✓ Assessed when new development occurs
- ✓ Calculated and assessed for expansion-related improvements
 - ✓ This includes growth related additions to:
 - ✓ Water treatment system (WTPs)
 - ✓ Water distribution system
- ✓ Growth required to pay for its expansion of the system
- ✓ NOT used for operating the system or nongrowth related needs, like repair or replacement of the system

Rates (User Fees)

- ✓ Assessed monthly based on use or level of service
- ✓ Calculated based on a Cost of Service Model and Rate Study Report & posted on the Gilbert website
- ✓ Costs included in the Model: Operation and Maintenance of the system, commodities, Repair and Replacement (R&R), debt service for R&R
- ✓ NOT used for expanding the system to accommodate new users (growth)
- ✓ NOT used to support any general government services (police, fire, parks, etc.)



Policy Statement #17 Minimum Unrestricted Fund Balance



 Minimum of 90 days working capital of the current fiscal year plus one year of debt service

- Fund balance is an important indicator of Gilbert's financial position
- Adequate fund balances are maintained to allow Gilbert to continue providing critical services in case of unexpected emergencies
- Use of minimum unrestricted fund balance should be utilized only after all budget sources have been examined for available funds

17) Minimum Unrestricted Fund Balance

GASB Statement No. 54 requires entities to create a formal policy that establishes a minimum level at which unrestricted general fund balance is to be maintained.

Fund balance is an important indicator of Gilbert's financial position. Maintaining reserves is considered a prudent management practice. Adequate fund balances are maintained to allow Gilbert to continue providing services to the community in case of unexpected emergencies or requirements and/or economic downturns.

A minimum unrestricted fund balance policy ensures the continuance of sound financial management of public resources when faced with unanticipated events that could adversely affect the financial condition of Gilbert and jeopardize the continuation of public services. This policy will ensure Gilbert maintains adequate unrestricted fund balance in the General Fund to provide the capacity to:

- Provide funds for unforeseen expenditures related to emergencies;
- Mitigate significant economic downturns or revenue shortfalls;
- Stabilize the volatility of primary revenue streams;
- Allow for responsiveness to legislative changes;
- Secure and maintain investment grade bond ratings; and
- · Provide for long-term stability of the Town's financial status.

Gilbert shall establish and maintain a minimum unrestricted fund balance for the General Fund. This fund balance shall be adjusted for nonspendable funds to ensure adequate balance is retained based on actual cash available. Gilbert shall retain a minimum requirement of 90 days working capital of the current fiscal year, which is equal to approximately 25% of General Fund budgeted ongoing expenditures, plus one year's worth of General Fund debt service payments. Current fiscal year expenditures shall be less capital outlay and transfers out budgeted for the General Fund. For purposes of this calculation, the expenditures shall be the budget as originally adopted by ordinance. Appropriation from the minimum unrestricted fund balance shall require the approval of the Town Council The Town Council may authorize use of the minimum unrestricted fund balance for unanticipated events threatening the public health, safety or welfare. The use of minimum unrestricted fund balance should be utilized only after all budget sources have been examined for available funds.





Moody's	Standard & Poor's	Fitch Ratings	Kroll	Description
Aaa	AAA	AAA	AAA	Best Quality
Aa1 Aa2 Aa3	AA+ AA AA-	AA+ AA AA-	AA+ AA AA-	High Quality
A1 A2 A3	A+ A A-	A+ A A-	A+ A A-	Upper Medium Grade
Baa1 Baa2 Baa3	BBB+ BBB-	BBB+ BBB BBB-	BBB+ BBB-	Investment Grade
Ba B Caa Ca C	BB CCC CC CC	BB CCC CC CC	BB B CCC CC C D (default)	Speculative



Four Utility Rates:

- Water
- Solid Waste & Recycling
- Wastewater
- Environmental Compliance (stormwater, air pollution)



Four Utility Rates:

- Water (adoption this year)
- Solid Waste & Recycling (adoption this year)
- Wastewater (adopted last year)
- Environmental Compliance (stormwater, air pollution) (adopted last year)



Balancing the Timing for the Adoption of the Four Utility Rates

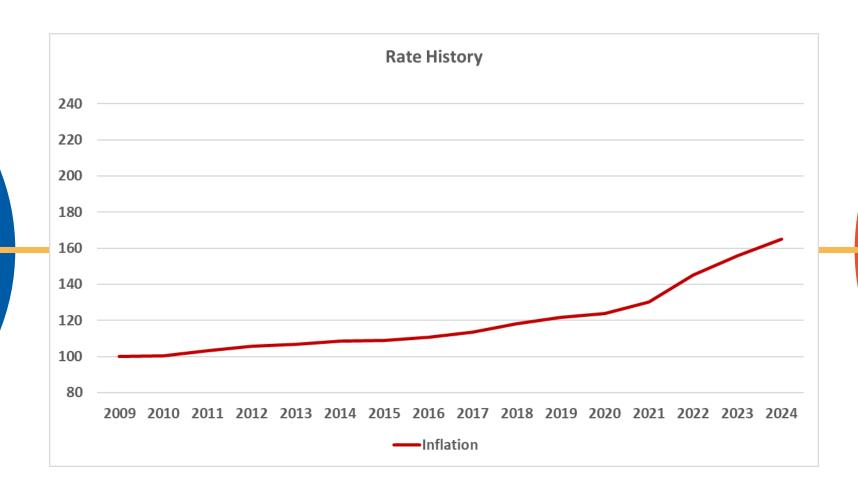
Fund Name	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Water	6.0%	10.0%	8.0%	5.7%	6.0%									11.9%				29.6%		3 Options Proposed		TBD
Solid Waste & Recycle	3.2%	6.2%	5.8%	6.1%				-7.5%						-7.5%				28.6%		44% Proposed		TBD
Wastewater	5.0%		5.8%	6.6%	6.0%									9.3%					32.4%		TBD	
Environmental Compliance	Prior to 2018, minimal essential stormwater budget and functions were shared by Streets & Environmental Services.					vices.	Created					59%		TBD								



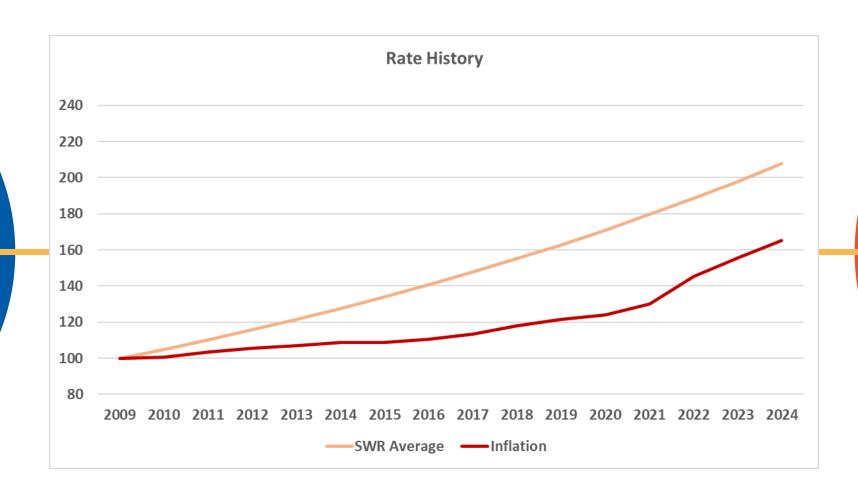
A common practice is for communities to review rates every 2-years, even if changes are modest.

Gilbert is moving to align with this best practice, alternating years to spread out impacts to customers.

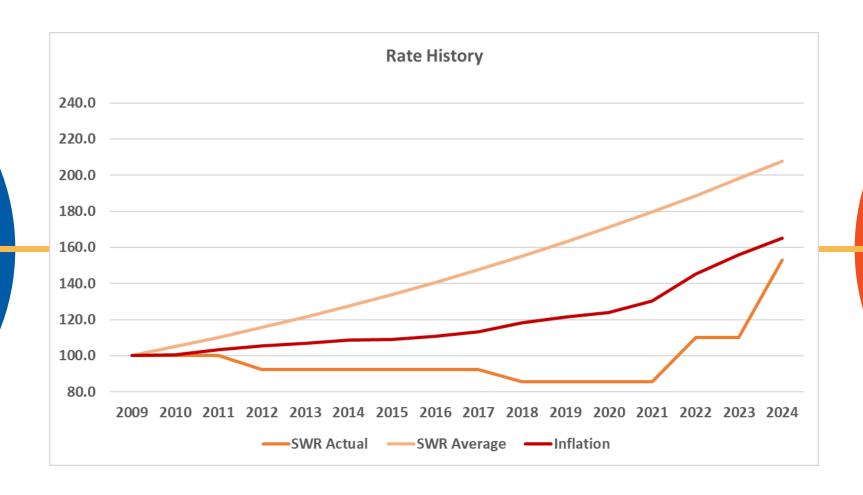




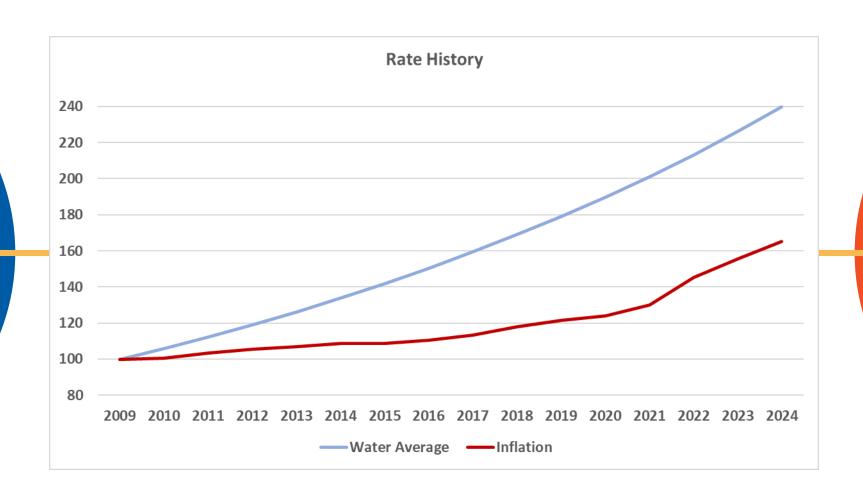




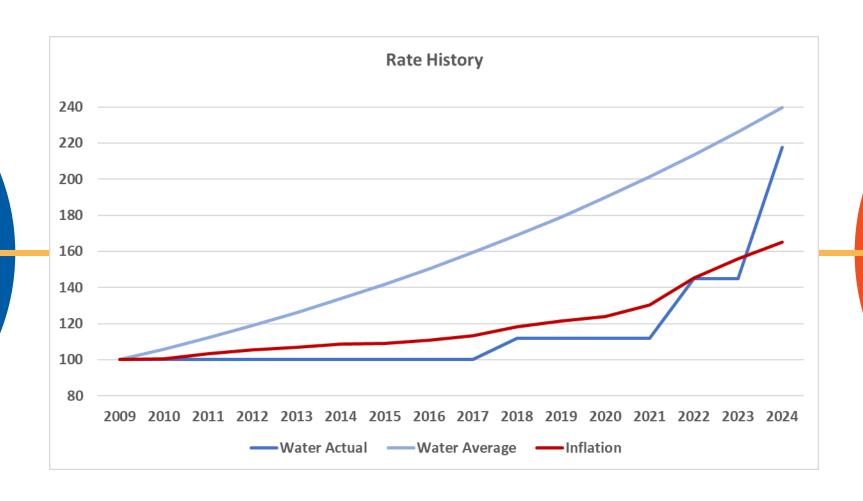














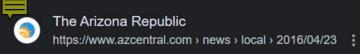
As Inferno Grew, Lahaina's Water System Collapsed

Firefighters who rushed to contain the Maui wildfire found that hydrants were running dry, forcing crews to embark instead on a perilous rescue mission.



America's Vulnerable Water Systems

- Saltwater Wedge: A <u>saltwater wedge</u> is swiftly pushing its way up the drought-drained Mississippi River and is expected to <u>contaminate most of</u> <u>the New Orleans public drinking water</u> supply on Oct. 28.
- Lead Pipes: President Biden promised to remove every lead pipe in the United States by 2031. But a string of unexpected impediments could delay the administration's timeline on the issue.
- Groundwater: Unchecked overuse <u>is draining and damaging aquifers</u>
 <u>nationwide</u>, threatening millions of people and America's status as a food superpower. <u>Here are five things to know about the situation</u>.
- A Resource Under Threat: The Colorado River, which supplies drinking water to 40 million Americans in seven states as well as part of Mexico, is shrinking. Here is what's using all the water.



Fire crews douse monster 5-alarm blaze in Gilbert

Apr 23, 2016 — **Homes** were evacuated and a major roadway closed for the firefight at an **apartment** complex under construction.





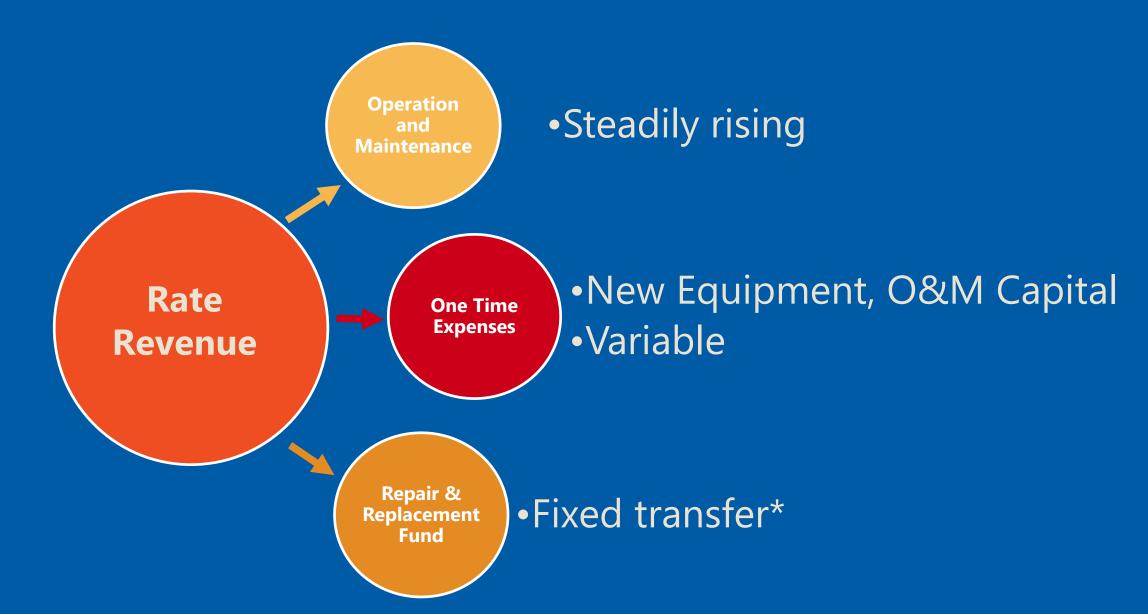






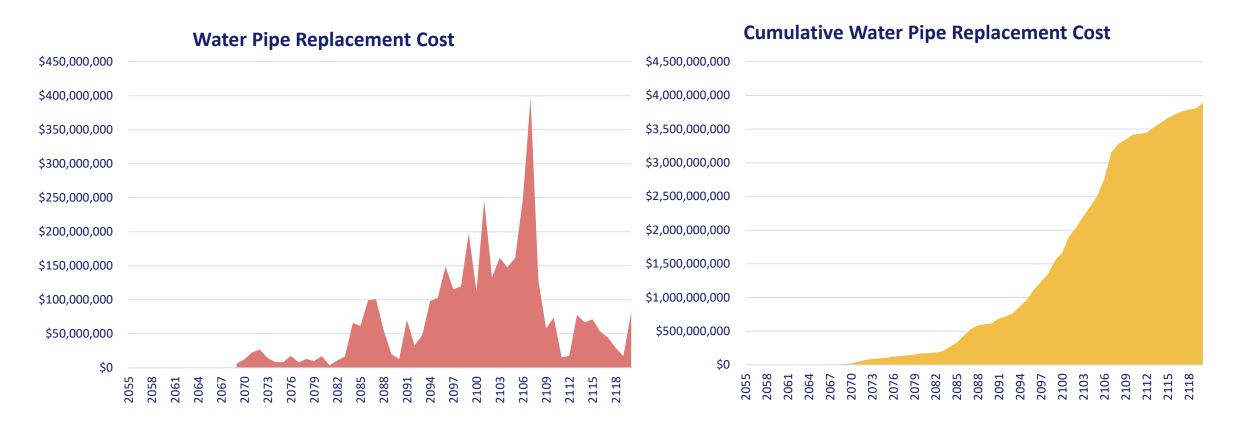


Utility Fund Components





Water Fund Replacement Costs



Between 2090 and 2110, \$2.8 BILLION will be needed in pipe replacement

Water Division
Cost pressures and rate options





Water Fund Cost Pressures



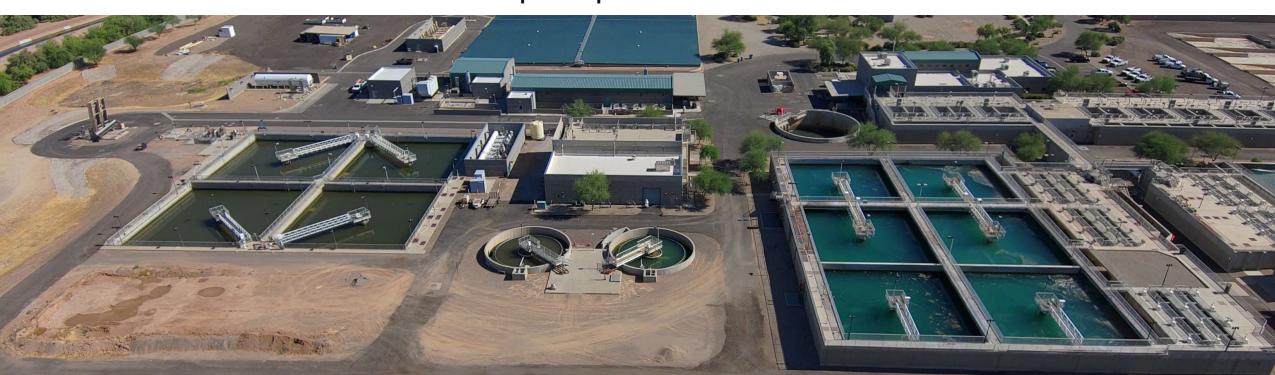
Water Resource Needs



Increased Construction Costs for Capital Improvement Plan



New Projects from the Water Master Plan







Water Resources Pressures

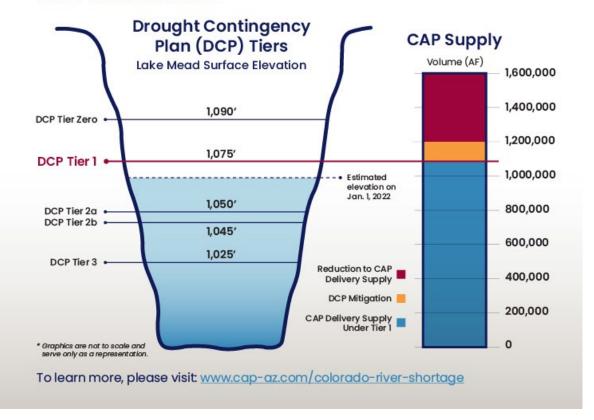


Colorado River Shortage Impacts

- Cost of Raw Water Supply
- Infrastructure needs to access groundwater
- Additional conservation staffing & programs

Tier 1 Shortage:

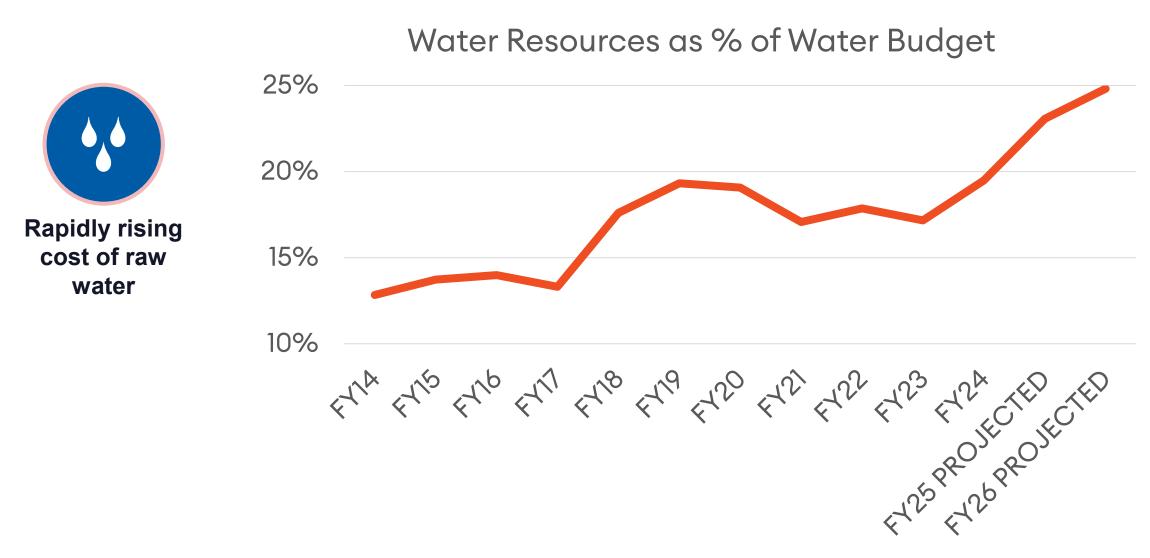
CAP Reductions



Shaping a new tomorrow, today.



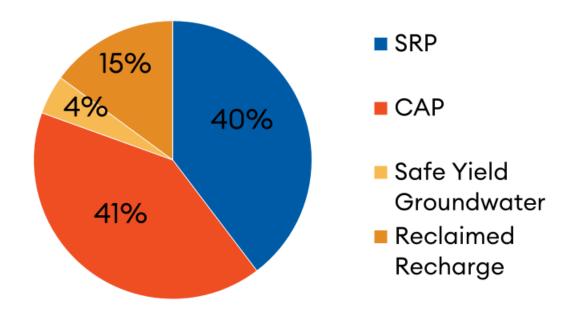
Raw Water Cost Increases





Gilbert's Potable Water Supply





How Did Gilbert Meet Potable Demands in 2021?

34%	Salt River supplies directly from treatment plant
38%	CAP water directly from treatment plant
28%	Water pumped from Gilbert's wells

Reductions to CAP supplies require the use of alternative sources. Long-term reductions to CAP will result in unsustainable groundwater pumping



Acceleration of Existing Well Projects



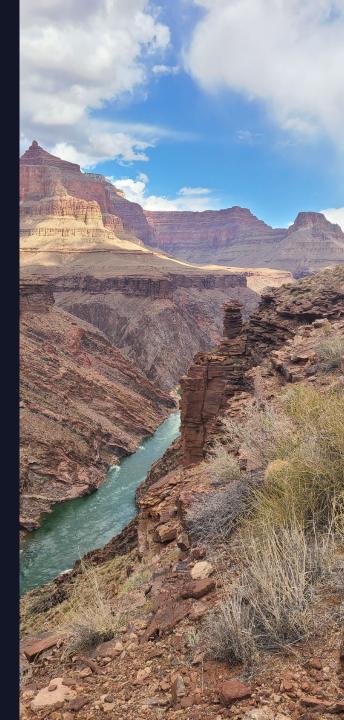
- Each Well is designed to 2 MGD Capacity
- Wells typically take 3 years to complete
- Two current well projects are already underway.



Colorado River Shortage Strategy

Gilbert is evaluating the potential impacts of additional reductions to our Colorado River Supply and continues to look for innovative and attainable solutions through:

- Operational Resiliency
 - Well prioritization
- Water Conservation & Efficiency
 - Ramping up Programs & Rebates
- Long Term Portfolio Sustainability
 - SCIF
 - Bartlett Dam
 - New leases



The Town's efforts are to keep the statement, "Shortage at the river does not mean a shortage at the tap" true.







Challenging Market Conditions

International Markets

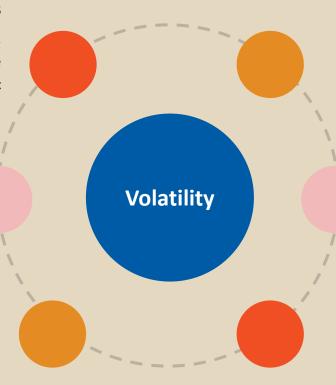
European instability has impacted raw iron, nickel, and energy costs. Instability on the African continent impacts key electronic equipment.

Supply Chain Delay

Shipping and trucking delays have impacted the travel time for complete goods, increasing costs indirectly/increasing planning level complexity

Materials Gap

Manufacturers are preferentially focusing on high-turnover, higher margin materials vs. specialty goods or engineering application materials



Labor Shortages

Skilled labor gap is ~40% in manufacturing (construction parallel)

Local Factor Impact

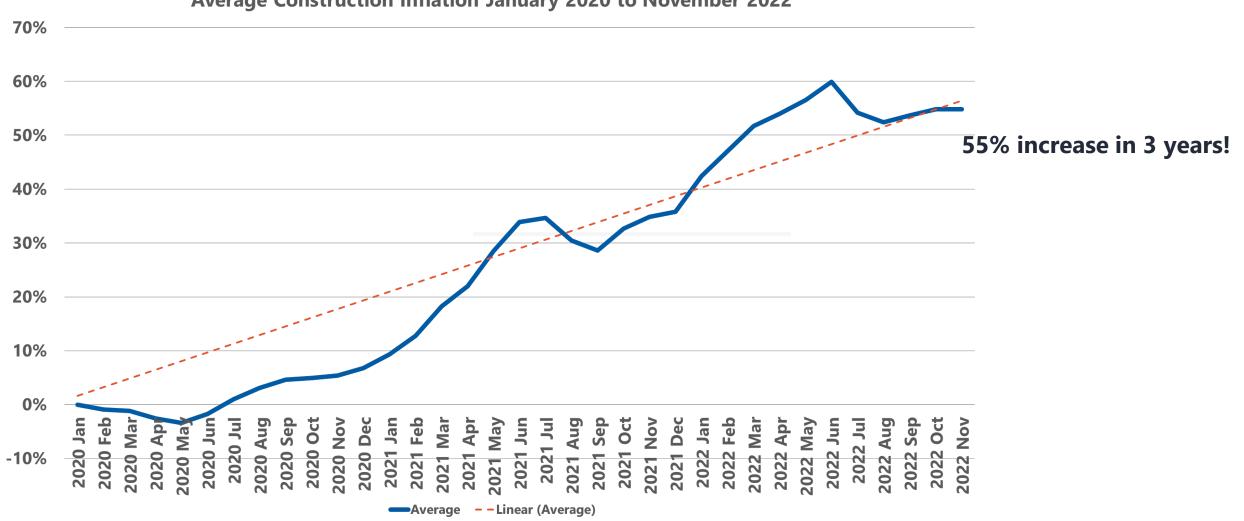
Competition with other high skill construction, including Intel, Mayo Clinic, and TSMC competing for limited resources

General Price Pressures

Complex direct/indirect factors causing direct cost increases across nearly all sectors, inflation/escalation

Construction Market Volatility





Source: Bureau of Labor Statistics, Producer Price Index



WA 1589 – NWTP Reconstruction

Initial Project Costs (2/2021):

\$457 Million

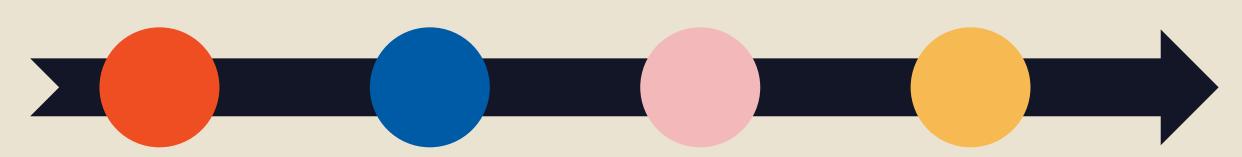
GMP 3 60% costmodel Update (6/2022):

\$575 Million

Post VE Effort (9/2022):

\$545 Million

Current Estimate: \$677 Million



• An exhaustive Value Engineering effort captured 200+ ideas and \$30M in savings.



Integrated Water Resources Master Plan.

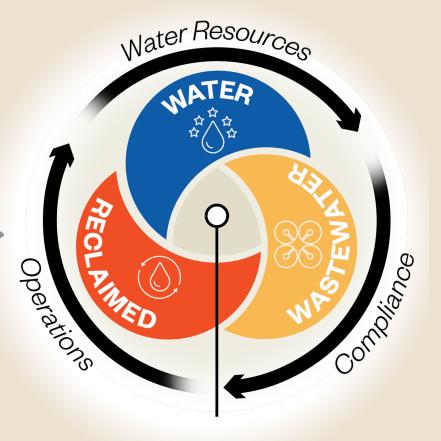






Resiliency





Integrated Master Plan

Capital Program Forecast.



■ Water Fire Flow	\$24,951,000
Water Econ. Development	. \$14,060,000
Water Resiliency	. \$59,698,000
Water Systems	. \$2,469,000
RW Existing Capacity Gap	\$45,363,000
RW Econ. Development	\$27,890,000
RW Systems	.\$3,028,000
WW Existing Capacity Gap	. \$9,493,000
WW Econ. Development	\$51,899,000
WW Systems	. \$9,830,000
■ WW Odor Control	.\$12,913,000



Water Projects Identified by the IWRMP

Programmed inside of 5-year budget

NWTP Finished Wa	WA1633	
Zone 2 Relief Trans	WA1638	
Fire Flow Improv		'A1640
Santan Vista C	¢ 22 7	1649
Unidirectional	\$23.7	1651
	Million Dollars	

Deferred outside of 5-year budget

Zone 1 Relief Transmin Main 1	WA1634
Zone 1 Relief	WA1635
Site 26 Bo	WA1636
Zone 2 R	WA1637
Zone 2 R Water Sy \$64.5	WA1639
Fire Flow Million Dollars	WA1641
Fire Flow II	WA1642
Fire Flow Impr	WA1643
Fire Flow Improvements Phase 5	WA1644
Fire Flow Improvements Phase 6	WA1645
Fire Flow Improvements Phase 7	WA1646
Fire Flow Improvements Phase 8	WA1647
Fire Flow Improvements Phase 9	WA1648



Budget Prioritization

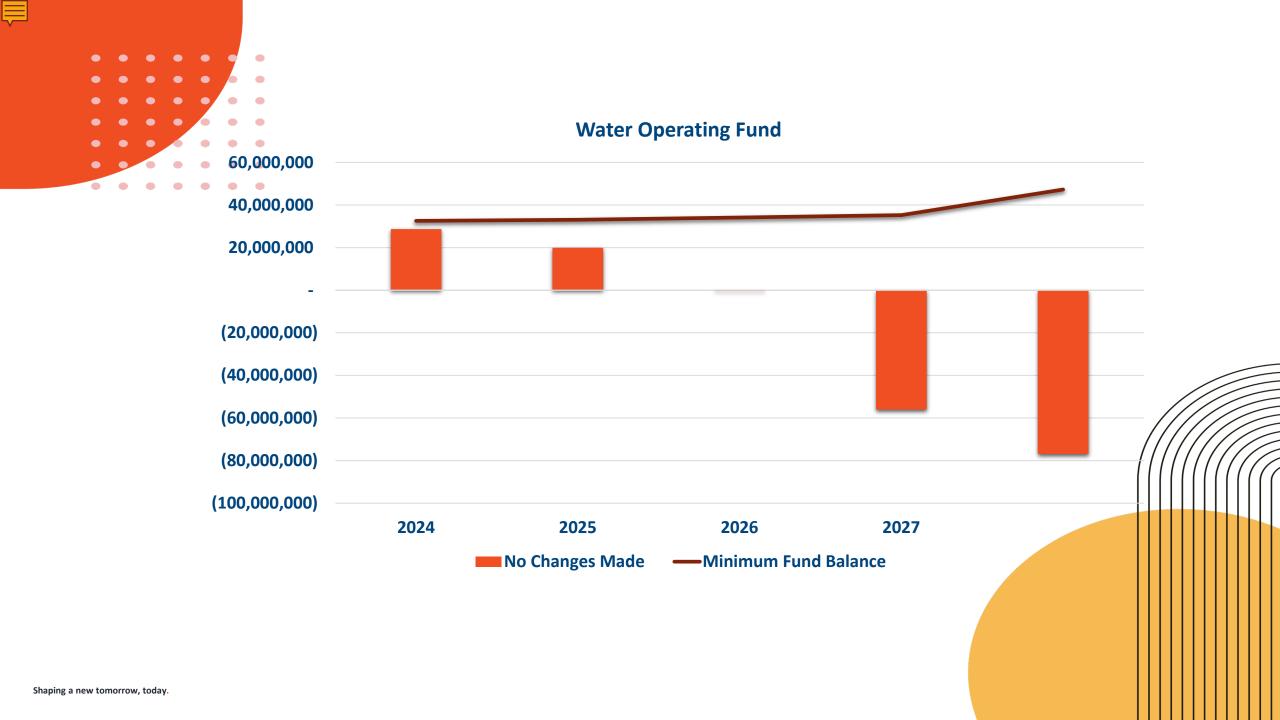


Programmed inside of 5-year budget

- Projects Currently Under Construction
- Replacements associated with streets projects
- Critical Projects from the IWRMP
 - Addressing existing deficiencies in the system
 - Needed to utilize full capacity of the NWTP
- Water rights and resiliency Projects
 - Well drilling projects
- Regulatory Compliance driven projects
- Begin funding pipeline replacements

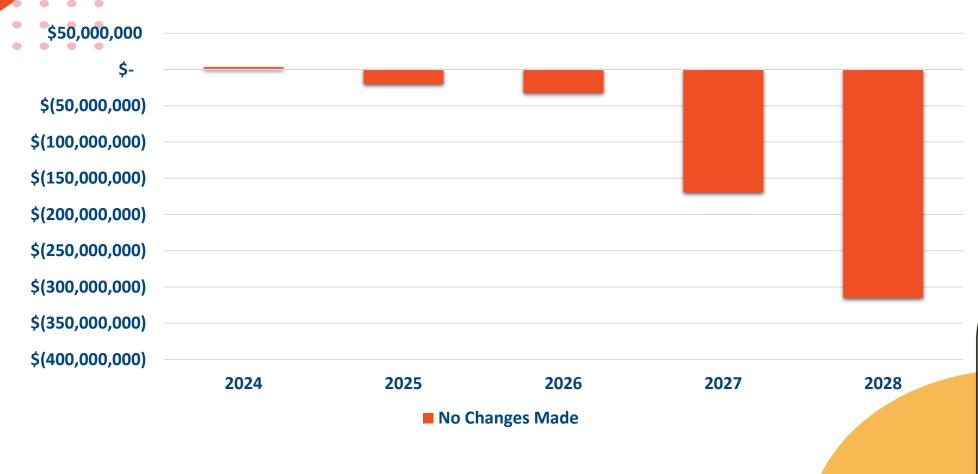
Deferred outside of 5-year budget

- Large water main replacement projects
 - Tankersly areas
 - The Islands
 - Pony Lane
- Non time-sensitive projects from the IWRMP
- Projects related to optimization and upgrades of equipment and infrastructure

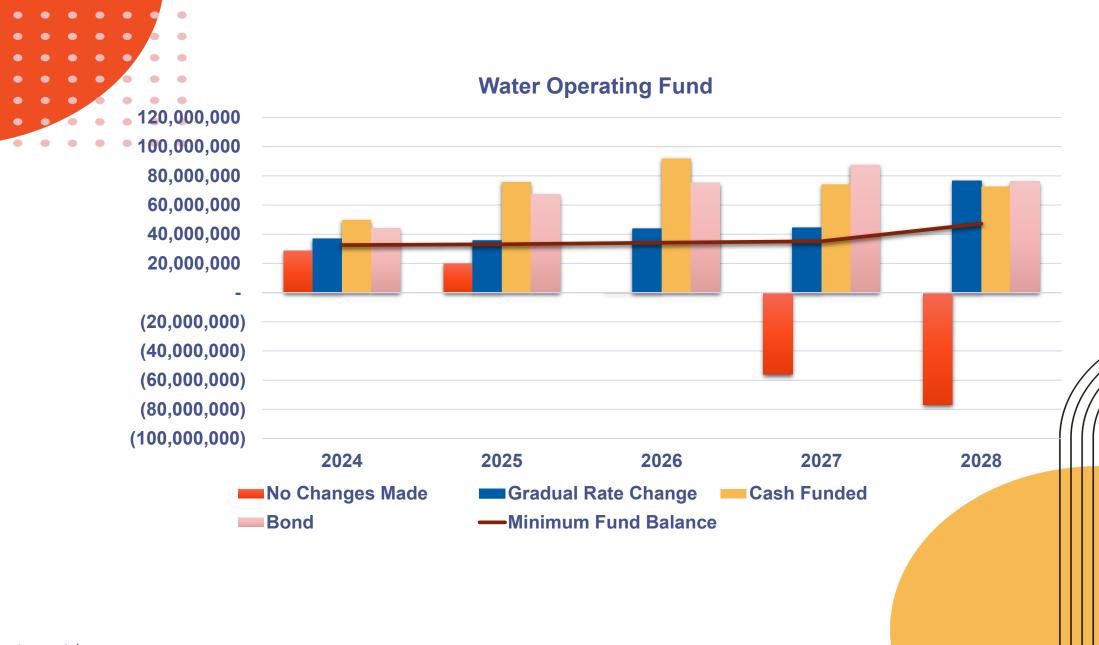






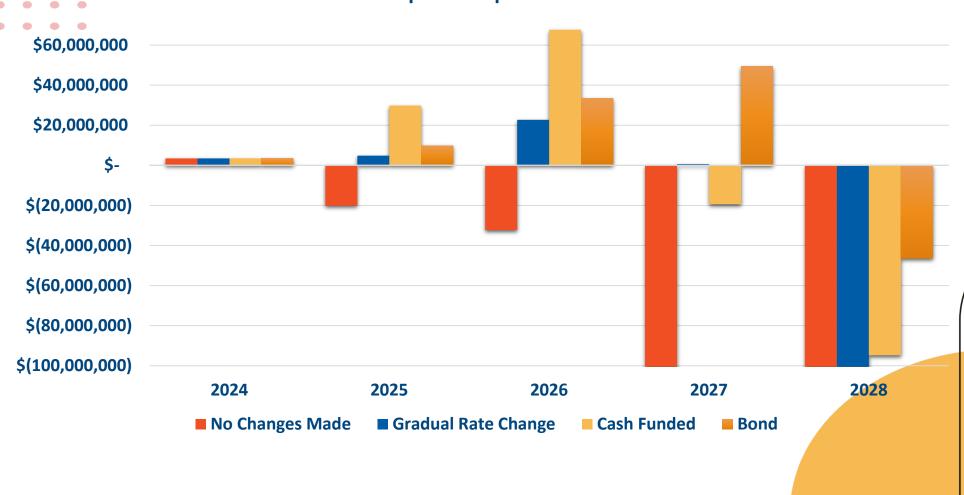














CASH FUNDED OPTION FINANCIAL IMPACT

Collect and pay cash for all CIP within the 5 year plan

Requires an immediate rate increase of 130%

No increases planned in following year

No new debt

Ongoing capacity of \$6M for One-time CIP in Operating fund

Ongoing R&R fund capacity of \$73M in FY29

The average monthly residential water bill is \$34. Under this option it increases to \$78 in April.



BOND FUNDED OPTION FINANCIAL IMPACT

Bond \$205M of CIP costs in the 5 year plan

Requires an immediate rate increase of 95%

\$205M new debt

\$110M interest paid over 20 years

Ongoing capacity of \$2M for One-time CIP in Operating fund

No increases planned in following year

Ongoing R&R fund capacity of \$37M in FY29

Lowest overall rate increase by total percent

The average monthly residential water bill is \$34. Under this option it increases to \$66 in April.

CASH/BOND GRADUAL FUNDED OPTION FINANCIAL IMPACT

Bond \$80M of CIP costs within the 5 year plan

Requires an immediate rate increase of 50%, Followed by 25% in one year and another 25% in 2 years

\$80M new debt

\$43M interest paid over 20 years

Phased increase allows for customers to plan

Ongoing capacity of \$5M for One-time CIP in Operating fund

Ongoing R&R fund capacity of \$66M in FY29

The average monthly residential water bill is \$34. Under this option it increases to \$51 in April.

Then \$64 in 2025, and \$80 in 2026.

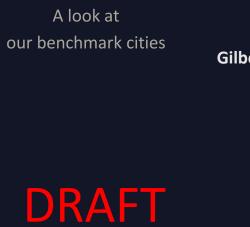
Options Comparison

	Spring 2024 Rate Increase/ Average Bill	Spring 2025 Rate Increase/ Average Bill	Spring 2026 Rate Increase/ Average Bill	Total Rate Increase with Compounding	Bond Amount	Interest Paid on Bond	Operating Fund Ongoing Capacity (Starting FY29)	Annual R&R Project Capacity (Starting FY29)
Cash Funded	130% \$78	0% \$78	0% \$78	130%	\$0	\$0	\$6 Million	\$73 Million
Bond Funded	95% \$66	0% \$66	0% \$66	95%	\$205 Million	\$110 Million	\$2 Million	\$37 Million
Cash/Bond Gradual	50% \$51	25% \$64	25% \$80	134%	\$80 Million	\$43 Million	\$5 million	\$66 Million



Residential Bill

3/4" Meter, Water Use 9,000 Gallons & Sewer Flow 8,000 Gallons





■ Water ■ Sewer

Total

Discussion/questions about Water options



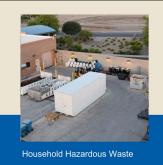
Residential Services











- 9,924 vehicles
- 93,205 lbs. e-waste598,921 lbs. waste
- 05 lbs. e-waste 1,1



Container Maintenance

- 21,766 repairs/replace
- 1,111 new home contained deliveries



Commercial Collections



Solid Waste and Recycling Cost Pressures







Increased Volume & Tipping Fees

Repair and Maintenance

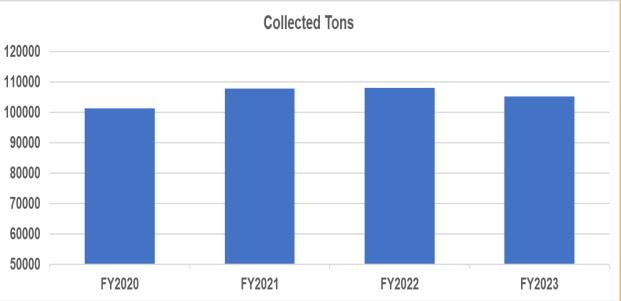
Recycling Market Volatility

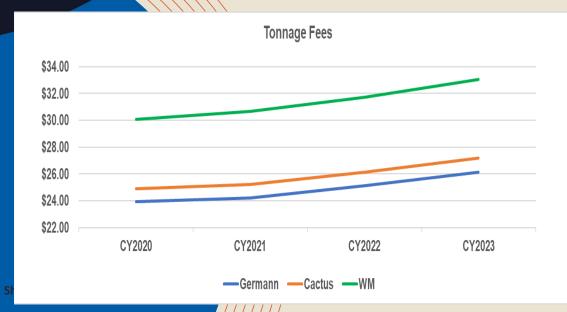
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Residential Tonnage and Fees







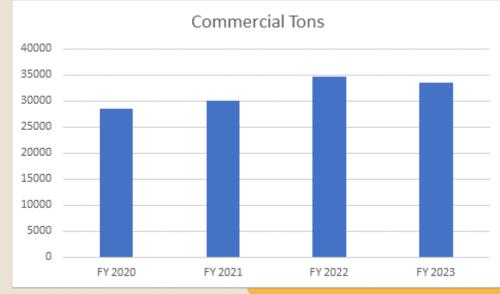




Commercial Tonnage and Fees

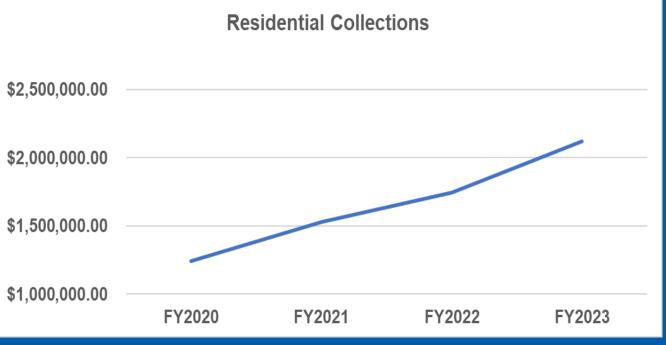




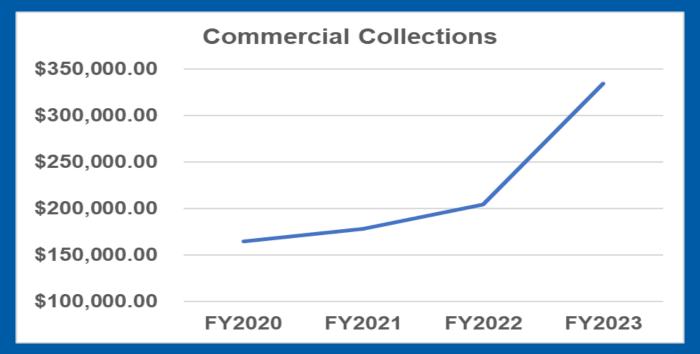




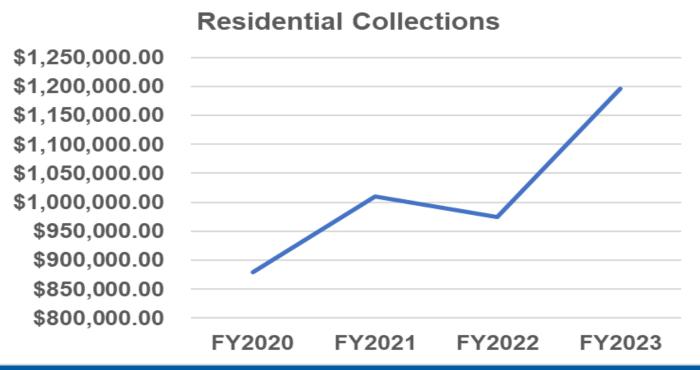




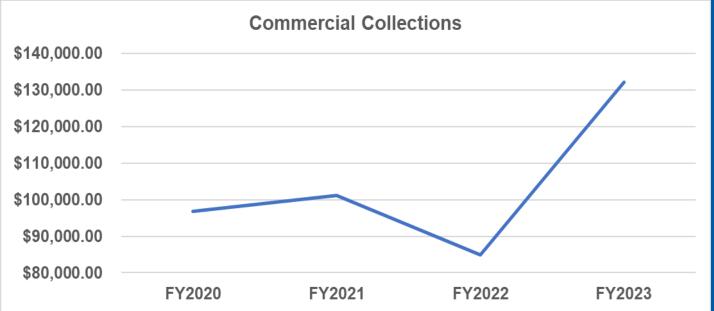
Repair and Maintenance







Parts and Supplies



Addressing Escalating Costs

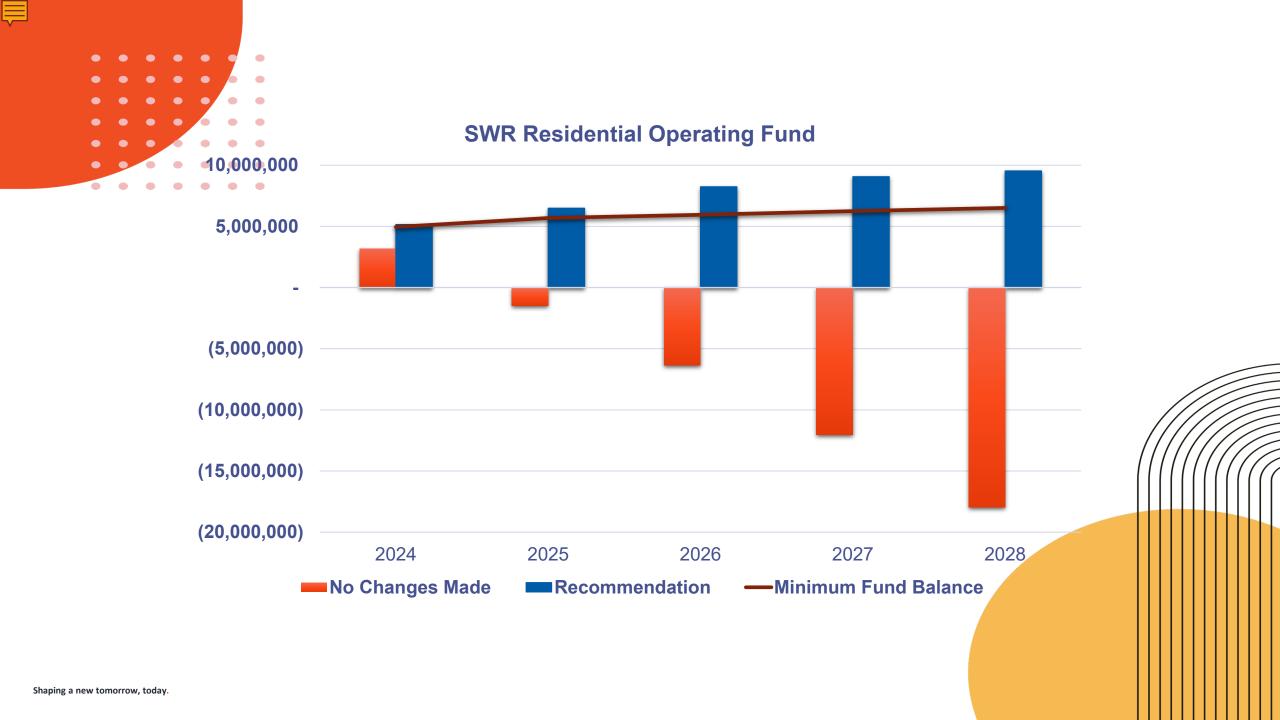


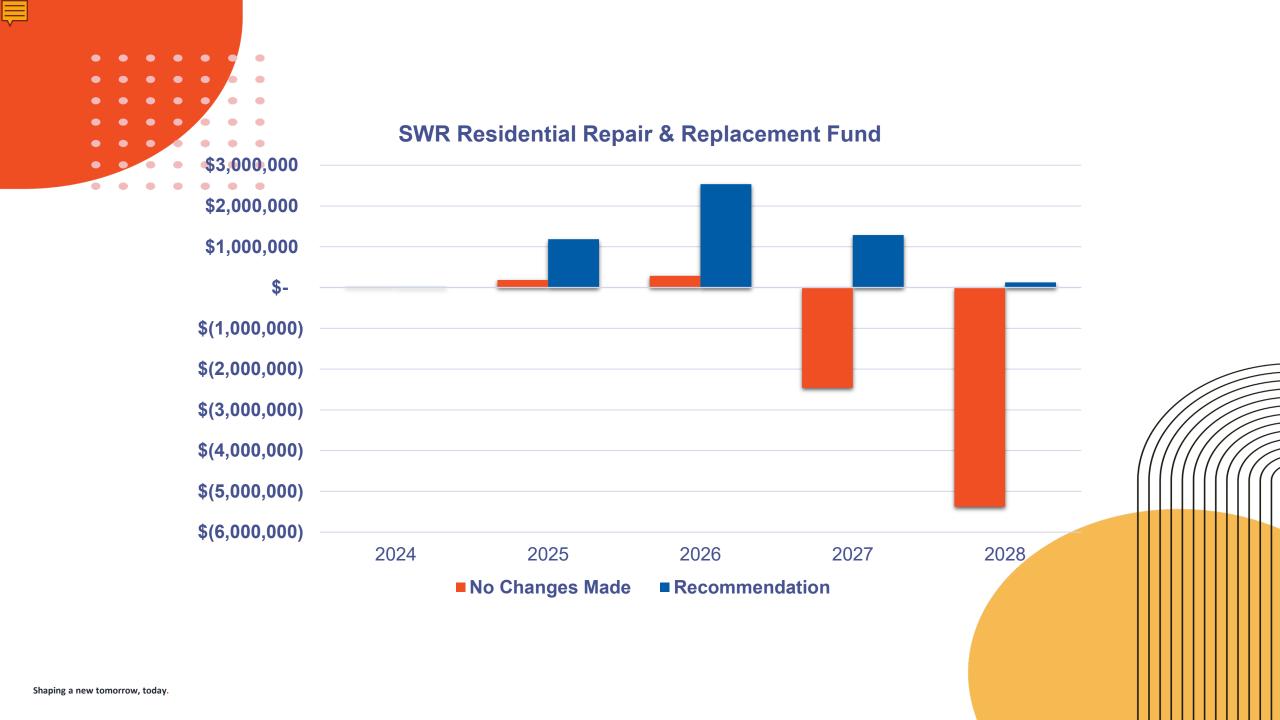




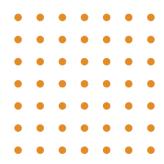












Solid Waste & Recycling Residential



Included Services

City	HHW	Bulk Method	Annual Bulk Pickups
Phoenix	25	-	4
Tempe			6
Mesa			\$
Fountain Hills	U-U 25	J	1
Surprise	1 0 0 2 5	9	20yrds/yr
Scottsdale		1	12
Avondale	25	✓	12
Glendale	U_U 25		12
Buckeye	25		4
Gilbert		'	10
Goodyear	25	~	12
El Mirage	1-0 25	9	\$
Chandler	25	J	2
Queen Creek		9	12
Peoria	25)	2

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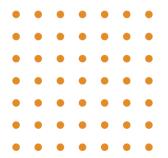
Residential Solid Waste

DRAFT ESTIMATE

Residential Bill

A look at our benchmark cities





Solid Waste & Recycling Residential



DRAFTMonthly Fees

Container Size	Current Rate	Proposed Rate	Increase
90 Gallon	\$19.03	\$27.55	\$8.52
90 Gallon - Extra Cart	\$10.29	\$14.90	\$4.61
Additional Recycling Cart	\$5.00	\$7.24	\$2.24
Manure Collection	\$15.15	\$21.94	\$6.79
65 Gallon	\$17.49	\$25.32	\$7.83
300 Gallon	\$77.91	\$112.81	\$34.90

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Average Residential Customer Bill



Gilbert Cash Funded

Gilbert Bonded

Glendale

Goodyear

Phoenix

Avondale

Queen Creek

Surprise

Scottsdale

Tempe

Peoria

Gilbert Current

Chandler

Water

■ Sewer ■ SWR



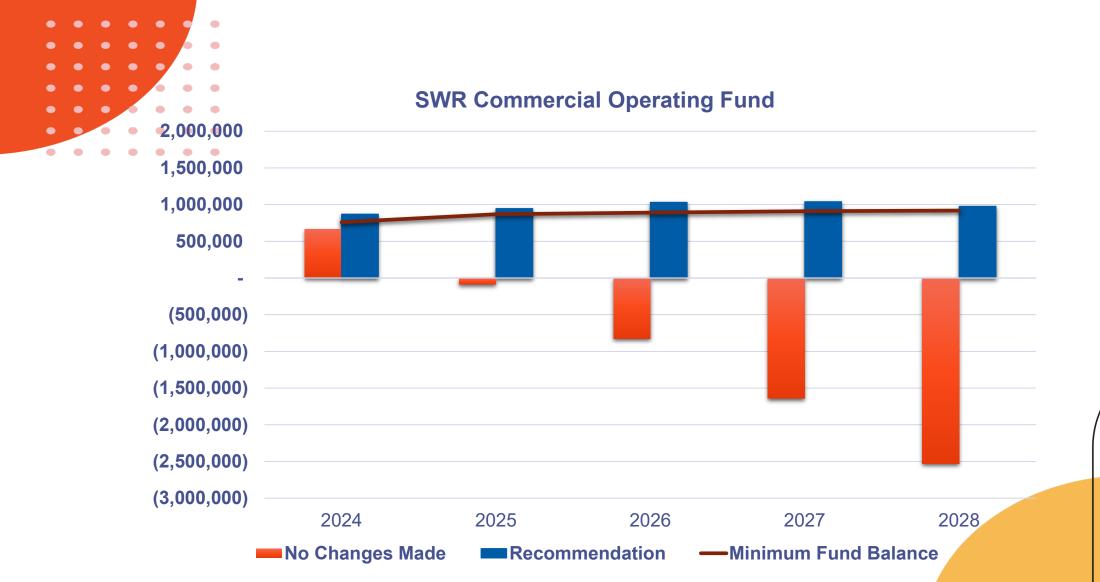
Total

\$166.45

Residential Gilbert Gradual Bill

A complete look at our benchmark cities





DRAFTCommercial Container Rates

Solid Waste & Recycling Commercial

An optional service for our nonresidential customers



Solid Waste & Recycling – Commercial Container Rates (First Container)							
Size	1x Week	2x Week	3x Week	4x Week	5x Week	6x Week	7x Week
			Cur	rent			
90 gallon	\$25.23	n/a	n/a	n/a	n/a	n/a	n/a
65 gallon	\$23.19	n/a	n/a	n/a	n/a	n/a	n/a
160 gallon	\$55.09	\$110.18	n/a	n/a	n/a	n/a	n/a
300 gallon	\$85.15	\$170.30	n/a	n/a	n/a	n/a	n/a
3 yd	\$83.20	\$166.40	\$249.60	\$321.44	\$416.00	\$499.20	\$582.40
4 yd	\$87.84	\$175.68	\$263.52	\$351.37	\$439.21	\$527.05	\$614.89
6 yd	\$97.12	\$194.24	\$291.36	\$388.49	\$485.61	\$582.73	\$679.85
8 yd	\$106.40	\$212.81	\$319.21	\$425.61	\$532.02	\$638.42	\$744.82
	Proposed						
90 gallon	\$30.59	n/a	n/a	n/a	n/a	n/a	n/a
65 gallon	\$28.11	n/a	n/a	n/a	n/a	n/a	n/a
160 gallon	\$66.79	\$133.57	n/a	n/a	n/a	n/a	n/a
300 gallon	TBD	TBD	n/a	n/a	n/a	n/a	n/a
3 yd	\$100.86	\$201.73	\$302.59	\$389.69	\$504.32	\$605.19	\$706.05
4 yd	\$106.49	\$212.98	\$319.47	\$425.97	\$532.46	\$638.95	\$745.44
6 yd	\$117.74	\$235.48	\$353.22	\$470.97	\$588.71	\$706.45	\$824.20
8 yd	\$128.99	\$257.99	\$386.98	\$515.98	\$644.98	\$773.97	\$902.96

~25% average increase

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DRAFTRoll Off Rates

Solid Waste & Recycling Commercial



Commercial Roll Off Rates					
Service	Rates	Proposed Rates			
Roll Off Delivery	\$50.00	\$61.09			
Roll Off Haul	\$218.33	\$266.77			
Compactor Haul	\$218.33	\$266.77			
Manure Collection 3 CY	\$98.95	\$120.72			
Manure Collection 4 CY	\$112.87	\$137.70			
Cardboard Collection	\$35.00	\$42.70			
Disposal (per ton)	\$31.50	\$32.81			

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Discussion/Questions about Solid Waste & Recycling



Rate Process Steps

March 2, 2023: Council briefing at Financial Retreat

October 16 & 30: Rate presentation to PWAB – Develop Council Recommendation

November 6: Presentation of options and recommendation to Town Council at Council Retreat

November 28: Notice of Intent at Council Meeting & Publish Final Rate Study

December: Utility bill notifications to Residents & Businesses

January: Two (2) Customer Open Houses In-Person & Livestreamed

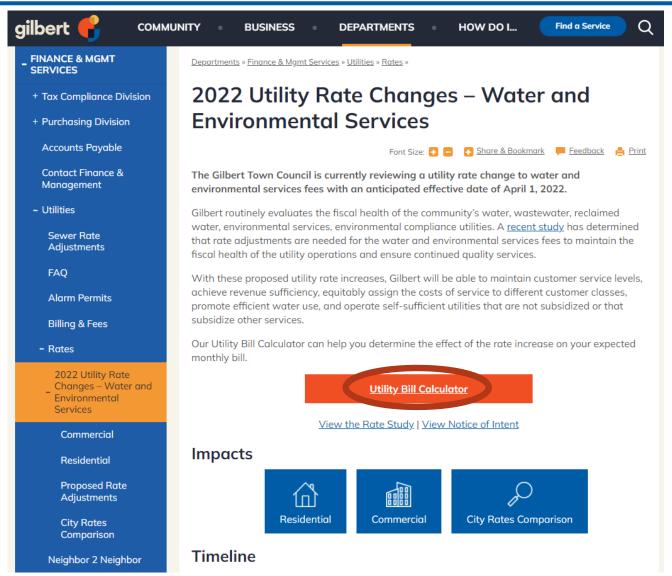
February 6, 2024: Council Consideration of Rates

April 1, 2024: Rates effective



What's Going to Happen to My Bill?

Gilbertaz.gov/UtilityRates



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Proposed Changes

Out of the five utility services, only two rates would change.

Environmental

A recent study has determined that rate adjustments are needed for the water and environmental services* fees to maintain the fiscal health of the utility operations and ensure continued quality services.

The new proposed rates reflect the increased costs to operate these utility services and for infrastructure improvements, such as the reconstruction of the North Water Treatment Plant.

*Environmental Services are refuse (solid waste), bulk trash and recycling.





The Town of Gilbert routinely evaluates the fiscal health of the community's water, wastewater, reclaimed water, environmental The Town or Olipert routinely evaluates the fiscal health of the community's water, wastewater, reclaimed water, environmental services, and environmental compliance utilities to plan for the future. A recent study determined that rate increases are needed for the services, und environmental compliance dumaes to plan for the luture. A recent study determined that rate increases are needed for the water and environmental services (solid waste and recycling) fees to maintain utility operations and ensure continued quality services.

The Gilbert Town Council has adopted a Notice of Intent to increase utility rates for water and environmental service fees. A public the Gilbert Town Council has adopted a Notice of intent to increase utility rates for water and environmental service fees. A public hearing and vote to adopt the new rates will occur at the Council Meeting on February 22. If approved, the new rates would go into

The environmental compliance, wastewater, and reclaimed water rates will remain the same. Residential water rates and

Learn more at gilbertaz.gov/UtilityRates or join us for an upcoming workshop, see reverse side for details. environmental services rates were last changed in 2018.



2022 Utility Rate Changes – Water and **Environmental Services**









The Gilbert Town Council is currently reviewing a utility rate change to water and environmental service fees with an anticipated effective date of April 1, 2022.

Gilbert routinely evaluates the fiscal health of the community's water, wastewater, reclaimed water, environmental services, environmental compliance utilities. A recent study has determined that rate adjustments are needed for the water and environmental services fees to maintain the fiscal health of the utility operations and ensure continued quality services.

With these proposed utility rate increases, Gilbert will be able to maintain customer service levels, achieve revenue sufficiency, equitably assign the costs of service to different customer classes, promote efficient water use, and operate self-sufficient utilities that are not subsidized or that subsidize other services.

Timeline

November 8-9: Proposed rates presented at the Gilbert Town Council Retreat.

December 14: Review for Adoption of "Notice of Intent to Raise Rates and Fees" at Council meeting.

Between January and February: Virtual and in-person customer workshops will be held. Dates and time will be determined and posted soon.

February 22: Public hearing and possible Council Adoption of new rates: 6:30PM at 6860 S Power Road. Find more information on attending or viewing <u>Town Council meetings</u>.

April 1: New water and environmental services rates become effective.



Send questions to Giao for compilation

Thank you!