CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

MEETING AGENDA AND PACKET

BOARD OF ALDERMEN

Regular Meeting

September 9, 2024

6:00 p.m.

Willard City Hall

224 W. Jackson St.

Mayor
Troy Smith

Board Members
Casey Biellier
Jeremy Hill
David Keene (Mayor Pro-Tem)
Joyce Lancaster
Scott Swatosh
Carol Wilson

CITY OF WILLARD, MISSOURI
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Agenda Item #2

Agenda Amendments/Approval of Agenda

CITY OF WILLARD
BOARD OF ALDERMEN
REGULAR MEETING
September 9, 2024
6:00 P.M.

Update Posted on September 4, 2024, at 4:30 p.m.

Notice is hereby given that the City of Willard, Missouri, Board of Aldermen will conduct a meeting on September 9, 2024, at **6:00 p.m.**, at the Willard City Hall, 224 W. Jackson St., Willard, MO.

The tentative agenda of this meeting includes:
PLEDGE OF ALLEGIANCE

Call the meeting to order.

1. **Roll Call**

2. **Agenda Amendments/Approval of Agenda**

3. **Consent Agenda:**

"A Consent Agenda allows the Board of Aldermen to consider and approve routine items of business without discussion. Any member of the Board of Aldermen, the City Staff or the Public may request removal of any item from the Consent Agenda and request that it be considered under the Regular Agenda if discussion or debate of the item is desired. Items not removed from the Consent Agenda will stand approved upon motion by any Board member, second and unanimous vote to "approve the Consent Agenda as published or modified."

   a. Minutes from the Regular Meeting August 26, 2024
   b. August/September 2024 Outstanding Invoices, Draft & Check Paid Invoices
   c. Department Head Reports
   d. Board Attendance Report

4. **Current Outstanding Invoices, Draft & Check Paid Invoices for August/September 2024**

5. **Citizen Input**

6. **Hear a Request from the City of Willard High School for Permission to Set Off Fireworks on the Evening of the Homecoming Dance**

7. **Proclamation Recognizing Sam Baird for Nine Years of Service as an Alderman and Mayor**

8. **Approve Appointments/Re-Appointments to the Planning & Zoning Commission Board**
   1. Burnis Coleman
   2. Jeff LaMontia

9. **Ordinance for Accepting the Proposal by Arrow for High-Speed Internet/VOIP Phone Service and for Starlink Services, LLC to be used as a back up to Provide Phone & Internet Services for the City of Willard Department Buildings and Authorizing the Mayor to Execute All Necessary Documents on Behalf of the City of Willard (2nd Read)**

a. Exhibit A: Service Order Form/Master Service Agreement for Arrow High Speed Internet/VOIP Phone Service (Bid #1)
b. Exhibit B: Starlink No Contract Monthly Charges (Bid #2)
c. Exhibit C: Current Environment Stats vs. Tier One & Tier 2 Recommended Environments
d. Exhibit D: Proposed Services Stats Basic Service Internet & Phones
e. Exhibit E: Current Services Stats Basic Services Internet & Phone, plus back up for all but Public Works
f. Exhibit F: Proposal/Bid from Granite Government Solutions (Bid #3)

10. **Proposal to Enter into an Agreement with Safe Slide Restoration for the Repair of the Aquatic Center Slide**
    a. Exhibit A: Safe Slide Restoration Proposal

11. **Proposal to Accept the Bid from Alliance Roof Solutions& Coatings LLC to Perform the Roof Replacement at the Willard Recreation Center**
    a. Exhibit A: Alliance Roof Solutions & Coatings LLC Bid
    b. Exhibit B: Redeemed Roofing Systems Bid
    c. Exhibit C: Dale's Roofing Inc. No Bid

12. **Proposal to Accept the Bid from Blevins Asphalt Construction Company of Mount Vernon, MO for the Milling & Overlaying of Jackson Street**
    a. Exhibit A: Contract Agreement with Blevins Asphalt Construction Company

13. **Review of Water & Sewer Rate Analysis Report for Consideration of Setting a Date for a Public Hearing**
    a. Exhibit A: Water and Sewer Rate Analysis Report Willard, MO

14. **Sanitary Sewer Project Status**

15. **City Administrator Remarks**

16. **New Business**

17. **Unfinished Business**

18. **Adjourn Meeting**

If you have special needs which require accommodation, please notify personnel at the City Hall. Representatives of the news media may obtain copies of this notice by contacting the City Clerk at 417-742-5302.

Janice Gargus
City Clerk

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Consent Agenda Item #3

"A Consent Agenda allows the Board of Aldermen to consider and approve routine items of business without discussion. Any member of the Board of Aldermen, the City Staff or the Public may request removal of any item from the Consent Agenda and request that it be considered under the Regular Agenda if discussion or debate of the item is desired. Items not removed from the Consent Agenda will stand approved upon motion by any Board member, second and unanimous vote to "approve the Consent Agenda as published or modified."

a. Minutes from the Regular Meeting August 26, 2024
b. August/September 2024 Outstanding Invoices, Draft & Check Paid Invoices
c. Department Head Reports
d. Board Attendance Report

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Consent Agenda Item #3a

Minutes from the Regular Meeting August 26, 2024

Meeting Minutes

CITY OF WILLARD
BOARD OF ALDERMEN
REGULAR MEETING
August 26, 2024
6:00 P.M.

Staff Present:
City Administrator Wesley Young; Planning & Zoning Commission Director Mike Ruesch; CFO Carolyn Halverson; City Clerk Janice Gargus; City Attorney Nate Dally; Interim Public Works Director Troy Hoffman

Public Present:
Rick Wilson; Mark Lancaster

The tentative agenda of this meeting includes:
PLEDGE OF ALLEGIANCE
Mayor Troy Smith led the Pledge of Allegiance

Call the meeting to order.
Mayor Troy Smith called the meeting to order at 6:01 p.m. and asked the City Clerk to do a Roll Call

1. **Roll Call**
   The City Clerk conducted the Roll Call

   Present:
   Mayor Troy Smith, Alderman Casey Biellier, Alderman David Keene, Alderman Joyce Lancaster, Alderman Scott Swatosh, Alderman Carol Wilson

2. **Agenda Amendments/Approval of Agenda**
   Mayor Smith asked for a motion to approve the agenda. Motion was made by Alderman Biellier and seconded by Alderman Keene to approve the agenda as is. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

3. **Consent Agenda:**
   Mayor Smith asked for a motion to approve the consent agenda as published. Motion was made by Alderman Keene and seconded by Alderman Biellier to approve the consent agenda as published. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

"A Consent Agenda allows the Board of Aldermen to consider and approve routine items of business without discussion. Any member of the Board of Aldermen, the City Staff or the Public may request removal of any item from the Consent Agenda and request that it be considered under the Regular Agenda if discussion or debate of the item is desired. Items not removed from the Consent Agenda will stand approved upon motion by any Board member, second and unanimous vote to "approve the Consent Agenda as published or modified."

a. Minutes from the Regular Meeting August 12, 2024
b. July Financial Summaries
c. July Financial Statements
d. July/August Outstanding Invoices, Checks and Draft Paid Invoices
e. July Check Register

f. July Utility Adjustments Report

4. **Current Outstanding Invoices, Draft and Check Paid Invoices for July/August 2024.**
Wes Young explained the payment to Apptegy and the Lowes refund. Alderman Biellier asked if the CFO can start specifying which automobile the expenses refer to. Carolyn Halverson responded saying that yes, she will specify the individual automobile expenses in the future. Mayor Smith asked for a motion to approve the Current Outstanding Invoices, Draft and Check Paid Invoices for July/August 2024. Motion was made by Alderman Biellier and seconded by Alderman Lancaster to approve the Current Outstanding Invoices, Draft and Check Paid Invoices for July/August 2024 as is. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

5. **Citizen Input**
None

6. **Approve Appointments to the Park Advisory Board and/or Tree Board**
   a. Vanessa Keene
   b. Josh O'Connor
   c. Michael Smith

Mayor Smith asked if anyone had any objections to appointing these three applicants to the Park Advisory Board or Tree Board. Parks Director Jason Knight said the Park Advisory Board is only in need of one more member and suggested appointing Vanessa Keene to the Park Advisory Board and appointing Josh O'Connor and Michael Smith to the Tree Board. Due to Alderman David Keene being the husband of Vanessa Keene, Wes Young reminded the board that Alderman Keene would have to abstain from the vote. Motion was made by Alderman Biellier and seconded by Alderman Lancaster to appoint Vanessa Keene to the Park Advisory Board. Motion carried with a 4-0 vote. Voting aye: Aldermen Biellier, Lancaster, Swatosh Wilson/Abstain: Alderman Keene

Motion was made by Alderman Lancaster and seconded by Alderman Biellier to appoint Josh O'Connor and Michael Smith to the Tree Board. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson.

7. **Public Hearing for the General Levy/Annual Tax**
   a. Public Notice

There was no one present from the public to ask questions. Carolyn Halverson explained to the Board of Aldermen that the tax percentage rates did not change from last year and are still the same. The only difference is the assessed valuation. The projected total revenue for both general revenue and parks was $327,497 for last year, and $344,369 for this year.

8. **Ordinance Providing for the General Levy and Imposition of Annual Tax for General Municipal Purposes for the Year 2024 and for Imposition of Annual Tax for Parks (2nd Read)**
   a. Exhibit A: Memorandum/Scott Fitzpatrick – Missouri State Auditor
   b. Exhibit B: Signed Pro Forma Summary Page – General Revenue
   c. Exhibit C: Pro Forma Form A Pages 1-2 – General Revenue
   d. Exhibit D: Signed Pro Forma Summary Page – Parks & Recreation
   e. Exhibit E: Pro Forma Form A Pages 1-2 – Parks & Recreation

f. Exhibit F: Pro Forma Informational Data Pages 1-2
g. Exhibit G: Notice of 2024 Aggregate Assessed Valuation

Mayor Smith asked for a motion to approve the Ordinance Providing for the General Levy and Imposition of Annual Tax for General Municipal Purposes for the Year 2024 and for Imposition of Annual Tax for Parks. Motion was made by Alderman Keene and seconded by Alderman Biellier to approve the Ordinance Providing for the General Levy and Imposition of Annual Tax for General Municipal Purposes for the Year 2024 and for Imposition of Annual Tax for Parks. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

9. **Ordinance for Accepting the Proposal by Arrow for High Speed Internet/VOIP Phone Service and for Starlink Services, LLC to be used as a back up to Provide Phone & Internet Services for the City of Willard Department Buildings and Authorizing the Mayor to Execute All Necessary Documents on Behalf of the City of Willard (1st Read)**

a. Exhibit A: Service Order Form/Master Service Agreement for Arrow High Speed Internet/VOIP Phone Service (Bid #1)
b. Exhibit B: Starlink No Contract Monthly Charges (Bid #2)
c. Exhibit C: Current Environment Stats vs. Tier One & Tier 2 Recommended Environments
d. Exhibit D: Proposed Services Stats Basic Service Internet & Phones
e. Exhibit E: Current Services Stats Basic Services Internet & Phone, plus back up for all but Public Works
f. Exhibit F: Proposal/Bid from Granite Government Solutions (Bid #3)

Carolyn Halverson explained what this is for, and that Jeremy Evans/IT is going to give complete details. Jeremy said he worked with Tier 1 Solutions to get bids from various providers, which also included Granite/ISP in Florida. Jeremy is proposing we go with Arrow. He gave some reasons why, including that the internet speed will bump up. This will also happen with the Public Works building. We currently have back up services and Tier 1 recommended Mediacom. Jeremy instead recommends Starlink. Starlink will work if fiber lines are accidentally cut and will prevent outages. Phone system will be the same. Starlink is cheaper. There is a three-year contract with no rises in cost during the three years. Granite was about $400 per month more expensive with lower speeds. Carolyn pointed out the pages in the middle of the packet item with the detailed costs. She stated that the vote will be on the bid only as she's waiting for an updated contract that will have some minor requested changes. She also said the cost is $120 per location. Alderman Biellier asked if there is a waiting period for Starlink to which Jeremy replied no and indicated it will be shipped as soon as we place our order. This is the first read so we won't vote until the next meeting, and we will have the contract updates by then. Mayor Smith asked for a motion to accept the bids on the condition that the contract doesn't change, which will be voted on at the next meeting. Motion was made by Alderman Biellier and seconded by Alderman Lancaster to accept the bids on the condition that the contract doesn't change. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson.

10. **Ordinance Code of Ethics to Establish a Procedure to Disclose Potential Conflicts of Interest and Substantial Interests for Certain Officials (2nd Read)**

Mayor Smith asked if there were any questions and if not for a motion to approve the Ordinance Code of Ethics to Establish a Procedure to Disclose Potential Conflicts of Interest and Substantial Interests for Certain Officials. Motion was made by Alderman Keene and seconded by Alderman Lancaster to approve the Ordinance Code of Ethics to Establish a Procedure to

Disclose Potential Conflicts of Inters for Certain Officials. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson.

11. Ordinance to Amend Section 115.060 of the Code of Ordinances to Establish How Compensation will be set for all Elected Officials, Appointed Officers, and Employees (2nd Read)

Mayor Smith asked if there were any questions and if not for a motion to approve the Ordinance to Amend Section 115.060 of the Code of Ordinances to Establish How Compensation will be set for all Elected Officials, Appointed Officers, and Employees. Motion was made by Alderman Lancaster and seconded by Alderman Keene to approve the Ordinance to Amend Section 115.060 of the Code of Ordinances to Establish How Compensation will be set for all Elected Officials, Appointed Officers, and Employees. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

12. Proposal for Joining TIPS Government Purchasing Co-op and Acquiring a Pre-Owned School Bus from American Bus

Jason Knight explained the target here is to help with the kids wait list for the Willard Schools Tiger Tales Program and this is a proposal for an after-school program with the city. Jason said the problem is that we don't have transportation because our bus is in the shop and needs brakes before addressing the engine problems. If we purchase a bus through this program, they will finance it for four years with one annual payment. We just need to join TIPS to have the option to purchase a bus. Jason said we are currently paying for insurance on the bus we have so that expense is already factored in. He stated that the current bus will probably end up as surplus because it's a 2006 and needs $4000 in repairs. Mayor Smith said that the school district is decreasing in the number of students attending and asked Jason if the Tiger Tales program can handle all the students, what happens to the city's program. Jason stated that if there is no need for the after-school program we will have the bus for our summer camp programs. He said we could look at selling the bus or pay for it with other programs. He also said there is no 2024 budget impact other than insurance and fuel. Alderman Swatosh asked what's the cost to operate the program. Jasion stated that if at capacity, monthly revenue will be $13,000 + and expenses will be $11,000+. Mayor Smith asked who determines where the kids on the wait list will go and Jason explained that the school offers their program first to the kids on the wait list and then the city. He also said there is an application, and we will approve it or deny it. Alderman asked if there's a multi-family members discount to which Jason replied no. Mayor Smith and Alderman Biellier both stated that they think it sounds like a great program. Alderman Lancaster wants to see what it looks like at the end of the year with utilities, building maintenance, etc., being figured in. Mayor Smith stated that we can do a cost analysis report at that time. Mayor Smith asked for a motion to approve the Proposal for Joining TIPS Government Purchasing Co-op and Acquiring a Pre-Owned School Bus from American Bus. Motion was made by Alderman Biellier and seconded by Alderman Wilson to approve the Proposal for Joining TIPS Government Purchasing Co-op and Acquiring a Pre-Owned School Bus from American Bus. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson. After the motion was voted on, Alderman Lancaster suggested a free or low-cost government food program to Jason. She stated she will provide him with the information needed to check into it.

13. Proposal to Consider Construction of a 6' Sidewalk Along Jackson Street

Mayor Smith wants the Board of Aldermen to consider the sidewalk from where it is now and to extend it. He said there are currently several challenges i.e. after school the kids are crossing in the

ditches into the parking lots and the high school kids who drive are driving in the same areas and it's a safety issue. If a sidewalk is there it will allow the kids to stay on the sidewalk instead of crossing into areas that are unsafe. He said there is an issue of connectivity to Miller Road but if this sidewalk gets completed, next year we can work on connecting to the Prairie View shopping center and that would add accessibility so that anyone can walk up to Jackson Street to the restaurant, shops, etc. Wes Young said the money is here to get this started now and the next section in 2025 but we need engineering work to be done first and then we must encumber the money into the budget. Engineering, solicit bids, approve bids. There was a lot of discussion and questions from the board about the current Jackson Street work to be done and how this would tie into that. There was also discussion about being able to add park benches, flowers, lighting, etc. Alderman Swatosh also asked about tying it into the Meadows, but Wes stated that can't be done because we have government funding for that area, and it doesn't include Jackson Street. City Attorney Nate Dally will check to see if that's possible, but he doesn't think it's possible. Steve Bodenhamer says it won't work for phase one but will work for phase two. Alderman Biellier says she likes the Gillespie quote because it's more in detail and very specific. Trevor Hoffman stated that Gillespie met with him at the sight and asked a lot of good questions and was very interested in coming up with a proposal that will work nicely. Wes said the proposal is just a guideline. Alderman Biellier expressed concerns about the rain filling the ditches due to not having anywhere to run off and then it might require the ditches to need to be dredged. Mike Ruesch said this will not happen because this isn't ditches, it's a full-blown storm drain, and the water will not be held there or pool on the street or sidewalks. Mayor Smith asked for a motion to approve the Proposal to Consider Construction of a 6' Sidewalk Along Jackson Street. Motion was made by Alderman Biellier and seconded by Alderman Lancaster to approve the Proposal to Consider Construction of a 6' Sidewalk Along Jackson Street. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

14. Proposal to Add the Agenda Management Software by CivicPlus

Wes Young said he included enough information in the packet to summarize it. He stated it will get the agenda out without hiccups and citizens can access the agenda at home and can also watch the meeting video and be referred to the paper copy at the exact place where it's referring to, and it goes with our website. He stated the cost is similar to our current website. He said the annual subscription fee is $5300. And, he said it will also tie in with our calendar and be a more professional look and more put together. He also said the City Clerk can type the minutes in the program. Mayor Smith asked how far back we can go back with uploading prior meeting information and Wes said that if the PDF files are compatible, we should be able to go back quite far. Mayor Smith asked for a motion to approve the Proposal to Add the Agenda Management Software by CivicPlus. Motion was made by Alderman Lancaster and seconded by Alderman Wilson to approve the Proposal to Add the Agenda Management Software by CivicPlus. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson.

15. Approval of the 410 South Main Variance

Mike Ruesch started by saying the 8.15.24 Board of Adjustments meeting went well. He then explained that due to some hard work by the engineers, there is a proposal for the city. He stated there are three residences on the property and that Engineer Rick Wilson is here if he's needed to explain anything. He stated that the Fire Department was consulted, and they are on board with compliance and safety guidelines. Mike explained that this variance will allow for splitting the lot into three different lots and the Board of Adjustments approves. He also states that this meets our zoning standards, and the only issues are setbacks and no road frontage on one of the lots. Mike

said the Board of Adjustments didn't just approve it on a whim. He said they found that with the information presented and the fire department's approval due to compliance, the Board of Adjustments did not find any reason not to approve it. Mayor Smith asked for a motion for Approval of the 410 South Main Variance. Motion was made by Alderman Keene and seconded by Alderman Biellier for Approval of the 410 South Main Variance. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson.

16. City Administrator Remarks

Wes Young said that Public Works has started clearing out some drenches, but one of the issues was the homeowner's drainage not draining properly. Mayor Smith asked about the timeline for Southview and Trevor Hoffman said late October to early November. Wes stated that the sealed bids were opened, and the first bid was not considered because things were omitted. Wes said that water and sewer rates will be going up and the rates were determined by using Great Rates.com. He said the rates will not go up too much, however customers outside of the city limits will pay a little more. He said deferred maintenance is a killer and we have to make sure there are enough funds to take care of the water towers. Wes will email each of the board members a copy of the analysis and he will also put it on the website. He said the next step is a public hearing. Wes gave props to Jason for doing the Pump Track Forum tomorrow and wants to encourage others to show up for support. Jason said that at the last meeting there were approximately 60-65 signatures received. Wes explained how he would like to have a bill credit put into play where one random customer would have a possible $100 applied to their bill.

17. New Business

Mike Ruesch stated that the underpass project was turned in and grants were approved to help pay for 80%.

18. Unfinished Business

None

19. Recess Open Session

Mayor Smith asked for a motion to recess the open session. Motion was made by Alderman Biellier and seconded by Alderman Keene to recess the open session at 7:20 p.m. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

20. Open Closed Session Pursuant to RSMO Section 610.021 #(1) Legal

Mayor Smith asked for a motion to open the closed session. Motion was made by Alderman Biellier and seconded by Alderman Keene to open the closed session at 7:22 p.m. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

21. Call the Meeting to Order

Mayor Smith opened the meeting at 7:25 p.m. and asked the City Clerk to conduct the Roll Call

22. Roll Call

The City Clerk conducted the Roll Call

Present:

Mayor Troy Smith, Alderman Casey Biellier, Alderman David Keene, Alderman Joyce Lancaster, Alderman Scott Swatosh, Alderman Carol Wilson

23. Close the Closed Session and Reconvene the Open Session

Mayor Smith asked for a motion to Close the Closed Session and Reconvene the Open Session. Motion was made by Alderman Lancaster and seconded by Alderman Biellier to Close the Closed Session and Reconvene the Open Session at 7:29 p.m. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

24. Adjourn Meeting

Mayor Smith asked for a motion to adjourn the meeting. Motion was made by Alderman Biellier and seconded by Alderman Wilson to adjourn the meeting at 7:31 p.m. Motion carried with a 5-0 vote. Voting aye: Aldermen Biellier, Keene, Lancaster, Swatosh, Wilson

Janice Gargus
City Clerk

CITY OF WILLARD
BOARD OF ALDERMEN

AGENDA ITEM #3b
FINANCE DEPARTMENT

ACTION REQUIRED: APPROVAL REQUESTED

- August 2024/September 2024 Outstanding Invoices
- August 2024/September 2024 Check Paid Invoices and Draft Paid Invoices

City of Willard, MO

Expense Approval Report 1
By Vendor Name

Post Dates 8/27/2024 - 9/3/2024

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: ACE150 - AC ELECTRICAL SYSTEMS, INC.					
AC ELECTRICAL SYSTEMS, INC.	7	09/03/2024	PMP STARTER & LBR REPR WELL AT SOCCER FLD - PKS	30-800-51000	663.00
			Vendor ACE150 - AC ELECTRICAL SYSTEMS, INC. Total:		**663.00**
Vendor: AMA300 - ALLGEIER, MARTIN & ASSOCIATES, INC					
ALLGEIER, MARTIN & ASSOCIA	1	09/03/2024	PROF FEES MDWS TRNK SWR - S	20-700-56400	17,241.60
			Vendor AMA300 - ALLGEIER, MARTIN & ASSOCIATES, INC Total:		**17,241.60**
Vendor: ACS100 - AMAZON CAPITAL SERVICES INC					
AMAZON CAPITAL SERVICES I	1X	09/03/2024	KIDS READNG CHRS,RUG,BKCASE,PCLIPS,POST ITS-PKS	30-800-50175	267.31
AMAZON CAPITAL SERVICES I	1X	09/03/2024	KIDS READNG CHRS,RUG,BKCASE,PCLIPS,POST ITS-PKS	30-800-50700	22.39
AMAZON CAPITAL SERVICES I	27	09/03/2024	POND AERATOR - PKS	30-800-50110	189.98
AMAZON CAPITAL SERVICES I	605	09/03/2024	TOYS, MAZES, PUZZLES, SHELF LINER KIDZONE - PKS	30-800-47100	210.69
AMAZON CAPITAL SERVICES I	67	09/03/2024	WIRE BRSH DRILL ATTCH,CTTN SWABS,FLX DRN	20-600-50130	40.64
AMAZON CAPITAL SERVICES I	DD	09/03/2024	JUMPER CABLES - PKS	30-800-52000	29.94
AMAZON CAPITAL SERVICES I	F6	09/03/2024	TRASH BAGS - PKS	30-800-50550	139.68
AMAZON CAPITAL SERVICES I	HP	09/03/2024	INJCTN CHK VLV,CNNCT NUT W/ADPTR,PHONE CHGR-W	20-600-50130	38.25
AMAZON CAPITAL SERVICES I	J9	09/03/2024	SHP TWLS, BATRY BACKUP/SURGE PROTCT-STS/W/S	10-300-50130	41.32
AMAZON CAPITAL SERVICES I	J9	09/03/2024	SHP TWLS, BATRY BACKUP/SURGE PROTCT-STS/W/S	20-600-50130	82.65
AMAZON CAPITAL SERVICES I	J9	09/03/2024	SHP TWLS, BATRY BACKUP/SURGE PROTCT-STS/W/S	20-700-50130	82.64
AMAZON CAPITAL SERVICES I	K6-1	09/03/2024	DISP GLOVES - S	20-700-50130	9.99
AMAZON CAPITAL SERVICES I	K6-2	09/03/2024	10 PIECE USB FLASH DRIVE PACK - STS/W/S	10-300-50700	6.19
AMAZON CAPITAL SERVICES I	K6-2	09/03/2024	10 PIECE USB FLASH DRIVE PACK - STS/W/S	20-600-50700	12.38
AMAZON CAPITAL SERVICES I	K6-2	09/03/2024	10 PIECE USB FLASH DRIVE PACK - STS/W/S	20-700-50700	12.38
AMAZON CAPITAL SERVICES I	KL	09/03/2024	TAPE DISPS, STAPLERS, MOUSE ATTRACTANT GEL - PK	30-800-50700	54.17
AMAZON CAPITAL SERVICES I	LL	09/03/2024	WATER SUPPLIES - W	20-600-50130	193.41
AMAZON CAPITAL SERVICES I	NN	09/03/2024	EMPLY WARN NOTICES, REPORT COVERS - GEN	10-100-50700	39.98
AMAZON CAPITAL SERVICES I	W4-1	09/03/2024	TBLT,TBLT STNDS,ADD LBLS,FILE TABS,LBL TAPE-GEN/	10-100-50700	30.97
AMAZON CAPITAL SERVICES I	W4-1	09/03/2024	TBLT,TBLT STNDS,ADD LBLS,FILE TABS,LBL TAPE-GEN/	10-100-52000	143.73
AMAZON CAPITAL SERVICES I	W4-1	09/03/2024	TBLT,TBLT STNDS,ADD LBLS,FILE TABS,LBL TAPE-GEN/	10-250-50700	5.00
AMAZON CAPITAL SERVICES I	W4-2	09/03/2024	6 PK CANNED AIR - GEN/W/S	10-100-50700	8.99
AMAZON CAPITAL SERVICES I	W4-2	09/03/2024	6 PK CANNED AIR - GEN/W/S	20-600-50700	9.00
AMAZON CAPITAL SERVICES I	W4-2	09/03/2024	6 PK CANNED AIR - GEN/W/S	20-700-50700	9.00
			Vendor ACS100 - AMAZON CAPITAL SERVICES INC Total:		**1,680.68**

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: BVM100 - AMERICAN TRAILER & STORAGE, INC.					
AMERICAN TRAILER & STORA	1	09/03/2024	STORAGE CONTAINER RENTALS - PKS	30-800-55850	305.00
AMERICAN TRAILER & STORA	2	09/03/2024	STORAGE CONTAINER RENTAL - PKS	30-800-55850	115.00
			Vendor BVM100 - AMERICAN TRAILER & STORAGE, INC. Total:		**420.00**
Vendor: APAC100 - APAC CENTRAL, INC					
APAC CENTRAL, INC	8	09/03/2024	COMM SURFACE - SOUTHVW-97 & PERSHING - STS	10-300-95100	724.02
			Vendor APAC100 - APAC CENTRAL, INC Total:		**724.02**
Vendor: ADF150 - ARBOR DAY FOUNDATION					
ARBOR DAY FOUNDATION	24	09/03/2024	2024-2025 TREE CITY USA MEMBR DUES - PKS	30-800-50190	75.00
			Vendor ADF150 - ARBOR DAY FOUNDATION Total:		**75.00**
Vendor: BBC100 - B&B CONCRETE SOLUTIONS LLC					
B&B CONCRETE SOLUTIONS L	NEW MEL BAL	09/03/2024	BALANCE PMT SIDEWALKS-NEW MELVILLE - STS	10-300-95100	17,500.00
B&B CONCRETE SOLUTIONS L	NEW MEL DOWN	09/03/2024	DOWN PMT SIDEWALKS-NEW MELVILLE - STS	10-300-95100	17,500.00
			Vendor BBC100 - B&B CONCRETE SOLUTIONS LLC Total:		**35,000.00**
Vendor: CVP100 - CIVICPLUS LLC					
CIVICPLUS LLC	923	09/03/2024	CLERK AGENDA & MEETING SOFTWARE ANNUAL - GEN	10-100-57400	6,510.00
			Vendor CVP100 - CIVICPLUS LLC Total:		**6,510.00**
Vendor: CJW100 - CJW TRANSPORTATION CONSULTANTS, LLC					
CJW TRANSPORTATION CONS	94-1	09/03/2024	TRAIL COST ESTMT - P&D	10-400-56400	1,910.00
			Vendor CJW100 - CJW TRANSPORTATION CONSULTANTS, LLC Total:		**1,910.00**
Vendor: COMMGN - COMMERCE CREDIT CARD SERVICES					
COMMERCE CREDIT CARD SE	001	09/03/2024	SITEONE STRAW-DRAINAGE WRK ON LANGSTON - STS	10-300-51000	287.82
COMMERCE CREDIT CARD SE	79-0	09/03/2024	ADMIRAL EXPRESS COPY PAPER - GEN/W/S	10-100-50700	53.66
COMMERCE CREDIT CARD SE	79-0	09/03/2024	ADMIRAL EXPRESS COPY PAPER - GEN/W/S	20-600-50700	53.63
COMMERCE CREDIT CARD SE	79-0	09/03/2024	ADMIRAL EXPRESS COPY PAPER - GEN/W/S	20-700-50700	53.63
COMMERCE CREDIT CARD SE	8-23	09/03/2024	SPORTSMITH QCK REL WGHT PINS W/ KEEPR FIT CTR-PKS	30-800-50400	124.37
COMMERCE CREDIT CARD SE	8-27	09/03/2024	SAMS CHPS,FRNKS,PRETZLS,NACHO CHS,HD BUNS - PKS	30-800-50200	282.64
COMMERCE CREDIT CARD SE	8-30	09/03/2024	MSU COPY THIS FALL PROGRAM GUIDE 2024 - PKS	30-800-55200	47.50
COMMERCE CREDIT CARD SE	APPLE	09/03/2024	APPLE MRKT DRINKS, CUPS-WORK STUDY MEETNG-P&D	10-400-50130	17.79
COMMERCE CREDIT CARD SE	HRB	09/03/2024	HBR FRT CUT-OFF SAW,DRYWLL LIFTR NW OFFC-	20-600-95100	169.99
COMMERCE CREDIT CARD SE	HRB	09/03/2024	HBR FRT CUT-OFF SAW,DRYWLL LIFTR NW OFFC-	20-700-95100	169.99
COMMERCE CREDIT CARD SE	HRB	09/03/2024	HBR FRT CUT-OFF SAW,DRYWLL LIFTR NW OFFC-	20-700-95500	85.00
COMMERCE CREDIT CARD SE	MEDFA	09/03/2024	MEDFA 2024 ANNUAL CONF M. RUESCH - P&D	10-400-56950	268.61
COMMERCE CREDIT CARD SE	PIZ	09/03/2024	PIZANOS FOOD/TIP-WORK STUDY MEETING - P&D	10-400-50130	90.57
COMMERCE CREDIT CARD SE	TOMO	09/03/2024	TOMO PRE-EMPLYMNT SCREEN S. HURT - GEN	10-100-56400	56.65
COMMERCE CREDIT CARD SE	USPS	09/03/2024	USPS POSTAGE CERT LETTERS - P&D	10-400-50750	29.04
			Vendor COMMGN - COMMERCE CREDIT CARD SERVICES Total:		**1,790.89**

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: CON170 - CONCO COMPANIES					
CONCO COMPANIES	101	09/03/2024	5/8" COMM STONE, 1" DIRTY BASE-SOUTHVIEW -STS	10-300-95100	91.27
			Vendor CON170 - CONCO COMPANIES Total:		**91.27**
Vendor: DWH100 - DIG WISE HYDRO INC					
DIG WISE HYDRO INC	1532	09/03/2024	HYDRO EXCAVATING SEVERAL LOCATIONS WTR REPR-W	20-600-51000	5,362.50
			Vendor DWH100 - DIG WISE HYDRO INC Total:		**5,362.50**
Vendor: DNS100 - DNS EQUIPMENT LLC					
DNS EQUIPMENT LLC	30	09/03/2024	HYPOCHLORITE SOLUTIONS - WELL MAINT - W	20-600-50000	1,749.23
			Vendor DNS100 - DNS EQUIPMENT LLC Total:		**1,749.23**
Vendor: FRA555 - FIRST RESPONDER OUTFITTERS, INC					
FIRST RESPONDER OUTFITTER	55-2	09/03/2024	SEW ON PATCHES M. COLE - LAW	10-200-92500	24.00
FIRST RESPONDER OUTFITTER	66-2	09/03/2024	SEW ON PATCHES M. COLE - LAW	10-200-92500	12.00
			Vendor FRA555 - FIRST RESPONDER OUTFITTERS, INC Total:		**36.00**
Vendor: GOTO100 - GOTO COMMUNICATIONS, INC					
GOTO COMMUNICATIONS, IN	859	09/03/2024	INTERNET-ALL	10-100-61050	117.74
GOTO COMMUNICATIONS, IN	859	09/03/2024	INTERNET-ALL	10-200-61050	117.74
GOTO COMMUNICATIONS, IN	859	09/03/2024	INTERNET-ALL	10-250-61050	84.04
GOTO COMMUNICATIONS, IN	859	09/03/2024	INTERNET-ALL	10-300-61050	86.86
GOTO COMMUNICATIONS, IN	859	09/03/2024	INTERNET-ALL	10-400-61050	84.04
GOTO COMMUNICATIONS, IN	859	09/03/2024	INTERNET-ALL	20-600-61050	128.92
GOTO COMMUNICATIONS, IN	859	09/03/2024	INTERNET-ALL	20-700-61050	128.92
GOTO COMMUNICATIONS, IN	859	09/03/2024	INTERNET-ALL	30-800-61050	131.74
			Vendor GOTO100 - GOTO COMMUNICATIONS, INC Total:		**880.00**
Vendor: HAR160 - HARRY COOPER SUPPLY COMPANY INC					
HARRY COOPER SUPPLY COM	001	09/03/2024	STARPIPE 2" 90DEG 1/4 MJ BEND- MARK ST MAIN REPR-	20-600-51000	218.24
			Vendor HAR160 - HARRY COOPER SUPPLY COMPANY INC Total:		**218.24**
Vendor: HIL100 - HILLYARD INC/ SPRINGFIELD					
HILLYARD INC/ SPRINGFIELD	639	09/03/2024	PAPER TOWELS, TOILET PAPER - PKS	10-100-50550	236.78
HILLYARD INC/ SPRINGFIELD	639	09/03/2024	PAPER TOWELS, TOILET PAPER - PKS	10-200-50550	172.92
HILLYARD INC/ SPRINGFIELD	639	09/03/2024	PAPER TOWELS, TOILET PAPER - PKS	30-800-50550	182.25
			Vendor HIL100 - HILLYARD INC/ SPRINGFIELD Total:		**591.95**
Vendor: JHA100 - JAMESON HEATING & AIR					
JAMESON HEATING & AIR	9090	09/03/2024	FITNESS CENTER AC REPAIR - PKS	30-800-50500	1,070.00
			Vendor JHA100 - JAMESON HEATING & AIR Total:		**1,070.00**
Vendor: LOS200 - LAKELAND OFFICE SYSTEMS INC					
LAKELAND OFFICE SYSTEMS I	869	09/03/2024	COPIES-ALL	10-100-50700	233.74
LAKELAND OFFICE SYSTEMS I	869	09/03/2024	COPIES-ALL	10-200-50700	65.76
LAKELAND OFFICE SYSTEMS I	869	09/03/2024	COPIES-ALL	10-250-50700	47.69
LAKELAND OFFICE SYSTEMS I	869	09/03/2024	COPIES-ALL	10-400-50700	30.20
LAKELAND OFFICE SYSTEMS I	869	09/03/2024	COPIES-ALL	20-600-50700	181.43
LAKELAND OFFICE SYSTEMS I	869	09/03/2024	COPIES-ALL	20-700-50700	181.43
LAKELAND OFFICE SYSTEMS I	869	09/03/2024	COPIES-ALL	30-800-50700	84.80
			Vendor LOS200 - LAKELAND OFFICE SYSTEMS INC Total:		**825.05**
Vendor: LEG250 - LEGALSHIELD					
LEGALSHIELD	8-25	09/03/2024	GROUP INS MCCLAIN & SHIPLEY-LAW	10-200-93000	29.90
			Vendor LEG250 - LEGALSHIELD Total:		**29.90**

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: LVK100 - LETTS, VAN KIRK AND ASSOCIATES					
LETTS, VAN KIRK AND ASSOCI	18387	09/03/2024	EQT & LBR MISSIONS UPGRD LFT STNS - S	20-700-95500	27,677.00
			Vendor LVK100 - LETTS, VAN KIRK AND ASSOCIATES Total:		**27,677.00**
Vendor: LOW505 - LOWE'S CREDIT SERVICES					
LOWE'S CREDIT SERVICES	73450	09/03/2024	SHOVL,TROWLS,SCRWGN,PRE SSR WSHR-BLDG-STS/W/S	10-300-95100	137.05
LOWE'S CREDIT SERVICES	73450	09/03/2024	SHOVL,TROWLS,SCRWGN,PRE SSR WSHR-BLDG-STS/W/S	20-600-95100	274.09
LOWE'S CREDIT SERVICES	73450	09/03/2024	SHOVL,TROWLS,SCRWGN,PRE SSR WSHR-BLDG-STS/W/S	20-700-95100	274.09
LOWE'S CREDIT SERVICES	76910	09/03/2024	DRYWALL SCRWGUN, DUPLX NAILS-NEW BLDG-STS/W/S	10-300-95100	35.34
LOWE'S CREDIT SERVICES	76910	09/03/2024	DRYWALL SCRWGUN, DUPLX NAILS-NEW BLDG-STS/W/S	20-600-95100	70.67
LOWE'S CREDIT SERVICES	76910	09/03/2024	DRYWALL SCRWGUN, DUPLX NAILS-NEW BLDG-STS/W/S	20-700-95100	70.67
			Vendor LOW505 - LOWE'S CREDIT SERVICES Total:		**861.91**
Vendor: LXE100 - LUMIX ELECTRICAL INC					
LUMIX ELECTRICAL INC	428	09/03/2024	MEADOWS LS CAM LOCKS-REPR & MAINT - S	20-700-51000	1,527.00
LUMIX ELECTRICAL INC	437	09/03/2024	PARTS/LBR INSTALL NEW ENCLOSURE MEADOWS EAST-	20-700-51000	366.38
			Vendor LXE100 - LUMIX ELECTRICAL INC Total:		**1,893.38**
Vendor: MATM100 - MATERIALS MANAGEMENT					
MATERIALS MANAGEMENT	226	09/03/2024	LOAD TOPSOIL - SOUTHVIEW PROJECT - STS	10-300-95100	330.00
MATERIALS MANAGEMENT	427	09/03/2024	1" DIRTY BASE - SOUTHVIEW PROJECT - STS	10-300-95100	399.18
			Vendor MATM100 - MATERIALS MANAGEMENT Total:		**729.18**
Vendor: MPI150 - MELTON PROPANE, INC.					
MELTON PROPANE, INC.	205	09/03/2024	PROPANE POLICE STATION - LAW	10-200-62100	181.17
			Vendor MPI150 - MELTON PROPANE, INC. Total:		**181.17**
Vendor: MOC100 - MISSOURI ONE CALL SYSTEM, INC					
MISSOURI ONE CALL SYSTEM,	323	09/03/2024	PROF LOCATE FEES-W/S	20-600-56400	116.77
MISSOURI ONE CALL SYSTEM,	323	09/03/2024	PROF LOCATE FEES-W/S	20-700-56400	116.78
			Vendor MOC100 - MISSOURI ONE CALL SYSTEM, INC Total:		**233.55**
Vendor: NFC - NATIONAL FASTENER CORP					
NATIONAL FASTENER CORP	113	09/03/2024	HEX WASHERS - STS/W/S	10-300-50130	1.08
NATIONAL FASTENER CORP	113	09/03/2024	HEX WASHERS - STS/W/S	20-600-50130	2.17
NATIONAL FASTENER CORP	113	09/03/2024	HEX WASHERS - STS/W/S	20-700-50130	2.17
NATIONAL FASTENER CORP	275	09/03/2024	HEX WASHERS,SHOP TOWELS,DRILL BIT SET-STS/W	10-300-50130	92.36
NATIONAL FASTENER CORP	275	09/03/2024	HEX WASHERS,SHOP TOWELS,DRILL BIT SET-STS/W	20-600-50130	184.71
NATIONAL FASTENER CORP	275	09/03/2024	HEX WASHERS,SHOP TOWELS,DRILL BIT SET-STS/W	20-700-50130	184.72
			Vendor NFC - NATIONAL FASTENER CORP Total:		**467.21**
Vendor: HYP100 - NITEL LLC					
NITEL LLC	166	09/03/2024	INTERNET-ALL	10-100-61050	319.95
NITEL LLC	166	09/03/2024	INTERNET-ALL	10-200-61050	319.95
NITEL LLC	166	09/03/2024	INTERNET-ALL	10-250-61050	228.36
NITEL LLC	166	09/03/2024	INTERNET-ALL	10-300-61050	236.01
NITEL LLC	166	09/03/2024	INTERNET-ALL	10-400-61050	228.36
NITEL LLC	166	09/03/2024	INTERNET-ALL	20-600-61050	350.31
NITEL LLC	166	09/03/2024	INTERNET-ALL	20-700-61050	350.31
NITEL LLC	166	09/03/2024	INTERNET-ALL	30-800-61050	357.97
			Vendor HYP100 - NITEL LLC Total:		**2,391.22**

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
Vendor: ORE145 - O'REILLY AUTOMOTIVE, INC					
O'REILLY AUTOMOTIVE, INC	153	09/03/2024	MOWER MAINT SPARTAN OIL - PKS	30-800-71100	11.99
O'REILLY AUTOMOTIVE, INC	828	09/03/2024	HYDRAULIC OIL FOR POOL PUMP - PKS	30-800-50500	22.99
			Vendor ORE145 - O'REILLY AUTOMOTIVE, INC Total:		**34.98**
Vendor: OZA255 - OZARKS COCA COLA					
OZARKS COCA COLA	384	09/03/2024	CONCESSIONS - PKS	30-800-50200	279.00
OZARKS COCA COLA	385	09/03/2024	CONCESSIONS - PKS	30-800-50200	300.00
			Vendor OZA255 - OZARKS COCA COLA Total:		**579.00**
Vendor: S&H410 - S&H FARM SUPPLY INC					
S&H FARM SUPPLY INC	422	09/03/2024	PART FOR MOWER REPAIR - STS	10-300-71100	16.18
S&H FARM SUPPLY INC	856	09/03/2024	MOWER PARTS SPARTAN - PK	30-800-71100	39.00
			Vendor S&H410 - S&H FARM SUPPLY INC Total:		**55.18**
Vendor: SPS150 - SCHENDEL PEST SERVICES					
SCHENDEL PEST SERVICES	60	09/03/2024	PEST CONTROL-ALL	10-100-50130	25.00
SCHENDEL PEST SERVICES	60	09/03/2024	PEST CONTROL-ALL	10-200-50130	35.00
SCHENDEL PEST SERVICES	60	09/03/2024	PEST CONTROL-ALL	10-250-50130	5.00
SCHENDEL PEST SERVICES	60	09/03/2024	PEST CONTROL-ALL	10-300-50130	10.00
SCHENDEL PEST SERVICES	60	09/03/2024	PEST CONTROL-ALL	10-400-50130	5.00
SCHENDEL PEST SERVICES	60	09/03/2024	PEST CONTROL-ALL	20-600-50130	30.00
SCHENDEL PEST SERVICES	60	09/03/2024	PEST CONTROL-ALL	20-700-50130	30.00
SCHENDEL PEST SERVICES	60	09/03/2024	PEST CONTROL-ALL	30-800-50130	40.00
			Vendor SPS150 - SCHENDEL PEST SERVICES Total:		**180.00**
Vendor: SCU425 - SCURLOCK INDUSTRIES					
SCURLOCK INDUSTRIES	763	09/03/2024	ELLIPTICL REINFORCD CONCRT PIPE-SOUTHVIEW-ST	10-300-95100	742.50
			Vendor SCU425 - SCURLOCK INDUSTRIES Total:		**742.50**
Vendor: SPM100 - SPRINGFIELD MOW LLC					
SPRINGFIELD MOW LLC	650	09/03/2024	MOWER PARTS - PKS	30-800-71100	217.86
SPRINGFIELD MOW LLC	706	09/03/2024	PARTS/LABOR MOWER REPAIR BADBOY - PKS	30-800-71100	1,449.62
			Vendor SPM100 - SPRINGFIELD MOW LLC Total:		**1,667.48**
Vendor: SNL200 - SPRINGFIELD NEWS-LEADER					
SPRINGFIELD NEWS-LEADER	722	09/03/2024	NOTICE TO CONTRCTRS JACKSON STREET - STS	10-300-55200	374.39
			Vendor SNL200 - SPRINGFIELD NEWS-LEADER Total:		**374.39**
Vendor: SSP100 - SPRINGFIELD SPECIAL PRODUCTS					
SPRINGFIELD SPECIAL PRODU	577	09/03/2024	17' X 34' TARP W/SCREEN WINDOWS-LAGOONS -S	20-700-51000	1,300.00
			Vendor SSP100 - SPRINGFIELD SPECIAL PRODUCTS Total:		**1,300.00**
Vendor: SQB100 - SQUIBB MEDIA, LLC					
SQUIBB MEDIA, LLC	1147	09/03/2024	PUBLIC HEARING ANNCMNT BRD OF ADJMNTS - GEN	10-100-55200	129.44
			Vendor SQB100 - SQUIBB MEDIA, LLC Total:		**129.44**
Vendor: WSP100 - TURN 2 APPAREL LLC					
TURN 2 APPAREL LLC	151	09/03/2024	FALL SOCCER SHIRTS - PKS	30-800-50150	1,400.40
			Vendor WSP100 - TURN 2 APPAREL LLC Total:		**1,400.40**
Vendor: VER100 - VERIZON WIRELESS					
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	10-100-61050	80.06
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	10-200-61000	121.15
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	10-200-61050	160.05
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	10-300-61000	16.05

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	10-400-61000	40.36
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	20-600-61000	32.16
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	20-700-61000	32.28
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	30-800-61000	85.77
VERIZON WIRELESS	109	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	30-800-61050	40.00
				Vendor VER100 - VERIZON WIRELESS Total:	**607.88**
Vendor: AMK100 - VESTIS					
VESTIS	904	09/03/2024	PW UNIFORM SERVICE - STS / S / W	10-300-92500	24.24
VESTIS	904	09/03/2024	PW UNIFORM SERVICE - STS / S / W	20-600-92500	48.48
VESTIS	904	09/03/2024	PW UNIFORM SERVICE - STS / S / W	20-700-92500	48.48
				Vendor AMK100 - VESTIS Total:	**121.20**
Vendor: WAL110 - WALMART CAPITAL ONE					
WALMART CAPITAL ONE	8-28	09/03/2024	SAMS TAPE, GLUE - PKS	30-800-50700	34.96
				Vendor WAL110 - WALMART CAPITAL ONE Total:	**34.96**
Vendor: WRI110 - WEX BANK					
WEX BANK	1988	09/03/2024	VEH AND EQUIP FUEL-LAW/PKS/STS/W/S/P&D	10-200-70000	2,158.20
WEX BANK	1988	09/03/2024	VEH AND EQUIP FUEL-LAW/PKS/STS/W/S/P&D	10-300-70000	652.19
WEX BANK	1988	09/03/2024	VEH AND EQUIP FUEL-LAW/PKS/STS/W/S/P&D	10-400-70000	94.52
WEX BANK	1988	09/03/2024	VEH AND EQUIP FUEL-LAW/PKS/STS/W/S/P&D	20-600-70000	1,338.24
WEX BANK	1988	09/03/2024	VEH AND EQUIP FUEL-LAW/PKS/STS/W/S/P&D	20-700-70000	1,338.24
WEX BANK	1988	09/03/2024	VEH AND EQUIP FUEL-LAW/PKS/STS/W/S/P&D	30-800-70000	784.51
WEX BANK	1988	09/03/2024	VEH AND EQUIP FUEL-LAW/PKS/STS/W/S/P&D	30-800-70100	1,510.75
				Vendor WRI110 - WEX BANK Total:	**7,876.65**
Vendor: WIL295 - WILLARD CHAMBER OF COMMERCE					
WILLARD CHAMBER OF COM	TIGER	09/03/2024	TIGER PRIDE NIGHT ADMISSION - PKS	30-800-55200	50.00
				Vendor WIL295 - WILLARD CHAMBER OF COMMERCE Total:	**50.00**
Vendor: WTV100 - WILLARD HOME CENTER LLC					
WILLARD HOME CENTER LLC	202	09/03/2024	SILLCOCK,BUSHING,PVC ADAPTR,GALV NIPPLES-W	20-600-50130	24.52
WILLARD HOME CENTER LLC	273	09/03/2024	READY-MIX W/GRAVEL-SOUTHVIEW PROJT-STS	10-300-95100	25.56
WILLARD HOME CENTER LLC	388	09/03/2024	PAINT FOR POOL BLDG DOORS - PKS	30-800-50500	11.32
WILLARD HOME CENTER LLC	46	09/03/2024	16D DUPLX,CONC STAKES,2X4 -12'-LONE OAK REPR-W	20-600-51000	65.89
WILLARD HOME CENTER LLC	516	09/03/2024	STRAW BALE - DRAINAGE WRK LANGSTON - STS	10-300-51000	6.89
WILLARD HOME CENTER LLC	558	09/03/2024	MOUSE TRAPS REC CENTER - PKS	30-800-50130	15.68
WILLARD HOME CENTER LLC	57	09/03/2024	ZINC QUICK LINKS - SALT BARN MAINT - STS	10-300-51000	52.61
WILLARD HOME CENTER LLC	571	09/03/2024	STEEL WOOL PADS COMM CTR CLEANING - PKS	30-800-50550	4.76
WILLARD HOME CENTER LLC	577	09/03/2024	ADPTR & CLMPS-SOAKR HOSE REP,HOSE-SPRYR REP-PKS	30-800-71100	46.80

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
WILLARD HOME CENTER LLC	600	09/03/2024	MISC STIHL AIR FILTER-WEED EATER MAINT - STS	10-300-71100	10.00
WILLARD HOME CENTER LLC	621	09/03/2024	SONIC BIT, MISC BOLTS CITY HALL - PKS	30-800-51000	18.30
WILLARD HOME CENTER LLC	624	09/03/2024	UTIL KNIFE, BLADE DISPNSR - NEW BLDG - STS/W/S	10-300-95100	10.64
WILLARD HOME CENTER LLC	624	09/03/2024	UTIL KNIFE, BLADE DISPNSR - NEW BLDG - STS/W/S	20-600-95100	21.28
WILLARD HOME CENTER LLC	624	09/03/2024	UTIL KNIFE, BLADE DISPNSR - NEW BLDG - STS/W/S	20-700-95100	21.28
WILLARD HOME CENTER LLC	633	09/03/2024	SHANK, ADAPTR NUT, HOLE SAW-NEW OFFC-STS/W/S	10-300-95100	6.11
WILLARD HOME CENTER LLC	633	09/03/2024	SHANK, ADAPTR NUT, HOLE SAW-NEW OFFC-STS/W/S	20-600-95100	12.23
WILLARD HOME CENTER LLC	633	09/03/2024	SHANK, ADAPTR NUT, HOLE SAW-NEW OFFC-STS/W/S	20-700-95100	12.23
WILLARD HOME CENTER LLC	689	09/03/2024	BIG MULE WIPES-TRCK, TOOL-SHOP, BULB-REC CTR - PKS	30-800-50130	17.96
WILLARD HOME CENTER LLC	689	09/03/2024	BIG MULE WIPES-TRCK, TOOL-SHOP, BULB-REC CTR - PKS	30-800-50200	26.09
WILLARD HOME CENTER LLC	704	09/03/2024	NIPPLE,BSHNG,ADAPTR,COUP LNG POOL PMP REPR-PKS	30-800-50500	28.22
WILLARD HOME CENTER LLC	853	09/03/2024	COUPLINGS, PVC 4" CLEANOUT W/PLUG REC CTR-	30-800-50500	27.87
WILLARD HOME CENTER LLC	899	09/03/2024	1/2" WHT COUPLING - MARK ST MAIN REPAIR - W	20-600-51000	4.83
WILLARD HOME CENTER LLC	906	09/03/2024	STRAW BALES, SEED MIX - HUNT ROAD REPR - STS	10-300-51000	126.28
WILLARD HOME CENTER LLC	936	09/03/2024	DREMEL - PKS	30-800-50130	4.49
WILLARD HOME CENTER LLC	944	09/03/2024	MISC CHAINS, STYRENE GATE HNDLE-MARK ST REPR-W	20-600-51000	11.76
WILLARD HOME CENTER LLC	968	09/03/2024	MOUSE TRAPS - PKS	30-800-50130	4.49
WILLARD HOME CENTER LLC	979	09/03/2024	MAINT PARTS FOR KUBOTA - PKS	30-800-71100	3.89
WILLARD HOME CENTER LLC	98	09/03/2024	LAV/KITCH DRAIN TRAP, J BEND-NEW OFFICE-STS/W/S	20-600-95100	5.57
WILLARD HOME CENTER LLC	98	09/03/2024	LAV/KITCH DRAIN TRAP, J BEND-NEW OFFICE-STS/W/S	20-700-95100	5.57
WILLARD HOME CENTER LLC	98	09/03/2024	LAV/KITCH DRAIN TRAP, J BEND-NEW OFFICE-STS/W/S	20-700-95500	2.79
			Vendor WTV100 - WILLARD HOME CENTER LLC Total:		**635.91**
Vendor: EZA150 - WILLARD TIRE LLC					
WILLARD TIRE LLC	159	09/03/2024	FLAT REPAIR CHIEF'S TRUCK - LAW	10-200-71000	20.00
			Vendor EZA150 - WILLARD TIRE LLC Total:		**20.00**
Vendor: WSC100 - WILSON SURVEYING CO, INC					
WILSON SURVEYING CO, INC	5609	09/03/2024	PART 1 SRVY LEGAL DESC OF ROAD FOR ANNEX - P&D	10-400-56400	5,000.00
WILSON SURVEYING CO, INC	5610	09/03/2024	PART 2 SRVY LEGAL DESC OF ROAD FOR ANNEX - P&D	10-400-56400	5,000.00
WILSON SURVEYING CO, INC	5611	09/03/2024	PART 3 SRVY LEGAL DESC OF ROAD FOR ANNEX - P&D	10-400-56400	6,000.00
			Vendor WSC100 - WILSON SURVEYING CO, INC Total:		**16,000.00**
			Grand Total:		**143,113.92**

Report Summary

Fund Summary

Fund	Expense Amount
10 - GENERAL FUND	70,115.25
20 - WATER AND SEWER FUND	62,168.52
30 - PARKS FUND	10,830.15
Grand Total:	**143,113.92**

Account Summary

Account Number	Account Name	Expense Amount
10-100-50130	SUPPLIES-GCG	25.00
10-100-50550	CUSTODIAL SUPPLIES-GC	236.78
10-100-50700	OFFICE SUPPLIES-GCG	367.34
10-100-52000	SUPPLIES SMALL EQUIP	143.73
10-100-55200	ADVERTISING-GCG	129.44
10-100-56400	PROFESSIONAL-GCG	56.65
10-100-57400	EQUIPMENT/SOFTWARE	6,510.00
10-100-61050	INTERNET-GCG	517.75
10-200-50130	SUPPLIES-LAW	35.00
10-200-50550	CUSTODIAL SUPPLIES-LA	172.92
10-200-50700	OFFICE SUPPLIES-LAW	65.76
10-200-61000	TELEPHONE-LAW	121.15
10-200-61050	INTERNET-LAW	597.74
10-200-62100	UTILITIES GAS-LAW	181.17
10-200-70000	VEHICLE EXPENSES FUEL	2,158.20
10-200-71000	VEHICLE REPAIR & MAIN	20.00
10-200-92500	UNIFORMS-LAW	36.00
10-200-93000	GROUP INSURANCE-LA	29.90
10-250-50130	SUPPLIES-COURT	5.00
10-250-50700	OFFICE SUPPLIES-COURT	52.69
10-250-61050	INTERNET-COURT	312.40
10-300-50130	SUPPLIES-STREETS	144.76
10-300-50700	OFFICE SUPPLIES-STREET	6.19
10-300-51000	REPAIRS AND MAINTEN	473.60
10-300-55200	ADVERTISING-STS	374.39
10-300-61000	TELEPHONE-STREETS	16.05
10-300-61050	INTERNET-STREETS	322.87
10-300-70000	VEHICLE EXPENSE FUEL-	652.19
10-300-71100	EQUIPMENT REPAIR &	26.18
10-300-92500	UNIFORMS-STREETS	24.24
10-300-95100	CAPITAL ASSET EXP-STRE	37,501.67
10-400-50130	SUPPLIES-P&D	113.36
10-400-50700	OFFICE SUPPLIES-P&D	30.20
10-400-50750	POSTAGE-P&D	29.04
10-400-56400	PROFESSIONAL-P&D	17,910.00
10-400-56950	TRAINING & EDUCATION	268.61
10-400-61000	TELEPHONE-P&D	40.36
10-400-61050	INTERNET-P&D	312.40
10-400-70000	VEHICLE EXPENSE FUEL-	94.52
20-600-50000	CHEMICALS-WATER	1,749.23
20-600-50130	SUPPLIES-WATER	596.35
20-600-50700	OFFICE SUPPLIES-WATER	256.44
20-600-51000	REPAIRS AND MAINTEN	5,663.22
20-600-56400	PROFESSIONAL-WATER	116.77
20-600-61000	TELEPHONE WATER	32.16
20-600-61050	INTERNET-WATER	479.23
20-600-70000	VEHICLE EXPENSE FUEL-	1,338.24
20-600-92500	UNIFORMS-WATER	48.48
20-600-95100	CAPITAL ASSET EXP-WAT	553.83
20-700-50130	SUPPLIES-SEWER	309.52

Account Summary

Account Number	Account Name	Expense Amount
20-700-50700	OFFICE SUPPLIES-SEWER	256.44
20-700-51000	REPAIRS AND MAINTEN	3,193.38
20-700-56400	PROFESSIONAL-SEWER	17,358.38
20-700-61000	TELEPHONE-SEWER	32.28
20-700-61050	INTERNET-SEWER	479.23
20-700-70000	VEHICLE EXPENSE FUEL-	1,338.24
20-700-92500	UNIFORMS-SEWER	48.48
20-700-95100	CAPITAL ASSET EXP-SEW	553.83
20-700-95500	CAPITAL ASSET EXP EQUI	27,764.79
30-800-47100	YOUTH PROGRAMS-PKS	210.69
30-800-50110	SUPPLIES - GROUNDS	189.98
30-800-50130	SUPPLIES GENERAL-PKS	82.62
30-800-50150	SUPPLIES-SPORTS SHIRT	1,400.40
30-800-50175	SUPPLIES YOUTH PROGR	267.31
30-800-50190	TREE CITY USA-PKS	75.00
30-800-50200	CONCESSIONS-PKS	887.73
30-800-50400	FITNESS CENTER EXPENS	124.37
30-800-50500	BUILDING MAINTENANC	1,160.40
30-800-50550	CUSTODIAL SUPPLIES-PK	326.69
30-800-50700	OFFICE SUPPLIES-PKS	196.32
30-800-51000	REPAIRS AND MAINTEN	681.30
30-800-52000	SUPPLIES SMALL EQUIP	29.94
30-800-55200	ADVERTISING-PKS	97.50
30-800-55850	EQUIPMENT RENTAL-PK	420.00
30-800-61000	TELEPHONE-PKS	85.77
30-800-61050	INTERNET-PARKS	529.71
30-800-70000	VEHICLE EXPENSE FUEL-	784.51
30-800-70100	EQUIPMENT FUEL-PKS	1,510.75
30-800-71100	EQUIPMENT REPAIR &	1,769.16
	Grand Total:	**143,113.92**

Project Account Summary

Project Account Key	Expense Amount
None	141,729.33
2070095500-13	1,384.59
Grand Total:	**143,113.92**

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Consent Agenda Item #3c

Department Head Reports

CITY OF WILLARD
BOARD OF ALDERMEN
09/09/2024

City Clerk Report

1. I have had several business owners come into the office to apply for their business licenses this past month. I like it when they come in because it gives me the opportunity to meet them face to face and wish them success with their businesses. It also eliminates a back log for me because I am hands on with completing the new applications and processing them immediately. I am continuing to work on the backlog as well and I am making progress.
2. Wes Young is ordering iPads for the court room for board members to use during meetings. Instead of printing board packets, they will be uploaded to the iPads and will save a lot of time as well as paper. The iPads, along with the new software that will be installed so agenda and meeting packets can be uploaded and reviewed, will streamline the process and help me meet the deadlines more efficiently.
3. I am still working to try to clean up and combine some of the clerk files on my computer.
4. I have a back log of transmittals to log and I hope to be able to get those caught up soon.

Janice Gargus

MUNICIPAL DIVISION SUMMARY REPORTING FORM

Refer to instructions for directions and term definitions. Complete a report each month even if there has not been any court activity.

I. COURT INFORMATION	Municipality: WILLARD	Reporting Period: Aug 1, 2024 - Aug 30, 2024	
Mailing Address: 224 W JACKSON ST, WILLARD, MO 65781			
Physical Address: 224 W JACKSON ST, WILLARD, MO 65781		County: Greene County	Circuit: 31
Telephone Number:		Fax Number:	
Prepared by: Terry Forshee		E-mail Address:	
Municipal Judge: DAVID W. DORAN			

II. MONTHLY CASELOAD INFORMATION	Alcohol & Drug Related Traffic	Other Traffic	Non-Traffic Ordinance
A. Cases (citations/informations) pending at start of month	10	311	74
B. Cases (citations/informations) filed	1	65	2
C. Cases (citations/informations) disposed			
1. jury trial (Springfield, Jefferson County, and St. Louis County only)	0	0	0
2. court/bench trial - GUILTY	0	0	0
3. court/bench trial - NOT GUILTY	0	0	0
4. plea of GUILTY in court	2	26	4
5. Violations Bureau Citations (i.e. written plea of guilty) and bond forfeiture by court order (as payment of fines/costs)	0	7	0
6. dismissed by court	0	0	0
7. *nolle prosequi*	0	10	1
8. certified for jury trial (not heard in Municipal Division)	0	0	0
9. TOTAL CASE DISPOSITIONS	2	43	5
D. Cases (citations/informations) pending at end of month [pending caseload = (A+B)-C9]	9	333	71
E. Trial de Novo and/or appeal applications filed	0	0	0

III. WARRANT INFORMATION (pre- & post-disposition)		IV. PARKING TICKETS	
1. # Issued during reporting period	10	1. # Issued during period	0
2. # Served/withdrawn during reporting period	25	☒ Court staff does not process parking tickets	
3. # Outstanding at end of reporting period	301		

MUNICIPAL DIVISION SUMMARY REPORTING FORM

COURT INFORMATION	Municipality: WILLARD	Reporting Period: Aug 1, 2024 - Aug 30, 2024

V. DISBURSEMENTS

Excess Revenue (minor traffic and municipal ordinance violations, subject to the excess revenue percentage limitation)	
Fines - Excess Revenue	$3,014.30
Clerk Fee - Excess Revenue	$355.00
Crime Victims Compensation (CVC) Fund surcharge - Paid to City/Excess Revenue	$11.94
Bond forfeitures (paid to city) - Excess Revenue	$0.00
Total Excess Revenue	$3,381.24
Other Revenue (non-minor traffic and ordinance violations, not subject to the excess revenue percentage limitation)	
Fines - Other	$362.50
Clerk Fee - Other	$99.00
Judicial Education Fund (JEF) ☐ Court does not retain funds for JEF	$41.28
Peace Officer Standards and Training (POST) Commission surcharge	$41.27
Crime Victims Compensation (CVC) Fund surcharge - Paid to State	$294.27
Crime Victims Compensation (CVC) Fund surcharge - Paid to City/Other	$3.33
Law Enforcement Training (LET) Fund surcharge	$80.00
Domestic Violence Shelter surcharge	$0.00
Inmate Prisoner Detainee Security Fund surcharge	$0.00
Restitution	$0.00
Parking ticket revenue (including penalties)	$0.00
Bond forfeitures (paid to city) - Other	$0.00
Total Other Revenue	$921.65

Other Disbursements: Enter below additional surcharges and/or fees not listed above. Designate if subject to the excess revenue percentage limitation. Examples include, but are not limited to, arrest costs and witness fees.	
Court Automation	$288.91
Due To Debt Collection	$495.98
Judicial Facility Srchg CT31	$400.00
Law Enf Arrest-Local	$66.90
Overpayment	$0.02
Overpayments Detail Code	($6.00)
Sheriff Retirement-CO/Muni	$6.00
Total Other Disbursements	$1,251.81
Total Disbursements of Costs, Fees, Surcharges and Bonds Forfeited	$5,554.70
Bond Refunds	$450.00
Total Disbursements	$6,004.70

Willard Parks and Recreation Director's Report

Monthly Report - September 2024

Quote of the month: "There are no constraints on the human mind, no walls around the human spirit, no barriers to our progress except those we ourselves erect." -Ronald Reagan

Program Updates

This summer has been one of our most successful yet! Our Aquatic Center surpassed expectations, generating over $120,000 in revenue. The center remained a popular destination for families and individuals alike, offering a variety of programs and events that kept attendance high throughout the season.

Our Summer Camp also saw strong participation, bringing in over $70,000 in revenue. The campers enjoyed a range of activities, from outdoor adventures to creative arts, and we received outstanding feedback from parents and participants. The success of these programs reinforces our commitment to providing quality recreational opportunities for our community.

Looking ahead, we are gearing up for an exciting fall soccer season. With a significant increase in registrations, we anticipate a vibrant and competitive season. There are more than 30 teams registered this season. Our teams are eager to get on the field, and we're thrilled to see such enthusiasm from our young athletes and their families.

Maintenance Updates

The maintenance team has been busy with several key projects this month, completing repairs on multiple signs. They have completed an inventory of surplus equipment which will soon be presented to the board for authorization to send to auction. Bids have been received for the roof project at the Rec Center, coming in below the estimated budget. These repairs are essential to ensure the longevity and safety of the facility, and we appreciate everyone's patience during this process.

At the Aquatic Center, we've received an estimate to make repairs to the pool slides, enhancing safety and functionality. Additionally, we are waiting on cost estimates for some necessary valve replacements at the pool to ensure that our systems are running smoothly. These improvements are crucial to maintaining the high standards our community expects from our facilities and keep the pool operating at peak efficiency.

Upcoming Projects

We are excited to report significant progress on a few major projects. The pump track and dog park are both gaining momentum, with active committee involvement driving these initiatives forward. These projects are poised to make a substantial impact on our community, offering new spaces for recreation and engagement. We had a second meeting regarding the pump track and have made some strong

connections in the community to help move the project forward. We are also making good strides on the Tiger Paws after school program. However, due to challenges with securing transportation, we have made the difficult decision to postpone the program's start date to November 1. We believe this delay will allow us to fully prepare and deliver the high-quality program our community deserves. This will also allow a soft start with a couple schools out camp days to trial run the systems.

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Planning Department Report

September 2024

Permits - August

Permits Issued	Fees collected (August)	Est. Value of Work (August)	Permits Issued (YtD)	Fees Collected (YtD)	Est. Value of Work (YtD)
21	$18,677.38	$1,183,451.00	213	$364,842.09	$25.066.199.00

Sunshine requests included the US Census, Data Dodge Analytics, and Build-zoom

Current Development

Hoffman Hills: Phase 1 multiple lots have been sold and building permits have been submitted. Multiple buildings are under construction

Hoffman Hills Phase II: Building permits have started. They have started building residential homes.

West Ridge: There is only 1 open building permit remaining. The silo has been painted and finished. The builder is responsible for setting up the HOA, if they do not then they will remain the liable party for maintenance of common spaces and stormwater.

Stone Creek Phase II: Almost finished with subdivision. Have a few permits still out.

Generations Village: All building permits have been issued. They have started excavating.

Rocky Point: Has Preliminary plat. Working on construction drawings and utility installation.

Mike Ruesch
Director of Planning and Development
417-742-5310

Other Business

1. Mixed use code in review with PC.
2. Mediacom is installing fiber in the Hoffman hills area
3. Sign ordinance and variance codes at the Planning Commission
4. Looking for input on the downtown overlay, if you have ideas and suggestions please get with staff.
    a. Had a meeting with Ozark Greenways on trails and downtown improvements and participation.
5. Starting information gathering for a Master Parks and Trails Plan
6. Coordinating information on a Mater Transportation Plan
    a. Had a meeting with CJW to discuss specifications and process for development of said plan
    b. Master plans will coordinate with the comprehensive plan adopted by the BOA in 2019
    c. Coordinating with parks on a Master Parks and Trails Plan in conjunction with the Master transportation plan

Mike Ruesch
Director of Planning and Development
417-742-5310

Willard Police Department
August 2024 - Monthly Statistical Report

Administration	Officer – DSN		Case #'s
Tom McClain, Chief	1601–001		8
Shannon Shipley, Asst. Chief	1602–003		11
	Total		19

Squad #1	1607-050	Caleb Steen, Cpl.	14	Squad #2	1603-027	Steve Purdy, Sgt.	45
	1605-056	Mark Cole, Cpl.	24		1608-054	Stefan Collette, Cpl.	51
	1611-064	Danielle Cale, Officer	42		1610-061	Christian Smith, Officer	71
	1604-065	Anthony Hickox, Officer	64		1606-066	Colton Prike, Officer	11
	Total		144		Total		178

Reserves	Officer	Officer Names	Case #'s	Hours
	1609-063	Cody Weatherford, PT Officer	42	
	1644-057	Matthew Hanson, PT Officer		
	1641-014	Brian Gordon, Reserve		
	1642-015	JD Landon, Reserve		
	1645-047	Glenn Cozzens, Reserve		
	1646-031	Andrew Hunt, Reserve		
	1643-048	Tim Wheeler, Reserve		
	Total		42	
Total Incidents for the month...			383	

Incident Statistics

Felony	4	HBO (Handled by Officers)	183
Misdemeanor	4	Use of Force	0
Infraction	192	Dog at Large	0
Other (Services)	183	Neglect-0 /Abuse-0 /Bites-2	2

Vehicle Maintenance

Vehicle	Odometer Reading	Monthly Mileage	Shifts Used	Miles per Shift	Monthly Maintenance	Year to Date Maintenance
WPD-01 2021 Ford F-150	33,523	774	19	41		72.97
WPD-02 2021 Charger	67,311	1,529	26	59		221.99
WPD-04 2023 Durango	25,315	2,379	28	85		182.98
WPD-05 2023 Charger	25,969	2,631	26	101	77.49	429.96
WPD-06 2023 Durango	15,327	2,335	19	123	106.49	213.98
WPD-07 2017 Explorer	29,826	573	12	48		1,104.12
WPD-08 2008 Harley	6,252	21	1	21		95.73

Monthly Vehicle Maintenance Details

WPD-01:	WPD-05: oil change
WPD-02:	WPD-06: oil change; tire rotation
WPD-04:	WPD-07:

***Colton Prike resigned on August 22, 2024 citing personal problems and a better offer from his former agency (Christian County Sheriff's Office)**

Public Works Report

August 2024

128 Service Orders

30 Rereads

5 After Hour Call ins

160 Locates

Water Department

1. Repaired Water leak on 600 BLK & 2100 BLK Fr 97 and hydrant repair
2. Water leak on 97 replaced valves
3. Water Leak repaired on 302 New Melville
4. Water Leak repaired at park
5. Water leak repaired on Mark St
6. Water Leak repaired in Hoffman Hills (Looney Boring Failure)
7. Lead and copper work and data entry
8. Started 2" waterline replacement on Mark St 100' with flush hydrant install
9. Trouble shooting at wells
10. Daily Wells Checks and Maintenance
11. Discussed Tie in with Conklin in generations village
12. Bulk Meter Checks
13. Residential meter installs
14. Lead And Copper surveys work

Sewer Department

1. Lagoon drive repaired
2. Maintenance Lagoon Pond banks
3. Lagoon samples
4. Fog inspections
5. Sewer line Jetting
6. Manhole Inspections
7. Regional vapor lock repair and filter replacement
8. Daily lift station checks and maintenance

9. Decision for B&G consulting work for INI and future sewer expansion

Streets Department

1. Gabion baskets put together
2. Southview 12" ADS pipe installs 60 ft and 15" ADS pipe installs across road
3. Culvert pipe 36 elliptical extension installed
4. Seed and dirt work on Southview
5. Asphalt 6 patches 1 driveway 12 potholes
6. Removed tree on pheasant
7. Sidewalk replacement 2 slabs on pheasant .5 yds
8. Sidewalk replacement on hunt 4 slabs 2 yds to meet specs for handicap install by B&B Concrete on east side
9. Back wall tarp hung up on slat barn
10. Prepped streets flatbed for streets uses
11. Signage installs in stone creek subdivision
12. Removed pond brush for parks
13. Boom mowing and mowing all public works facilities
14. Brush hogged holly circle
15. Ditched Langston storm drainage seeded and final dirt work 15" ADS Pipe install
16. Streets crew has been working with water department on Mark st waterline replacement

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Consent Agenda Item #3d

Board Attendance Report

2024 BOARD ATTENDANCE REPORT

ATTENDED: Y					SPECIAL SESSION	SPECIAL SESSION
NAME	**1/8/2024**	**1/22/2024**	**2/12/2024**	**2/26/2024**	**3/4/2024**	**3/6/2024**
MAYOR SAM BAIRD	Y	Y	Y	Y	Y	Y (LATE)
TROY SMITH (MAYOR PRO TEM)	Y	Y	Y	Y	Y	Y
DAVID KEENE	Y	Y	Y	Y	Y	Y
SCOTT SWATOSH	Y	Y	Y	Y	OUT	Y
LANDON HALL	OUT	Y	OUT	OUT	Y	OUT
CASEY BILLIER	Y	Y	Y	Y	Y	Y
JOYCE LANCASTER	Y	Y	Y	Y	Y	Y
	SPECIAL SESSION		SPECIAL SESSION			
NAME	**3/21/2024**	**3/25/2024**	**4/3/2024**	**4/22/2024**	**5/13/2024**	**5/29/2024**
MAYOR SAM BAIRD	Y	OUT	Y	Y	Y	Y
MAYOR TROY SMITH	Y	Y	Y	Y	Y	Y
DAVID KEENE	Y (LATE)	Y	OUT	Y	Y	OUT
SCOTT SWATOSH	OUT	Y	Y	Y	Y	Y
LANDON HALL	Y	Y	Y	-	-	-
CASEY BILLIER	Y	Y	Y	Y	Y	Y
JOYCE LANCASTER	Y	Y	Y	Y	Y	Y
CAROL WILSON (4/2/24)	-	-	-	Y	Y	Y

NAME	**7/8/2024**	**7/22/2024**	**8/12/2024**	**8/26/2024**		
MAYOR TROY SMITH	Y	Y	Y	Y		
CASEY BIELLIER	Y	Y	Y	Y		
JEREMY HILL	Y	OUT	OUT	OUT		
DAVID KEENE (MAYOR PRO-TEM)	Y	Y	Y	Y		
JOYCE LANCASTER	OUT	OUT	Y	Y		
SCOTT SWATOSH	Y	Y	Y	Y		
CAROL WILSON	Y	Y	OUT	Y		

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Agenda Item #7

Proclamation Recognizing Sam Baird for Nine Years of Service as an Alderman & Mayor

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

PROCLAMATION

Recognizing Sam Baird for Nine Years of Dedicated Service on the Board of Aldermen and as Mayor

WHEREAS, Sam Baird has faithfully served the City of Willard and its citizens with distinction for nine years, both as a member of the Board of Aldermen and as Mayor; and

WHEREAS, during his tenure, Sam Baird has demonstrated exemplary leadership, integrity, and a deep commitment to the betterment of our community; and

WHEREAS, his vision and dedication have been instrumental in guiding the City of Willard through significant challenges and changes, ensuring that the needs and interests of the citizens have always been prioritized; and

WHEREAS, Sam Baird's contributions to the City of Willard have not only improved the quality of life for its residents but have also set a strong foundation for future progress; and

WHEREAS, the City of Willard, its Board of Aldermen, and its citizens owe a debt of gratitude to Sam Baird for his unwavering dedication and service;

NOW, THEREFORE, I, Troy Smith, Mayor of the City of Willard, on behalf of the Board of Aldermen and the entire community, do hereby recognize and extend our deepest appreciation to Sam Baird for his nine years of outstanding service to the City of Willard.

BE IT FURTHER RESOLVED that the City of Willard expresses its heartfelt thanks and best wishes to Sam Baird for continued success in all future endeavors.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Willard, Missouri, to be affixed this 9th day of September in the year 2024.

_____

Troy Smith
Mayor of the City of Willard

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Agenda Item #9

Ordinance Accepting the Proposal by Arrow for High-Speed Internet/VOIP Phone Service and for Starlink Services, LLC to be used as a Back Up to Provide Phone & Internet Services for the City of Willard Department Buildings and Authorizing the Mayor to Execute All Necessary Documents on Behalf of the City of Willard (1st Read)

Exhibit A: Service Order Form/Master Service Agreement for Arrow High Speed Internet/VOIP Phone Service (Bid #1)

Exhibit B: Starlink No Contract Monthly Charges (Bid #2)

Exhibit C: Current Environmental Stats vs. Tier One & Tier Two Recommended Environments

Exhibit D: Proposed Services Stats Basic Service Internet & Phones

Exhibit E: Current Services Stats Basic Services Internet & Phone, Plus Back Up for All but Public Works

Exhibit F: Proposal/Bid from Granite Government Solutions (Bid #3)

First Read: 08/26/2024

Second Read: 09/09/2024

Bill No.: 24-40

Ordinance No.: 240826

AN ORDINANCE

For Accepting the Proposal by Arrow for High Speed Internet/VOIP Phone Service and for Starlink Services, LLC to be used as a back up to Provide Phone & Internet Services for the City of Willard Department Buildings and Authorizing the Mayor to Execute All Necessary Documents on Behalf of the City of Willard.

WHEREAS, the City of Willard has selected Arrow High Speed Internet/VOIP Phone Service and Starlink Services, LLC as a back up to provide services as itemized in detail in Exhibits "A" & "B" as attached hereto;

NOW THEREFORE, BE IT HEREBY ORDAINED AND RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF WILLARD, GREENE COUNTY, MISSOURI, AS FOLLOWS:

Section 1: That the Mayor, on behalf of the City of Willard, Missouri is hereby authorized to accept the proposal for Arrow High Speed Internet/VOIP Phone Service and for Starlink Services, LLC to be used as a back up to provide the services described in Exhibits "A" & "B".

Section 2: This Ordinance shall be in full force and effect from and after the date of its passage by the Board of Aldermen and approval of the Mayor.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard on the **9th** day of **September 2024**.

_____

Approved as to Form by City Attorney Nate Dally

_____

Approved by Mayor Troy Smith

_____

Attested by City Clerk Janice Gargus

EXHIBIT A

Service Order Form

Connectivity Services

Customer Information

CUSTOMER NAME	BILLING ADDRESS	PHONE
City of Willard	PO Box 187, Willard, MO 65781-0187	

PRIMARY CONTACT	EMAIL	PHONE
Jeremy Evans		

TECHNICAL CONTACT (IF DIFFERENT)	EMAIL	PHONE

BILLING CONTACT (IF DIFFERENT)	EMAIL	PHONE

Original Service Order Information

SERVICE ADDRESS	SERVICE DESCRIPTION	CONTRACT LENGTH	MRC	NRC
See Addendum #1	See Addendum #1	36 months	$3,521.00	$0.00

TOTALS	MRC	NRC
	$3,521.00	$0.00

Managed On-Site Installation

$250 one-time, nonrecurring charge (NRC). Includes physical installation, service activation, up to one hour of labor. Additional time to be billed at $99 p/hr.

☐ Yes ☐ No

Arrow Networks

PRINTED NAME

SIGNATURE DATE

City of Willard

PRINTED NAME

SIGNATURE DATE

Master Service Agreement

Please review the Master Service Agreement: www.arrownetworks.com/msa

By signing this form you are indicating that you have read and understand the Master Service Agreement and agree to the Terms and

Addendum #1

➤ Multi-site Addendum

Changes to Service Terms and Conditions

This Contract Addendum ("Addendum #1") modifies the Service Terms and Conditions between Arrow Networks and the Customer for the services outlined in the included Arrow Networks Service Order Form ("the Arrow SOF"). The Arrow SOF and Addendum #1 (collectively known herein as "this Agreement"). Addendum #1 modifies and supersedes only the specific items outlined within this document. Items and terms not covered or discussed in this document remain unchanged from the Terms and Conditions outlined in the Arrow Master Service Agreement (www.arrownetworks.com/msa). All parties agree to the cumulative Terms and Conditions of the Agreement as well as the modifications outlined in this Addendum.

Site Name	Service Address	Description	MRC	NRC
City Hall	224 W. Jackson St., Willard, MO 65781	1Gb x 1Gb Fiber, 5 IPs	$699.00	$0.00
City Hall	224 W. Jackson St., Willard, MO 65781	35 GTC Licenses, 1 DID, Rentals	$725.00	$0.00
Police Department	795 Hughes Rd., Willard, MO 65781	1Gb x 1Gb Fiber, 5 IPs	$699.00	$0.00
Recreation Center	233 N. State Hwy Z, Willard, MO 65781	100Mb x 100Mb Fiber, 5 IPs	$699.00	$0.00
Public Works	108 W. Jackson St., Willard, MO 65781	100Mb x 100Mb Fiber, 5 IPs	$699.00	$0.00

Total	MRC	NRC
	$3,521.00	$0.00

➤ Arrow Networks

PRINTED NAME

SIGNATURE DATE

➤ City of Willard

PRINTED NAME

SIGNATURE DATE

Addendum #2

➤ Terms of Service Addendum

Changes to Service Terms and Conditions

This Contract Addendum ("Addendum #2") modifies the Service Terms and Conditions between Arrow Networks and the Customer for the services outlined in the included Arrow Networks Service Order Form ("the Arrow SOF"). The Arrow SOF and Addendum #2 (collectively known herein as "this Agreement"). Addendum #2 modifies and supersedes only the specific items outlined within this document. Items and terms not covered or discussed in this document remain unchanged from the Terms and Conditions outlined in the Arrow Master Service Agreement (www.arrownetworks.com/msa).
All parties agree to the cumulative Terms and Conditions of the Agreement as well as the modifications outlined in this Addendum.

15. Indemnification

To the fullest extent of Missouri Law, Customer shall indemnify, defend, and hold Arrow, its parent, affiliates, employees, directors, officers, agents, underlying carriers, and sub-contractors, harmless from any claim, loss or damages (whether in the form of a demand claim, lawsuit or arbitration, including actual attorneys' fees), arising from or resulting from Customer's improper and/or unauthorized use of the Services, including but in no way limited to: any trademark or copyright violation, or placement of inappropriate, obscene, or offensive material or content on Arrow's network, whether by Customer or any third party. In addition, to the fullest extent of Missouri Law, Arrow shall indemnify, defend, and hold the Customer, its parent, affiliates, employees, directors, officers, agents, underlying carriers, and sub-contractors, harmless from any claim, loss, or damages, including actual attorneys' fees, from any claim, loss or damages to the extent that such claim, loss or damage was caused by Arrow's gross negligence or misconduct in connection with the Customers authorized use of the Services.

➤ Arrow Networks

PRINTED NAME

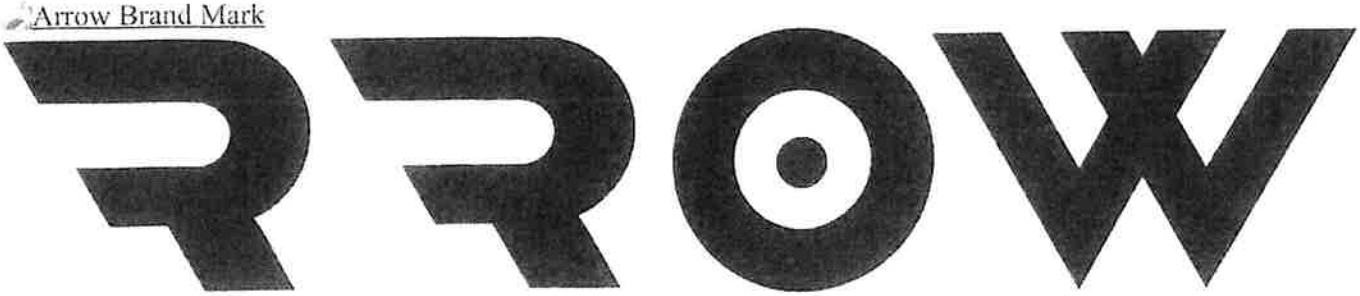
SIGNATURE DATE

➤ City of Willard

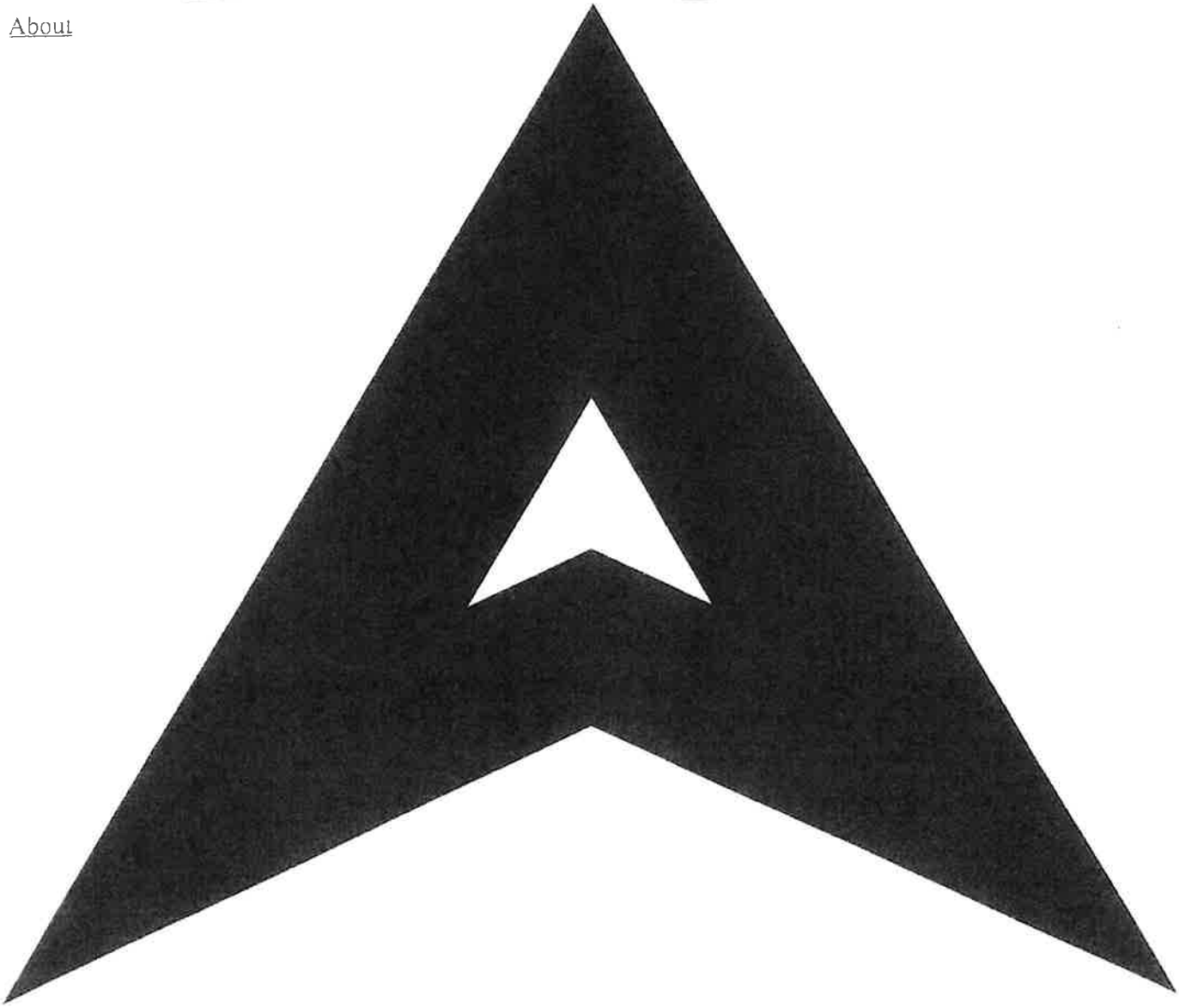
PRINTED NAME

SIGNATURE DATE

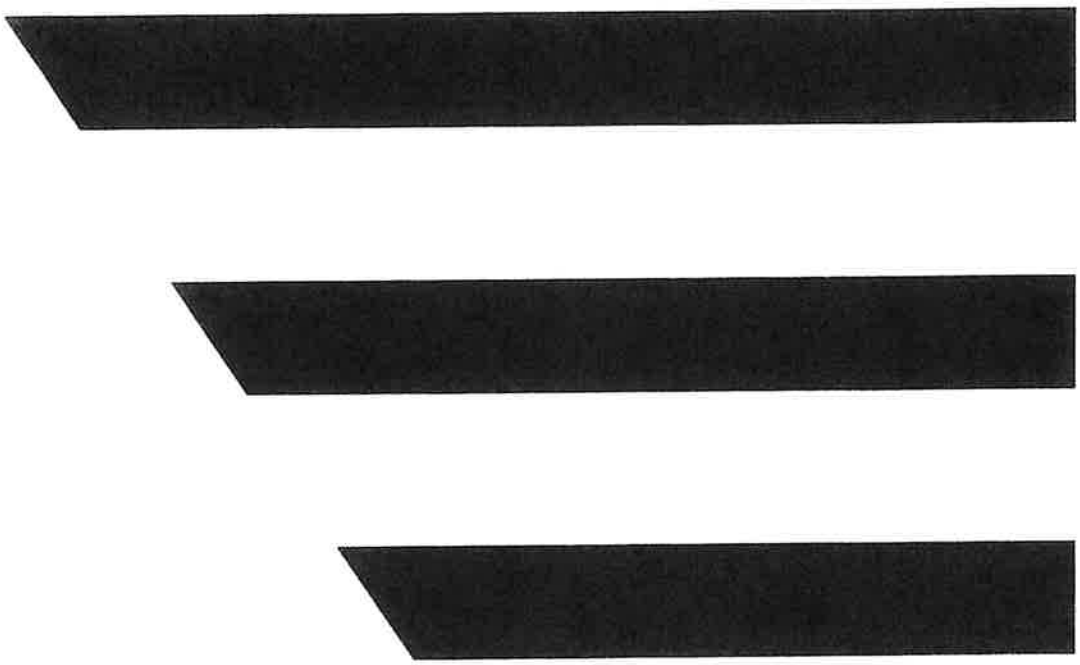
Arrow Brand Mark



About



Company
Who we are



Get in Touch

for the lawyers

Master Service Agreement

Last Updated January 2024

These Terms of Service ("TOS") describe the contractual agreement between us, Arrow Networks ("Arrow" or "Company") and you, the Customer ("Customer"). The TOS is incorporated into the documents signed by Arrow and the Customer called the Master Service Agreement (MSA) and Service Order Addendum(s) ("SOA"), setting forth the details of the terms and specific services which you have ordered and contracted for with Arrow.

Table of Contents

1. Application of Terms of Service

These TOS are incorporated by reference into the Master Service Agreement ("MSA") and Service Order Addendum(s) ("SOA") between Arrow Networks ("Arrow") and Customer. If there is any conflict between the rates, terms and conditions set forth in the applicable tariff, the SOA, the TOS, MSA or any Addendum to the MSA ("Addendum"), the following order of precedence shall apply: the terms and conditions of the applicable filed tariff shall have first precedence, any Addendum shall have second precedence, the TOS shall have third precedence, and the MSA and/or SOA shall have fourth precedence.

2. Access to the Services

2.1 Service. Arrow agrees to provide Customer the services, equipment and or software described in each SOA. Services provided under any SOA shall be governed by the terms and conditions set forth in the MSA and/or SOA and in this TOS, as well as the terms and conditions found in applicable Arrow tariffs or price lists on file with state regulatory agencies and/or with the Federal Communications Commission (the "FCC"). Arrow reserves the right, in its sole reasonable discretion, to reject any MSA, Addendum, or SOA(s) prior to Arrow's signature. Arrow will use reasonable efforts to install services ordered under the SOA(s); however, Arrow does not guarantee that services will be installed and provisioned on Customer's desired date for installation. During the term of any SOA(s), Arrow reserves the right to modify pricing as set forth in the SOA(s) or elsewhere upon 30 days written notice to Customer (where such notice may be provided by email to Customer); in such event, Customer shall be permitted, by providing written notice to Arrow during the 30-day notice period, to terminate the service(s) for which pricing was increased.

2.2. Service Terms. The Terms and Conditions, Privacy Policy, and terms that govern Arrow Networks services, each set forth at www.arrownetworks.com/legal, are incorporated by reference in this Agreement (collectively, the "Services Terms"). The Service Terms may be amended or supplemented from time to time by Arrow Networks, at Arrow's sole discretion.

2.3. Third-Party Services & Authorization. The Services may include the resale or other provision by Arrow of third-party products or services (the "Third-Party Services"). Customer's use of Third-Party Services, and Arrow's liability with respect to Third-Party Services, are each subject to the terms, conditions and agreements, including service level agreements, provided by the Arrow's respective Third-Party Services providers (the "Third-Party Terms"). Customer may be required to accept the Third-Party Terms directly with the Third-Party Services provider prior to using the Services. Customer irrevocably authorizes Arrow to act as Customer's limited agent for the purpose of accepting Third-Party Terms. Customer acknowledges and agrees that Arrow is merely acting as a limited agent for Customer, and is not a party to any such Third-Party Agreements. Arrow will not be liable for the acts or omissions of Third-Party Services providers, and Arrow is not be responsible for providing or facilitating any remedies that may be set forth in the Third-Party Terms. Arrow will use commercially reasonable efforts to seek and pass along to Customer available remedies for issues with Third-Party Services. Customer's remedies with respect to any issues with Third-Party Services that affect multiple customers are limited to a proportionate amount of any remedies received by Arrow as may be set forth in the Third-Party Terms. For purposes of this foregoing sentence, "proportionate" means a percentage equal to the product of (i) the resources utilized by Customer divided by (ii) the total resources utilized by all of the affected customers, as determined by Arrow acting reasonably. + LOA.

3. Technical Support

For certain Services, technical support will be provided directly by the Third-Party Services provider or via its designated support partner. Technical support for other designated Services may be provided by Arrow, pursuant to the Service Level Agreement between Arrow and Customer ("SLA") and no Third-Party Services provider is obligated to provide direct technical support to Customer under this Agreement, for such designated Services, unless specifically set forth otherwise in the Order. If Arrow's relationship with a Third-Party Services provider is terminated, technical support for the related Services may be provided by the Third-Party Services provider directly or via another reseller and Customer and/or its end-users will be required to sign up for such Services with another with the Third-Party Services provider directly or with another reseller.

4. Administrative Access

Arrow may maintain an administrative account for Customer's Services solely for technical support and account management purposes.

5. Rates and Charges

5.1. Rates: Rates for Products and Services are defined in the relevant SOA(s) or in the TOS.

5.2. Rate Adjustments: Arrow may impose on Customer additional regulatory fees; administrative charges; and charges, fees, or surcharges for the costs Arrow incurs in complying with governmental programs. These fees, charges or surcharges may include state and federal Universal Service Fund ("FUSF") fees, Compensation to Payphone Providers, Telephone Relay Service, or Gross Receipts surcharges, and the amounts may vary. If the FCC requires that Arrow contribute to the FUSF based on Services that Arrow in good faith has treated as exempt, Arrow will bill Customer the FUSF fees for such Services beginning on the date the FCC establishes that such Services became subject to FUSF contributions.

5.3 Taxes: Arrow's rates and charges for Services do not include taxes, nor do the rates and charges contemplate those taxes will be deducted or withheld by Customer from the payments Customer makes to Arrow. Customer

will pay all taxes, including, but not limited to, sales, use, gross receipts, excise, VAT, property, transaction, or other local, state, or national taxes or charges imposed on, or based upon, the provision, sale or use of Products or Services. Customer will not deduct any withholding taxes (or taxes deducted at the source) from any invoiced amounts. Customer will not be responsible for payment of Arrow's direct income taxes, employment taxes, and any other tax to the extent that Customer demonstrates a legitimate exemption under applicable law. Additional information on the taxes, fees, charges, and surcharges collected by Arrow is included at the end of this TOS.

6. Term Commitment and Service Start Date

Customer shall utilize Arrow's service(s) as specified in each SOA for the duration of the term(s) specified in the associated SOA for such services. The initial term of services provided pursuant to each SOA will automatically renew for successive one (1) year periods unless Customer notifies Arrow in writing of Customer's desire not to renew at least ninety (90) days prior to the expiration of the then current term. The term of any SOA will commence on the "Service Start Date." The "Service Start Date" shall mean the date when Arrow tests and initiates the service associated with a SOA and notifies the Customer that service has been initiated. On the Service Start Date, Arrow will begin billing Customer for such services.

Arrow is not responsible for any delays that impede the Customer's ability to use the installed service, including but not limited to, delays caused by the Customer or caused by third party delays incurred because of problems connecting the installed service to the Customer's LAN, WAN, PBX, or other customer premise equipment ("CPE") by Customer or third party. Customer will bear the costs of any additional apparatus reasonably required to be installed because of the use of Arrow's network or facilities. Except as set forth in Arrow's applicable tariff(s) or a SOA, the minimum period for Services provided is ninety (90) days ("Minimum Period").

7. Termination

7.1. Termination without Cause: Following expiration of any applicable Minimum Period, either party to an Agreement may terminate any service provided on a month-to-month service option with sixty (60) days prior written notice. In the event Customer terminates or discontinues any service provided under a term plan with Arrow prior to the expiration of the then current term, Customer shall pay Arrow: the monthly recurring charges and minimum monthly usage amount (if applicable) multiplied by the number of months remaining in the service term period ("The early termination charge.").

7.2. Termination for Cause: Customer shall be in default of an Agreement if:

(a) Customer fails to pay any undisputed amount due hereunder within thirty (30) days of the payment due date, or

(b) Customer provides inaccurate, false, or otherwise misleading information in its application for service, or

(c) Customer utilizes Arrow's services for any unlawful purpose or for any other purpose than that for which the service is intended, or

(d) Termination for Cause. Either Party may terminate an Order for cause if the other Party commits a material breach of this Agreement that remains uncured after the expiration of thirty (30) days' written notice specifying the basis for the breach.

(e) In the case of Termination for Cause, the Customer shall be responsible for the costs of all outstanding charges as of the date of the termination. The Customer shall also be liable for any early termination charges as calculated in paragraph 6 above. The Customer shall also be responsible for the return to Arrow of any equipment provided to the Customer by Arrow. The Customer may also be liable for reasonable costs and

attorney's fees associated with the collection of any overdue balances due to Arrow. Any such charges will be due within 30 days of the date of the notice of termination or the date of termination whichever is later.

7.3. Order Cancellation: Customer shall pay an order cancellation fee (a minimum of $250.00 or equivalent to the actual cost of equipment, lines, and installation, whichever is greater) should the Customer initiate the cancellation of Customer's service order associated with a particular SOA prior to test and turn up of the service. Customer shall be responsible for any charges imposed by an underlying carrier arising out of any delay or inability of the carrier to install services ordered by Customer which delay is caused by the Customer or third party (Customer Not Ready ("CNR") charges).

Because there may be circumstances under which Arrow may not be able to provide Services, Arrow reserves the right, in such instances, to immediately cancel/discontinue service order(s) without liability or further obligations to the Customer.

8. Payment

8.1 Payments: Customer shall pay all charges included in the monthly invoice including service charges and fees as set forth in each SOA, including, but not limited to, nonrecurring incidental charges (such as charges associated with installation, line maintenance, expedites, moves, adds, changes, deletions, and cancellations), equipment purchases, surcharges, regulatory fees, taxes, and other charges required by law within 30 days from the date of the invoice. The initial invoice for all Arrow services is inclusive of pro-rated charges from the date of service activation, applied one month in advance for voice, hardware, and security services and two months in advance for data and Internet services. Charges for maintenance and repair shall be billed to Customer pursuant the "Arrow Maintenance and Repair Program" and any applicable tariffs. Customer will indemnify Arrow for any and all costs, claims, taxes, charges, and surcharges levied against Arrow relative to a proof of exemption that Customer provides Arrow. Customer shall pay all service charges promptly upon the completion of installation for each specified service associated with each SOA. For the avoidance of any doubt, for installations associated with a service provided under a SOA that includes multiple locations or an installation process that is phased in over a period of time, Customer shall pay service charges promptly upon the completion of each installation for each specified service associated with each SOA at each particular location or the conclusion of each phase of the installation process, whichever is earlier. Additional fees for changes may apply to changes in the Service Order associated with a particular SOA that is requested by Customer after the SOA is signed. Upon Customer's receipt of an Arrow invoice, all payments associated with the Arrow invoice shall be due and the Customer shall pay such amounts. Arrow will be entitled to reasonable attorney's fees and costs incurred in connection with the collection of any delinquent balance due to the Company.

8.2. Payment options: Customers may pay by wire transfer, check, money order, AMEX, Visa, or MasterCard. Payments by AMEX, Visa or MasterCard are subject to a 3% surcharge where allowable by law. Arrow reserves the right to assess a late fee of the lesser of one and one-half percent (1.5%) per month or the maximum allowed by law for any payment not received by the due date of the invoice thirty (30) days. The late charges will be in additional to any other charges accrued because of the Customer's failure to pay for services ordered and delivered or a material violation of the terms of the TOS. All Customer payments to Arrow shall be in U.S. currency, unless otherwise agreed to by Arrow.

9. Charges

9.1. Unauthorized Usage(s): Customer shall be liable for all charges associated with the use of Arrow's services, including charges that result from theft, abuse, or misuse, as well as fraudulent, and/or unauthorized use of such service not caused directly by documented errors of Arrow.

9.2. Third-Party Charges: Arrow shall not be liable for any third-party charges arising from or related to the termination of any previous agreement for services or the failure of Customer to terminate any previous agreement for services. If any property owner, under which Customer is a tenant, assesses a fee against Arrow in

order to, or because of, the provisioning of any services to Customer, Arrow may pass through such charges to Customer.

10. Billing Disputes

1. If Customer disputes a charge in good faith, Customer shall (1) pay all undisputed charges within 30 days of the date of the disputed invoice, and (2) within 60 days of the date of the invoice provide written, specific notice, with all supporting documentation, to Arrow of the disputed amount through the Arrow claims submission process. Customers may initiate a dispute by emailing billing@arrownetworks.com. Upon the Customer's submission of a dispute, the Customer will receive billing ticket number. This ticket number should be used as a reference for all future correspondence. Arrow shall undertake a reasonable, good faith effort to review Customer's disputes within thirty (30) days of the date Arrow issues a billing dispute ticket number.
2. Should Arrow deny a dispute submitted by Customer, Customer shall have ten (10) business days by which either to pay the disputed amounts or to escalate the dispute to the level of the Arrow Vice President. Arrow requests that the Customer also escalate the dispute within their organization to a VP or equivalent level. The Arrow Vice President or his or her designee shall provide Customer with written notice of Arrow' final decision within 30 days of receipt of the notice of escalation. Failure to timely dispute a charge or failure to timely escalate a dispute shall waive any further right to dispute a charge.
3. Any disputed amount which is not resolved in Customer's favor shall be paid within ten (10) days of receipt of the final notice of denial of the billing dispute.
4. This section does not apply to any charges resulting from Customer's material violation of the terms of the TOS, MSA, Addendum and/or SOA, including but not limited to failure to pay for Services ordered and delivered timely and the termination of Services incurred as a result of a violation of the terms of the TOS, MSA, Addendum and/or SOA.

11. Credit Inquiries/Deposits

Customer authorizes Arrow to inquire into Customer's credit history, including asking consumer reporting agencies and/or other references for Customer credit information. Notwithstanding any applicable laws or regulations to the contrary, Arrow reserves the right, at its sole discretion and at any time, to (a) refuse to provide the service requested or provisioned, or (b) require a non-interest bearing security deposit, refunded upon the payment in full of all outstanding invoices, based on Customer's credit worthiness. If Customer fails to pay any amount due to Arrow under the TOS, MSA, Addendum or SOA, Arrow shall have the right, but not the obligation, to apply the security deposit to the outstanding amounts due and may demand, as a condition of continued service, that Customer provide an additional non-interest-bearing security deposit.

12. Use of Service

Customer shall not use the service in any manner other than that for which the service was intended and shall refrain from using the services in any manner that would adversely affect the equipment or network of Arrow and/or its underlying carrier, or the service that Arrow and/or its underlying carrier provides to others. Customer shall not use the service in any manner that violates Federal, State or Local laws. Arrow reserves the right to discontinue service without notice in the event of any such unlawful or adverse use Customer understands and agrees that it is liable for all use of this service and/or device by the Customer or any person making use of the service or device. Customer may not use this service or device for any unlawful, abusive, or fraudulent purpose, or in a manner that violates Arrow's AUP.

13. Interruption of Service

13.1. Interruption of Service Caused By Force Majeure: Arrow shall not be liable for any delay or failure of performance of any part of the Agreement to the extent that such failure or delay is caused by Acts of God, acts beyond the reasonable control of Arrow, inability to secure products or services of other persons or transportation facilities, or acts or omissions of common carriers or third parties.

13.2 Allowances for Interruptions in Service: A credit allowance will be given when service is interrupted, except as specified below. A service is interrupted when it becomes inoperative to the Customer, e.g., the Customer is unable to transmit or receive, because of a failure of a component or service furnished by Arrow. An interruption period begins when Customer reports a service, facility, or circuit to be interrupted through the opening of a trouble ticket and makes it available for testing and repair. An interruption period ends when the service, facility, or circuit is operative. Once the service has been restored, the customer can request a credit via our portal. Credits are available for request after the service has been impacted for twenty-four (24) hours. Please access the tab CUSTOMER SERVICE/BILLING TICKETS and enter the repair ticket information and a request for Arrow to determine the credit. Arrow will respond via the portal within five (5) business days. Credits are calculated based on the number of days out of service calculated after the first twenty-four (24) hours within a standard thirty (30) day month. If the Customer reports a service, facility, or circuit to be interrupted but declines to release it for testing and repair or refuses access to its premises for test and repair by Arrow, the service, facility or circuit is considered to be impaired but not interrupted. No credit allowances will be made for a service, facility or circuit considered by the Arrow to be impaired.

1. Limitations on Allowances: No credit allowance will be made for any interruption in service:
    1. Due to the negligence of or noncompliance with the provisions of the TOS, MSA, Addendum, and/or SOA by any person or entity other than the Company, including but not limited to the Customer.
    2. Due to the failure of power, equipment, systems, connections, or services not provided by the Company.
    3. Due to circumstances or causes beyond the reasonable control of the Company.
    4. Due to any violation of applicable Federal, State or Local laws by the Customer or caused by the negligence or other failure to comply with its legal obligations.
    5. During any period in which the Company is not given full and free access to its facilities and equipment for the purposes of investigating and correcting interruptions.
    6. A service will not be deemed to be interrupted if a Customer continues to voluntarily make use of the service.
    7. During any period when the Customer has released service to the Company for maintenance purposes or for implementation of a customer order for a change in service arrangements.
    8. That was not reported to the Company within thirty (30) days of the date that service was affected.
    9. For reasons specified in Section 14 below.
2. Use of Other Means of Communications: If the Customer elects to use another means of communications provided by Arrow during the period of interruption, the Customer must pay the charges for the alternative service used.
3. Application of Credits for Interruptions in Service:
    1. Credits for interruptions in service that are provided and billed on a flat rate basis for a minimum period of at least one month, beginning on the date that billing becomes effective, shall in no event exceed an amount equivalent to the proportionate charge to the Customer for the period of service during which the event that gave rise to the claim for a credit occurred. A credit allowance is applied on a pro rata basis after 24 hours of service impact against the rates specified hereunder and is dependent upon the length of the interruption. Only those facilities on the interrupted portion of the circuit will receive a credit.
    2. For calculating credit allowances, every month is considered to have thirty (30) days.

14. Warranties

Except as and only to the extent expressly provided in the TOS, MSA, Addendum, or SOA(s) to the contrary, Services are provided "as is." Arrow makes no warranty, express or implied, as to the description, completeness,

quality, merchantability, or fitness for a particular purpose of any service provided pursuant to the Agreement, or that any such service shall be uninterrupted or error-free, unless expressly provided by both Arrow and the Customer. Arrow DOES NOT WARRANT THAT THE SERVICES WILL BE ERROR FREE, UNINTERRUPTED OR SECURE FROM THIRD-PARTY ATTACKS. THE PRECEDING DISCLAIMERS INCLUDE AN EXPRESS ACKNOWLEDGEMENT BY CUSTOMER THAT, AMONG OTHER THINGS, Arrow DOES NOT MAKE ANY PROMISE TO CUSTOMER THAT: THE SERVICES OR PRODUCTS ARE FREE FROM DEFECTS; THE SERVICES OR PRODUCTS WILL PERFORM IN ANY SPECIFIC MANNER, AT A PARTICULAR SPEED, OR TO ANY PARTICULAR STANDARD; MANAGED OR OTHER SECURITY SERVICES WILL PROVIDE ANY PARTICULAR LEVEL OF PROTECTION FOR CUSTOMER'S COMPUTERS, NETWORKS OR SYSTEMS; HOSTED SERVICES WILL MEET ANY PARTICULAR LEVEL OF SECURITY, RELIABILITY OR COMPLIANCE, OR THE SERVICES OR PRODUCTS CAN BE USED FOR A SPECIFIC PURPOSE.

15. Indemnification

Customer shall indemnify, defend, and hold Arrow, its parent, affiliates, employees, directors, officers, agents, underlying carriers, and sub-contractors, harmless from any claim, loss or damages (whether in the form of a demand claim, lawsuit or arbitration, including actual attorneys' fees, arising from or resulting from Customer's order or use of the Services, any unauthorized use of the Services, placement of material or content on Arrow's network, or from use of Arrow's services by a third party, regardless of Customer's knowledge or consent. In addition, Arrow shall indemnify, defend, and hold the Customer, its parent, affiliates, employees, directors, officers, agents, underlying carriers, and sub-contractors, harmless from any claim, loss, or damages, including actual attorneys' fees, from any claim, loss or damages to the extent that such claim, loss or damage was caused by Arrow's gross negligence or misconduct in connection with the Customers authorized use of the Services.

16. Customer Warranties

16.1 Hazard: Customer represents and warrants that neither its equipment nor facilities will pose a hazard to Arrow's equipment or facilities or create a hazard to Arrow's personnel or customers or the public in general.

16.2 Compliance: Customer represents and warrants that its use of the services will comply and conform with Arrow's AUP along with all applicable federal, state, and local laws, administrative and regulatory requirements and any other authorities having jurisdiction over the subject matter of the Agreement and Customer will be responsible for applying for obtaining and maintaining all registrations and certifications which may be required by such authorities.

16.3 Resell: Customer represents and warrants that it will not resell all or a portion of the service(s) provided by Arrow.

17. Limitations of Liability

THE COMPANY'S LIABILITY AND CUSTOMER'S EXCLUSIVE REMEDY FOR DAMAGES ARISING OUT OF CUSTOMER'S USE OF SERVICES AND NOT DISCLAIMED BY WRITTEN AGREEMENT BETWEEN THE PARTIES SHALL NOT EXCEED THE AMOUNT EQUAL TO THE TOTAL NET CHARGES TO THE CUSTOMER FOR SERVICE TO WHICH THE CLAIMED DAMAGES RELATE DURING THE PERIOD IN WHICH SUCH CLAIMED DAMAGES OCCUR AND CONTINUE. IN NO EVENT SHALL ANY OTHER LIABILITY ATTACH TO THE COMPANY.

18. Consequential Damages

NEITHER PARTY WILL BE LIABLE TO THE OTHER PARTY UNDER ANY CIRCUMSTANCE FOR ANY INDIRECT, INCIDENTAL, CONSEQUENTIAL, PUNITIVE OR SPECIAL DAMAGES.

19. Assignment

Customer may not assign its rights or delegate its responsibilities as set forth in the TOS, MSA, Addendum, and/or SOA without Arrow's express written permission. Arrow will permit assignment to a new successor if the Assignment of Services agreement is agreed to by the successor. Arrow may, at any time, assign its rights or delegate its obligations hereunder in accordance with the law of Missouri.

20. Survival

Any accrued rights to payment, any remedies that by their nature would survive including without limitation, indemnification, remedies, warranty disclaimers and limits of liability, shall survive any expiration or termination of the TOS, MSA, Addendum, or the SOA.

21. Compliance with Law

The TOS, MSA, Addendum, and SOA are subject to all applicable law and the obtaining and continuance of any required approvals, authorizations, or tariffs or price lists filed with the FCC or any other governmental agency. Arrow will use good faith reasonable efforts to obtain, retain, and maintain such approvals and authorizations. If any applicable law adversely affects the services or requires Arrow to provide services other than in accordance with the terms of the TOS, MSA, Addendum, and the SOA, Arrow may without liability to the Customer, terminate the affected services upon (30) days written notice to the Customer.

22. Confidential Information

Customer Proprietary Network Information ("CPNI") shall only be disclosed in accordance with applicable law and Arrow's policies and procedures. See also, Arrow's Statement of Privacy (https://www.arrownetworks.com/legal/confidentiality-agreement).

23. Non-Use & Limited Disclosure

The Receiving Party shall: (a) protect and safeguard the confidentiality of the Disclosing Party's Confidential Information with at least the same degree of care as the Receiving Party would protect its own Confidential Information, but in no event with less than a commercially reasonable degree of care; (b) not use the Disclosing Party's Confidential Information, or permit it to be accessed or used, for any purpose other than to exercise its rights or perform its obligations under this Agreement; and (c) not disclose any such Confidential Information to any person or entity, except to the Receiving Party's Representatives who need to know the Confidential Information to assist the Receiving Party, or act on its behalf, to exercise its rights or perform its obligations under this Agreement. If the Receiving Party is required by applicable law or legal process to disclose any Confidential Information, it shall, prior to making such disclosure, use commercially reasonable efforts to notify Disclosing Party of such requirements to afford Disclosing Party the opportunity to seek, at Disclosing Party's sole cost and expense, a protective order or other remedy.

24. Choice of Law and Venue

Customer agrees that the substantive law of the State of Missouri shall apply to the interpretation and enforcement of the terms the TOS, MSA, Addendum, and/or SOA and any dispute arising thereunder. Customer

further agrees to exclusive jurisdiction and venue for a dispute between them shall be the state courts of Greene County, Missouri.

25. Notices

All notices to Customer required by these TOS, MSA, Addendum, and SOA will be in writing and will be made by one or more of the following methods: regular mail, overnight delivery, certified mail, electronic mail, on Customer's invoice, or by facsimile transmission with receipt verification. Notices will be sent to the address of record, and in the event of multiple addresses, to the address of the parent account. In the case of a notice to Arrow, all notices under the TOS, MSA, Addendum, or SOA will be in writing and will be made by personal delivery, overnight delivery, or certified mail to: Arrow Networks, 1118 McGee Street, Kansas city, MO 64106.

26. Entire Agreement and Amendments

The terms and conditions set forth in the TOS, MSA, Addendum, and SOA represent the entire understanding of the parties with respect to the Services provided hereunder, and supersede any prior agreements, promises, offers, communications, representations, statements, negotiations, understandings, or proposals, oral or written between Customer and Arrow, any related entity or any of their respective employees, contractors or agents with respect to any services or products offered by Arrow. Customer acknowledges and agrees that Customer has not relied upon any statement, promise or representation by Arrow, any related entity or any of their respective employees, contractors, or agents, including that relating to the performance, pricing, specification or other aspects of any service or product offered by Arrow and not expressly set forth in the TOS, MSA, Addendum, and SOA. If any provision of the TOS, MSA, Addendum, and SOA is held to be invalid, void, or unenforceable, the remainder of the provisions will nevertheless remain unimpaired and in effect.

EXHIBIT B

8/21/24, 12:58 PM

STARLINK

KEY FEATURES

MONTHLY SERVICE PLANS

$120 /MO

RECOMMENDED HARDWARE

$299

Until October 5, 2024

NO CONTRACT

Monthly Charge

4 locations *$480 per month*

Initial Equipment Cost

4 locations *$1196 one time charge*

Total Start Up 4 Locations Cost $1679

Monthly Charge

2 locations *$240 per month*

Initial Equipment Cost

2 locations *$598 one time charge*

Total Start Up 2 Locations Cost $838

EXHIBIT C

Current Environment							
Site Name	**Service Address**	**Carrier**	**Underlying**	**Description**	**MRC**	**Est. T/F**	**Site Cost**
City Hall	224 W Jackston St., Willard, MO 65781	GoTo	GoTo	35 GTC Licenses, 1 DID, Rentals	$628.75	$98.14	$1,843.14
		Hypercore	AT&T	100Mb x 100Mb DIA	$788.00	$119.30	
		Pilot	LTE	LTE Broadband	$199.00	$9.95	
Police Department	795 Hughes Rd., Willard MO	Hypercore	AT&T	50Mb x 50Mb DIA	$570.00	$86.29	$891.24
		Pilot	LTE	LTE Broadband	$225.00	$9.95	
Recreation Center	233 N State Hwy Z, Willard MO	Hypercore	AT&T	50Mb x 50Mb DIA	$570.00	$86.29	$865.24
		Pilot	LTE	LTE Broadband	$199.00	$9.95	
Public Works	108 W Jackson St, Willard, MO 65781			Budgetary Cost For Scoping			$799.00
				New Site			
						Total:	**$4,398.62**

TierOne Recommended Environment (v1)							
Site Name	**Service Address**	**Carrier**	**Underlying**	**Description**	**MRC**	**Est. T/F**	**Site Cost**
City Hall	224 W Jackston St., Willard, MO 65781	Arrow	AT&T	1Gb x 1Gb Fiber, 5 IPs	$599.00	$0.00	$1,578.00
		Arrow	Mediacom	100Mb x 10Mb Broadband, 1 IP	$269.00	$0.00	
		Arrow	GoTo	35 GTC Licenses, 1 DID, Rentals	$710.00	$0.00	
Police Department	795 Hughes Rd., Willard MO	Arrow	AT&T	1Gb x 1Gb Fiber, 5 IPs	$599.00	$0.00	$868.00
		Arrow	Mediacom	100Mb x 10Mb Broadband, 1 IP	$269.00	$0.00	
						$0.00	
Recreation Center	233 N State Hwy Z, Willard MO	Arrow	AT&T	100Mb x 100Mb Fiber, 5 IPs	$679.00	$0.00	$948.00
		Arrow	Mediacom	100Mb x 10Mb Broadband, 1 IP	$269.00	$0.00	
Public Works	108 W Jackson St, Willard, MO 65781	Arrow	AT&T	50Mb x 50Mb Fiber, 5 IPs	$550.00	$0.00	$819.00
		Arrow	Mediacom	100Mb x 10Mb Broadband, 1 IP	$269.00	$0.00	
						Total:	**$4,213.00**

Customer Requested Environment							
Site Name	Service Address	Carrier	Underlying	Description	MRC	Est. T/F	Site Cost
City Hall	224 W Jackston St., Willard, MO 65781	Arrow	AT&T	1Gb x 1Gb Fiber, 5 IPs	$699.00	$0.00	$1,424.00
		Arrow	GoTo	35 GTC Licenses, 1 DID, Rentals	$725.00	$0.00	
Police Department	795 Hughes Rd., Willard MO	Arrow	AT&T	1Gb x 1Gb Fiber, 5 IPs	$699.00	$0.00	$699.00
Recreation Center	233 N State Hwy Z, Willard MO	Arrow	AT&T	100Mb x 100Mb Fiber, 5 IPs	$699.00	$0.00	$699.00
Public Works	108 W Jackson St, Willard, MO 65781	Arrow	AT&T	100Mb x 100Mb Fiber, 5 IPs	$699.00	$0.00	$699.00
						Total:	$3,521.00

TierOne Recommended Environment (v2)							
Site Name	Service Address	Carrier	Underlying	Description	MRC	Est. T/F	Site Cost
City Hall	224 W Jackston St., Willard, MO 65781	Arrow	AT&T	500Mb x 500Mb Fiber, 5 IPs	$499.00	$0.00	$1,478.00
		Arrow	Mediacom	100Mb x 10Mb Broadband, 1 IP	$269.00	$0.00	
		Arrow	GoTo	35 GTC Licenses, 1 DID, Rentals	$710.00	$0.00	
Police Department	795 Hughes Rd., Willard MO	Arrow	AT&T	500Mb x 500Mb Fiber, 5 IPs	$499.00	$0.00	$768.00
		Arrow	Mediacom	100Mb x 10Mb Broadband, 1 IP	$269.00	$0.00	
						$0.00	
Recreation Center	233 N State Hwy Z, Willard MO	Arrow	AT&T	100Mb x 100Mb Fiber, 5 IPs	$689.00	$0.00	$958.00
		Arrow	Mediacom	100Mb x 10Mb Broadband, 1 IP	$269.00	$0.00	
Public Works	108 W Jackson St, Willard, MO 65781	Arrow	AT&T	50Mb x 50Mb Fiber, 5 IPs	$559.00	$0.00	$828.00
		Arrow	Mediacom	100Mb x 10Mb Broadband, 1 IP	$269.00	$0.00	
						Total:	$4,032.00

EXHIBIT D

Proposed Service

Recommended

Basic Service Internet and Phones

Customer Requested Environment							
Site Name	Service Address	Carrier	Underlying	Description	MRC	Est. T/F	Site Cost
City Hall	224 W Jackston St., Willard, MO 65781	Arrow	AT&T	1Gb x 1Gb Fiber, 5 IPs	$699.00	$0.00	$1,424.00
		Arrow	GoTo	35 GTC Licenses, 1 DID, Rentals	$725.00	$0.00	
Police Department	795 Hughes Rd., Willard MO	Arrow	AT&T	1Gb x 1Gb Fiber, 5 IPs	$699.00	$0.00	$699.00
Recreation Center	233 N State Hwy Z, Willard MO	Arrow	AT&T	100Mb x 100Mb Fiber, 5 IPs	$699.00	$0.00	$699.00
Public Works	108 W Jackson St, Willard, MO 65781	Arrow	AT&T	100Mb x 100Mb Fiber, 5 IPs	$699.00	$0.00	$699.00
						MonthlyTotal:	$3,521.00

Per Monthly Charge $3,521.00

Option 1 Internet backup

Customer Requested Environment City Hall and Police Department Only							
Site Name	Service Address	Carrier	Underlying	Description	MRC	Est. T/F	Site Cost
City Hall	224 W Jackston St., Willard, MO 65781	Starlink	Starlink	Internet Backup	$120.00	$0.00	$419.00
				Initial One Time Cost	$299.00	$0.00	
Police Department	795 Hughes Rd., Willard MO	Starlink	Starlink	Internet	$120.00	$0.00	$419.00
				Initial One Time Cost	$299.00		
Recreation Center	233 N State Hwy Z, Willard MO					$0.00	$0.00
Public Works	108 W Jackson St, Willard, MO 65781					$0.00	$0.00
					Initial First Month with One time Equipment ChargeTotal:		$838.00

Per Monthly Charge $240.00

Total Per Month Charges	$3,761.00
Total Annual Charges	$45,132.00
Plus First Year Equipment	$598.00
First Year Total	$45,730.00

Option 2 Internet backup

Customer Requested Environment							
Site Name	Service Address	Carrier	Underlying	Description	MRC	Est. T/F	Site Cost
City Hall	224 W Jackston St., Willard, MO 65781	Starlink	Starlink	Internet Backup	$120.00	$0.00	$419.00
				Initial One Time Cost	$299.00	$0.00	
Police Department	795 Hughes Rd., Willard MO	Starlink	Starlink	Internet	$120.00	$0.00	$419.00
				Initial One Time Cost	$299.00		
Recreation Center	233 N State Hwy Z, Willard MO	Starlink	Starlink	Internet Backup	$120.00	$0.00	$419.00
				Initial One Time Cost	$299.00		
Public Works	108 W Jackson St, Willard, MO 65781	Starlink	Starlink	Internet Backup	$120.00	$0.00	$419.00
				Initial One Time Cost	$299.00		
					Initial First Month with One time Equipment ChargeTotal:		$1,676.00

Per Monthly Charge $480.00

Total Per Month Charges	$4,001.00
Total Annual Charges	$48,012.00
Plus First Year Equipment	$1,196.00
First Year Total	$49,208.00

EXHIBIT E

Current Services

Basic Services Internet and Phone Plus Back up for all but PW

Current Environment							
Site Name	Service Address	Carrier	Underlying	Description	MRC	Est. T/F	Site Cost
City Hall	224 W Jackston St., Willard, MO 65781	GoTo	GoTo	35 GTC Licenses, 1 DID, Rentals	$628.75	$98.14	$1,843.14
		Hypercore	AT&T	100Mb x 100Mb DIA	$788.00	$119.30	
		Pilot	LTE	LTE Broadband	$199.00	$9.95	
Police Department	795 Hughes Rd., Willard MO	Hypercore	AT&T	50Mb x 50Mb DIA	$570.00	$86.29	$891.24
		Pilot	LTE	LTE Broadband	$225.00	$9.95	
Recreation Center	233 N State Hwy Z, Willard MO	Hypercore	AT&T	50Mb x 50Mb DIA	$570.00	$86.29	$865.24
		Pilot	LTE	LTE Broadband	$199.00	$9.95	
Public Works	108 W Jackson St, Willard, MO 65781			Budgetary Cost For Scoping			$799.00
				New Site			
						Total:	$4,398.62

Total Per Month Charges	$4,398.62
Total Annual Charges	$52,783.44

Annual Savings Carrier: Arrow and Starlink

Savings annually without initial equipment fee compared to current services

Option 1	$7,651.44
Option 2	$4,771.44

Savings first year with initial equipment fee compared to current services

Option 1	$7,053.44
Option 2	$3,575.44

Note: The proposed recommendation provides fiber internet to the PW building
The current service has inadequate internet service
and has resulted in poor connection for the phone service.

Proposal to deliver **simplicity**, efficiency and savings for:

City of Willard

Granite Government Solutions

70627

ADS Quote Request Detail

Address	Granite Service	Speed/QTY	Granite Amount	Carrier	Term
108 W Jackson St	DIA	250 Mbps	$731.58	AT&T ASE	3 Year
108 W Jackson St	Carrier Surcharge Recovery	1	$61.45	AT&T ASE	3 Year
108 W Jackson St	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
224 W Jackson St	DIA	250 Mbps	$731.58	AT&T ASE	3 Year
224 W Jackson St	Carrier Surcharge Recovery	1	$61.45	AT&T ASE	3 Year
224 W Jackson St	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
233 N State Highway Z	DIA	250 Mbps	$1,239.47	AT&T ADI	3 Year
233 N State Highway Z	Carrier Surcharge Recovery	1	$104.12	AT&T ADI	3 Year
233 N State Highway Z	Granite MNS - Enhanced	1	$34.95	AT&T ADI	3 Year
795 Hughes Rd	DIA	250 Mbps	$731.58	AT&T ASE	3 Year
795 Hughes Rd	Carrier Surcharge Recovery	1	$61.45	AT&T ASE	3 Year
795 Hughes Rd	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
Subtotal			**$3,862.48**		**3 Year**
Property Tax Allotment			**$0.00**		**3 Year**
Administrative Service Fee			**$0.00**		**3 Year**
Grand Total			**$3,862.48**		**3 Year**

Prepared On: 08/08/2024
Expires On: 02/04/2025
Quote Request - 70627

Billing starts once DIA circuit loop is dropped.
THIS QUOTE IS AN ESTIMATE. Pricing is subject to availability.
All Services are subject to the General Terms and Conditions of Service set forth at www.granitenet.com.
The information contained herein is confidential and proprietary.
Some taxes, surcharges, regulatory fees and non-recurring charges may be included, additional may apply.

Proposal to deliver simplicity, efficiency and savings for:

City of Willard

Granite Government Solutions

70627

ADS Quote Request Detail

Address	Granite Service	Speed/QTY	Granite Amount	Carrier	Term
108 W Jackson St	DIA	150 Mbps	$678.05	AT&T ASE	3 Year
108 W Jackson St	Carrier Surcharge Recovery	1	$56.96	AT&T ASE	3 Year
108 W Jackson St	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
224 W Jackson St	DIA	150 Mbps	$678.05	AT&T ASE	3 Year
224 W Jackson St	Carrier Surcharge Recovery	1	$56.96	AT&T ASE	3 Year
224 W Jackson St	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
233 N State Highway Z	DIA	150 Mbps	$1,148.78	AT&T ADI	3 Year
233 N State Highway Z	Carrier Surcharge Recovery	1	$96.50	AT&T ADI	3 Year
233 N State Highway Z	Granite MNS - Enhanced	1	$34.95	AT&T ADI	3 Year
795 Hughes Rd	DIA	150 Mbps	$678.05	AT&T ASE	3 Year
795 Hughes Rd	Carrier Surcharge Recovery	1	$56.96	AT&T ASE	3 Year
795 Hughes Rd	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
Subtotal			**$3,590.10**		**3 Year**
Property Tax Allotment			**$0.00**		**3 Year**
Administrative Service Fee			**$0.00**		**3 Year**
Grand Total			**$3,590.10**		**3 Year**

Prepared On: 08/08/2024
Expires On: 02/04/2025
Quote Request - 70627

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Proposal to deliver simplicity, efficiency and savings for:

City of Willard

Granite Government Solutions

70627

ADS Quote Request Detail

Address	Granite Service	Speed/QTY	Granite Amount	Carrier	Term
108 W Jackson St	DIA	500 Mbps	$860.98	AT&T ASE	3 Year
108 W Jackson St	Carrier Surcharge Recovery	1	$72.32	AT&T ASE	3 Year
108 W Jackson St	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
224 W Jackson St	DIA	500 Mbps	$860.98	AT&T ASE	3 Year
224 W Jackson St	Carrier Surcharge Recovery	1	$72.32	AT&T ASE	3 Year
224 W Jackson St	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
233 N State Highway Z	DIA	500 Mbps	$1,470.73	AT&T ADI	3 Year
233 N State Highway Z	Carrier Surcharge Recovery	1	$123.54	AT&T ADI	3 Year
233 N State Highway Z	Granite MNS - Enhanced	1	$34.95	AT&T ADI	3 Year
795 Hughes Rd	DIA	500 Mbps	$860.98	AT&T ASE	3 Year
795 Hughes Rd	Carrier Surcharge Recovery	1	$72.32	AT&T ASE	3 Year
795 Hughes Rd	Granite MNS - Enhanced	1	$34.95	AT&T ASE	3 Year
Subtotal			**$4,533.96**		**3 Year**
Property Tax Allotment			**$0.00**		**3 Year**
Administrative Service Fee			**$0.00**		**3 Year**
Grand Total			**$4,533.96**		**3 Year**

Prepared On: 08/08/2024
Expires On: 02/04/2025
Quote Request - 70627

Billing starts once DIA circuit loop is dropped.
THIS QUOTE IS AN ESTIMATE. Pricing is subject to availability.
All Services are subject to the General Terms and Conditions of Service set forth at www.granitenet.com.
The information contained herein is confidential and proprietary.
Some taxes, surcharges, regulatory fees and non-recurring charges may be included, additional may apply.

Granite Government Solutions	GOVERNMENT ACCOUNT FORM AND LETTER OF AGENCY Multi-Services	Sales Rep:	
		Order Date:	8/8/2024

CUSTOMER INFORMATION	
Government Entity Name ("Customer"):	City of Willard
Billing Telephone Number:	
Designated Contact:	
Contact Phone Number:	
Service Address (Street/Suite): See Appendix A-1	
Mailing/Billing Address (Street/Suite):	
City:	
State/Zip Code:	
Additional Comments/Notes (if any):	

AGREEMENT AND AUTHORIZATION

By signing this Government Account Form and Letter of Agency ("LOA"), Customer hereby (a) engages Granite Telecommunications, LLC and/or its affiliates ("Granite") to provide Services as set forth in **Appendix A**, attached hereto and incorporated herein, and such other Services as Customer may order from time to time after the date hereof and (b) authorizes and appoints Granite to act as its agent solely for the purposes of handling all arrangements for establishing, converting, ordering, changing and/or maintaining such Services, and to take such other actions as are reasonably necessary to provide such Services and as Customer may request from time to time. Customer directs its current service provider(s), if any, to work with Granite to affect these changes.

Customer agrees to all of the Terms and Conditions of Service as set forth at www.granitenet.com/legal (as such may be modified from time to time, the "Terms of Service"), including, without limitation, the additional terms and conditions of service specifically applicable to a specific service.

Services under this Agreement shall be for 3 years.

The Terms of Service set forth rights and responsibilities of Customer and Granite concerning Services to be provided and in regards to other important topics. If Customer does not agree to the Terms of Service, the authorized representative of Customer should not sign this LOA. All terms and conditions of the Terms of Service are incorporated herein by reference. ***The Customer Disclosures attached hereto are an integral part of this LOA. This LOA is confidential and may not be disclosed to third parties except as required by applicable law.***

SIGNATURE

The undersigned is authorized to sign on behalf of Customer and Customer agrees to be bound by the Terms of Service. This LOA is effective as of the date of execution below.

Customer:

By: _____

Print Name: _____

Title: _____

Date: _____

Signing this Government Account Form and Letter of Agency will result in a change of service provider(s).

Granite Government Solutions

CUSTOMER DISCLOSURES INTERNET BASED SERVICES

Customer acknowledges and agrees that certain Internet Based Services (which for purposes of this Customer Disclosure, includes, but is not limited to, Hosted PBX, SIP Trunking, SIP PRI, Hosted Voice, Virtual Auto Attendant and Virtual Voicemail Services), ordered through Granite may not operate in the same manner as traditional wireline phone service and that the following terms and conditions apply with respect to such Internet-Based Services: (a) such services are designed only for use with a compatible PBX or similar advanced telephone system; (b) such services only support Granite's local, intralata toll, interstate long distance and international voice services;

(c) such services DO NOT support auto dialers, predictive dialers, telemarketing applications, modems, credit card process, heavy faxing lines and elevator lines (only POTS lines should be used for these purposes); (d) a qualified vendor must install the equipment and service at Customer's sole expense and Granite will not process any order without a qualified vendor involved in the installation process; and (e) Granite requires that Customer provide a complete list of all phone numbers to be ported, any numbers omitted from the list may result in those numbers not being ported at the time of circuit turn-up. Granite will attempt to retrieve CSRs from the existing carrier(s), but cannot guarantee its ability to obtain such CSRs. Customer agrees to provide Granite with complete CSRs, if requested.

CUSTOMER ACKNOWLEDGES AND AGREES THAT SOME OF THE SERVICES PROVIDED BY GRANITE ARE INTERNET-BASED SERVICES AND THAT 911 SERVICES ON INTERNET-BASED SERVICES ARE DIFFERENT THAN THAT OF TRADITIONAL WIRELINE SERVICE. FOR BASIC 911 OR E911 TO BE ACCURATELY ROUTED TO THE APPROPRIATE EMERGENCY RESPONDER, CUSTOMER MUST PROVIDE GRANITE WITH THE TELEPHONE NUMBER(S) ASSOCIATED WITH SUCH INTERNET-BASED SERVICES FOR THE REGISTERED ADDRESS.

CUSTOMER ACKNOWLEDGES THAT INTERNET-BASED SERVICES PROVIDED BY GRANITE MAY NOT SUPPORT BASIC 911 OR E911 DIALING IN THE SAME MANNER AS TRADITIONAL WIRELINE PHONE SERVICE. CUSTOMER AGREES TO INFORM THIRD PARTIES OF THE POTENTIAL COMPLICATIONS ARISING FROM BASIC 911 OR E911 DIALING. SPECIFICALLY, CUSTOMER ACKNOWLEDGES AND AGREES TO INFORM ALL EMPLOYEES, GUESTS, AND OTHER THIRD PERSONS WHO MAY USE SUCH INTERNET-BASED SERVICES THAT BASIC 911 AND E911 SERVICES WILL NOT FUNCTION IN THE CASE OF A SERVICE FAILURE FOR ANY OF THE FOLLOWING REASONS: (A) POWER FAILURES; (B) SUSPENDED OR TERMINATED INTERNET ACCESS SERVICE; (C) SUSPENSION OF SERVICES DUE TO BILLING ISSUES; AND/OR (D) ANY OTHER SERVICE OUTAGES NOT DESCRIBED HEREIN. CUSTOMER FURTHER ACKNOWLEDGES AND AGREES THAT FAILURE TO PROVIDE A CORRECT PHYSICAL ADDRESS IN THE REQUISITE FORMAT MAY CAUSE ALL BASIC 911 OR E911 CALLS TO BE ROUTED TO THE INCORRECT LOCAL EMERGENCY SERVICE PROVIDER. FURTHERMORE, CUSTOMER RECOGNIZES THAT USE OF SUCH INTERNET-BASED SERVICES FROM A LOCATION OTHER THAN THE LOCATION TO WHICH SUCH SERVICE WAS ORDERED, I.E., THE "REGISTERED ADDRESS," MAY RESULT IN BASIC 911 OR E911 CALLS BEING ROUTED TO THE INCORRECT LOCAL EMERGENCY SERVICE PROVIDER. CUSTOMER IS REQUIRED TO REGISTER THE PHYSICAL LOCATION OF THEIR EQUIPMENT (I.E., IP PHONE, SOFTPHONE, DIGITAL TELEPHONE ADAPTER OR VIDEOPHONE, ETC.) WITH GRANITE AND AGREES TO UPDATE, AND PROVIDE PRIOR WRITTEN NOTICE TO, GRANITE OF THE LOCATION OF SUCH EQUIPMENT WHENEVER THE PHYSICAL LOCATION OF SERVICE FOR A PARTICULAR TELEPHONE NUMBER CHANGES.

TO THE EXTENT THAT GRANITE PROVIDES INTERNET-BASED SERVICES WHICH CUSTOMER UTILIZES FOR TRANSMISSION OF ALARM SYSTEM SIGNALS, CUSTOMER ACKNOWLEDGES THAT GRANITE IS NOT RESPONSIBLE FOR THE FUNCTIONALITY OF SUCH ALARM SYSTEMS AND SIGNALS. CUSTOMER UNDERSTANDS THAT INTERNET-BASED SERVICES ARE NOT INFALLIBLE. CUSTOMER SPECIFICALLY ACKNOWLEDGES THAT GRANITE DOES NOT REPRESENT OR WARRANT THAT THE TRANSMISSION OF ALARM SIGNALS WILL NOT BE INTERRUPTED, CIRCUMVENTED OR COMPROMISED. IF INTERNET BASED SERVICES ARE NOT OPERATIVE, NO ALARM SIGNALS CAN BE RECEIVED BY THE MONITORING STATION. CUSTOMER UNDERSTANDS THAT INTERNET-BASED SERVICES MAY BE IMPAIRED OR INTERRUPTED BY ATMOSPHERIC CONDITIONS, INCLUDING ELECTRICAL STORMS, POWER FAILURES OR OTHER CONDITIONS AND EVENTS BEYOND GRANITE'S CONTROL. THE USE OF INTERNET-BASED SERVICES MAY PREVENT FROM THE TRANSMISSION OF ALARM SIGNALS AT ANY TIME, AND/OR INTERFERE WITH THE TELEPHONE LINE-SEIZURE FEATURES OF CUSTOMER'S ALARM SYSTEM. IN THE EVENT CUSTOMER ELECTS TO USE INTERNET-BASED SERVICES FOR ALARM LINES; CUSTOMER IS RESPONSIBLE FOR HAVING THESE SERVICES TESTED BY AN AUTHORIZED ALARM INSPECTION COMPANY TO ENSURE SIGNAL TRANSMISSION FEATURES ARE OPERATIONAL. THESE FEATURES INCLUDE BUT ARE NOT LIMITED TO PROPER FUNCTIONING OF LINE SEIZURE AND THE SUCCESSFUL TRANSMISSION OF SIGNALS TO THE MONITORING STATION. CUSTOMER ACCEPTS FULL RESPONSIBILITY FOR ALARM SYSTEM COMPLIANCE WITH THE AUTHORITY HAVING JURISDICTION.

CUSTOMER ACKNOWLEDGES AND AGREES THAT CUSTOMER SHALL BEAR THE SOLE RESPONSIBILITY OF INFORMING THIRD-PARTIES OF POTENTIAL CALL RECORDING USING THE INTERNET-BASED SERVICES.

Initialed by Authorized Signer

_____

Appendix A
Services Selected

☐ Voice Services (POTs, Long Distance, Local and LD T1 and PRI) (See Note 1)

☐ Broadband Services

☐ MPLS and/or Dedicated Internet Access Services

☐ VoIP Services (Hosted PBX, SIP Trunking, SIP PRI, Hosted Voice, Voice over Cable, Virtual Auto Attendant and Virtual Voicemail Services)

☐ Mobility Services (Mobility Data and Mobility Voice)

☐ Granite Grid Services

☐ Conferencing Services (Audio Conferencing and Web Conferencing)

☐ Managed Services

☐ Monitoring Services

☐ Other Services (List): _____

Note 1. Unless otherwise noted herein, in addition to these rates and charges set forth in this LOA (a) certain other rates and charges may apply, as provided for by tariff, the FCC or other governmental entity, or other regulation or requirements and (b) Customer will pay to Granite all applicable taxes (including sales, use and excise taxes). In the event that Customer elects additional services, additional fees may apply. Customer acknowledges that it will be charged in accordance with the rates and plans listed on Appendix A-1, attached hereto and incorporated herein, plus any and all additional charges as may be set forth in the Terms of Service.

Note 2 : See quote and other documents attached hereto as Appendix A-1 for specific details related to Services ordered.

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Agenda Item #10

Proposal to Enter into an Agreement with Safe Slide Restoration for the Repair of the Aquatic Center Slide

EXHIBIT A

Safe Slide Restoration®

"Restoring confidence in your slide."

Dale Cooper LLC DBA Safe Slide Restoration
P.O. Box 102, Farmington, MO 63640
O: 855-639-7543 / C: 317-437-2217
www.safeslides.com

August 23rd, 2024

Willard Aquatic Center / Attn: Jason Knight
218 West Jackson St, Willard, MO 65781
417-742-5381 / ParkDir@cityofwillard.org

Hello Jason,
The following is a proposal for the restoration of your water slides. This proposal is based on the information that was sent to Safe Slide Restoration on 08/09/24. Our company is certified in fiberglass composites by the American Composite Manufacturer's Association (ACMA). We have over **30 years** of experience working with fiberglass and gel coat. Our company is certified by the Association for Materials Protection and Performance (AMPP) for steel. We are also NDT-certified to provide non-destructive testing. We have over **12 years** of experience working with steel structures.

We Have The Industry's Best Warranties

- There is a **1 – year warranty** on paint for adhesion – Steel
- There is a **5 - year warranty** on structural fiberglass repair not to delaminate.
- There is a **5 – year warranty** on gel coat and paint (available with yearly protection plan)

Certified Inspections

- Audio and Visual Documentation
- Present Solutions
- Non-Destructive Testing (NDT)

Consistent Restoration

- Scheduling/Pre-Con Meeting
- NACOM Certified Project Managers
- Over 400 Projects Each Year

Protected Partnership

- Post Project Customer Service
- Annual Protection Plans
- Best Warranties in the Industry

Guarantees

- **All Project Managers are ACMA Certified**
- **Gel Coat Thickness Meets OEM Standards**
- **Meeting Deadlines**
- **Responsive**

V.080124

Slide Description:

Open Flume Body Slide – Red
Closed Flume Body Slide – Blue

Work Description:

Option A:

Polish and Wax – Start Tubs and Open Flume Sections:

- Clean start tub and all open flume sections
- Polish start tub and all open flume sections
- Wax start tub and all open flume sections

Advanced Fiberglass Repair – Start Tub Crack:

- Prep and laminate advanced repair area with vinyl-ester resin and 1708 biaxle cloth
- Fair advanced repair area with compatible vinyl-ester fairing compound
- Apply premium coating over advanced repair area

Common Fiberglass Repairs:

- Repair all common fiberglass repairs in ride path (i.e. a chip or gouge with a sharp edge)*
- All repairs will be done with vinyl-ester resin
- Recaulk seams as needed (recaulking is not a guarantee to stop leaking seams) **
- Seams will be sealed with premium caulk

Chemical Wash – Closed Flume Sections:

- Clean interior of closed flume sections
- Apply chemicals to closed flume sections
- Hand agitate, as needed
- Final rinse
- Spray wax closed flume sections
- **Note: Foaming will occur because of the chemicals**
- **Anti-Foam Products are needed to control foaming**

  Note: Safe Slide will purchase and ship the product, but it is Willard Aquatic Center's responsibility to administer it

Option A Project Amount: $9,051.00

Work Description:

Option B:

Polish and Wax – Start Tubs and Open Flume Sections:

- Clean start tubs and all open flume sections
- Polish start tubs and all open flume sections
- Wax start tubs and all open flume sections

Advanced Fiberglass Repair – Start Tub Crack:

- Prep and laminate advanced repair area with vinyl-ester resin and 1708 biaxle cloth
- Fair advanced repair area with compatible vinyl-ester fairing compound
- Apply premium coating over advanced repair area

Common Fiberglass Repairs:

- Repair all common fiberglass repairs in ride path (i.e. a chip or gouge with a sharp edge)*
- All repairs will be done with vinyl-ester resin
- Recaulk seams as needed (recaulking is not a guarantee to stop leaking seams) **
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Chemical Wash – Closed Flume Sections:

- Clean interior of closed flume sections
- Apply chemicals to closed flume sections
- Hand agitate, as needed
- Final rinse
- Spray wax closed flume sections
- **Note: Foaming will occur because of the chemicals**
- **Anti-Foam Products are needed to control foaming**

  Note: Safe Slide will purchase and ship the product, but it is Willard Aquatic Center's responsibility to administer it

Paint - Exterior:

- Remove failed coatings
- Wash exterior of slide with internally formulated cleaner
- Prime-coat bare areas as needed
- Paint exterior with one coat of Poly - Siloxane Paint
- Paint RAL color: _____ INIT: _____

Option B Project Amount: $29,986.00

Note: This proposal expires in 30 days from the date on the first page of this document.

We at Safe Slide Restoration are committed to quality and customer satisfaction. We are an international company that provides services to the largest water parks and cruise lines in the world. We look forward to putting our expertise to work for you. Please visit our online store to purchase any products you may need for maintenance, and feel free to call my cell at 317-437-2217 or our office at 855-639-7543 if you have any questions or comments.

Thank you for your consideration, we appreciate your time!

Sincerely,
Joe Atherton
Regional Customer Representative
joe@safeslides.com

ADDITIONAL SERVICES

STEEL RESTORATION

- Sandblasting
- Rust Removal
- New Fabrication for Steel Components

FLOORING INSTALL

- Thermoplastics
- Textured Flooring
- Life Floor® Certified Installers

CERTIFIED INSPECTIONS

- Full Park Inspection
- State Certification
- Non-Destructive Testing

PROJECT INSTALLS

- Slide Installations
- Splash Pad Installations
- Hardware and Bolts Replacement

POOL RECOAT

- Thermoplastic Coating
- Fiberglass Repairs
- Lazy Rivers, Wave Pools, Catch Pools, etc.

THE NACOM PROMISE

Safe Slide NACOM

Specialty Coatings and Maintenance Services

NACOM is a unique Safe Slide training program that combines multiple certifications into one score to identify the overall expertise of an individual or team.

ACMA American Composites Manufacturers Association

CSLB

AIMS INTERNATIONAL

CCT Certified Composites Technician

ASTM INTERNATIONAL

AMPP

SPRAT

ASNT

OSHA

Terms & Conditions

***Fiberglass repair is defined as any damage that is an obvious threat to the guests, (i.e. a chip or gouge with a sharp edge). This is not to be confused with cosmetic repair, (i.e. a spider crack with no flaking or raised edge). This does not include any major repairs that require fiberglass cloth and resin lamination.**

**** Because of the restrictions of our caulk being able to adhere to joints without the proper amount of surface area, we require that the seams are 3/16" wide to caulk them (If seams are too tight, the caulk will not adhere properly).**

Customer Expectations

Safe Slide Restoration reserves the right to have adequate access to the project area in order to complete the project as efficiently as Safe Slide Restoration deems necessary. This may require, but is not limited to: working 12 hours per day and seven days per week. The facility is responsible for providing access to an adequate water source (5 gallons per minute), electrical power (multiple circuits will be needed), and restroom facilities for the duration of the job. In the event that the project involves any chip repairs or gel coat application, Safe Slide inspectors are capable of using color charts on-site to provide a close match to the existing Gel Coat. (This is not to be confused with the manufacturer's exact color matching). Our customers have the right to request a draw down, but requests must be made 45 days before the Safe Slide crew arrives on-site. Recaulking seams does not apply if the seam has been previously permanently fiberglassed. We strive towards the very best finish that can be achieved; however, some pinholes may be present. Signature of this agreement is approval for use of photos and videos taken onsite to be used for marketing and documentation purposes. This Agreement shall be construed and governed by the laws of the State of Missouri. The parties agree that in the event any action is brought to enforce any terms of this Agreement or for damages for breach of the Agreement, the venue for such cause of action shall be Madison County, Missouri Circuit Court.

Customer Responsibilities

Safe Slide will provide draw down color options if requested 45 days prior to project start date. In the event that leaking seams are being addressed by Safe Slide Restoration, the customer is responsible for identifying and labeling seams on the interior and exterior of the slide (we recommend using a permanent marker in the ride path to label seams). The customer is responsible for identifying areas where lift is unable to operate. If a lift is required, Safe Slide is not responsible for any broken concrete, landscaping, etc. Safe Slide may require the removal of fencing to allow lift access to the water slide area if there isn't access through a gate opening. The customer is responsible for providing waste removal. The customer is required to provide access to restrooms to the Safe Slide crew for the duration of the project. A walk through of finished work and subsequent sign-off is required before Safe Slide's crew leaves the job site. Missing the post project walk through is equivalent to an approved sign off by the customer. Safe Slide Restoration will not be responsible for unscheduled return work in the case that the customer misses scheduled post project walk-through and subsequent sign-off. We recommend 20 test rides on your slide(s), with different body sizes and builds, if possible, before the season begins. We highly recommend daily documented dry inspections and test rides before operation with recorded indications/findings.

Possible Additional Charges (Fiberglass)

If there are any previous interior or exterior coatings not specified in the above work scope, there will be an additional charge for interior or exterior failed coatings. The pricing above does not include the cost of state taxes, licenses, or permits if required. Slides may require a second coat of exterior paint (especially when using yellow and orange colors) to achieve the desired finish. In the event that a second coat of paint is required, there will be an additional charge of 50% of the original paint price. A 2-3-point Tie-off system on top portion of closed flume slide may be needed if a lift is inaccessible. A cost of $90 per panel will be assessed and tie offs will stay in place for customer use. An additional daily fee may be assessed if the project site is compromised due to negligence of customer or persons under the customer's control of said project site. If the customer does not show up and needs to postpone the post job walk through, there will be an additional charge for the delay. This will be determined by how long Safe Slide must stay on site in order to get the walk-through and sign-off which is required before our staff leaves the site. **The cost of a lift and/or scaffolding is not included in the above pricing.** If a lift and/or scaffolding is required, it will be the responsibility of the park to provide. **Due to the effects of rising materials and transportation costs, all prices are subject to change in accordance with these increases. We will continue our commitment to use quality products with your project, as always. Our team is working diligently to secure fair pricing in an ever-evolving market to curb any potential price increases. Thank you in advance for your continued partnership.**

Possible Additional Charges (Steel)

If there are any previous coatings not specified in the above work scope, there will be an additional charge for failed coatings. The pricing above does not include the cost of state taxes, licenses, or permits if required. Crevice corrosion in

areas that are not reachable or visibly seen may not be sandblasted or recoated. Structures may require a second coat of paint to achieve the desired finish. In the event that a second coat of paint is required, there will be an additional charge of 50% of the original paint price. An additional daily fee may be assessed if the project site is compromised due to negligence of customer or persons under the customer's control of said project site. If the customer does not show up and needs to postpone the post job walk through, there will be an additional charge for the delay. This will be determined by how long Safe Slide must stay on site in order to get the walk-through and sign-off which is required before our staff leaves the site. **The cost of a lift and/or scaffolding is not included in the above pricing.** If a lift and/or scaffolding is required, it will be the responsibility of the park to provide. **Due to the effects of rising materials and transportation costs, all prices are subject to change in accordance with these increases. We will continue our commitment to use quality products with your project, as always. Our team is working diligently to secure fair pricing in an ever-evolving market to curb any potential price increases. Thank you in advance for your continued partnership.**

Lien Information (Regarding CA, FL, IL, MO, OH, TX)

Warranty Information

2 – year fiberglass paint Workmanship warranty:

Our 2 – year workmanship warranty covers any delamination that occurs of the coating applied. This warranty **does not** cover fading, claims from extreme acts of nature, improper washing procedures, vandalism, improper maintenance with application of aggressive chemicals. This warranty period may become reduced or void if peeling occurs due to poor adhesion from the previous original or recoated substrate.

1 – year steel paint workmanship warranty:

Our 1 – year workmanship warranty covers any delamination that occurs of the coating applied. This warranty **does not** cover fading, claims from extreme acts of nature, improper washing procedures, vandalism, improper maintenance with application of aggressive chemicals. This warranty period may become reduced or void if peeling occurs due to poor adhesion from the previous original or recoated substrate.

5 – year structural repair workmanship warranty:

Our 5-year workmanship warranty covers delamination of fiberglass from original substrate. This warranty **does not** cover claims from extreme acts of nature, vandalism, or repair that overlaps a repair completed by a previous contractor.

5 – year gel coat and paint workmanship warranty:

Our 5 - year workmanship warranty is only valid if the facility chooses to participate in a yearly protection program with Safe Slide Restoration. If not, a standard 2 – year workmanship warranty will apply. Gel coat warranty covers delamination of applied gel coat only. This warranty **does not** cover damage from osmotic blistering, damage or deterioration of cosmetic surface finishes, including corrosion, cracking, chipping, crazing, discoloration, fading, oxidation of gel coat, or wet coring/substrates. This warranty does not cover substrates previously coated after the manufacturer's original coating, unless post-manufacturer coating is completely removed by Safe Slide prior to the application of the new coating. This warranty **does not** cover fading, claims from extreme acts of nature, improper washing procedures, vandalism, improper maintenance with application of aggressive chemicals. This warranty period may become reduced or void if peeling occurs due to poor adhesion from the previous original or recoated substrate. This warranty also does not cover any repairs that have been completed by a previous contractor.

Safe Slide Restoration does not offer any warranty for caulking of seams.

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Agenda Item #11

Proposal to Accept the Bid from Alliance Roof Solutions & Coatings LLC to Perform the Roof Replacement at the Willard Recreation Center

EXHIBIT A

Alliance Roof Solutions & Coatings LLC
Route 4 box 432
Ava, MO 65608 US
+14175439533
Allianceroofsolutions@outlook.com
AllianceRoofCoatingsMO.com

Estimate

ADDRESS
Jason Knight
City Of Willard
233 N St Hwy Z
Willard, Mo 65781

ESTIMATE	1063
DATE	07/31/2024
EXPIRATION DATE	08/31/2024

DESCRIPTION	AMOUNT
Gaco A48 Acrylic	12,800.00
Gaco Wash 1/Gal	500.00
Gaco Primer A E5320	2,400.00
Gaco Primer B E5320	2,400.00
Gaco AF4700 Seam Seal	900.00
Install	20,000.00
bond	1,985.00
Rescue Roof Panel Screw (color match)	200.00
Re-Screw labor	500.00
Gaco S4200 Primer-Less Coating per gallon	325.00

This roof system includes a complimentary 5-year maintenance warranty. At the end of the warranty period, it can be extended for an additional cost of $0.15 per square foot. The warranty covers yearly inspections, debris removal, and any necessary preventative maintenance repairs.

Description of Work to be Completed:

1.Roof Cleaning: The entire roof will be power washed using Gaco concentrated cleaner to remove any organic materials.

2.Sealing Seams and Penetrations: All seams, screws, and penetrations will be sealed with AF47 seam seal.

3.Top Coating: The roof will receive a top coat of Gaco A48 (White) High Build Acrylic.

4.Flat TPO Roof: The small flat TPO roof will be sealed using Gaco high solids, high adhesion silicone (White), designed to withstand permanent ponding water.

5. Replace all screws along the wall leading to the main roof with color matched, neoprene washer rescue screws to ensure they are water tight.

Click view and pay then select edit amount and enter material deposit amount.
PENDING MANAGMENT APPROVAL

TOTAL **$42,010.00**

For credit card payments, there is a 3% CC processing fee, Please reply to your email or call your sales rep for that option to be added before invoicing.

Approved by Brandon

Accepted By

Accepted Date

For credit card payments, there is a 3% CC processing fee, Please reply to your email or call your sales rep for that option to be added before invoicing.

AFFIDAVIT OF COMPLIANCE
#07-17-2024PKS

To be submitted with Vendor's Bid

_____We DO NOT take exception to the IFB Documents/Requirements.
__X__We TAKE exception to the IFB Documents/Requirements as follows:

Specific exceptions are as follows:

requested specifications, We do not install Conklin products due to their poor vetting process and pyramid system of making money based on recruiting an ever-increasing number of "investors." (Borderline pyramid scheme) which attracts a large number of under qualified "contractors" we instead choose to work with manufacturers that require testing or proof of expertise before being certified.

Company Name
Alliance Roof Solutions & Coatings LLC

By _____
Authorized Person's Signature

Brandon Crooks / Operations Manager
Print or type name and title of signer

Company
Address RR 4 Box 432
Ava, Mo 65608

Telephone number 417-543-9533
Fax number N/A
Date 7/31/2024

Addenda
Bidder acknowledges receipt of the following addendum:
Addendum No. ___
Addendum No. ___
Addendum No. ___

Roof Report

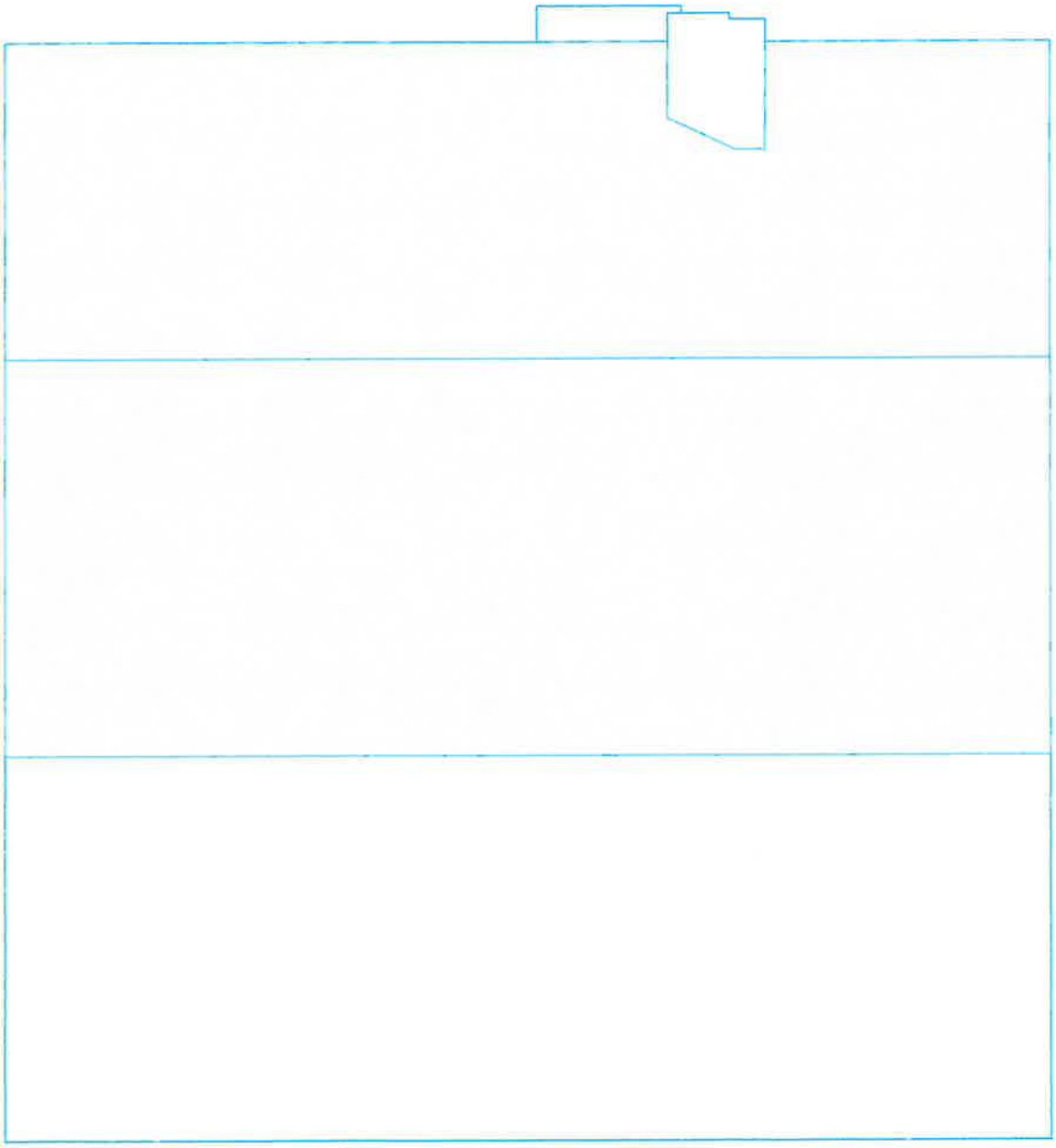
Prepared by Alliance Roof Solutions & Coatings

233 North State Highway Z, Willard, MO 65781

18698 sqft
5 facets
Predominant pitch 2/12

Diagram

233 North State Highway Z, Willard, MO 65781

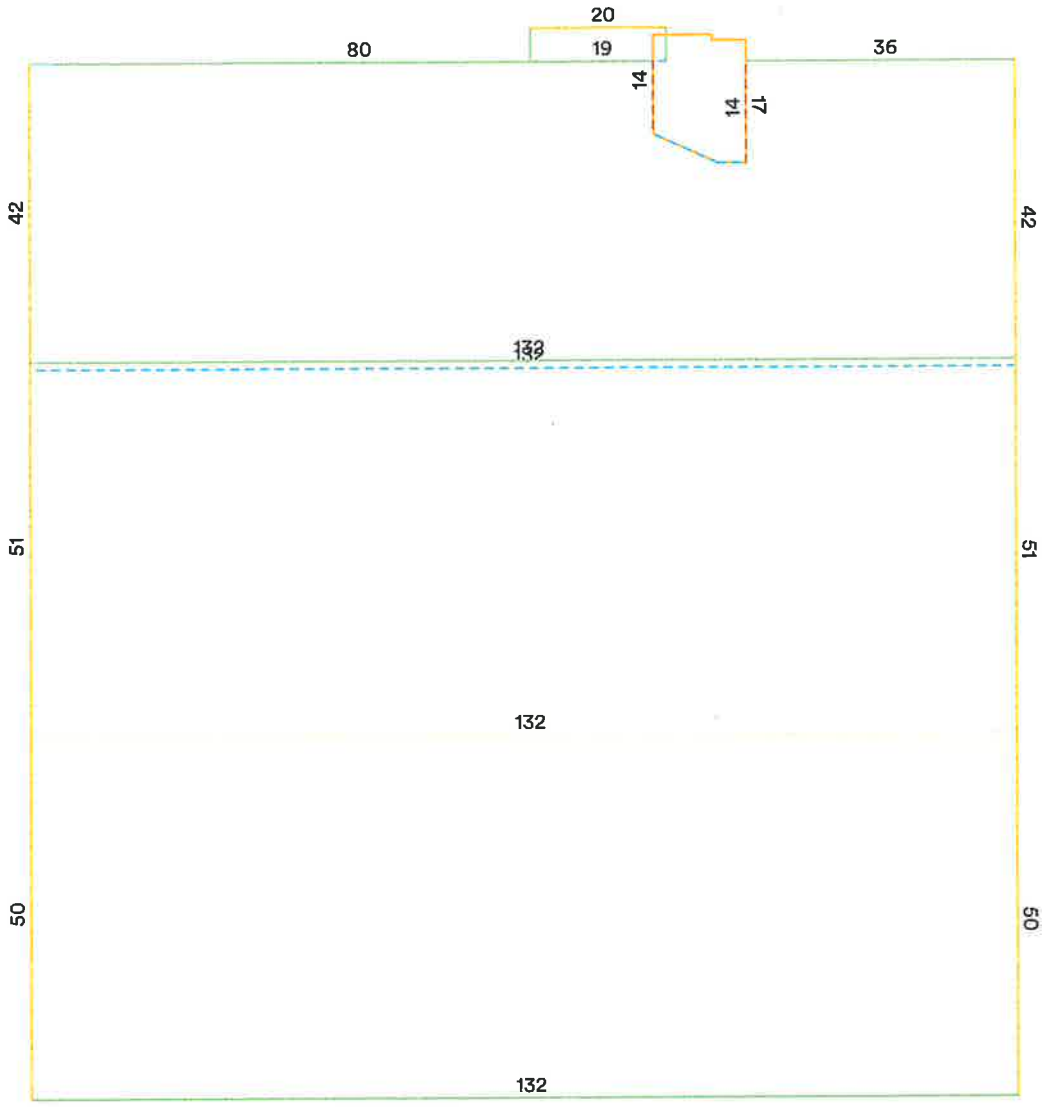


Powered by roofr

Length measurement report

233 North State Highway Z, Willard, MO 65781

- Eaves: 387ft 1in
- Ridges: 131ft 3in
- Step flashing: 23ft 6in
- Unspecified: 3ft 6in
- Valleys: 0ft 0in
- Rakes: 301ft 5in
- Transitions: 0ft 0in
- Hips: 0ft 0in
- Wall flashing: 162ft 7in
- Parapet wall: 55ft 10in



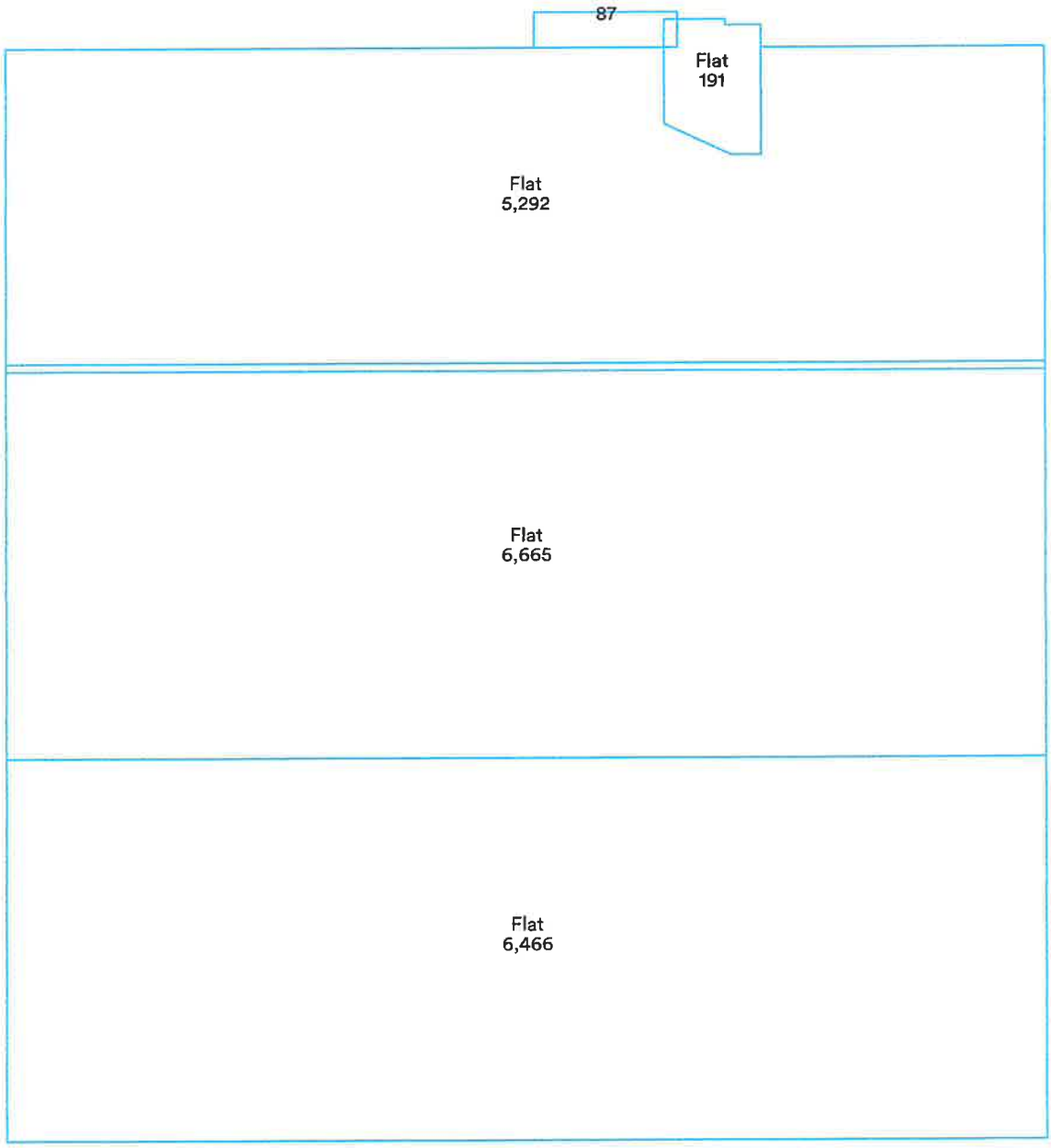
Measurements in diagram are rounded up for display. Some edge lengths may be hidden from diagram to avoid overcrowding.

Area measurement report

233 North State Highway Z, Willard, MO 65781

Total roof area: 18698 sqft
Pitched roof area: 86 sqft
Flat roof area: 18611 sqft
Two story area: 0 sqft
Two layer area: 0 sqft

Predominant pitch: 2/12
Predominant pitch area: 18420 sqft
Unspecified pitch area: 191 sqft

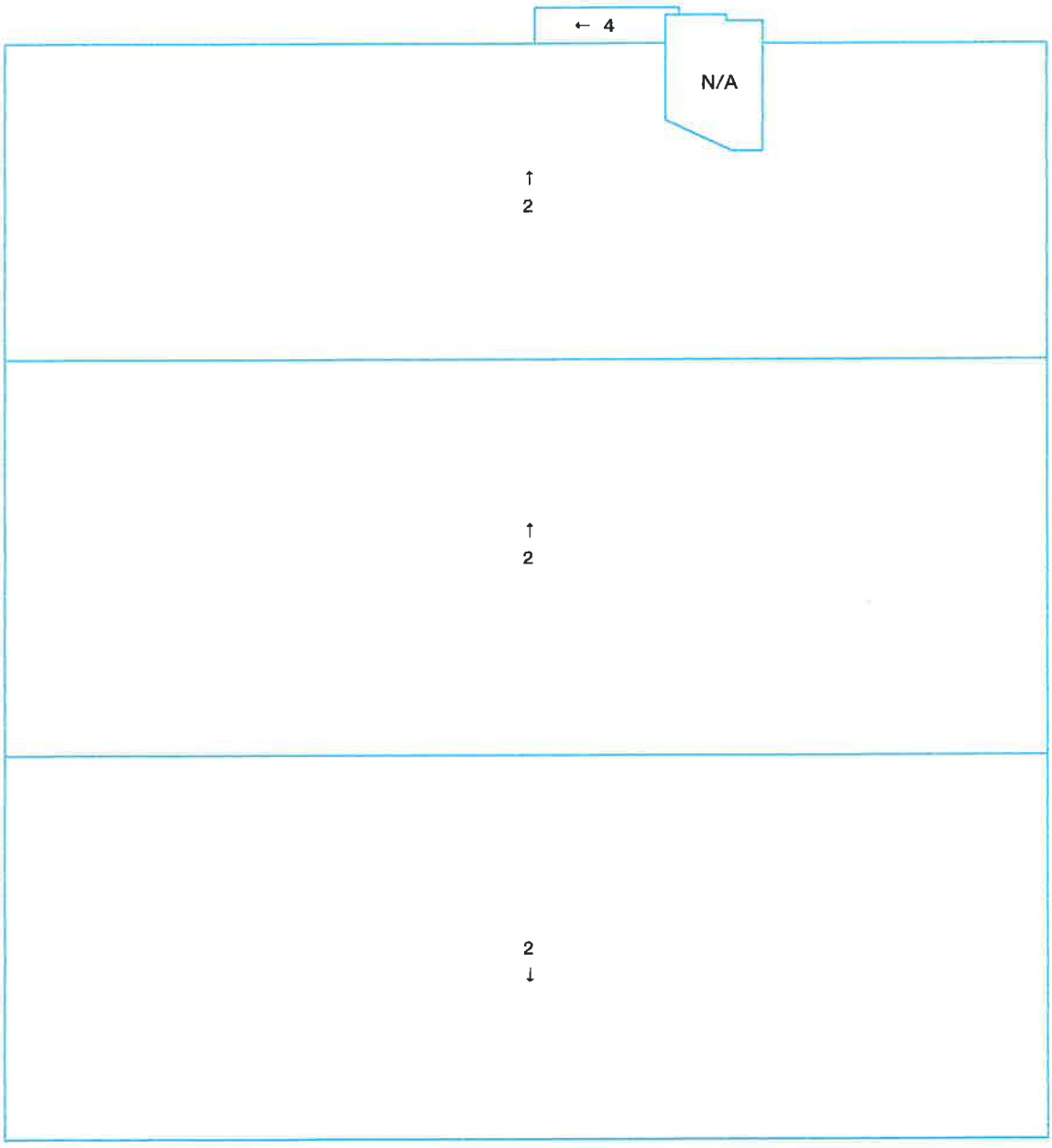


Area measurements in diagram are rounded. The totals at the top of the page are the sums of the exact measurements, which are

Powered by roofr

Pitch & direction measurement report

233 North State Highway Z, Willard, MO 65781

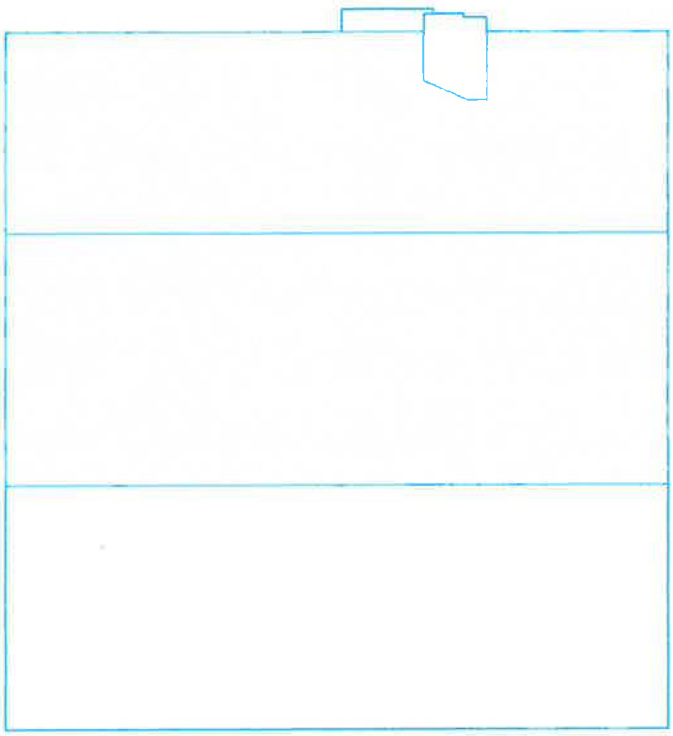


Deleted facets are designated with a dashed line and do not have a pitch.

Powered by roofr

Report summary

233 North State Highway Z, Willard, MO 65781



Measurements

Total roof area	18698 sqft
Total pitched area	86 sqft
Total flat area	18611 sqft
Total roof facets	5 facets
Predominant pitch	2/12
Total eaves	387ft 1in
Total valleys	0ft 0in
Total hips	0ft 0in
Total ridges	131ft 3in
Total rakes	301ft 5in
Total wall flashing	162ft 7in
Total step flashing	23ft 6in
Total transitions	0ft 0in
Total parapet wall	55ft 10in
Total unspecified	3ft 6in
Hips + ridges	131ft 3in
Eaves + rakes	688ft 6in

Pitch	N/A	2/12	4/12
Area (sqft)	191	18,421	87
Squares	2.0	184.3	0.9

Waste %	0%	10%	12%	15%	17%	20%	22%
Area (sqft)	18,698	20,568	20,942	21,503	21,877	22,438	22,812
Squares	187.0	205.7	209.5	215.1	218.8	224.4	228.2

These waste calculations offer a general guide to total roof size with some common waste percentages applied. A number of factors

ALLIANCE Roof Solutions & Coatings

CAPABILITY STATEMENT

CORE COMPETENCIES

Alliance Roof Solutions & Coatings LLC feels that complete and professional installation is vital to the functionality of your roof. All on-site management & safety responsibilities (QC, CQM-C, RRO SSHO) are held by members with an invested interest in Alliance Roof Solutions & Coatings LLC to best serve our customers.

Accountable to a higher standard
At Alliance Roof Solutions, we foster and uphold a culture of self-accountability. Each team member holds themselves responsible not only to their peers but primarily to our valued customers. We firmly believe in taking ownership of our actions, rejecting blame-shifting, excuses, or subpar workmanship.

Commitment to excellence
At Alliance Roof Solutions & Coatings LLC, we are dedicated to ensuring that obtaining a superior roof system is a seamless and stress-free process. We recognize that this requires top-notch performance in every aspect of the roofing journey, encompassing safety, reliability, skill, professionalism, communication, timeliness, and cleanliness. Our team is carefully selected, trained, and organized to deliver nothing short of excellence, and we proudly guarantee the quality of every project we undertake. we complete.

PAST PERFORMANCE

Our managing members of experts have completed the following federal projects

- St Louis Army Reserve Center
- Aberdeen Proving Grounds
- Portsmouth Naval Shipyard
- Hanscom Air Force Base

See page 2 for details

DIFFERENTIATORS

- Family Owned/Operated. **Owners onsite for every project**
- 50+ years combined field experience in commercial roof systems
- Flawless safety & performance record in the private sector
- Dedication to health and safety

BONDING CAPACITY

$1,000,000 Single
$1,000,000 Aggregate

CERTIFICATIONS & COMPANY DATA

Our supervisory and oversight personnel all have the requisite certifications:
CQMC (Construction Quality Management for Contractors) for our Quality Control personnel.
OSHA 30 and EM 385 for the SSHO (Site Safety and Health Officer)
RRO (Registered Roof Observer)
Superintendent is an onsite position with at least 10 years of experience in the roofing/construction industry as well as strong leadership qualities.

Certified Installers of the following manufacturers

Carlisle SYNTEC
Versico Roof Systems
John's Manville
Soprema Group
Siplast Roof
McElroy Metal Roof Ststems

CODES

Dunns: **116649579**
Unique Entity ID: **L79AAXZJ1WT6**
NAICS Codes: **238160**
CAGE code: **9RHY1**

SET-ASIDES
Small business
HUB Zone

SBA HUBZONE CERTIFIED

RR4 Box 432
Ava, Mo 65608
Office: 417-543-9533

Point of contacts
AllianceRoofSolutions@outlook.com
Brandon Crooks: Cell (417) 306-7813
Chad Horton: Cell (314) 202-3374

Detailed Past Performance

Below Projects were performed as BEST Group, LLC (Sub) For Service Disabled Contracting Group, Inc (Prime) Now managing member/partner of Alliance Roof Solutions and Coatings LLC

FAR 15.305

All work performed as follows:
Prime contractor – Service Disabled Contracting Group, Inc. (SDC Group, Inc.)
Subcontractor – Building Envelope Solutions Technologies Group, LLC. (BEST Group, LLC.)
Best Group merged with Alliance Roof Systems and Coatings in 2024

Portsmouth Naval Ship Yard (PNSY) Kittery, ME
Building 2 – Install Snow and Ice Guards on a slate roof and replace several slate tiles
Contract # - N40085-19-D-3603
Delivery Order # - N4008519F6667
Price - $35,676.00

Building H21 – Remove damaged box gutter and copper liner and replace with new moldings and copper liner.
Contract # - N40085-19-D-3603
Delivery Order # - N4008519F4142
Price - $23,350.00

Building 40 – Remove damaged copper gutters and down spouts and install new copper gutters and down spouts.
Contract # - N40085-19-D-3603
Delivery Order # - N40085F195995
Price - $21,195.04

Building 45 – Install expansion metal and tow boards to existing railing, install 2 safety gates to existing railing, paint safety yellow all railing, expansion metal and gates. Install 2 sets of safety egress double doors into existing wall. Re-route all electric to accommodate new doors, install lighted exit signage and emergency lighting. Re-route existing plumbing to accommodate new construction.
Contract # - N40085-20-D-0050
Delivery Order # - N4008520F8645
Price - $138,357.13

Building 80 – Install debris netting underneath the roof deck on the inside of the structure to ensure the safety of the workers from falling pre cast concrete decking during the construction of the new roof system.
Contract # - N40085-19-D-3603
Delivery # - N4008519F6668
Price - $58,500.00

Building 80 – Remove existing EPDM roof system to the existing pre cast concrete panels, remove damaged panels, install a new TPO roof system, copper gutters and snow and ice guard system.

ALLIANCE Roof Solutions & Coatings

Contract # - N40085-19-D-3603
Delivery Order # - 4008519F6667
Price $2,379,575.92

Building 156 – Provide oversight (Superintendent, QC, SSHO) for a building addition and remodel.
Contract # - N40085-20-D-0050
Task Order # - N4008420F6774
Price - $68,000

Buildings 311-243 – Remove existing roof systems to the concrete deck install new Modified Bitumin roof system.
Contract # - N40085-19-D-3603
Delivery Order # - N4008519F5294
Price - $197,935.71

Building 240 – Remove failing roof areas around pitch pockets install new insulation, modified bitumen roof system and pitch pockets on 40 penetrations. Install a cricket around HVAC unit.
Contract # - N40085-19-D-3603
Delivery # - 4008519F3528
Price - $43,253.60

Building 385 – Provide over sight (QC, SSHO) for the removal and installation of a new blast proof door and frame.
Contract # - N40085-20-D-0050
Delivery # - N4008520F8345
Price - $4,310.40

SERE Training Building – Provide over sight (Superintendent, QC, SSHO) for a remodel project replacing floor tiles, treads on stairs, enlarging shower units and installing new sinks and countertops, install new plumbing.
Contract # - N40085-20-D-0050
Delivery Order # - N4008520F2936
Price - $66,447.00

Hanscom Air Force Base MA

Building 1109 – remove existing Buit up Roof system to the concrete deck, repair all deflections in the deck and remove and replace all deteriorated wood on parapet wall, install new interior drain and I stall new PVC roof system.
Contract # - FA8056-15-D-0033
Delivery Order – FA283520F0006
Price - $1,085,799.60

ALLIANCE Roof Solutions & Coatings

2018
St Louis Army Reserve Center
4301 Goodfellow Blvd
St Louis, MO
Contact - None as base is permanently closed
Roof replacement 3 buildings approximately 42000 sq ft. Remove EPDM Roof System-Install torch applied Modified Bitumen Roof System

2016-2020
Aberdeen Proving Grounds
2201 Aberdeen Blvd
Aberdeen proving Grounds, MD 21005
Contact - Bruce Erdner
Phone - 410-306-1183
Multiple roof replacements on a multi-year MATOC contract. Roof systems included - EPDM, TPO, PMMA (Polymethol Methacrylate), Torch applied Modified Bitumen both APP (Atactic Polypropylene) and SBS (Styrene Butadiene Styrene), Metal and Shingles.

2019-2021
Portsmouth Naval Shipyard
Kittery, ME 03904
Contact - Donald Driver
Phone - 207-438-1670
Multiple projects including roof replacements.
Buildings 243 and 311 remove BUR and install Torch applied Modified Bitumen roof system
Building 80 remove EPDM, replace precast concrete panel decking, install 80 mil TPO roof system.
Building 80 Install a safety Netting system (Emergent Project) inside the building to catch falling concrete from the deteriorated precast decking and allow work inside to continue.
Building 240 Repair torch applied Modified Bitumen.
Miscellaneous projects
Building 2 – Repair Slate tiles and install snow guards
Building H21 – Repair damaged Copper box gutter and molding on a Historic Building.
Building 40 – Remove existing damaged copper gutter and install new copper gutters
Building 45 – Install safety railings with expansion metal and access gates, cut in and install 2 safety doors and appropriate exit signage.
Building 385 – Remove existing damaged Safety door and frame at entry gate and install a new safety door and frame.

2020-2021
Hanscom Air Force Base
Hanscom Air Force Base, MA 01731
Contact - Joshua Guerra
Phone – No longer at contact number
Building 1109 Roof Replacement approximately 28000 sq ft remove BUR install PVC roof system.

GacoFlex A48 Series

Acrylic Roof Coating

Industry-Leading High Film Build in Just One Pass.

A48 is an innovative, high-build, fast-cure, acrylic elastomeric roof coating that offers long roof life, upgraded visual appeal, strong adhesion, high tensile strength, and excellent reflectivity. With the additional advantages of enhanced film build and reduced cure time, A48 helps you complete the job faster and with less materials.

Enhanced Film Build up to 80 mils (5 gal/SQ) with a single pass even on vertical surfaces

High Tensile Strength

Exceeds ASTM D6083 requirements

Microbial Resistance for a long-lasting, clean aesthetic

Early Rain Resistance[1] in as little as 30 minutes, full cure through in ~8 hours

Resists Dirt[2]

Environmentally Friendly

Sizes Available

[1] Exact cure through time will vary based on ambient temperature, humidity and mil thickness. Approximate dry time is 6-8 hours at 72 °F (22 °C) and 25% RH per coat. Please refer to PDS at Gaco.com for full information.

[2] On properly sloped surfaces

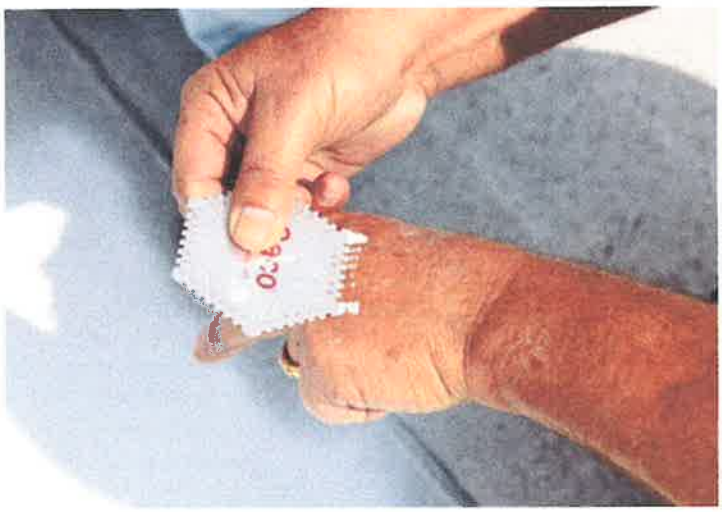
Gaco™

Gaco™

ACRYLIC | URETHANE | FOAM | SILICONE | EPOXY

Gaco is a recognized leader in innovative roofing systems, and offers best-in-class waterproofing and insulation solutions for a variety of commercial, industrial, and residential applications.

When you partner with Gaco, you get a team of experts who combine years of technical expertise and a boots-on-the-ground approach to help you on any job you have. Talk to your Area Manager today.



CRRC RAPID RATINGS

CLASSIFIED UL

For more information call 800.331.0196 or reach out to your GacoFlex Local Area Manager at Gaco.com/representatives

Gaco™

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Application Specification:

MR-A48-12-5
Revised: 01/2024

DIVISION 07 01 50.61: GACOFLEX™ A48 SERIES HIGH BUILD ACRYLIC ROOF COATING FOR RESTORING AGED METAL ROOFING SYSTEMS

PART 1 - GENERAL

1.1 SUMMARY

A. This specification provides a remedial roof coating for application over existing weathered metal roofing systems of all profiles. Application is restricted to circumstances in which the metal panel substrate is in sound condition but requires a rejuvenation of the overall finish to prolong the useful life of the metal roofing system.

When properly applied in conjunction with seam restoration and fastener replacement, GacoFlex A48 Series High-Build Acrylic Roof Coating provides a weathertight seal that protects the substrate from degradation caused by normal weathering hazards.

NOTE: The roof substrate should have a slope of at least 2 in / 12 in (50.5 mm / 305 mm) or greater in order to promote net positive drainage across the entire application area. Not intended for use on roofs that are prone to standing water.

B. Suitable metal surfaces to receive GacoFlex A48 Series High-Build Acrylic Roof Coating is limited to steel (aged at least one year or treated galvanized steel), anodized aluminum, and pre-finished metal (other than siliconized and fluorocarbon finishes).

C. This specification is intended only as a guide for the development of a project specification. The suitability of this specification for a particular project must be determined by a qualified representative of the owner.

Conditions to check and corrections to consider are:

- The type of existing metal panel roofing system must be identified.
- The existing metal panels must be fully secured and intact.
- Structural elements must be sound.

D. Adhesion tests are strongly recommended prior to bidding. A coating Applicator licensed by the product manufacturer should perform wet and dry adhesion tests as instructed in GacoFlex General Instructions *GW-1-3 Adhesion Testing Procedures* using the products listed in Section 2.2, below.

1.2 RELATED SECTIONS

A. Cast-In-Place Concrete:	Division 03 30 00	**F. Vapor /Air Barriers:**	Division 07 25 00
B. Flashing/Sheet Metal:	Division 07 60 00	**G. Board Insulation:**	Division 07 22 00
C. Roof Accessories:	Division 07 72 00	**H. Skylights:**	Division 08 60 00
D. Rough Carpentry/Wood Blocking:	Division 06 10 00	**I. Metal Decking:**	Division 05 30 00
E. Drains, Vents and Penetrations:	Division 22 14 26.13		

1.3 SUBMITTALS

A. **PRODUCT DATA:**
Submit manufacturer's standard submittal package including specification, installation instructions and general information for each waterproofing material.

B. **APPLICATOR QUALIFICATIONS:**
Submit current Letter of Good Standing from the specified waterproofing manufacturer.

C. **SUBSTRATE CONDITIONS:**

1. Applicator to present to owner a completed inspection report verifying substrate condition and any noted defects not specifically addressed in regard to the installation of the coating.

2. Surface shall be free from loose dirt, stone, debris, moisture, and shall be in stable condition. Any work on the area to receive this application shall be completed prior to the installation of the coating.

3. Applicator shall complete a substrate inspection prior to the start of the installation of the coating. The architect/owner and Applicator shall accept the substrate. Start of the work constitutes acceptance.

1.4 QUALIFICATIONS

A. Primary waterproofing materials shall be the products of a single manufacturer. Secondary materials shall be recommended by the primary manufacturer. The manufacturer shall have a minimum of ten (10) years' experience in the manufacture of materials of this type.

B. Applicator shall have a minimum of five (5) years' experience in the application of waterproofing materials of the type specified. The Applicator shall possess a current Letter of Good Standing from the specified waterproofing manufacturer.

C. **PRE-BID CONFERENCE**:
Ten (10) working days prior to the bid opening there is to be a mandatory Pre-Bid Conference. Those not attending the Pre-Bid Conference will not be allowed to bid the project. All products considered an equal to the specified product or any changes in the scope of work, installation, or specifications must be presented at the Pre-Bid Conference. If a change in the specifications is accepted, it will be considered as an alternate and will be presented as a bid addendum issued five (5) working days prior to the bid opening. No other changes to the specification or bid documents will be accepted.

D. Materials other than those specified shall be submitted to the architect/owner for approval no later than ten (10) days prior to the bid date. In requesting prior approval, it shall be necessary to submit:

1. A letter of certification, signed by an officer of the manufacturer, stating that the alternate material is equal to or better than the specified product.

2. Independent laboratory test data giving physical property values in comparison to the specified material.

E. **PRE-INSTALLATION CONFERENCE**:
Prior to the commencement of the installation, meet at the jobsite with a representative of the coating manufacturer, Applicator, general contractor, architect, and other parties affected by this section. Review the methods and procedures, substrate conditions, scheduling, and safety.

1.5 DELIVERY, STORAGE AND HANDLING

A. Owner/owner's representative shall reject damaged or non-conforming materials. Rejected materials must be removed immediately from the job site.

B. Store the coating materials as recommended by the manufacturer and conforming to applicable safety regulatory agencies: town or city, state, and federal. Refer to all applicable data including, but not limited to: Safety Data Sheets, Product Data Sheets, product labels, and specific instructions for personal protection.

C. Provide adequate ventilation, protection from hazardous fumes, and overspray potential to workers and associated trades in close proximity of the site application.

1.6 WARRANTY

A. Manufacturer warrants that the material supplied will meet or exceed physical properties as published. The Applicator guarantees that workmanship will be free of defects in coating application. Since performance of previously applied coatings is beyond the control of Manufacturer and Applicator, requests for additional warranty coverage shall be subject to prior approval by Manufacturer.

B. **A FIVE (5) YEAR LABOR AND MATERIAL WARRANTY MUST BE OBTAINED THROUGH THE MANUFACTURER.**

C. **PROTECTION OF BUILDING AND OCCUPANTS**:
1. All surfaces not to receive the coating specified shall be protected from overspray hazard, e.g., windows, doors, exterior surfaces and facades, parking lots, and vehicles. Protective coverings shall be secured against wind and shall be vented if used in conjunction with applications preventing collection and moisture.
2. Applicator to post signs noting potential overspray hazard within 400 ft (122 m) of applications.
3. All air intake ventilation equipment shall be turned off to prevent fumes from entering building.
4. Surfaces damaged during application shall be restored at no expense to the owner.
5. No smoking signs to be posted as mandated by local fire officials.

D. **SUBSTRATE:**
Proceed with work as specified only after substrate construction, preparation, and detail work has been completed.

E. **EQUIPMENT:**
All equipment used during operations shall be located so as not to adversely affect the daily operations or endanger occupants, structure, or materials on-site. All spray equipment must be grounded during operations.

PART 2 - PRODUCTS

2.1 MANUFACTURERS

ACCEPTABLE MANUFACTURERS:
Gaco, www.gaco.com – Manufactured by Holcim Solutions and Products US, LLC
Other brands manufactured by Holcim Solutions and Products US, LLC as noted.

2.2 MATERIALS

A. **CLEANER:**
GacoFlex GacoWash Concentrated Cleaner

B. **SACRIFICIAL TAPE:**
ScotchBlue™ Original Painter's Tape or equivalent *(as needed)*

C. **FLASHING:**
1.) GacoFlex 66S Reinforcing Polyester Mesh Tape
2.) GacoFlex AF4700 Acrylic SeamSeal
3.) GacoFlex UF9022 – GacoMastic™
4.) ERsystems® H.E.R.

D. **FLASHING (EXPOSED FASTENERS):**
1.) GacoFlex AF4700 Acrylic SeamSeal
2.) GacoFlex UF9022 – GacoMastic™
3.) ERsystems® H.E.R.

E. **PRIMER:**
GacoPrime LVOC Primer *(as needed)*
(GacoFlex E5320 2-Part Primer/Filler is an acceptable alternate)

F. **ACRYLIC COATING:**
GacoFlex A48 Series High Build Acrylic Roof Coating with the following physical properties:

GacoFlex A48 Series | High-Build Acrylic Roof Coating		
PROPERTY	*VALUE*	*TEST METHOD*
TENSILE STRENGTH (INITIAL)	217 psi (1.5 MPa)	ASTM D2370
ELONGATION AT BREAK (INITIAL)	200 %	ASTM D2370
SOLIDS	Weight: 67 % Volume: 53 %	ASTM D1644 ASTM D2697
VOC	< 50 g / L	EPA Method 24
TEAR RESISTANCE (DIE C)	103 lb / in (47.2 kg / 25 mm)	ASTM D624

Gaco™

Product Data Sheet:

GacoFlex™ A48 Series
Revised: 04/2024

GACOFLEX™ A48 SERIES
HIGH BUILD ACRYLIC ROOF COATING

A. DESCRIPTION:

GacoFlex A48 Series High Build Acrylic Roof Coating forms a durable liquid-applied elastomeric membrane with high tensile strength, water resistance, reflectivity, and weatherability properties. A48 series coatings are designed to be applied at high build rates (up to 80 mil WFT per pass), provide superior early rain resistance in as little as 30 minutes, and fast through cure.

B. RECOMMENDED USE:

GacoFlex A48 Series is intended as a roof maintenance coating over sprayed polyurethane foam, aged asphalt roofs, metal roofs, and aged single-ply roofing membranes. Use is restricted to circumstances where the membrane surface is in sound condition but requires a renewal of the surface due to the normal effects of use and aging.

C. LIMITATIONS:

The surface that GacoFlex A48 Series is being applied to should have a slope of at least 0.25 in / 12 in (6 mm / 305 mm) or greater in order to promote net positive drainage across the entire application area.

Not intended for use on surfaces that are prone to standing water. Consider GacoFlex silicone roof coatings when long-term resistance to ponding water is required. GacoFlex A48 Series is also not suitable for use over the following roof types: 1.) gravel surfaced built-up roofs or 2.) asphalt shingles.

D. APPROVALS:

GacoFlex A48 Series has passed the appropriate testing standards to achieve the following approvals:

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E. PACKAGED PRODUCT DATA:

PROPERTY	DESCRIPTION
COLOR	A4800 – White
ADHESION	Excellent adhesion to polyurethane foam, such as GacoFlex GacoRoofFoam™, aged asphalt roofs, metal roofs, aged single-ply membranes, and existing coatings. Some metal roofs may require a suitable GacoFlex primer. An anti-corrosive metal primer may be used on ferrous metal roofs to help prevent corrosion from spreading. Metal panels must be structurally sound to serve as a suitable substrate for a roof coating. GacoFlex Gaco Prime LVOC Primer may be required over existing coatings. Do not apply GacoFlex A48 Series over existing silicone coatings.
THEORETICAL COVERAGE	864 ft² / gal / mil (80.3 m² / 3.78 L / 0.02 mm)
SOLIDS	Weight: 67 % ASTM D1644 Volume: 54 % ASTM D2697
STORAGE STABILITY	3 months when stored between 50 °F – 110 °F (10 °C – 43 °C). Do not allow product to freeze. Some separation may occur after extended storage. Mix thoroughly before use.
TOXICITY	Not for use for surfaces in contact with edible substances or potable water.

V.O.C.	< 50 g / L	EPA Method 24
FLASH POINT	> 248 °F (> 120 °C)	ASTM D1310
VISCOSITY	100 - 125 KUs	ASTM D562

F. PHYSICAL PROPERTIES:

PROPERTY	ASTM TEST	REQUIREMENT	RESULT
TENSILE STRENGTH – INITIAL	D2370	>= 200 psi (1.4 MPa)	204 psi (1.4 MPa)
ELONGATION AT BREAK – INITIAL	D2370	>= 100 %	385 %
TENSILE STRENGTH – 1000 HOURS	D2370	>= 200 psi (1.4 MPa)	258 (1.78 MPa)
ELONGATION AT BREAK – 1000 HOURS	D2370	>= 100 %	335 %
TEAR RESISTANCE (DIE C)	D624	60 min.	77 lb/in (34 kg/25mm)
LOW TEMPERATURE FLEX	D522	0.5 in (13 mm) Mandrel, 14 °F (-10 °C)	Pass
LOW TEMPERATURE FLEX – 1,000 HOURS	D522	0.5 in (13 mm) Mandrel, 14 °F (-10 °C)	Pass
PERMEANCE (PERMS)	D1653	50 Perms. max	1.6 Perm
WET ADHESION			
FOAM	D903	2.0 lb (0.9 kg) min.	Pass
GALVANIZED STEEL		2.0 lb (0.9 kg) min.	Pass
PLYWOOD		2.0 lb (0.9 kg) min.	Pass
SBS CAP SHEET		2.0 lb (0.9 kg) min.	Pass
APP		2.0 lb (0.9 kg) min.	Pass
WATER SWELLING	D471	20 % max	13 %
SOLAR PERFORMANCE		**Initial**	**After Soiling***
SOLAR REFLECTANCE – A4800 WHITE	C1549	0.79	0.79
THERMAL EMITTANCE – A4800 WHITE	C1371	0.91	0.90
SOLAR REFLECTIVITY INDEX – A4800 WHITE	E1980	99	94

**CRRC Rapid Rating*

G. APPLICATION:

STEP	INSTRUCTIONS
THINNING	Thinning is not recommended under normal conditions. If necessary, use a 10 % aqua-ammonia solution at a maximum of 4 fl. oz (120 mL) of aqua ammonia solution per 5 gal (19 L) of GacoFlex A48 Series.
MIXING	Mix until homogeneous with a mechanical mixer before application to ensure uniform color and consistency.
SURFACE PREPARATION	Repair all leaks, cracks, and other deficiencies and seal flashings in the existing substrate using like materials as recommended by the original membrane manufacturer

	before applying GacoFlex A48 Series. Newly repaired areas may require a suitable GacoFlex primer. Contact Technical Services for primer recommendations. When necessary, use GacoWash at 1-part concentrate to 9-parts water to clean roof before application. Rinse well and allow substrate to dry thoroughly. **NOTE:** DO NOT WASH ASPHALT SUBSTRATES
APPLICATION	Do not apply GacoFlex A48 Series to wet surfaces. Make sure roof surface is completely dry, clean, and free of dirt, grease, biological soiling, loose granules, and paint residue before coating. Apply GacoFlex A48 Series only when air, material, and surface temperatures are between 50 °F – 110 °F (10 °C – 43 °C). Apply product in the morning to allow for maximum dry time during daylight hours. If roof temperature exceeds 100 °F (38 °C), a light mist of water may be used to increase working time. Application rates vary based on substrate type, refer to Application Specifications available at Gaco.com for further details regarding applying GacoFlex A48 using an airless spray system. FOR USE OF AIRLESS SPRAYERS: General recommendation of 2,000 – 3,000 psi (13.8 MPa – 20.7 MPa) at the gun tip, 1.0 – 3.0 gal / min (3.8 L – 11.4 L / min) flow rate, and tip sizes ranging from 0.025 – 0.040 in (0.64 – 1 mm). Larger spray units will allow for longer hoses on larger jobs. Contact Technical Services if further assistance is required in determining the optimal equipment for project-specific requirements. **NOTE:** DO NOT EXCEED 5 GAL / 100 FT² (18.9 L / 9.3 M²) PER COAT
DRY TIME	Early rain resistance in as little as thirty (30) minutes. Approximate dry time is six (6) – eight (8) hours at 72 °F (22 °C) and 25 % RH per coat of GacoFlex A48 Series @ 60 mils WFT. Low temperatures or high humidity conditions will extend cure times. NOTE: Do not apply GacoFlex A48 Series when precipitation or heavy dew is expected within four (4) hours in normal humidity conditions or within six (6) – eight (8) hours in high humidity conditions.
CLEAN UP	Clean up tools and equipment immediately after spraying by using a 1 – 2 % solution of aqua ammonia followed by a clean water rinse. Follow spray equipment manufacturer's guidelines on clean up, storage and maintenance of spray equipment.

** For specific Health and Safety information please refer to applicable Safety Data Sheet.*

EXHIBIT B

ESTIMATE

Redeemed Roofing Systems
9961 Zenith Ln
Walnut Grove, MO 65770-8468

Redeemedroofingsys@gmail.com
+1 (417) 773-3952
Redeemed Roofing Systems LLC

Bill to
Willard Rec Center
133 N State Hwy Z
Willard, MO 65781

Ship to
Willard Rec Center
133 N State Hwy Z
Willard, MO 65781

Estimate details
Estimate no.: 1727
Estimate date: 08/23/2024

#	Date	Product or service	Description	Qty	Rate	Amount
1.		**GAF Hydrostop Coating**	Basic Labor and Material Cost to Install New GAF Acrylic Coating System. Includes New GAF Premium Hydrostop Topcoat in White at 2.0 gal per square. New Base Coat and fabric on all horizontal seam laps, eves and transitions. New Flashing Grade to all Penetrations, Pipe Boots, and Fasteners. Includes application of UCC Cleaning agent, High pressure power washing. Primer in rusted areas as needed. Approx. 22,000 Square feet. Includes typical overage and waste per seam type detail. Standing seam panels.	22000	$2.5261364	$55,575.00
2.		**GAF Warranty**	This Roofing System Carries a 15 Year Emerald Pledge System Warranty on Materials from GAF. 5 Year Workmanship Warranty on Labor. We are a GAF Gold Elite Pro+Coatings Contractor.	1	$0.00	$0.00
			Total			**$55,575.00**

Note to customer

Payment Terms 50% Down 100% at Completion.
Thanks again for your Business!
Redeemed Roofing Systems LLC
9961 Zenith Ln
Walnut Grove, MO 65770
417-773-3952

Accepted date **Accepted by**

AFFIDAVIT OF COMPLIANCE
#07-17-2024PKS

To be submitted with Vendor's Bid

✓ We DO NOT take exception to the IFB Documents/Requirements.
____ We TAKE exception to the IFB Documents/Requirements as follows:

Specific exceptions are as follows:

Company Name Redeemed Roofing Systems LLC

By _____
Authorized Person's Signature

Darrin Coy/Owner
Print or type name and title of signer

Company Address 9961 Zenith Ln
Walnut Grove, MO 65770

Telephone number 417-773-3952
Fax number redeemedroofingsys@gmail.com
Date 8.14.2024

Addenda
Bidder acknowledges receipt of the following addendum:
Addendum No. ✓
Addendum No. ✓
Addendum No. ✓

GAF COATINGSPRO+

Redeemed Roofing Systems LLC
9961 Zenith Ln
Walnut Grove, Missouri, 65770

6/3/2024
GAF ID: 1127829

Re: GAF CoatingsPro+™ Liquid Applied Roofing Contractor

Dear valued customer,

On behalf of GAF Coatings, we are pleased to confirm that Redeemed Roofing Systems LLC has achieved the level of GAF CoatingsPro+™ Liquid Applied Roofing Contractor for 2024.

This company demonstrates a commitment to quality workmanship and customer service in its roof coating systems. As a GAF CoatingsPro+™ Liquid Applied Roofing Contractor, Redeemed Roofing Systems LLC is able to offer both the Emerald Pledge™ Limited Warranty and the Diamond Pledge™ NDL Roof Guarantee for qualified projects.

GAF prides itself on partnering with knowledgeable and reputable roofing businesses that share our commitment to delivering you the very best quality and service.

Sincerely,

Alma Garnett
SVP, Commercial Roofing Sales

Pete Vollmar
SVP, Sales Operations

GAF GOLDELITE
Commercial Contractor

Redeemed Roofing Systems LLC
9961 Zenith Ln
Walnut Grove, Missouri, 65770

6/3/2024
GAF ID: 1127829

Re: GAF GoldElite™ Commercial Contractor

Dear valued customer,

On behalf of GAF Commercial, we are pleased to confirm that Redeemed Roofing Systems LLC is a GAF GoldElite™ Commercial Contractor for 2024.

Redeemed Roofing Systems LLC qualified to become a GAF GoldElite™ Contractor based on their commitment to quality workmanship and customer service in commercial roofing. As a GAF GoldElite™ Commercial Contractor, Redeemed Roofing Systems LLC is able to offer enhanced GAF warranties and guarantees including the Integrated System Limited Warranty, the System Pledge™ Roof Guarantee for qualified projects, and our premier guarantee, the GAF Diamond Pledge™ NDL Roof Guarantee.

GAF prides itself on partnering with knowledgeable and reputable roofing businesses that share our commitment to delivering you the very best quality and service.

Sincerely,

Alma Garnett
SVP, Commercial Roofing Sales

Pete Vollmar
SVP, Sales Operations

EXHIBIT C

CITY OF WILLARD STATEMENT OF "NO BID"
#07-17-2024PKS

RETURN THIS PAGE ONLY IF YOUR COMPANY PROVIDES THE PRODUCTS/SERVICES BEING BID AND DECLINES TO DO SO.

WE, THE UNDERSIGNED, HAVE DECLINED TO BID ON YOUR **#07-17-2024PKS**
FOR THE **RECREATION CENTER ROOF REPAIR.**
FOR THE FOLLOWING REASON(S):

_____ SPECIFICATIONS ARE TOO "TIGHT," I.E. GEARED TOWARD ONE (1) BRAND OR MANUFACTURER ONLY (PLEASE EXPLAIN BELOW).
_____ INSUFFICIENT TIME TO RESPOND TO INVITATION FOR BID.
__X__ OUR PRODUCT SCHEDULE WOULD NOT PERMIT US TO PERFORM.
_____ UNABLE TO MEET SPECIFICATIONS.
_____ UNABLE TO MEET INSURANCE REQUIREMENTS.
_____ SPECIFICATIONS UNCLEAR (PLEASE EXPLAIN BELOW).
__X__ OTHER (PLEASE SPECIFY BELOW).

REMARKS: Are current schedule will not allow for Sept. or October. And this product should not be installed in November or December.

COMPANY NAME: Dale's Roofing Inc

ADDRESS: 5755. E US Highway 60

SIGNATURE AND TITLE: Dale Rake Owner

TELEPHONE NUMBER: 417-882-2158

DATE: 8-12-24

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Agenda Item #12

Proposal to Accept the Bid from Blevins Asphalt Construction Company of Mount Vernon, MO for the Milling & Overlaying of Jackson Street

CONTRACT AGREEMENT

EXHIBIT A

THIS AGREEMENT, made and entered into by and between the City of Willard, Missouri, (herein after referred to as the Owner) and Blevins Asphalt Construction Company of Mt. Vernon, Missouri, (herein referred to as the Contractor).

WITNESSETH: That for and in consideration of the acceptance of Contractor's bid and the award of this contract to said Contractor by the Owner and in further consideration of the agreements of the parties herein contained, to be well and truly observed and faithfully kept by them, and each of them, it is agreed between the parties as follows, to wit:

The Contractor at its own expense hereby agrees to do or furnish all labor, materials, and equipment called for in the proposal designated and marked:

STBG-5944(805) Jackson Street Mill & Overlay.

and agrees to perform all the work required by the contract as shown on the plans and specifications. The "Notice to Contractor," "Plans," "Proposal," "Contract Bond," "Acknowledgment," "Notice to Proceed", and all change orders are made a part hereof as fully as set out herein.

It is understood and agreed that, except as may be otherwise provided for by "Job Special Provisions," "General Provisions," and "Supplemental Specifications," included in the Proposal, the work shall be done in accordance with the most current "Missouri Standard Specifications for Highway Construction" and "Missouri Standard Plans for Highway Construction", including all revisions to these documents, which are part and parcel of this contract, and are incorporated in this contract as fully and effectively as if set forth in detail herein.

The Contractor further agrees that it is fully informed regarding all of the conditions affecting the work to be done, and labor and materials to be furnished for the completion of this contract, and that its information was secured by personal investigation and research and not from any estimates of the Owner; and that it will make no claim against the Owner by reason of estimates, tests, or representation of any officer, agent, or employees of the Owner.

The said Contractor agrees further to begin work not later than the authorization date in the Notice to Proceed and to complete the work within the time specified in the proposal or such additional time as may be allowed by the engineer under the contract.

The work shall be done to complete satisfaction of the Engineer of the Owner and, in case the Federal Government or any agency thereof is participating in the payment of the cost of construction of the work, shall also be subject to inspection and approval at all times by the proper agent or agents of such government agency.

The parties hereto agree that this contract in all things shall be governed by the laws of the State of Missouri.

The Contractor agrees that it will comply with all federal and state laws and regulations and local ordinances and that it will comply and cause each of its subcontractors, if any, to comply with all federal and state laws and federal regulations and directives pertaining to nondiscrimination against any person on the ground of race, color, religion, creed, sex, age, ancestry, or national origin in connection with this contract, including procurement of materials and lease of equipment therefore, in accordance with the special provisions on that subject attached hereto, incorporated in and made a part of the contract.

The Contractor expressly warrants that it has employed no third person to solicit or obtain this contract on its behalf, or to cause or procure the same to be obtained upon compensation in any way contingent, in whole or in part, upon such procurement; and that it has not paid, or promised or agreed to pay, to any third person, in consideration of such procurement, or in compensation for services in connection therewith, any brokerage, commission, or percentage upon the amount receivable by it hereunder, and that it has not, in estimating the contract price demanded by it, included any sum by reason of any such brokerage, commission, or percentage, and that all moneys payable to it hereunder are free from obligation to other entities for services rendered, or supposed to have been rendered, in the procurement of this contract. Contractor further agrees that any breach of this warranty shall constitute adequate cause for the annulment of this contract by the Owner, and the Owner may retain to its own use from any sums due or to become due hereunder an amount equal to any brokerage, commission, or percentage so paid, or agreed to be paid.

Under penalty of perjury under the laws of the United States and/or false declaration under the laws of Missouri, and any other applicable state or federal laws, the Contractor Signatory certifies that the Contractor and its officials, agents, and employees have neither directly nor indirectly entered into any agreement, participated in any collusion or otherwise taken any action in restraint of free competitive bidding in connection with this contract, and that the Contractor intends to do the work with its own bonafide employees or subcontractors and did not bid for the benefit of another contractor.

The Owner agrees to pay the Contractor in the manner and in the amount provided in the said Standard Specifications and Proposals.

IN WITNESS WHEREOF, the parties hereunto have hereunto set their hands and affixed their seals, this _____ day of _____, 20___.

City of Willard, Missouri, acting by and through the
[Owner/Officials]

By _____
Mayor, City of Willard, Missouri

ATTEST: (SEAL)

_____
[Attest Person Title Here and Printed Name]

Blevins Asphalt Construction Company

By _____
Authorized Contractor Signature

_____
Printed Name of Signatory

ATTEST: (SEAL)

_____
[Attest Person Title Here and Printed Name]

CITY OF WILLARD, MISSOURI
224 W. Jackson Street P.O. Box 187 Willard, MO 65781 417-742-3033 417-742-3080 Fax

Agenda Item #13

Review of Water & Sewer Rate Analysis for Consideration of Setting a Date for A Public Hearing

EXHIBIT A

Willard Clerk

From: City Administrator
Sent: Monday, August 26, 2024 7:50 PM
Cc: Willard Clerk; Nate Dally
Subject: Water/Sewer Rate Analysis
Attachments: Willard, MO, Rate Analysis Report 2024-2, 8-20-24.pdf

Board,

Please find attached the rate analysis, and rate recommendations, from Carl Brown at GreatRates.com. Please review and let me know if you have any questions.

I will put this on the website in the morning, with a reminder that this is for information only at this time. I recommend setting a hearing next month and, as suggested, it be a single item agenda. I will reach out in this time next week for availability and to get that ball rolling.

W

Wesley R. Young, MPA, CPM
City Administrator
T: (417) 742-3033
C: (417) 593-5823
F: (417) 742-3080
https://www.cityofwillard.org/
224 W Jackson
Willard, MO 65781

August 20, 2024

Mr. Troy Smith, Mayor
City of Willard
224 W Jackson St.
Willard, Missouri 65781

Subject: Water and Sewer Rate Analysis Report

Dear Mayor Smith:

Attached is the City's water and sewer rate analysis report. Before I address the report, I want to speak to everyone who will read this.

Interim City Administrator Donna Stewart got the rate analysis ball rolling. I was impressed with her drive and ability to shepherd this project early on. Of course, her stint as interim ended soon and she turned everything over to Carolyn Halverson, Director of Finance. I worked with Ms. Halverson closely and almost exclusively for data gathering, proofing and more. Ms. Halverson was so fast, accurate and helpful. She made my work go quickly, and accurately. I really appreciate that. About the time the data gathering and model building phase was being completed, Wesley Young, your new City Administrator, came on board. And Mike Ruesch, your Director of Planning & Development joined in about then, too. All these folks have helped by reviewing draft reports, giving me feedback for corrections and improvements. And all have been great to work with.

I am sure you and the Board recognize the expertise and value of these staff. I hope citizens and ratepayers will also get a glimpse of just how well they are being served by these folks. Without them, and without their accurate assistance, my analysis work would not be possible.

Now, on to the report.

The report and the included rate models cover a lot of technical ground. Board members may have questions after reviewing the report, so filter questions to me through any of these contacts and I will answer them all. And when I meet with the Board, hopefully soon, I look forward to discussing anything that is too complicated to cover in e-mails. As you will see, some of it is complicated.

Of course, you will also see that indeed, your overall rates do need to go up. You might think, and I bet many of your ratepayers will think that your rates are going up a lot. Considering what is happening to your utility costs, no, your rates do not need to go up much. In fact, your increases fall about in the middle of the rate increase range I usually see – 25 to 50 percent. Thus, you should consider your rates situation to be "average."

Finally, I am sure you and Board members know of other cities and utilities that also need rate setting help. As you run into these folks at municipal league and other meetings and venues, I hope you will tell them about my services. I get much of my business from referrals by past clients. I hope to be able to trace several future clients back to my work with Willard, as well.

Best regards,
GettingGreatRates.com

Carl

Carl E. Brown
President

Enclosure

Water and Sewer Rate Analysis Report Willard, Missouri

Prepared August 20, 2024

Carl Brown, President
GettingGreatRates.com

Contents

Index of Model Tables and Charts

Executive Summary

These analyses calculate water and sewer rates for Willard that are in a cost-to-serve structure with a level minimum charge and unit charge for in-City customers, and a higher and level minimum charge and unit charge for out-of-City customers to account for generally higher costs to serve outside of the City. The user charge rates are "description-based," but system development fees are based on meter size. The modeling includes rates to fund the most likely set of conditions the utilities will experience. Overall, water rate revenue needs to increase by 35.3 percent and sewer by 29.6 percent, and each set of rates should be restructured to make them fairer, too.

The Meaning of This Report, in a Nutshell

Willard, later at times just called the "City," the "utility," or "you," hired GettingGreatRates.com, later called "me," or "I," to perform rate analysis of its water and sewer utilities; to produce a report of my findings and recommendations; and to provide guidance on rate setting.

This report is detailed and somewhat long. The math behind the report is complex. Some assumptions had to be made about data and outcomes, which is normal. Still, these things make the modeling complex and interpreting the models difficult. Following is the "Cliff's Notes" version of what the calculated rates will do and what they mean to customers.

The set of rate calculations in this report for each utility are quite closely based on the principle called, "cost-of-service" or "cost-to-serve" rates. This is the prime industry standard for utility rate analysis. Quite simply, if a customer causes the utility to incur a cost, that customer should reimburse the utility for that cost. In your case, meter size-based minimum charges are not warranted. There are so few large meters, assessing higher rates to those meters would not lower the rates of smaller meters very much. Thus, simpler rates where you assess a single minimum and a single unit charge to all in-City customers is simpler and fair enough. Assessing rates to out-of-City customers with that same structure, only higher, will also suffice. Importantly, rate revenues need to go up moderately to make the utilities sustainable.

Introduction

I analyzed rates for the City that will cover the costs of significant system improvements, pay all operating and related costs, and build appropriate reserves over the next ten years. These things will be big drivers of higher rates.

The utilities' customer bases are growing rapidly. That improves the ability of the utilities to become more economical to own and operate over time, because there will be many new customers to share costs.

As for me, your rate analyst, I have analyzed rates as a consultant since 2005, completing 385 analyses since then. Before that, from 1991 to 2005, I did similar work, as well as grant and loan coordination work, for the Missouri Department of Natural Resources. My experience is deep. I calculated your rates with due diligence using the best methodologies and reasoning I can. I trust my expertise and the results I get. You should, too. You can adopt the rates recommended in this report and all should turn out well for you.

But it is reasonable for you to be curious about my methodologies and why and how I employ them. "Trust but verify" is a reasonable attitude for you to have because rate setting is one of your most critical and criticized tasks. You need to get it right. Just summarizing my methodologies requires a lot of discussion, therefore, I left that discussion out of the main part of the report. I placed those discussions in Appendix A, starting on page 19.

Appendix A summarizes my rate analysis methodologies, theories, and general issues.

If you have a basic working knowledge of rate setting, and if you consider the logic of what follows, you should be able to read on and learn what you need to know to set rates appropriately and confidently. If, however, you read something that you do not understand and you want to understand it, go to Appendix A. I likely covered the issue there. If I did not and if the issue is important to you, just call and I will talk you through it.

The water user charge rate structure is "description" based – in-City residential customers, in-City commercial customers and the same outside of the City. The minimum charge and unit charge are higher for out-of-City customers in recognition of the fact that it is generally more costly to serve outside of the City. For water there is a 1,000 gallons per month usage allowance. Sewer does not have a usage allowance.

The rate analysis modeling covered 12 years, as follows:

- The "test year" is the one-year period from which data was used as the starting place for the analysis. We almost always use the last completed fiscal year as the test year. That is what we did in your case, too.
- The modeling was started and completed during the next year. In the model tables, this is called, "0 Year."
- For the next ten years, the modeling used budget figures, capital improvement cost estimates, etc. when available. Those normally cover one or two future years. For the remainder of the ten projection years, we increased incomes, costs, etc. by expected inflationary factors.

This report is the culmination of a process where I submitted information and data requests to my primary City contact, Carolyn Halverson, Director of Finance. I am sure others behind the scenes assisted but I coordinated all communications through Ms. Halverson.

As I received information and data, I modeled the utilities' finances and rates and submitted drafts for review to get feedback. Ms. Halverson reviewed those drafts to assure accuracy, and when needed, she corrected data. Note: Late in the analysis phase, Mr. Wesley Young came on board as the new City Administrator, so he provided feedback, as well.

I prepared and submitted a draft final report. Again, my contacts reviewed and gave me feedback. We cycled through this process a few times to arrive at this, the final report.

The report is in two parts. The first part is this narrative report that tells readers what should be done to the utilities' rates and why and interprets much of the mathematical modeling.

The second part is a printout of the models. The models are named and described as follows:

- "Willard, MO, Water Rates Model 2024-2." Later this model will just be called "the Water Model." (Many other models were created during analysis to determine the rate effects of variables. The appropriate aspects of those early models have been incorporated into the final Water Model.) The Water Model assumes the City will continue many practices, but it would restructure rates.
- "Willard, MO, Sewer Rates Model 2024-2," later called, "the Sewer Model," is like the Water Model except it covers sewer rates.

As you read this report, please keep this in mind. The report does not *direct* the City to do anything. Actions you take or do not take are strictly up to you. The report is meant to inform and educate so you can make well-informed decisions about actions to take. And the report and models are not legal recommendations. For legal issues consult your attorney.

About the Models, Generally

The models were built to match the systems' financial statements and other data as much as possible. Because incomes and expenses in standard financial statements, and other data, are seldom grouped in such a way as to enable the required rate calculation methodology, the Models do not always match financial statements.

For modeling purposes, it does not matter whether funds are held in the general system account, a debt service sinking fund, repair and replacement account, etc. Therefore, the Models account for funds in a more simplified way than most utilities do it. When it comes to segregating funds, staff knows best how to do that, so the Models do little in this regard and I leave the segregating up to staff.

Several line graph charts in the Models graphically depict some things which would be difficult to pick out of the tables. In all the charts, the **blue line** represents what would happen under the **modeled** rates and the **red line** under the **current** rates. Financial trends for the red lines are (generally) bad. Those for the blue lines are (generally) good. Review the definitions section of the Water Model to learn the meaning of terms used in the charts. A few explanations should help you interpret the charts.

Chart 2 of either model can depict the blue line, the modeled rates coverage ratio, at zero or going to zero. That could be a good thing, or a bad thing. It is a good thing if you have no debt, or the debt is paid off during the time being modeled. It is a bad thing if you have debt but no current income available to pay that debt.

Charts 1 and 2, page 84 of the Sewer Model can be confusing. This is what they depict.

Chart 1 measures a utility's ability to pay operating costs using current incomes. The current incomes part of the definition is key. When you have reserves, those can be used to pay debt or pay cash for other things. But the classic definition of the operating ratio does not include reserves, only current incomes. Therefore, an operating ratio at 1.0 means current income equals current operating costs – that income is at the break-even point with operating costs. For sewer, you started below 1.0. That means you did not have enough current income to fully pay current operating costs and there was no current income left over to pay debt or cash-paid system improvement costs, either. But you had reserves, so temporarily, you were fine. After raising rates (the blue line) as modeled, the operating ratio rises.

Chart 2 of the Sewer Model, the coverage ratio, measures a utility's ability to pay debt service from current income after satisfying operating costs and setting aside appropriate operating reserves. For sewer, you had no current income above what it would take to satisfy the operating reserves goal, so you started with no coverage ratio. But again, you had reserves, so you were fine. Since even the rate revenue increases modeled do not generate net revenue above what it will take to satisfy the operating reserves goal, the classic coverage reserve stays at zero.

Because of the shortcoming in how the classic coverage ratio is calculated, I calculate an "alternative coverage ratio," which is the green line in Chart 2. For this ratio, I include reserves, because undedicated reserves are available to pay debt service. Now your picture still looks odd because the green line goes below zero. That indicates that, during those years you will not have enough income and reserves to pay all operating costs plus pay debt service. Later in the report I will describe how you probably will cover this shortfall.

Charts 1 and 2 or the Water Model function the same as those in the Sewer Model, but the income and debt situations for water were very different, so those charts look very different compared to the Sewer Model charts.

Where do the current rates trend lines come from?

Comparison of the chart trend lines between the current rates (red) and the modeled rates (blue) are useful to planning and action.

My modeling template models incomes, expenses, capital improvement plans and much more, resulting in a set of system development fees and user charge rates that will pay all costs well into the future.

In the background the template also runs a second analysis that assumes the above things but assumes the current rate and fee structures will continue for the next ten years and apply to customers as the customer base grows.

Thus, the results of that "background" analysis can be compared to the "foreground" analysis. That enables an "apples to apples" comparison of what likely will happen under the current rates versus what likely will happen under the modeled rates. Often, the best course of action is then very easy to see.

On to other charts, Chart 8 depicts reserve levels under the existing rates (red line) and the modeled rates (blue line). When the blue line goes up, that is a good thing for the utility. When the red line goes down, that is a bad thing, at least, if you were to decide to keep your current rates for very long.

In contrast to Chart 8, Charts 3 and 4 in the Models depict user rates. When the Chart 3 and 4 blue lines go up, meaning rates are going up, customers do not like that. But the utility will be better funded as a result and that benefits ratepayers because it makes their utility more resilient and able to make improvements that will serve them better. Effectiveness is the first priority. Efficiency (low cost, as customers view it) is the second priority. Customers want efficiency. But if the system is not effective, cost is a moot point.

One thing you will notice in viewing Chart 5 is this. Only the red line (current rates) and the black line (goal amounts) show up at all, or most of the time. When that happens, the line depicting the proposed rates is taking the same path as the line depicting the goal. That is because, in the Models, I programmed all funds that exceed what is needed to meet the working capital goal to "spill over" into the CIP and Debt Service fund reserve. Thus, the recommended rates line is taking the same path as the goal line.

Chart 8 spells the difference between the current rates and the modeled rates. The modeled rates will generate more revenue over time and, thus, produce stronger total reserves. It is useful if you can understand the other charts, but Chart 8 is the one to focus on.

As you set and later reset rates, I suggest you follow the guidance I give in my book, "How to Get Great Rates." This book is one of the rate setting resources I mentioned earlier.

The remainder of this report directly addresses the analysis findings and my recommendations, starting with water rates.

Water Model Discussion

System Development Fees and Minimum Charge Surcharges

The discussions in the rest of this subsection are brief because I recommend you stay with description-based minimum charges, and you continue with the system development fees (plant investment fees) calculated by Cochran Engineering and already adopted by the City.

There are a few ways to raise money to pay for system capacity costs:

1. System development fees (plant investment fees) paid when new connections are made, and
2. System development surcharges to the minimum charge, which are paid monthly. These direct from whom this money is raised.
3. A third undirected way is to just cover system development costs as they come along, probably by setting regular user charge rates high enough to cover costs as they appear. This alternative may or may not have customers pay according to the system capacity costs they cause.

You are already using Alternative 1 (the Cochran-recommended and since adopted system investment fees) and Alternative 3, which nearly every water and sewer utility is using. You are not using Alternative 2, meter size-based minimum charges. In your case, I recommend you not adopt meter size-based minimum charges, too. In your case, there is little improvement in rate structure fairness with meter size-based rates and those rates would be much more complicated than a description-based rate structure, like the current one.

A special note: The City engaged Cochran Engineering to calculate the plant investment fees (system development fees) for a large development. Cochran issued its report last April. Cochran found that the water plant investment fee for a five-eighths inch or three-quarter inch meter should be $800, and a four-inch meter should be $9,600, with in-between meter size fees falling within that range. Sewer plant fees should be between $1,000 and $22,500 for those same meter sizes. I incorporated the Cochran fees into my model and found them to be appropriate. The City has since adopted the Cochran fees. For those reasons, I recommend you stay with the Cochran fees.

Terminology

In the practice of setting rates and fees, many terms are used to denote the price of things and services.

In rate analysis practice, the terms "system development fee" and "system capacity fee," and a few others are interchangeable.

This narrative report and the included rate model(s) use the term "system development fee." If you use a different term and it suits your purpose, continue.

In contrast, the terms "new connection fee" or "tap-on fee" refer to payment to the utility for the cost of issuing a permit to connect, the cost of inspecting new connections before they are buried, the cost of providing a water meter and pit, and similar out-of-pocket costs.

To adhere to the principle of "cost-to-serve" rates, a utility should recover at least part of its capacity costs through system development fees. In addition, they should recover out-of-pocket costs through connection fees.

In the models, Tables 11 through 16 calculate meter size-based system development fees and minimum charges. Since you already have plant investment fees covered, there is no need to show Tables 11 through 14, so I left those out of this report. And since I am recommending description-based minimum charges, not meter size-based minimums, I "zeroed out" Tables 15 and 16, they were not used at all in the modeling, and those tables have been left out, too. Thus, Tables 11 through 16 do not appear in the report. That is not an oversight. They simply were not needed in your case.

On a related issue, I do recommend one set of changes to minimum charges. That is, the premium for out-of-City service should be much higher than the current premium of 8.8 percent for the minimum charge and 9.1 percent for the unit charge. Most out-of-City premiums are set at between 25 and 100 percent of the in-City rates for both minimum and unit charges. I usually recommend a 50 percent premium, and that is what I modeled and recommend for you, too.

As to new connections, part of what you call "METER REPLACEMENT/ INSTALLATIONS..." in Table 3, page 49, those are fees currently being charged for service connection costs, not plant investments. Therefore, you should continue to assess the "METER REPLACEMENT..." fees in addition to the recently adopted plant investment fees.

Expected Incomes

Table 3, page 49, shows the various past incomes and future incomes to expect, as well as several other things related to revenues. The modeling assumes new rates will be adopted early enough to begin assessing at the new rates on January 1, 2025. If you adopt new rates sooner, you will begin to build reserves sooner.

High in Table 3 is a line called, "Rate Increases Projected for Future Years." As mentioned earlier, after the initial adjustment, revenues are expected to rise by 35.3 percent. In years following that, rates will need to be raised enough to match budget inflation each year, assumed to be 4.0 percent. To be conservative, I assumed plant investment fees would not be increased, but you should examine those fees for need of increases each year, too. Details will be provided later.

Expected Operating Costs

Table 4, page 50, shows expected operating costs. Those in the first column came from the utility's financial statement. In the years after that, I expect most operating costs will inflate by four percent per year. Some costs rise due to inflation plus growth in customers and growth in use. Those costs are highlighted green.

To make calculation of a few financial indicators accurate and simple, I do not include as "operating costs" those costs associated with building and financing capital improvements. Those costs are covered in Table 5. And costs to replace equipment are covered near the bottom of the table in the item called, "Annual Payment to R&R Reserve."

Capital Improvements and Related Issues

Capital Improvements are a Key Rates Driver

Capital improvements and their costs will be a big driver of higher rates. In a few years, the City plans to invest in a new well(s) and a storage tower. Those costs are expected to be paid mainly with loans and small grants. Other on-going projects called "Capital Assets" will be paid with cash. All these things are shown in Table 5, page 52.

Repair and Replacement Scheduling

The utility does not have a "formal" equipment repair and replacement (R&R) schedule. You handle those things through your regular budgeting process. Therefore, Tables 6 and 7 of the Model have been left out. That said, I encourage you to create an R&R schedule because it takes most of the risk out of paying for these kinds of needs. You are welcome to use my "ReplacementScheduler" worksheet, available free at https://gettinggreatrates.com/Freebies to make that process easy.

Target Reserve Levels

According to your test year balance sheet, your total reserves were right at where they should have been for a system of your size. Therefore, I targeted reserves in the tenth year at that level, plus the amount of inflation I expect by then.

To give you a sense of how I arrived at the amount of target reserves, the following bullet points st. I recommend these for you, too:

1. Unobligated cash and cash equivalent reserves equal to at least 50 percent of the annual operating costs, not including debt service and general administration costs.
2. A 20-year repair and replacement (R&R) schedule reserve, in the 20th year equal to at least twice the average year's cost of R&R.
3. Capital improvement and debt reserves at the end of the tenth year, after debt is paid, equal to that year's debt payments plus cash-paid capital improvement expenses.

The above actions, and the rates recommended from this Model will cause reserves to stay nearly level, except for the years when the well and tower work is expected. Chart 8, page 66 gives you a visual picture of what this will look like.

Projecting budgets and ending balances for next year is a difficult task. Doing the same five years out, I can usually get close. Ten years out, there are so many assumptions we must make now that will not pan out years from now that you should not bank on those numbers. But they serve as good planning targets. In most cases, a utility will see big cost, income, growth, debt, and other changes looming on the horizon a few years out. When that happens, it is time to do a new rate analysis to get rates back on track to meet those challenges. Thus, target balances give you something to aim for, but the target will move over time. With each new rate analysis, we will bring you back on course.

What if Expenses in the Model Miss the Mark Someday?

First, missing the mark is a certainty. Eventually, the projected expenses will miss the mark. That is why analysis needs to be redone periodically. With time, things change.

If you adopt the Water Model rates, then in a future year it turns out the Model failed to accurately predict the expenses you experience, what should you do? That depends upon which way (higher or lower) your expenses went, and how much they differed from what was predicted. It may also depend upon which expense(s) varied because that could markedly affect cost structure, and therefore, rate structure. And it will depend upon what happened to revenues, too.

- Your "fix" for a situation may be to continue with future rate adjustments as recommended. Not all "misses" need to be addressed. Some right themselves.
- Or it may be to speed up or slow down future inflationary increases to get revenues and reserves back on track.
- Or it may be to do a proportional increase to minimum and unit charges based upon the percentage that the experienced expenses are higher or lower than those in the Water Model.

- Or it may be to give me a call if you are not clear about how to make the needed adjustments.

My suggestion is this. When in doubt, err on the side of calling me for advice. I can usually talk folks through how to make the appropriate adjustment and I do not charge for that.

If your new situation requires modeling, I probably will request a fee for that. In that case, I would estimate the hours needed to do the analysis adjustment and I would propose to do that at the hourly rate I used to calculate the fees for the original project, if not much time has passed. Otherwise, I would propose using my then current hourly rate. Most such projects, including the reporting out, take a day or less to do, so they rarely go over $1,000.

If "getting back on track" is a problem several or many years into the future, many issues could then be in play. In that case, it is time for a new rate analysis.

The critical point is this. Do not hesitate to make the recommended rate adjustments just because you are not positive it will work out. Make the adjustments and then track how it works out through the years. If you get concerned about something later, just call. I cannot say, "I have seen it all." But I have seen a lot. I probably can work you through any rate setting situation you will experience.

Rate Affordability

I calculate each rate analysis client's rate affordability, measured by the Affordability Index (AI). For most utilities, it is a very useful tool to assess how "cheap" or "expensive" their rates will be. The AI is also used by many grant and loan programs to determine if an applicant will be awarded a grant, how much grant, an interest subsidized loan or no funding assistance at all.

Income growth, as determined by the Census Bureau, averaged 4.26 percent over 22 years through 2022. That is shown in the top left corner of Table 3, page 49. That is a strong growth rate.

Water use for all in-City customers averaged 4,230 gallons monthly. That is a bit below the national use benchmark for affordability of 5,000 gallons monthly. Based on the available data, the bill affordability for your average in-City customer will be lower than the Affordability Index that appears in Table 17, page 60. The Affordability Index is also shown graphically in Chart 4, page 64.

Ratepayers ask, "Why should I pay more?"

Nearly every ratepayer served by every one of my client systems wants to keep their current (lower) rates. No one wants to pay more for their water than someone "down the road." That is human nature. We are wired that way, and that is not a bad thing.

Nearly all my client systems have system improvements they need to make. They cannot fund them out of current revenues. That is why they have a backlog of improvement needs. Quite simply, rates need to go higher, so improvements can be done. While your rates may go higher than those in other systems nearby, that is likely a temporary situation. Those other systems have a backlog of improvement needs. Once they start to attack that problem, their rates will go up, too.

Saying this will not make anyone feel good about higher rates. But this situation is going on nearly everywhere. Maybe not on the same schedule as you, but their day is coming, too.

In the table, the Affordability Index calculation for the test year was 0.40 percent. That means, a 5,000 gallon per month residential customer earning at the City-wide median household income level paid 0.40 percent of their monthly household income to pay their monthly water bill. The national average is thought to be approximately 1.0 percent, so your current rates should be considered "cheap" when compared to the national average. And your average water usage is less than that benchmark, so those rates are cheaper, still.

Under the modeled rates for the fiscal year that will start in 2025, the first full year after the initial adjustments have been completed, this customer's Affordability Index would go up to 0.42 percent. That is almost no change from the current rates. Compared to most of my client utilities, you are in great shape on this metric. But be aware, based on rate affordability, you may not qualify for grants on the well and tower projects.

The Affordability Index does not depict how new rates will affect customers using different volumes. Table 18, page 61, shows "before and after" bills for customers using different volumes of water. It is one of the few tables from the Model that I recommend you copy and bring to the Board meeting as a handout for the public. Because most customers are concerned about what will happen to their bills, you should give this table to everyone who wants a copy.

> Affordability Index: The monthly charge for (typically) 5,000 gallons of residential service divided by the median monthly household income for the area served by the system. An index of 1.0, meaning a household pays one percent of its income to pay its bill for 5,000 gallons of service, is generally considered affordable. The Affordability index is a primary factor in determining grant and loan eligibility and grant amount.

How to Implement the Water Model Rates

These are the rates I recommend you adopt.

In the following, I summarize most things you would need to do to get set on this course of rates. In your case, you should adopt rate adjustments in two phases.

1. The first set of adjustments is a revenue increase and rate restructuring. Table A states the initial set of rates to adopt. Adopt these rates early enough to become effective by January 1, 2025. Adopt earlier, if you can. You would need to satisfy all Statutory requirements for making rate adjustments in advance of billing at the adjusted rates.
   a) In this table, I did not include system development fees (plant investment fees) because my analysis indicates you should keep the current plant investment fees.
2. The next adjustment needs to occur one year later, at the same time of year or to be effective right after the start of the next fiscal year. Increase minimum and unit charges across-the-board by 4.0 percent annually, but whatever the budget inflation rate is expected to be each year, raise rates across-the-board by that percentage rate. Again, satisfy Statutory requirements.
3. Inflationary increases should continue each year. Again, I assumed you will need to raise all minimum and unit charges by 4.0 percent annually, but whatever the budget inflation rate is expected to be each year, raise rates across-the-board by that percentage rate.

4. When making inflationary increases, you should examine the costs and incomes the utility experienced during the then current year, plus the balances that accrued. Compare those items to the same items in Tables 3, 4, 5 and 17, of the Model for the year in question:
   a) If all criteria are performing close to the values in the Model, raise all rates by 4.0 percent, as shown near the top of Table 3, page 49.
   b) If criteria are not performing as shown at the bottom of Table 17, page 60, but they are not egregiously different, follow the instructions in Chapter 9 of the book, "How to Get Great Rates" for how to make inflationary increases correctly, adjusting for variations in incomes, costs, etc. Download that book for free from https://gettinggreatrates.com/Freebies.
   c) If any criterion is performing poorly by an amount that is troubling to you (balances too low, incomes too low, expenses too high), call me to discuss the situation. It is likely I will be able to "talk you through" how to make appropriate rate adjustments to correct the situation. If not, I can do a model revision for a small fee.
5. I recommend repeating the Bullet Point 4 task each following year until you have raised rates and fees by a total of 20 percent. However, if your costs, capital improvements, and other things change dramatically over the next few years, I suggest you get a new rate analysis done when it seems to you it will be most productive. Otherwise, if these criteria are near what I modeled, and for most utilities they usually are, you may not need the next analysis for several additional years. A subsequent rate analysis would likely be useful just before you solidify plans for a major system improvement. That would let you use the analysis to support planning. When rate analysis time arrives, have me or another rate analyst of your choice perform a new rate analysis.

Table A: Rates From the Water Model

Table A: System Development Fees; Minimum and Unit Charges; No Usage Allowance, Calculated by the Willard, MO, Water Rates Model 2024-2

Water Meter Size	Customer Class	Monthly Minimum Charge, Including Peak Capacity	Usage Allowance in 1,000s	Unit Charge per 1,000 Gallons
All	In-City	$11.55	0.000	$3.54
All	Out-of-City	$17.32	0.000	$5.31

Closing

The utility needs more revenue to cover all costs and arrive at appropriate reserves in ten years. It should also restructure rates so they are fairer. The recommended rates accomplish those goals.

It is important that you examine incomes, costs, and accrued balances each year to assure the rates are bringing in adequate revenue to meet needs and maintain reserves. If they are not, increase rates across-the-board by a percentage that will bring the balances up to where I calculated they need to be each year.

Sewer Model Discussion

Most issues for sewer are the same as for water, so many of the issues are not discussed again here and duplicative tables have been left out. Things that are different are discussed.

System Development Fees and Minimum Charges

Handle new connection fees and sewer system development fees as described in the Water Model section.

One difference that applies to sewer rates but not water rates is how to bill for residential customers. You currently bill residential customers each month based on winter averaged water use. In essence, for each residential customer you calculated their monthly average use for some selected months, you apply the unit charge rate to that, add the residential minimum charge and bill that customer that amount each month until you set new rates. That is a good practice and I recommend you continue it.

Expected Operating Costs

Table 4, page 72, shows expected operating costs. The big difference between water and sewer operating costs is the cost of wastewater treatment done by the City of Springfield for Willard. City staff shared with me a letter from Springfield outlining treatment rate increases Springfield will be assessing to Willard. They will be expensive. Plus, Willard is sending more of its wastewater to Springfield for treatment than it did just a year or two ago. And as Willard grows, it will send even more wastewater to Springfield. As a result, the "Springfield Sewer Charges..." cost item in Table 4 is expected to more than double to $1.1 million per year by the tenth year. By then, treatment by Springfield will amount to 42.5 percent of Willard's wastewater utility operating budget.

Inflow and Infiltration (I&I)

Related to the cost of wastewater treatment is inflow and infiltration (I&I). It is prudent for wastewater systems to try to reduce I&I as much as is practical. It costs money to transport and treat I&I. that is especially the case for Willard, looking at a very high bill for treatment. To put numbers to this cost, in Table 9, page 77, bottom right corner of that table, I calculated the marginal cost of I&I at $8.10 per 1,000 gallons. Then in the bottom right corner of Table 8, page 75, I calculated the total variable cost of I&I at $180,891 per year. That is more than ten percent of your total operating cost.

I reviewed draft Ordinance Number 240529 for the City. This ordinance involves control and reduction of I&I. I believe such ordinances are standard procedure for most wastewater systems. It only makes sense to not treat water that should not be in the wastewater system in the first place. The ordinance was quite normal for this issue. I found it to be reasonable in every regard and I encourage the Board to adopt this ordinance.

Capital Improvements and Borrowing From the Water Fund

Table 5, page 74 shows that you expect to take on nearly $4.5 million in two large system improvements. Most of that will be paid for by grants and only a small part will be paid from reserves. The immediate cash outlay is projected to be nearly $1 million for those projects. Add another $200,000 for other improvements paid for with cash and the total cash outlay will be $1,164,872 for 2025. That will drop the sewer reserve to a negative $780,000 by the end of that year. After that, reserves will begin to recover.

If expenses and their timing come in like this, you will need to borrow to cover the shortfall. Fortunately, the water reserve is projected to be strong during that time, so I have assumed sewer will borrow from water for a few years. But by 2031 the water loan should be paid back in full, and the sewer fund will quickly recover to reach its target reserve by the tenth year.

The critical message is this. The water fund will be strong for the next ten years. Both sets of rates will rise substantially, though sewer reserves will go negative during the middle years. The need for and the cost of improvements is so great that the sewer fund will need to borrow from the water fund. And in about 2028, there will only be about $500,000 in total reserves between the two funds. Thus, you must adjust and raise water and sewer rates soon, continue to raise rates in the future and be careful about the cost and timing of improvements to avoid exhausting both funds.

> Some ratepayers may think that all these rate increases are not needed or are too much. Without these increases, financial vigilance and careful timing of improvements, the utilities will financially fail. Increases are critical.

Target Reserve Levels

According to your test year balance sheet, your total reserves were a bit higher than what I recommend. For sewer, I recommend the same percentages of reserves as described in the Water Model section earlier, so the sewer rates I modeled will grow those reserves slightly over the long term. But reserves will fall and go negative for a few years before getting to the target level in the tenth year.

Rate Affordability

In Table 17, page 81, the Affordability Index for the test year was 0.83 percent, a bit below the national average of 1.0 percent. Under the modeled rates for the fiscal year that will start in 2025, this customer's Affordability Index would go up to 1.04 percent. Table 18, page 82, shows "before and after" bills for customers using different volumes of sewer service.

How to Implement the Sewer Model Rates

These are the rates I recommend you adopt.

For sewer rate adjustments, follow the instructions for water rate adjustments that start on page 13, except adopt the rates shown in Table B that follows.

Table B: Rates From the Sewer Model

Table B: System Development Fees; Minimum and Unit Charges; No Usage Allowance, Calculated by the Willard, MO, Sewer Rates Model 2024-2

Water Meter Size	Customer Class	Monthly Minimum Charge, Including Peak Capacity	Usage Allowance in 1,000s	Unit Charge per 1,000 Gallons
All	In-City	$21.03	0.000	$10.31
All	Out-of-City	$31.54	0.000	$15.47

Closing

The utility needs more revenue to cover all costs and arrive at appropriate reserves in ten years. Even with that, in a year or so it will run negative reserves and need to borrow for a few years to get through a high-cost, low-reserves period. But reserves will recover. The recommended rates will be fairly structured and build those reserves.

Conclusion

"Conclusion" is a misnomer here. This report provides information to help the City make decisions. Thus, it begins the process by which you will initially adjust rates and fees and take other actions. I will continue to help you as you do that, so always feel free to call me to discuss any concerns you have as the years pass. Having the Model available to track your progress and determine the effect of condition changes later, I should be able to test changes easily and advise you quickly.

As time passes you will need to adjust rates incrementally as modeled in this report and as described in more detail in my book. Eventually, you will start this cycle over.

As you take on the initial adjustments, keep the following in mind.

- Everyone impacted by the City's water rates should at least be made aware of the results of this report.
- My default recommendation is to give any customer as much information as they want. If they want a copy of the full report, give them that.
- Give the media a copy of the full report so they can quote the report directly and accurately rather than be forced to "figure things out." Much of this is very complex. Few people know how to, or have the time to, calculate utility rates. Make it easy for everyone to get the facts right.
- For most customers, what would happen to their bills is as much as they will care to know about this analysis. To satisfy those information needs, the City can publicize the current and modeled rates and/or the bill comparisons.
- A few customers will want to know more, especially high-volume customers. Give them the full report if that is what they want.
- A good way to accomplish these things is to post the report on the City's Web site, Facebook page or other social media, so everyone can see for themselves what the report says. Publicize the posting widely and publicly. Information is a good thing. ***Being seen*** as trying hard to get information out to folks is also a good thing.

You have not engaged me to pay an in-person visit to the City's Board, but you can and should. Whether done in person or virtually, I hope we can meet soon. At that meeting I will discuss my findings and recommendations, answer questions, and do my best to get you over the new rates finish line. I look forward to that.

Appendix A: Rate Analysis Methodology and Related Issues

This appendix covers many issues related to rate analysis and rate setting generally, and specifically to how I do rate analysis. But first, I thank governing bodies for the valuable service they give to us.

The Governing Body's Job is Broad and Critical

The report covered my findings. Based on those findings, I made rate and fee setting recommendations. I may have offered some options, too. However, and this is important, my job is only to advise. The governing body's job is to set rates, among many other things.

Utility management requires the governing body to consider rates-related issues:

- How would the recommended rate structure and overall level of the rates affect ratepayers and funding of system needs?
- How different is the recommended structure compared to the current rate structure, meaning, how much "rate shock" would the recommended rates create for some customers?
- How might the governing body prudently reduce system costs, delay capital improvements, obtain grant or other outside funding for improvements and do many other things to reduce the need for additional revenue?
- And even if rate increases are not a problem, how might the utility be managed differently to reduce costs and be more efficient?

Those are just a few issues related to rate setting the governing body must consider. The job of the governing body is a big one, covering much more than rate setting. The members of the governing body have intimate knowledge of "conditions on the ground," community needs and ratepayer feelings. I only got a glimpse of such things. As the governing body considers those, and many other things, it will decide how to set rates and fees. My analyses and recommendations should be helpful as they do that, but my charge is only to advise, not direct.

All ratepayers and utility customers should be thankful that people from the community stepped forward and joined the governing body to do that critical work. Without such civic-minded people making utility services function well, quite literally, community-based living would not be possible. It is common for some citizens these days to not believe officials and even work against "government" at all levels. That is unfortunate because local government officials make it possible for the rest of us to live and work where we do.

To the governing body members, I say a heartfelt, "thank you." I feel privileged to advise you and I trust you to seek the best overall outcome for your citizens and utility customers.

Now, on to issues that related more narrowly to rate analysis and rate setting.

Rate Setting Resources Beyond This Report

Over the years, I have found that several topics are common to many utilities. Others can be important to a utility at certain times in their development. Rather than cover such issues here, I cover them in separate guides and a rate setting book, all available for FREE download at https://gettinggreatrates.com/Freebies. Following is a listing and descriptions of a few those guides and resources:

1. How to Get Great Rates© (e-book) – The book focuses on basic rate setting issues. It is most applicable to smaller, simpler systems.
2. Rate Setting Best Practices Guide© – This guide expands upon the book to cover affordability, sustainability, bill assistance programs, meter size-based system development fees and minimum charges, how to acquire rate analysis services, and more.
3. Rate Setting Issues Guide© is just that.
4. Replacement Scheduler© is a spreadsheet application that enables users to build their own equipment repair and replacement schedule, which calculates the annuity (savings amount) needed to fund all items in the schedule.
5. CIP Planner© is a similar spreadsheet application for capital improvements planning.

The two spreadsheets were extracted from my rate analysis model template and made a bit more user-friendly for do-it-yourselfers. I encourage my rate analysis clients to use these two sheets so they can make repair and replacement and capital improvement plans more formal, more forward looking and less reactive. Plus, the sheets make data gathering easy for clients and me.

There are other guides and resources on this site. All are FREE, so check them out.

Recommendations for Policy and General Issues

Many of the following things you probably are already aware of or are already doing, but they are worth repeating. A comprehensive list of rate setting best practices is presented in the "Rate Setting Best Practices Guide," cited above.

Whether your entity is a city, town, district, or utility authority, you can use the following as a checklist of "to-do" tasks for rate setting and rate analysis. If a reference you see in the following does not quite fit your situation, consider how you can apply the information to your special situation:

1. It is easy to export data from a robust, user-friendly billing program. Your staff gathered volume usage data from that program for my analysis work. For you to examine payment history and problems, usage trends, new connection trends, the effects of usage allowances and other rate structures on revenue generation, and many other issues, you must have a billing program that is user-friendly and robust. If your current billing

program is not as usable as you would like, I recommend you acquire a program that is. A good first contact to research billing programs is your state rural water association.

2. You should charge for the various services staff perform for customers and others. These include various services you provide in the field, such as after-hours service, meter disconnects and reconnects, special meter readings, etc. Just driving to a customer's site takes a minimum amount of time. That is time the staff person cannot perform other duties. To assess appropriate fees:

    a. You should periodically determine how long it takes to drive to and back from the average site and to perform each service.

    b. Determine how much it costs the utility per hour, on average, to have staff perform these services. Include staff wages, benefits, taxes, use of utility vehicles, tools, and minor equipment, etc.

    c. Include a fair amount to cover the time that office staff devotes to working on these services to track them, bill for them, etc.

    In almost all cases, these estimated costs should be recovered with fees for the various services. In addition, set a minimum that you will charge for showing up. In that minimum fee, grant a certain amount of time spent on-site, such as 10 minutes for a special meter reading or 30 minutes for a meter change-out.

    In essence, set your fees in the same way plumbers and similar technicians do – a set fee for showing up, which buys the customer a set amount of time, and an hourly rate if the job takes longer than the show up charge will cover.

    While accounting for time and other investments in the various services staff perform is important, do not make the costing tracking process burdensome. For many services you likely can just estimate staff time occasionally and charge fees based upon those estimates.

3. Retain required funds in interest bearing debt service and debt reserve accounts when required by your lender(s).

4. Have me or another rate analyst of your choosing conduct a full rate analysis again when the ***actual*** financial performance and my ***projection of future*** performance diverge enough to make a new analysis worthwhile. Conditions should dictate rate analysis timing. Most utilities benefit from rate analysis on about a five-year cycle or when total costs have risen by 20 percent. But if you are planning to do significant capital improvements that were not previously included in the rate modeling, or when actual improvement costs or funding plans have changed significantly compared to those that were modeled, those factors call for a new rate analysis as soon as you can get it done.

5. Fully adopt management strategies that are included in what is commonly called, "advanced asset management." These strategies can yield better service and reduced costs for a utility, especially those looking to build new facilities or replace existing facilities soon. At a basic level, you can use my free spreadsheet tools called, "CIP Planner©" and "ReplacementScheduler©" to do capital improvement and equipment repair and replacement scheduling, costing, and annuity calculations. These functions are at the core of asset management and may be all, or nearly all the "asset management" a small, simple system needs to do. Download these tools and others from https://gettinggreatrates.com/Freebies.
6. As a reminder, check with your attorney for language and legality of all issues discussed in this report.

Cost-based Rate Calculations

To give you a synopsis of rate analysis, as I do it, and to make it easier for you to read and understand my findings and recommendations, a tutorial on my methodology is in order. Most situations are simple enough that I do not need to use all these methods, but it will serve you well to know the breadth of the methodology.

When I analyze rates for a government-owned water-based utilities, and other utilities that are empowered to assess cost-of-service rates, I use the cost-needs approach. The approach is exhaustively described in the American Water Works City's "M1 Manual, Principles of Water Rates, Fees and Charges," Seventh Edition. This manual, in use since the 1960s and periodically updated, is considered by many to be the "Bible" of water rate setting best practices.

While the manual focuses on water rate setting and uses terms, units of measure and other things specific to water, the principles and approaches work just as well for electric, sewer, stormwater, trash collection and other utilities and services that are paid for with rates and fees. One just needs to use the appropriate units of measure and a few conventions common to the other types of utilities and services when applying these principles to them.

Important Terms

The cost-needs approach results in rates that are called, "cost-to-serve" or "cost-of-service" rates. Simply stated, the costs for a targeted budgeting period, usually a year during the next five years, are classified as "fixed," "variable," "capacity-to-serve," or some combination of the three.

- Fixed costs are converted to a base minimum charge.
- Variable costs are converted to a unit charge.
- Capacity costs are converted to some combination of system development fees and surcharges to the base minimum charge.

The cost-needs approach is a static (one year) rate calculation. One could do a new rate study every year to arrive at the rates to assess each year, spread over many years. But that is a lot of work or expense with very little practical benefit to be gained. It also can lead to rates that would rise drastically one year just to fall the next year. It is much more palatable to ratepayers if you keep their rates more stable. That requires calculating rates, revenues, costs, and many other things over a long period of time, say five to ten years and setting rates to bridge the cost highs and lows with prudent reserves.

A typical rate study considers the rates needed to fund one year, usually the coming fiscal year. Utilities need to plan farther into the future than that, hence, the more accurate term of rate "analysis" rather than a rate "study."

Most utilities are better served by getting a rate analysis when rate restructuring may be in order or when rates will need to go up markedly. During the years in between rate analyses, it is simple and convenient to just raise all significant rates and fees by an across-the-board percentage, which should have been specified by the analyst. Such increases may be aimed at keeping up with inflation. Or they may be designed to achieve other goals. In whatever way these increases are to be done, they were planned for in the analysis and described in the foregoing report.

To guide utilities to do future increases well, I expand the cost-needs approach by projecting costs, revenues, rates, and other criteria ten years into the future. That gives each utility a "road map" of what they can expect in the future, so they can reset rates appropriately.

Because I intend for utilities to reset rates on their own for some years into the future (I describe to them how to do that), and I want those rates to be "fair enough" to serve them well, I calculate the initially restructured rates so that they take future across-the-board increases into account. This is how it works.

Based on my calculations, the initially adjusted rates will be closer to a "cost-to-serve" structure than the current rates. And as across-the-board increases are applied, rates will move even closer to a cost-to-serve structure until the year used for cost classification has arrived, which normally is four to five years in the future. After that, additional across-the-board increases will move the rate structure further away from cost-to-serve. Eventually, a new rate analysis should be done to make the structure fair again. For most moderate sized utilities, that is about five years into the future. For most smaller utilities, that may be eight or more years away.

To arrive at cost-to-serve rates in a future year, I must choose an appropriate year for cost classification.

- The best year may be the first year after a big capital improvement is planned to be finished because the debt service for that improvement probably will have already started.
- Or, if costs are expected to inflate uniformly, the best year may simply be five years in the future, the year in which most utilities should consider having a new rate analysis done anyway.

Rate Analysis, in a Nutshell

At its simplest, rate analysis helps a utility arrive at rates and fees that are adequate – they will pay all the utility's costs. The next level of complexity is to arrive at rates that, on an average cost basis, will enable the utility to recover fixed and variable costs "fairly." Most small water and sewer utilities need analysis only to this level of complexity – doing more than that results in rates that are impractical for small systems.

Another level of complexity includes calculation of meter size-based minimum surcharges and system development (connection) fees. Another includes calculation of rates on a "marginal" cost basis, for special groups of customers. Yet another level is marginal cost basis calculation of rates for individual customers, such as a wholesale customer. These facets of analysis result in accurate but complex rate structures; appropriate for the larger utility with diverse customers.

Analysis can and should provide a sound basis for advising the utility to "go or don't go" concerning various actions it might take. Some of these actions are purely financial. Some, like the decision to enter into, or not enter into, a wholesale supply agreement, for example, include "hassle factor" and other non-financial issues. And because such are agreements are made for nearly forever, a mistake made in the beginning can hamstring a utility for years or decades to come. Regardless of system size, thorough analysis should always be done before entering into such agreements.

There are some basic steps to arrive at cost-to-serve rates. Calling these "steps" implies that I do one and then move on to the next. In practice, most steps are affected by, and affect, what happens in other steps. Therefore, they are all done in concert with the others.

That said, here are the basic steps:

1. Cost Classification: Operating costs are placed into different categories – fixed, variable, peak flow capacity, and sometimes others. I classify costs projected for a year in the future, usually within five years of the present. And I use a year that appears to be typical of what the utility can expect in the future.

For all utility types, operating cost classification is done in Table 8 of the model(s) that will follow in this report. The core notion of cost-to-serve rates is this: The basic minimum charge assessed to all customers should recover the sum of all fixed costs; and the average unit charge should recover the sum of all variable costs.

System capacity costs can, and usually should be recovered on a cost basis, too. That is a bit complicated and will be covered shortly.

Back to recovery of operating costs, near the bottom of Table 8 in the foregoing report, you will see the "Average Fixed Cost/User/Month" and the "Average Variable Cost to Produce/1,000 gallons (or other units)." These are the basic minimum charge and the average unit charge based on the costs expected in that future year. The same model template is used for calculating rates for the various utility types. The main difference for those analyses is the measurement method for unit charges.

An aside, but an important one in my mind, is this. The M1 Manual describes how to calculate cost-to-serve rates down to the customer class level. If a rate analyst classifies costs to that level and the utility sets rates that achieve that result, it can correctly be said that the utility has cost-to-serve rates. Those rates will be fairly structured, but only at the customer class level.

I classify costs to the customer level. Thus, rates that I calculate are cost-to-serve to the customer level. My reasoning for doing this is, rate structure fairness if felt at the customer level, not at the customer class level. Customers pay utility bills. Classes do not.

2. Capacity costs: In the ideal, capacity costs should be assessed on a cost-to-be-able-to-serve basis, but these costs are a long-term proposition. No one knows at present what the cost of capacity is because those costs unfold over decades. Thus, the dollar cost of capacity can only be estimated, but that is not a problem. The key is, whatever one estimates capacity will cost, or whatever portion of capacity a utility desires to recover with capacity charges, that cost should be divvied out to new connections and current customers on a fair basis. The following goes to that goal.

    - The American Water Works City has done excellent research on the sustainable peak flow capacity of different water meter sizes and types, so I generally use the flow capacity of each meter size and type as the basis for divvying water and sewer peak flow capacity costs. That math is lengthy, so it is spread out over Tables 11 through 16 of the model(s) in the report. The notion of capacity applies to all utility services, so:
    - When I calculate water and sewer rates where meters are used, I use meter flow capacity as the capacity share criterion.
    - When I calculate electric rates, I use what is commonly called the "demand" exerted on the wholesale power supplier. If the client produces its own power, I use the demand measured by the client's metering system.

- When I calculate sanitation (trash collection) rates, I use the cubic foot capacity of the various bin and dumpster sizes times the number of pickups per month of each as the capacity criterion. Thus, for trash collection services except for the rare ones that actually weigh trash as it is collected, the capacity of bins times the pickup frequency becomes a component of the "unit" charge for each customer.
- Stormwater capacity is like trash collection in that impervious surface area is the usual capacity, and "unit" charge criterion. Square footage or the equivalent of impervious surface area appears in the rates as the unit charge analogue.

3. Future cost projections: I project costs ten years into the future. Generally, this is done by applying an expected inflationary factor to each cost. But it is also common that some costs, like the cost of debt service needed to build a new treatment plant in two years, will change future costs markedly. Such cost changes are estimated, then entered into the model in the year in which they are expected to occur. Some expenses, like postage, treatment chemicals and electricity for production, treatment, and distribution, rise with inflation plus growth in the customer base and use. Those are increased in future years by inflation and growth.

> For the techie reader, the analysis model we use – a Microsoft Excel spreadsheet application we call, "CBGreatRates" – is usually 3.8 mega-bites in size. Each rate analysis includes one of these sheets.
>
> For a 1,000-connection utility, for example, we use another spreadsheet, 12.1 mega-bites in size, to sort and calculate customer volume use. We use one of these sheets for each rate class. There are usually five or so for the simplest rates. Each of these sheets is linked to the client's usage data file, usually a few mega-bites in size, for importing usage data. Thus, an analysis for a 1,000 connection utility totals 65 or so mega-bites in size.
>
> For some of our larger client utilities with more rate classes and more customers, total size of all the linked spreadsheets runs over 250 mega-bites. We run computers with lots of RAM and memory but some of the calculations for a larger utility can take around 60 minutes to run. When usage data sheet runtimes get long, we usually switch to a database format application to speed up the heavy number crunching.

4. Reserves: Reserve goals are set through the tenth year. Those goals will only be met if (primarily) rates are set high enough and/or (secondarily) grants and subsidized loans are large enough to enable the utility to generate net revenues over the modeling period. The amount or percentages and types of reserves are dependent upon each utility's needs, so that is discussed in the foregoing report.
5. Calculate rates: The full suite of rates needed to fully fund the utility and do it fairly is a dynamic set of calculations, too complex to completely explain here. And each situation requires variations on this theme. I will leave out some details, so this is the "Cliff's Notes" version of rate calculation:
    - Capacity cost recovery is calculated first. Likewise, penalties collected, and other non-user charge fee incomes are calculated. These revenues are

deducted from the total revenue needed to arrive at the revenues needed from user charge fees.

- Next, the across-the-board future rate increase rate (a percentage) is set. In the future, starting about one year after the initial rate adjustments have been done, rates will increase annually by this percentage. The revenue needed from the initial rate adjustments, here called the "net revenue need," will come from the revenues generated by the initial rate adjustments. (In truth, future inflationary revenue increases, plus interest earnings on balances accrued are dependent upon the rates that are initially set, so most "pre-calculated" revenue streams are adjusted dynamically as initial rate revenues rise or fall.)
- The calculated bases for fixed costs and variable costs (Table 8) establish a ratio of the revenues that each rate component would generate in a cost-to-serve structure.
- To increase (or very rarely decrease) overall revenues to satisfy the net revenue need, each revenue stream is increased or decreased by the same percentage. Thus, the revenue streams remain in the same ratio to each other. That means they retain their cost-to-serve proportions.
- Once the overall revenue increase (or decrease) is established:
    - The base minimum charge is "back calculated" from the adjusted minimum charge revenue amount. (Every customer, regardless of their meter size, pays the base minimum charge.) The meter size-based surcharge, for water and sewer systems, is added to the base minimum charge to arrive at the full minimum charge for each meter size. (Similar math is done for other utility types.)
    - The average unit charge is calculated from the unit charge revenue amount. If inclining or declining rates are to be assessed, or if there is to be a usage allowance, unit charge revenues are calculated dynamically based on those variations.

- The resulting rates are the starting user charge rates – the initial adjusted rates – what you will (hopefully) adopt initially. In later years, you will increase these starter rates and fees across-the-board by the inflationary factor, generally to keep them tracking with rising costs.

- After examining balances projected for future years, the future inflationary increase rate may be raised or lowered to enable the utility to accrue appropriate balances either sooner or later. That, of course, will result in initial rate adjustments that would need to be either lower or higher, respectively, to offset the change to the future adjustments rate.
- Finally, it is common for managers and decision-makers of utilities to want to "tweak" rates into a different structure, timing of adjustment or in other ways. Having built the model to handle "on-the-fly" adjustments, I model their preferences to arrive at the rates needed to fund the utility as they desire.

6. Reporting out: The culmination of all this data gathering, calculations and more ends up in a rate analysis report like the report this appendix is attached to. The report covers everything that seems to be important and gives the client my recommendations and guidance on how to adjust rates now, and in the future.

   If desired by the client, I present the report, my findings and recommendations, and answer questions, usually at a Board or Board meeting. Before COVID-19 that was always done in person or rarely by phone call into their Board or Board meeting. During COVID-19, that was almost always done by remote video. After COVID-19, these meetings are being done either way, as the client desires. Many of my client systems are small and their management had not yet adopted on-line meetings. COVID has changed that. Many of my "meetings" now are done on-line, even with very small utilities. Cutting out my travel saves them a lot.

System Development (Capacity) Fees and Surcharges

System development (capacity) fees (SDFs), and (minimum charge) surcharges (later often called, "SDFs" collectively to be brief), are common and useful rate structuring tools. They also require quite involved calculations to arrive at these fees and surcharges in a cost-based structure. I touched on the topic in the body of the report and I cover these fees and surcharges in more detail here.

There are two main things one must do to determine, mathematically, how to set SDFs:

1. Determine how much of the system's capacity development costs to recover.
2. Determine when, and how much of those costs to recover from each customer. Determining "who pays how much and when," is easier when the utility sells the commodity based on metering of some sort.

Calculating proportionality and level of fees is a process. This process is not a single pass through a list of calculations. I go through the calculations and then consider if the resulting fees are "doable." If they come out too high, or if some fees come out markedly higher or lower than the "competition's" fees, or they are markedly different than the utility's current fees, and if any of these could be a problem, one should consider how the calculations may be tailored to arrive at more "doable" fees.

To keep it simple, let's go through the steps and calculations one time and then circle back to making the fees doable.

Step 1: Meter Equivalent Ratio (Capacity Share)

Meter flow capacities have been determined by the American Water Works Association (AWWA). Based on AWWA meter peak flow capacity research, the flow capacity of a five-eighths inch meter (the smallest practical size and commonly used for residential connections) is assigned a flow capacity of 1.0. Larger meters can pass more peak flow, so each size and type is assigned a proportionately higher peak flow capacity factor or "share." These results are shown in Table 11, page 31, in the "Meter Equivalent Ratio (Capacity Shares)" column. In simple terms, a five-eighths inch meter would be charged one share of peak flow capacity cost. A two-inch meter would be charged eight shares of peak flow capacity cost because it has eight times more peak flow capacity than a five-eighths inch meter.

Capacity "shares" are the basis for the proportionality of capacity fees calculated later.

Step 2: SDF Cost Basis

No one can know how much it will cost to build capacity-to-serve in the future, how many customers will be available to pay those costs in the future, or how long built capacity will be serviceable before it must be rebuilt or improved. But that is not an insurmountable problem because few utilities will recover all system development costs with SDFs and surcharges anyway. Thus, the cost of system development is mainly the starting place for calculating proportionality of the resulting SDFs and surcharges.

To set SDFs, one should start with calculation of the amount of cost to recover through SDFs. Oftentimes, SDFs only cover peak flow costs. The flatter the distribution of meter sizes is, the more reasonable that approach is. (If all customers are served by one meter size, there is no immediate need for varying SDFs, or surcharges based on meter size.) As larger meters come into play, varying fees and surcharges begin to make structure fairness and practical sense.

Costs to be recovered may be forward looking – future capital improvement needs, debt service and such (Table 5 in the modeling). Much of that will come from a capital improvements plan and debt repayment schedules for existing debt, or calculated payments for yet-to-be-incurred debt. At best, most of these are estimates.

Alternatively, the cost basis may be backwards looking – dollars invested in "plant" or "hard assets" in the past. Those values are typically tracked in the balance sheet as original plant investments. For most utilities, these values are known and tracked. That is the cost basis I

normally use for a few reasons. Quite important is, that basis is not subject to the debate of, "Do we really need that capital improvement, or need it now, and what should it cost?" Investments that appear on the balance sheet have already been made and in the future, at least that dollar amount will probably need to be made again. Future capacity costs can easily be argued about. Balance sheet plant investments cannot.

Part of the cost basis should be recovered "up front" with SDFs. But there is also the surcharge to the basic minimum charge to consider. Some system development costs should be recovered with surcharges because system capacity development is an on-going process. Capacity must be rebuilt for existing customers.

This brings up an important fact to stress. That is, capacity costs are not incurred just once, and then they are paid for with fees paid by new connections (customers) just once. They occur over time. They are paid for by different new connections (customers) over a long span of time. Likewise, some capacity costs will be paid for by existing customers by way of user charge rates over a long span of time. The time factor is a part of SDF calculations and surcharge calculations.

Said another way, a new connection (customer) makes a one-time payment toward system development costs and then they are done. But other new connections are made over time, with each one making their one-time payment. But one-time payments occur over time. Alternatively, surcharges are a long series of payments made periodically by existing customers, essentially the same customers.

This discussion has gone esoteric, so let's move on.

In Table 12, I classified costs as peak flow-related with the balance, if any, being base flow-related. Only the peak flow-related costs will be used further down the table for calculating SDFs (the middle section of the table). Surcharges, if any, appear in the last section of the table. Frequently, I only calculate the peak Flow-related cost "share." But sometimes, if my client contact tells me the "powers that be or the developers" will not accept a marked change in SDFs, I also use the base flow calculation subsection to calculate a base flow component to the SDF. By varying the peak flow, base flow, and surcharge "shares" I can tailor the resulting fees and surcharges to better fill the needs of each utility. I can make these fees and surcharges "doable."

Step 3: Capacity Share Dollar Value

The dollar value of one Capacity Share is calculated in Table 12, page 32. In this case, capacity comes in three flavors, peak and base SDFs, and a surcharge to the basic minimum charge.

Subsection 2 of that table calculates the dollar value of peak and base capacity costs per Capacity Share. To do that, one must determine what part of that annual cost to recover each year. You can target recovering little of it, all of it or even more than all of it. I usually can only recover a small percentage of the annual cost basis and keep the resulting SDFs competitive with neighboring systems. (Nearly every system in the U.S. is recovering too little of its system

capacity costs. To a degree that is reasonable, because a high percentage of system capacity costs are initially paid for with loans, and loan payments get added to user charge fees, so some capacity costs are being passed on to customers. But many systems simply have rates and fees that are too low to fully pay their system capacity costs.) In competing for development, which is a reasonable goal, systems often must keep their system capacity fees lower than full cost. When that happens, some costs are shifted to the user charge rates of existing customers, or to future customers.

Surcharges to the minimum charge, the last subsection of Table 12, are also based on meter size, and are calculated in nearly the same way except that recovery is paid periodically (usually monthly).

Step 4: SDF for Each Meter Size

Once the per share cost has been established, the SDF for each meter size and type can be calculated. For SDFs, that step is done in Table 13, page 33. It is quite easy: multiply the "Peak Capacity Cost per Capacity Share" by the number of shares for each meter size being connected, then add the "Base Capacity Cost per New Connection…" amount to those values.

For surcharges to the minimum charge, that step is done in Table 15, page with similar calculations.

Step 5: SDF and Surcharge Total Expected Revenues

Finally, using all prior data and calculations, and the assumed number of connections of each meter size and type, the revenues those SDFs will generate can be calculated. Those results show in Table 14, page 34 for SDFs and Table 16, page for surcharges.

To summarize data and calculation flows through the tables:

- Table 5, page 29, can serve as the basis for peak and base system development costs to recover. Otherwise, the original plant value from the utility's balance sheet, undepreciated, is a good basis for calculating these fees.
- Table 11, page 31, develops the share of costs that each meter size is responsible for,
- Table 12, page 32, calculates the dollar values of a peak capacity share, a base capacity share, and a surchargeable share,
- Table 13, page 33, calculates the SDF for each meter size and type, and
- Table 14, page 34, calculates the SDF revenue to be generated in a full year by connecting an assumed number of new meters of assumed sizes.
- Table 15, page 33, calculates the minimum charge, including surcharges for each meter size and type, and
- Table 16, page , shows the surcharge revenues to be generated in a full year, listed by meter size.

Finally, it is often prudent to compare the calculated SDFs and surcharged minimum charges with the "competition." It can be useful to compare the calculated fees and rates to the current fees and rates, too. After all, the new fees and surcharges must be doable. If the calculated fees and rates are markedly higher, it may be useful to circle back to the capacity cost to be recovered or the split between peak capacity and base capacity. To make the new fees and surcharges palatable, these may need to be adjusted and the fees and surcharge calculations run again.

There is much more to calculating these fees and surcharges, but you have probably learned more than you cared or needed to learn, so we move on.

Regional Cities' and Districts' Fees – the "Competition"

I do not recommend comparing user charge rates in your city, town, or district to others. Your cost structure, indeed, the whole system, is unique.

However, you may want your SDFs to be competitive with neighboring cities and districts, so you can get your fair "share" of new development. In most utilities, SDF revenue is minimal. User charge rates are where they make the real money to pay the bills. Once you connect a new customer, their property will be a user charge paying customer forever, for all practical purposes. Set SDFs too high and they will not come. You will lose the chance to get that "forever" user charge paying customer. Yes, things change over the forever time span, but you will have them for a very long time.

Therefore, be at least somewhat competitive with neighboring communities' SDFs. But if your city, district or area has other great reasons for a person or business to "move to town," you can charge more in SDFs and surcharges.

I love calculating SDFs and surcharges. You are probably worn out with this discussion, so I will move on.

The Nature of Rate Structure Parts and Types

Cost-to-serve rates are considered by many, including me, to be the most mathematically fair and defensible rate structure. While I previously described how I do such calculations, I will now tell you what I consider to be "fixed" costs, "variable" costs and "capacity-to-serve" costs:

- ***Fixed operating costs are those that are related to the fact that you have customers.*** For every customer, the utility incurs one increment of this type of cost. Billing is the simplest, purest example of a fixed cost. Whether a customer uses a lot of the commodity or none, it (almost always) takes the same work, equipment, software and more to calculate their bill, "send it out" and collect the money.
    - Another part of the minimum charge will likely be a surcharge intended to recover all or part of peak flow or unusual capacity costs. These are almost always based upon water meter size because the larger a meter is, the greater is its capacity to sustainably pass peak flows. This peak flow capacity relates

well to the cost of building infrastructure "big enough" to handle peak flows. Thus, ***capacity costs are related to the fact that a particular customer has a certain capacity to demand flow or service, regardless of how much flow or service they actually use.*** These surcharges are added to the base minimum charge to arrive at the full minimum charge for each meter size.

- Larger systems invariably have more large meter customers and that makes surcharging the larger meters worthwhile and fair.
- However, small systems with few "unusual" customers and few meters larger than one inch often find it expedient to consider even peak flow capacity cost to be a fixed cost, equally sharable by all customers. At some point, there is more to be gained from administration simplicity than exact rate structure fairness.

- ***Unit charges are related to the volume of service received.*** While unit charges can be structured in various ways, the revenues they generate should be adequate to pay those costs that are related to the flow that customers use.

There are three unit charge structures that I commonly recommend, depending on the situation:

- Some systems need "conservation rates," or, their administrations simply like the notion of encouraging customers to use less of the utility's services. In this rate structure, the unit charge goes up as volume used goes up. Most of us respond to, or at least we think twice about it, when we are assessed a higher price to buy more of something. Conservation rates are most appropriate in areas with limited water supplies or in a utility that is bumping up against its capacity to produce water.

If you are going to err either on the side of complex rates that precisely assess costs to each customer or simpler rates that round off some of the accuracy corners but are easier to administer, choose simple rates.

- Most systems use, and should use, level unit charges – a unit charge that is the same regardless of how much volume a customer uses. With level unit charges, customers are assessed unit charges on an average unit cost basis. Such rates are the easiest to calculate, they are the easiest for a clerk to explain to a complaining customer on the phone and the revenues such rates will produce next year are the easiest to accurately predict. Most water utilities, and almost all sewer utilities assess level unit charges.

- The last major unit charge structure is called, "declining" rates. These are the reverse of conservation rates. I often call them, "use encouragement" rates. It is popular these days for many to belittle those who do not conserve resources at every opportunity. Declining rates are often scorned for that reason. However, if a system has an ample water supply and ample infrastructure to produce and distribute it, doing so will not cause unintended bad (mostly environmental) consequences; and if the governing body wants to encourage high use (which often entails such users hiring more or better paid workers), declining rates can make good sense. Declining rates are most appropriate in areas that have many high-volume industrial users or folks in that area want to attract such users. Declining rates seem to be most common in the industrial east, but they seem to be less popular everywhere these days. However, keep this in mind. One can accurately calculate the average unit charge and "prove up" that rate case. One cannot do the same with inclining or declining rates.
- Another unit charge structure is the "usage allowance." For example, a usage allowance of 3,000 gallons per month means you get the first 3,000 gallons at no additional cost beyond the minimum charge. Thus, the unit charge between zero and 3,000 gallons is zero dollars per 1,000 gallons. At 3,001 gallons, you start to add unit charges to your monthly bill.

  As described earlier, the minimum charge should cover fixed costs, not variable costs. The costs to source, pump, treat, store and distribute water are not all fixed costs, so not all of those costs belong in a minimum charge. And the first gallons of water are the most expensive to produce. In a cost-to-serve rate structure, those gallons should get paid for by the customers that use them.

Rate Modeling and Rate Setting Advice

Rate setting is first about recovering costs. Job one of utility rates is to pay the utility's bills. But usually, proper rate setting is also about building adequate reserves; funding a capital improvements program (CIP); catching up on needed equipment repair and replacement (R&R); and covering similar needs. Thus, these soon-to-be-experienced costs or likely-to-be-experienced costs need to be factored into rates and fees, as well. Because time marches on and costs usually inflate over time, rate setting should account for the need for future incremental increases to cover inflation. And you cannot just assume that because the utility needs more revenue that your ratepayers will be glad to pay higher rates. Rate affordability, and the public's perception of affordability, must be addressed, too.

Even the simplest rates situation requires some complex and integrated calculations to account for these factors. For that reason, I build a spreadsheet for each analysis that depicts, in virtual reality, the utility's real-life financial and rates situation.

These models are dynamic. When the initial rate increase is set higher, future inflationary increases can be lower. When minimum charges are set lower, unit or other charges need to be set higher to make up the shortfall. When future expenses need to be higher, or lower, or of a

different nature, the Model adjusts rates and fees accordingly. Such modeling enables me to do dynamic "what-if" scenario calculations. That enables me to arrive quickly at the "best fit" rates for each utility. Usually, the client goes with what I recommended. Sometimes they don't, although once I show them the results of doing what they think would be better, they often circle back to my original recommendations. That's OK. I have learned a lot while taking these detours.

My model is dynamic. It is easy to calculate the effects of changes to rates and other things over the years. If a change does not affect the cost structure drastically, I can do the same for almost any cost or rate change. If one, two or three years from now, you discover your costs or incomes will be different from what you and I had assumed, you can call me up, tell me what is different, I will enter the changes into the model(s) and re-run the rates. If the change is small and quick to model, I do that for no charge. If it is more complex and will take some time and usually a written report, I do those projects on an hourly basis. Fees for those usually come in under $1,000. Some clients find that to be a very accurate and cost-effective way to maintain good rates, even when conditions change dramatically.

I have been building my template model since 2005. It is the starting place for all my analyses. The template is so robust that I can set a few "switches" here and there, build in a few things that are unique to a new client's situation and soon, I am modeling rates tailored to their needs.

Temptation Happens

I could build a static model that arrived at what I thought was the best rates outcome for a client. If the client asked for something different, I would be tempted to tell the client that, "In my experience, blah blah, blah, that would not be a good thing to do." Based on my experience, I probably would be right, but that tack would be self-serving – it would save me work.

- Half the reason I build dynamic models is to be able to show the client the outcome of what they asked for and that usually proves up the case for what I originally recommended.
- The other half reason is, when I model what the client asked for, I sometimes find that indeed, it is doable and may even be superior to the solution I assumed was best.

Assumptions based upon deep experience are useful. But facts and good math are a great training experience for a rate analyst.

Two final thoughts on the rate modeling and adjustment topic:

- Almost always, rate adjustments include bill increases. Thus, time is money, often big money, to the utility. A rate increase delayed is a rate increase that must be even higher to reach the same reserve target in the same amount of time. Get to know this report well but do not spend months mulling it over. Time will not make your rate setting task easier. Proceed deliberately but quickly and make the needed changes. If you cannot make all the needed changes at the same time, make those that you can as soon as you can. Then, circle back to the rest as soon as you can.
- You will get complaints about customers' bills going up. I do not want to be dismissive, but in my experience, most of the time, when the math is laid out for all to see, most people are understanding. Cost-to-serve rate analysis does not arrive at unfair rates. It arrives at fair rates. Who doesn't want fair rates? Well, those who are

paying cheaper than fair rates. If they can convince those who are subsidizing them to keep subsidizing them, even though the analysis shows that is not fair, more power to them. But generally, cost-to-serve rates win the day.

- These statements do not mean "do-it-yourself" rate adjustments are always unfair or insufficient, or that rate adjustments calculated by a "rate analyst" are always fair and sufficient. I always try to calculate and advocate for rates that are fairly structured. But over time, costs and other conditions change, so even cost-to-serve rates I have calculated will become unfair after some years.
  - A good blend of fair rates and a low cost to achieve them is this. You get a rate analysis done occasionally and adjust accordingly. For a few years after that, do-it-yourself across-the-board increases will keep revenues tracking with inflation. Eventually, you analyze again.

Please keep the above summary of cost-based rate calculations in mind as I close with some principles.

Principles

I use several guiding principles when I help systems set their utility rates, fees, and policies. I considered these principles as I prepared the foregoing rate analysis report and the model(s) that follow:

1. Water, sewer, and all other utilities are businesses, regardless of who owns them. The first order of business is, stay in business. Your customers want you to do that. They do not want their investments in homes and businesses to be left high and dry without utility services to support them.
2. The second order of business is, perform in a business-like manner. First, be effective. If you do nothing else, be effective. Next, be as efficient as is reasonably possible. Efficiency tends to foster lower rates, which ratepayers like. Effectiveness and efficiency fight against each other. In most utility services and situations, effectiveness trumps efficiency. It does not benefit water customers if you pump lots of water cheaply if that water will make them sick, or if too much of it leaks out of holes in the pipe. Customers also gain more benefit from water rates that are a bit higher than they would like, but those extra funds are used to keep the utility sustainable.
3. If a service costs the utility money, the utility should recover that cost from the most logical "person" if that makes good business and community administration sense. For example, generally "growth should pay for growth." Developers should fairly pay for their consumption of utility capacity obligated to what they build by paying commensurate system development fees. Likewise, service users should pay for what they use. Each class of users should pay their fair share of service costs. Ideally, each individual user should do that, too.

> As you consider rate adjustments, always keep this customer in mind:
>
> The "little old lady, widowed, retired, living alone on Social Security." Treat her badly, or just be seen as treating her badly, and you lose the goodwill contest. Lose goodwill and you may never get it back.

4. It sometimes contradicts point number 3 above, but if adjusting a rate, fee or policy will turn currently "good" customers into "bad" customers, or discourage development that the community desires, you should consider the necessity of making the change carefully before doing it. For example, while it may be warranted, raising the minimum charge markedly to your residential customers may make it very difficult for fixed, low-income customers to pay their utility bill. That may cause more of them to pay late or not pay at all. That may trigger the utility's attorney to write collection letters to those customers and eventually require shutoff of service. Thus, in the attempt to generate more net revenue by raising rates, net revenues may go down due to non-payment and payment collection costs. Likewise, stifling development with uncompetitive system development fees costs a utility in the form of additional paying customers because they chose to "build down the road." That forces existing customers to pay all the costs of the utility rather than sharing them with new customers.
5. While cost-based rates are the most demonstrably fair rate structure, purely cost-to-serve rates can be impractical for some utilities. Consider this:
    a. A large city has thousands of customers served by a wide range of meter sizes and those customers have a wide range of service use. That city needs rates that are cost-based and, necessarily, those rates will be complicated. Such rate complexity is worthwhile because the utility's situation is complicated.
    b. In contrast, a small town serves few customer. Those customers usually have only a few meter sizes and few of them use high volumes of service. That town would not be well-served by complicated rates. Simpler rates are better for them.

However, both should still get a cost-to-serve rate analysis at least occasionally, so even if they adopt rates in a different structure, they will know what you are giving up.

That is probably more than you care to know about rates and rate analysis but if I did not answer all your questions, just give me a call, or drop me an e-mail.

Willard, MO, Water Rates Model 2024-2

This model calculated cost-to-serve rates, with level minimum and unit charges for in-City customers, and out-of-City rates in the same structure, but higher due to higher costs to serve outside of the City.

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Note: This document is a print out of the spreadsheet model used to calculate new user charge and other rates and fees for the next 10 years. These calculations are complex and are based upon many conditions and assumptions. These issues, and others, are described in a narrative report that accompanies this model.

Definitions

Affordability Index	The monthly charge for (typically) 5,000 gallons of residential service divided by the median monthly household income for the area served by the system. An index of 1.0, meaning a household pays one percent of its income to pay its bill for 5,000 gallons of service, is generally considered affordable. Affordability index is often a factor in determining grant and loan eligibility and grant amount.
Analysis Year	The year following the "test year." Generally, rate analysis is done during the year following the "test year" and intial rate adjustments are done later still during the analysis year or sometime during the following year once the analysis shows how rates should be adjusted. See related "test year."
Capacity Cost (also see System Development Charge)	The cost incurred to design and build the infrastructure needed to provide a utility service. As the infrastructure ages and wears out from use, it must be refurbished and replaced, which is a continual capacity cost. Capacity costs are recovered in various ways - connection fees, system development fees, regular user charges and others. The cost of that capacity and the nature of the costs - base flow capacity versus peak flow capacity - should determine the way these costs are recovered.
Capital Improvement Plan or Program (CIP)	A schedule of anticipated capital improvements. These are the more expensive items such as treatment plants, lines and other expensive infrastructure that generally requires bond or grant funding.
Capital Improvement Reserves	Cash reserves dedicated to funding the CIP
Comprehensive Rate Analysis	A thorough examination of a system's operating, capital improvement, equipment replacement and other costs, revenues, current rates, number of users and their use of the system, growth rates and all other key issues surrounding the system. This examination will determine how rates and fees should be set in the future to cash-flow the system properly, to build appropriate reserves and to be fair to ratepayers. It also will determine how policies should be adjusted to enable the system to operate well now, operate well in the medium-range future (about 10 years) and prepare for expected and expectable events such as capital improvements and equipment replacement.
Connection Charge	See system development fee
Conservation (Inclining) Rates	Unit charges that go up as the volume used goes up
Cost-to-produce	There are several ways to define and calculate cost-to-produce. Each is acceptable for different purposes. Generally, cost-to-produce is the total of all variable costs required to get service to a utility's customers during one year divided by the total units of service delivered during that year. This calculation will yield the average cost-to-produce. In a proportional to use rate structure, this is the unit charge. See "Cost Calculations" at the bottom of Table 19.
Cost-to-serve, or Cost-of-service Rates	Rates where, at the customer class level, fixed and variable costs caused by each customer class are paid by that class primarily with minimum and unit charges, respectively. However, this analysis model takes it one step further and calculates cost-to-serve rates at the individual customer level.
Cost Types; Fixed and Variable	The two main types of costs are fixed - those that are related to the fact that someone is a customer; and variable - those that are related to the volume of the commodity delivered to customers. Generally, fixed costs should be recovered with minimum charges and variable costs with unit charges.
Coverage Ratio (CR)	Incomes available to pay debt divided by the amount of the debt for that year. A CR of 1.0 is "break-even." Most systems should have a CR greater than 1.25.
Current Position	For purposes of this report, for one year, the sum of all incomes and undedicated reserves minus all current financial obligations for that year. Future obligations (next year's loan payments) and depreciation are not included. Current position, often called "cash and cash equivalents," is a good measure of liquidity.
Declining Rates	Rates where unit charges go down as the volume used goes up
Fire Sprinkler Systems and Related Costs	Generally, fire suppression in businesses is provided by a built-in system of fire sprinklers. "Service" to such systems is primarily in the form of peak flow capacity availability to fight a fire. Capacity costs money, so larger, more sophisticated water systems should assess at least part of such costs to fire suppression systems. Small water systems usually do not charge separately for these costs, and that is reasonable.
Fixed Cost	Accounting considers a cost that does not change to be a fixed cost. That definition does not work fairly for rate setting purposes. For rate setting, a fixed cost is one that is related to the fact that you have customers. The simplest example is billing, because the utility incurs billing costs not in relation to the volume of service a customer consumes. Rather, those costs are equal for all customers, or they are so close to being equal for all customers that one likely could not justify such a cost being different for one customer compared to other customers.

Definitions

Flat Rates	Rates where all users pay exactly the same fee regardless of the volume of service they use
Equivalent Dwelling Unit (EDU) or Equivalent Residential Unit (ERU)	This definition is for water and sewer service. Based upon number of water using fixtures, average flow, potential flow or similar criteria; the consumption rate of the average single family home is rated at one ERU. All other types of customers are then compared on this basis and multiples or parts of an ERU are assigned to each for billing purposes.
Equivalent Residential Unit (ERU) for Stormwater	This definition is for stormwater. As compared to water and sewer, that are concerned with water flow, one ERU of stormwater service is the average square footage of impervious surface of a single family home. Then, larger and non-residential properties are rated by their multiples or parts of an ERU of impervious surface area for the purpose of billing for stormwater impact costs. When there is a large variation in single family home size and impervious surface area, some cities and similar places use the smaller size range of homes as their ERU standard and assess larger homes at multiples of that ERU basis, as well.
Incremental Rate Increases (Inflationary Increases)	Rate increases done, generally annually, following the initial rate adjustment. The usual goal of such increases is to keep the system's incomes on track with inflation. Such increases are usually small, in the two to five percent per year range.
Initial Rate Adjustments	Rate adjustments done in response to the comprehensive rate analysis. Generally, the goal of such adjustments is to establish rates that cover the system's short-term expected costs and do it with a structure that is fair to ratepayers. Initial adjustments should be followed in subsequent years with incremental rate increases.
Inflow & Infiltration (I&I)	In a sewer system, water that gets into the collection system by way of illicit connections (inflow) such as gutter downspouts, plus leaks in manholes and sewer lines (infiltration)
Infrastructure	Most commonly thought of as the hard assets, such as buildings, treatment plants and lines needed to provide service to customers connected to the system. In reality, staff, software and other "soft" assets should be thought of as infrastructure, as well because the hard assets cannot run well or run for long without staff.
Life-cycle Cost	The total cost to design, build, operate, maintain and eventually dispose of, or decommission, an asset. One asset may cost less to build but it may be more expensive to operate and maintain, yielding a higher total life-cycle cost. Life-cycle cost is an important consideration of asset management.
Marginal Costs	The parts of a utility's costs that are unavoidable in the course of serving a particular customer, a group of customers, more volume to all customers or some other marginal use of the system. Such customer(s) or extra use could be added at a discounted but still profitable fee, if desired. Generally marginal costs are less than the average costs but when extra use requires a system upsizing, they can be greater. These costs are especially useful when considering selling service at wholesale or charging "snow birds" while they are away, for example.
Minimum Charge	This rate, charge or fee goes by other names. "Base charge" and "availability charge" are common. This is the periodic fee paid for having water, sewer or other commodity service made available to the customer to use. Most common is a monthly or quarterly minimum charge. Generally, this charge should recover fixed costs.
Mixed Costs	Fixed and variable costs are defined elsewhere. Costs that are mixed are those that are a blend of fixed and variable. For example, a utility hires staff and provides them benefits partly just to have staff on hand to deal with line breaks, equipment breakdowns and other problems. But most staff time and related costs are incurred because the utility is doing what it was designed to do - provide water or other commodity services to customers. Two gross examples illustrate the extremes of staff costs. In one small water system with one operator, the operator sits around in the shop all day, every day with nothing to do. The cost of that operator is fixed and should be shared by all customers equally in a minimum charge. Another water system has one operator, but that operator works all day, every day operating and maintaining the system. That operator is enabling the system to do what it was designed to do - provide a commodity - so that operator's time and related costs should be considered variable and recoverable through unit charges. In reality, staffing and many other costs are a blend of fixed and variable costs, so they should be consider partly a fixed cost and partly a variable cost.
Operating Costs	Definitions and calculations vary. For rate setting purposes operating costs are costs incurred because a system is operated. Such costs are usually recovered primarily through unit charges.
Operating Reserves or Working Capital	Analogous to current position, this is the net revenues generated during "profitable" years and retained to fund operating costs during times when costs exceed incomes.
Operating Revenues	Revenues collected in the form of user fees and similar operating cost-related fees
Operating Ratio (OR)	Current incomes divided by current expenses, not including debt. An OR of 1.0 is "break even." Most systems should have an OR of 1.25 or higher.
Payback Period	In this case, time required for the investment made to get this analysis done to return that investment through increased user and other fees.

Definitions

Peak Flow Capacity or Demand	The volume of service that a user could demand for a short period of time at full volume use. In water systems, and generally in sewer systems, too, the peak flow capacity limiting factor is usually the size of the customer's meter or service line. In electric systems, demand for each commercial and industrial customer (and sometimes others) is usually calculated annually based upon the peak energy usage during a defined short period.
Proportional to Use Rates	Rates where the minimum charge recovers all fixed costs, the unit charge recovers all variable costs, the unit charge is the same for all volume sold, and there is no usage allowance in the minimum charge. This rate structure is similar to and often the same as cost-to-serve rates.
Replacement Schedule	A timetable that describes equipment replacement and important repairs that are too infrequent and/or too expensive to cover as annual operating costs but not so expensive that they need to be covered as capital improvements.
Replacement Reserves	Cash reserves used to fund the Replacement Schedule
Return on Investment	In this case, the dollar amount or percentage of revenue gain enabled by this rate analysis. Related to payback period.
Snow Bird	A customer, usually residential, that goes away during part of the year. Most commonly, these are people of "means" who live in the north who "fly south" for the winter. But, this category includes everyone who is absent for a significant part of the year but returns to their permanent residence.
Stormwater	Precipitation that falls on and then leaves a site, flows elsewhere, potentially causing or adding to flooding and often carries with it sediment and pollutants.
Stormwater Management	The practice of reducing and mitigating off-site stormwater flows and impacts.
System Development Charge, or Fee	Fee assessed to pay for at least part of the cost to build system capacity. For purposes of this model, all charges related to connecting new customers will be "rolled together" into a system development charge, usually including a charge that buys a new customer system capacity. This combined charge may be a few hundred dollars for a residential customer, if little or no capacity costs are included. If capacity costs are included, it could be many thousands of dollars for a large industrial customer. Similar terms in common use include "tap-on fee," "connection fee or charge," "hook-up fee," "impact fee," "availability charge," and "capacity charge."
Test Year	The one year period from which data was gathered to be the basis of the rate analysis, the starting place, which is usually the last completed fiscal year. See related "analysis year."
Unit Charge	This rate, charge or fee goes by other names, too. It is the rate paid for water, sewer or other commodity per unit of measurement, like per 1,000 gallons or per 100 cubic feet. Generally, this charge should recover variable costs.
Usage Allowance	The volume, if any, that is "given away" with the minimum charge. Most systems give away no volume. Those that give away an unlimited volume have what are called "flat rates" - a minimum charge only.
User Fee, User Charge, User Rates	Fees assessed to customers for use of the system. This does not include system development charges, late payment penalties or other types of charges.
Variable Cost	Accounting and rate setting agree on this definition. For rate setting, a variable cost is one that rises and falls as the customer uses the commodity. The simplest example is electricity used to treat and move water around. While the power company assesses a minimum charge and demand charges to the water or other utility that is "signed up" for electric service, the majority of the electric bill rises and falls with the volume of water produced by that utility. Therefore, variable costs should be recovered with unit charges.
Water Loss and Unbilled-for Water	Measured by volume or percent, the part of a water system's net water production that does not reach customers or is not billed to customers. This loss also includes billable volume lost due to under-registering customer meters. "Unbilled-for water" includes water loss, but it also includes water actually given away at no charge.
Working Capital, Net Income	The amount left in the operating fund after paying all costs due during that month, year or other time period.
Working Capital Goal or Operating Reserves Goal	The desired operating fund reserve, in dollars or percent, at a stated point in time. Small systems (1,000 connections) generally should target 35 percent or greater. Larger systems can target a lower percentage. The goal for each system should be based upon the needs of that system and the risk the customers are willing to take.

Table and Chart Descriptions

The tables and charts of this model tell a story about the rates and finances of the utility.

The tables you first see in this model depict utility data, like the rates that were being assessed to customers during the test year, the volume of service those customers used, how much income the utility collected, what its costs were, and more. This data came from utility records. In addition, the tables in this model go beyond the utility's historical data and include projections of incomes that will be generated by the new rates, future expenses as they grow with inflation and other forward-looking features.

Tables in the middle part of the model primarily calculate new rates and fees that will generate enough revenue to pay the utility's costs over time.

The tables in the last part of the model show the results of new rates and fees. Those include the rates themselves, surcharges to rates, if appropriate, the affordability of the new rates, and reserves generated by the new rates. Many of these results as shown graphically in charts at the end of the model.

As you progress through the model, keep this story in mind. You probably understand much the math performed by the model. There is some you likely do not recognize, and that is OK. Just know that new, adequate rates were calculated based upon the utility's historical data, projected into the future.

A final note: When a numbered table or chart listed below is not in the package, that was not a mistake. It simply means that table or chart from our master program was not needed in this situation, so it was bypassed and left out.

Now, here are descriptions of the tables and charts.

Name	What Each is or Does
Definitions (List)	The meaning of terms used in this report and in rate setting generally
Return on Investment (Calculation)	A summary of financial outcomes enabled by the proposed rates
Table 1 - Rates	User rates in effect at the end of the test year. Unless rates were recently changed, these are the current rates.
Table 2 - Test Year Usage	Compilation of actual volume of service used by customers during the test year
Table 3 - Basic User Data and Operating Incomes	Basic user statistics and operating revenues, projected for 10 years, based on the assumption the modeled rates and future inflationary increases will ber adopted
Table 4 - Operating Costs and Net Income	Operating costs projected for 10 years
Table 5 - Capital Improvements Program (CIP)	Capital improvements and how they will be paid over next 10 years, including debt service
Table 6 - Equipment Replacement Schedule - Detailed	If applicable, detailed schedule of equipment replacements for next 20 years
Table 7 - Equipment Replacement Annuity Calculation	If applicable, calculation of the annual annuity (yearly savings amount) needed to pay for all equipment replacements as they come due and ending with the desired balance
Table 8 - Average Cost Classification	Sumation of a target year's costs and calculation of the "cost-of-service" rate structure basis for recovery of fixed costs and variable costs. Unless directed to do otherwise, this analysis developed cost-to-serve rates based on cost classification in this table.
Table 9 - Marginal Cost Classification	If applicable, calculation of costs incurred to serve a specified type of customer
Table 10 - Initial Rate Adjustments and Resulting Revenues	These are the modeled user rates and the resulting "blended" revenues they, and the current rates, will generate during the rate adjustment year
Table 11 - AWWA Safe Operating Flow by Meter Size	If applicable, this table calculates the meter equivalent ratio, which is used for calculating peak flow capacity-based system development fees, surcharges and revenues in Tables 13 through 16 for water meters, and when applicable, capacity costs for fire sprinklers.
Table 11B - Fire Sprinkler Peak Flow Capacity Factor	If applicable, this table shows peak flow capacity shares of various size fire sprinkler systems.

Table 12 - Flow Capacity Costs	If applicable, calculation of the various costs to build base and peak flow capacity to serve customers, when such fees will be based on water meter size
Table 12B - Capacity Costs Attributable to Fire Sprinkler Systems	If applicable, nearly the same as Table 12, except it applies to fire suppression systems.
Table 13 - System Development Fees	If applicable, calculation of meter size-based system development fees needed to recover costs calculated in Table 11, when such fees will be based on water meter size.
Table 13B - System Development Fees for Fire Sprinkler Systems	If applicable, nearly the same as Table 13, except it applies to fire suppression systems
Table 14 - Revenues From System Development Fees	If applicable, calculation of total fee revenues that would be generated during one full year at the fees in Table 13.
Table 14B - Revenues From System Development Fees for Fire Sprinkler Systems	If applicable, nearly the same as Table 14, except it applies to fire suppression systems
Table 15 - Minimum Charge Fees, Including Capacity Surcharges	If applicable, calculation of meter size-based capacity surcharges and minimum charges to recover costs calculated in Table 11, when such fees will be based on water meter size
Table 15B - Sprinkler System Capacity Charges	Nearly the same as Table 15, except it applies to fire suppression systems.
Table 16 - Revenues From Minimum Charge Surcharges	If applicable, calculation of total fee revenues that would be generated during one full year at the fees in Table 15.
Table 16B - Revenues From Sprinkler System Charges	Nearly the same as Table 16, except it applies to fire suppression systems
Table 17 - Financial Capacity Indicators and Reserves	Shows the financial effects of the modeled rates, costs, etc. on the utility and on the benchmark 5,000 gallon per month residential water or sewer customer, as appropriate
Table 18 - Bills Before and After Rate Adjustments	Bills at the modeled rates are compared to those under the current rates. Note: the modeled bills do not include capacity surcharges to the minimum charges unless they are included in the minimum charges column of Table 10.
Table 19 - User Statistics	If included, this table shows volumes and percentages of use, revenue generated and other statistics
Chart 1 - Operating Ratio	*Graph of operating ratio for 10 years as a result of the modeled rates and the current rates*
Chart 2 - Coverage Ratio	*Graph of coverage ratios for 10 years of the modeled rates and the current rates*
Chart 3 - 5,000 Gallon Residential User's Bill	*Graph of the bill for the benchmark 5,000 gallon per month residential user, with smallest available meter size (used in grant and loan eligibility determinations) as a result of the modeled rates, and the current rates*
Chart 4 - Affordability Index	*Graph of the affordability index for 10 years of the benchmark residential user's bill (used in grant and loan eligibility determinations)*
Chart 5 - Working Capital vs Goal	*Graph for 10 years of total (unobligated) cash assets at modeled rates compared to the goal for total cash assets*
Chart 6 - Value of Cash Assets Before Inflation	*Graph for 10 years of unobligated cash assets NOT adjusted for inflation at modeled rates and current rates*
Chart 7 - Value of Cash Assets After Inflation	*Graph for 10 years of unobligated cash assets adjusted for inflation at modeled rates and current rates. This is the real buying power of cash reserves.*
Chart 8 - Sum of All Reserves	*Graph of all reserves of all kinds at the modeled rates and at the current rates*

Table 1 - Rates
Willard, MO, Water Rates Model 2024-2

If we received the now current rates for the utility, the current rates are in this table. Otherwise, these rates were in effect at the end of the test year. If a volume range was left out of the table, rest assured, it is in the Model. We just hid some volume ranges to make the table and report shorter. In such cases, the unit charge that applies to next lowest volume range also applies to the hidden volume ranges.

Rates in Effect Now

Customer Type, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Use Within Each Range in 1,000 Gallons	Billing Cycle Minimum Charge	Usage Allowance in 1,000s	Unit Charge per 1,000 Gallons
In-City Res, Irr, Water Only	0	999	0.940	$15.28	1.000	$2.86
	1,000	1,999	0.872	$15.28	1.000	$2.86
	2,000	2,999	0.793	$15.28	1.000	$2.86
	3,000	3,999	0.733	$15.28	1.000	$2.86
	4,000	4,999	0.698	$15.28	1.000	$2.86
	5,000	5,999	0.682	$15.28	1.000	$2.86
	10,000	19,999	3.713	$15.28	1.000	$2.86
	800,000	800,001	0.000	$15.28	1.000	$2.86
In-City Commercial, Irr, Water Only	0	999	0.662	$15.28	1.000	$2.86
	1,000	1,999	0.736	$15.28	1.000	$2.86
	2,000	2,999	0.845	$15.28	1.000	$2.86
	3,000	3,999	0.878	$15.28	1.000	$2.86
	4,000	4,999	0.911	$15.28	1.000	$2.86
	5,000	5,999	0.905	$15.28	1.000	$2.86
	10,000	19,999	8.422	$15.28	1.000	$2.86
	800,000	800,001	0.000	$15.28	1.000	$2.86
Rural Residential, Irr, Water Only	0	999	0.950	$16.63	1.000	$3.12
	1,000	1,999	0.902	$16.63	1.000	$3.12
	2,000	2,999	0.821	$16.63	1.000	$3.12
	3,000	3,999	0.765	$16.63	1.000	$3.12
	4,000	4,999	0.734	$16.63	1.000	$3.12
	5,000	5,999	0.739	$16.63	1.000	$3.12
	10,000	19,999	4.827	$16.63	1.000	$3.12
	800,000	800,001	0.000	$16.63	1.000	$3.12
Rural Commercial, Irr, Water Only	0	999	0.840	$16.63	1.000	$3.12
	1,000	1,999	0.777	$16.63	1.000	$3.12
	2,000	2,999	0.734	$16.63	1.000	$3.12
	3,000	3,999	0.794	$16.63	1.000	$3.12
	4,000	4,999	0.963	$16.63	1.000	$3.12
	5,000	5,999	0.910	$16.63	1.000	$3.12
	10,000	19,999	4.081	$16.63	1.000	$3.12
	800,000	800,000	0.000	$16.63	1.000	$3.12
No Charge ("Zero")	0	999	0.705	$0.00	0.000	$0.00
	800,000	800,001	0.000	$0.00	0.000	$0.00

Table 2 - Test Year Usage
Willard, MO, Water Rates Model 2024-2

This table shows usage by all customers during the test year.
Test year = the one-year period being analyzed starts: 1/1/2023
Date this model created: 7/3/2024

Residential meter readings per year: 12
Other customer readings per year: 12
Bills per year: 12

Customer, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Use in Each Range in Gallons	# of Customers That "Maxed Out" in Each Range	% of Customers That "Maxed Out" in Each Range	% of Total Use in Each Range
In-City Res, Irr, Water Only	0	999	26,483,139	142	3.8%	0.0%
	1,000	1,999	23,082,000	283	7.6%	1.5%
	2,000	2,999	18,315,000	397	10.7%	4.3%
	3,000	3,999	13,425,000	408	11.0%	6.6%
	4,000	4,999	9,375,000	338	9.1%	7.3%
	5,000	5,999	6,394,000	248	6.7%	6.7%
	6,000	6,999	4,454,000	162	4.3%	5.2%
	7,000	7,999	3,136,000	110	3.0%	4.1%
	8,000	8,999	2,364,000	64	1.7%	2.8%
	9,000	9,999	1,754,000	51	1.4%	2.5%
	10,000	19,999	6,513,000	121	3.3%	8.1%
	20,000	29,999	1,864,000	16	0.4%	2.0%
	30,000	39,999	750,000	5	0.1%	0.8%
	40,000	49,999	447,000	2	0.1%	0.5%
	50,000	59,999	221,000	1	0.0%	0.4%
	60,000	69,999	145,000	0	0.0%	0.1%
	70,000	79,999	108,000	0	0.0%	0.1%
	80,000	89,999	72,000	0	0.0%	0.1%
	90,000	99,999	70,000	0	0.0%	0.0%
	100,000	199,999	203,000	1	0.0%	0.3%
	200,000	299,999	53,000	0	0.0%	0.1%
	300,000	399,999	0	0	0.0%	0.0%
			119,228,139	2,349	63.2%	53.4%
In-City Commercial, Irr, Water Only	0	999	1,379,000	59	1.6%	0.0%
	1,000	1,999	1,015,000	30	0.8%	0.2%
	2,000	2,999	858,000	13	0.4%	0.1%
	3,000	3,999	753,000	9	0.2%	0.1%
	4,000	4,999	686,000	6	0.2%	0.1%
	5,000	5,999	621,000	5	0.1%	0.1%
	6,000	6,999	583,000	3	0.1%	0.1%
	7,000	7,999	556,000	2	0.1%	0.1%
	8,000	8,999	518,000	3	0.1%	0.1%
	9,000	9,999	488,000	3	0.1%	0.1%
	10,000	19,999	4,110,000	11	0.3%	0.9%
	20,000	29,999	3,029,000	7	0.2%	1.0%
	30,000	39,999	2,263,000	5	0.1%	1.0%
	40,000	49,999	1,687,000	5	0.1%	1.3%
	50,000	59,999	1,220,000	2	0.1%	0.6%
	60,000	69,999	977,000	2	0.1%	0.8%
	70,000	79,999	714,000	1	0.0%	0.6%
	80,000	89,999	616,000	1	0.0%	0.3%
	90,000	99,999	533,000	1	0.0%	0.4%
	100,000	199,999	2,905,000	3	0.1%	2.0%
	200,000	299,999	1,212,000	1	0.0%	1.1%
	300,000	399,999	517,000	0	0.0%	0.6%
	400,000	499,999	186,000	0	0.0%	0.4%
	500,000	599,999	37,000	0	0.0%	0.2%
	600,000	699,999	0	0	0.0%	0.0%
			27,463,000	174	4.7%	12.3%

Table 2 - Test Year Usage

Customer, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Use in Each Range in Gallons	# of Customers That "Maxed Out" in Each Range	% of Customers That "Maxed Out" in Each Range	% of Total Use in Each Range
Rural Residential, Irr, Water Only	0	999	13,346,000	59	1.6%	0.0%
	1,000	1,999	12,042,000	109	2.9%	0.6%
	2,000	2,999	9,882,000	180	4.8%	1.9%
	3,000	3,999	7,557,000	194	5.2%	3.1%
	4,000	4,999	5,546,000	168	4.5%	3.6%
	5,000	5,999	4,098,000	121	3.2%	3.2%
	6,000	6,999	3,026,000	89	2.4%	2.9%
	7,000	7,999	2,333,000	58	1.6%	2.2%
	8,000	8,999	1,827,000	42	1.1%	1.8%
	9,000	9,999	1,477,000	29	0.8%	1.4%
	10,000	19,999	7,130,000	87	2.3%	6.0%
	20,000	29,999	2,605,000	21	0.6%	2.7%
	30,000	39,999	1,142,000	8	0.2%	1.4%
	40,000	49,999	598,000	3	0.1%	0.7%
	50,000	59,999	368,000	2	0.0%	0.5%
	60,000	69,999	244,000	1	0.0%	0.2%
	70,000	79,999	197,000	1	0.0%	0.2%
	80,000	89,999	132,000	0	0.0%	0.2%
	90,000	99,999	98,000	0	0.0%	0.1%
	100,000	199,999	392,000	1	0.0%	0.4%
	200,000	299,999	84,000	0	0.0%	0.2%
	300,000	399,999	0	0	0.0%	0.0%
			74,124,000	1,171	31.5%	33.2%
Rural Commercial, Irr, Water Only	0	999	179,000	3	0.1%	0.0%
	1,000	1,999	139,000	3	0.1%	0.0%
	2,000	2,999	102,000	3	0.1%	0.0%
	3,000	3,999	81,000	2	0.0%	0.0%
	4,000	4,999	78,000	0	0.0%	0.0%
	5,000	5,999	71,000	1	0.0%	0.0%
	6,000	6,999	65,000	1	0.0%	0.0%
	7,000	7,999	58,000	1	0.0%	0.0%
	8,000	8,999	45,000	1	0.0%	0.0%
	9,000	9,999	37,000	1	0.0%	0.0%
	10,000	19,999	151,000	3	0.1%	0.2%
	20,000	29,999	50,000	0	0.0%	0.0%
	30,000	39,999	30,000	0	0.0%	0.0%
	40,000	49,999	12,000	0	0.0%	0.0%
	50,000	59,999	10,000	0	0.0%	0.0%
	60,000	69,999	10,000	0	0.0%	0.0%
	70,000	79,999	10,000	0	0.0%	0.0%
	80,000	89,999	10,000	0	0.0%	0.0%
	90,000	99,999	2,000	0	0.0%	0.0%
	100,000	199,999	0	0	0.0%	0.0%
			1,140,000	18	0.5%	0.5%

Table 2 - Test Year Usage

Customer, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Use in Each Range in Gallons	# of Customers That "Maxed Out" in Each Range	% of Customers That "Maxed Out" in Each Range	% of Total Use in Each Range
	0	999	67,000	2	0.1%	0.0%
	1,000	1,999	57,000	1	0.0%	0.0%
	2,000	2,999	47,000	1	0.0%	0.0%
	3,000	3,999	40,000	1	0.0%	0.0%
	4,000	4,999	38,000	0	0.0%	0.0%
	5,000	5,999	35,000	0	0.0%	0.0%
	6,000	6,999	30,000	0	0.0%	0.0%
	7,000	7,999	29,000	0	0.0%	0.0%
	8,000	8,999	23,000	1	0.0%	0.0%
	9,000	9,999	19,000	0	0.0%	0.0%
	10,000	19,999	97,000	1	0.0%	0.1%
	20,000	29,999	61,000	0	0.0%	0.0%
No Charge ("Zero")	30,000	39,999	50,000	0	0.0%	0.0%
	40,000	49,999	48,000	0	0.0%	0.0%
	50,000	59,999	36,000	0	0.0%	0.0%
	60,000	69,999	29,000	0	0.0%	0.0%
	70,000	79,999	20,000	0	0.0%	0.0%
	80,000	89,999	20,000	0	0.0%	0.0%
	90,000	99,999	17,000	0	0.0%	0.0%
	100,000	199,999	100,000	0	0.0%	0.0%
	200,000	299,999	100,000	0	0.0%	0.0%
	300,000	399,999	100,000	0	0.0%	0.0%
	400,000	499,999	58,000	0	0.0%	0.2%
	500,000	599,999	0	0	0.0%	0.0%
			1,121,000	8	0.2%	0.5%
		Grand Totals:	223,076,139	3,719	100%	100%

Table 3 - Operating Incomes and Basic User Data
Willard, MO, Water Rates Model 2024-2

This table depicts user statistics, customer growth, and system incomes and across the board "inflationary" style rate increases through the 10th year.

Annual Median Household Income (AMHI)

$76,681	Census Bureau estimate of AMHI for the year 2022
$39,565	Census Bureau estimate of AMHI for the year 2000
$37,116	AMHI growth during this time period
4.26%	Simple annual income growth rate during this time period (used to project future household incomes)

Test Year Growth of Customer Base and Average Tap Fee Paid per Connection

40	Number new Water connections made during test year
$811	Average Water tap or installation fee assessed during the test year

This model is programmed for rates to be reset in the "Analysis Year," also called the "0 Year" column below (heading highlighted blue). Revenues will be collected at the now-current rates for the first part of the analysis year and the modeled rates for the last part of the analysis year. Thus, the revenues shown that column of the table are "blended" revenues, part collected at the old rates and part collected at the new rates. It was then assumed that all rate adjustments made after the initial (major) adjustment will be done annually on approximately the anniversary of the first adjustment. If rates will not be adjusted during the "0 Year," an adjustment (normally a revenue reduction) was calculated below to account for the late start in making the first adjustments.

Basic User (Customer) Data (First year balances and incomes are actual, subsequent years are projected)	Inflation/ Deflation (–) Factor	Test Year	Analysis Year	Years Following the Analysis Year (for Which Results Have Been Projected)									
		Starting	0 Year Starting	1st Year Starting	2nd Year Starting	3rd Year Starting	4th Year Starting	5th Year Starting	6th Year Starting	7th Year Starting	8th Year Starting	9th Year Starting	10th Year Starting
		1/1/23	1/1/24	1/1/25	1/1/26	1/1/27	1/1/28	1/1/29	1/1/30	1/1/31	1/1/32	1/1/33	1/1/34
Rate Increases Projected for Future Years	N.A.	N.A.	N.A.		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
				The row above shows the rate at which user charge fees should be increased for each year beyond the initial rate adjustment year. Unless stated otherwise, these should be across-the-board increases to all rates and fees and that should continue until a new rate analysis is done.									
Average Number of Customers	N.A.	3,719	3,759	3,799	3,839	3,879	3,919	3,959	3,999	4,039	4,080	4,120	4,160
Customers Added or Lost (-) Each Year	N.A.	40.1	40.1	40.1	40.1	40.1	40.1	40.1	40.1	40.1	40.1	40.1	40.1
Customer Growth or Loss (-) Rate	N.A.	1.08%	1.07%	1.06%	1.04%	1.03%	1.02%	1.01%	1.00%	0.99%	0.98%	0.97%	0.96%
Test Year (Actual) and Projected Future Years' Sales, in Gallons	N.A.	223,076,139	225,480,952	227,885,764	230,290,577	232,695,389	235,100,202	237,505,014	239,909,827	242,314,639	244,719,452	247,124,264	249,529,077
Calculated User Charge Fees, Accounting for New Customers and Future Rate Increases Over the Years													
Actual or Calculated Sales Revenues		$1,113,358	$1,121,439	$1,576,137	$1,656,480	$1,740,729	$1,829,067	$1,921,688	$2,018,791	$2,120,588	$2,227,299	$2,339,154	$2,456,393
Additional Sales Revenues From New Customers			$33	$16,633	$17,298	$17,990	$18,709	$19,458	$20,236	$21,045	$21,887	$22,763	$23,673
Total Calculated Revenues (User Charge Fees)		$1,113,358	$1,121,472	$1,592,769	$1,673,778	$1,758,719	$1,847,777	$1,941,145	$2,039,027	$2,141,634	$2,249,186	$2,361,917	$2,480,067
Operating Incomes													
Water Sales - All (Including Taxes)	N.A.	$1,052,825	$1,053,870	$1,496,758	$1,572,884	$1,652,704	$1,736,394	$1,824,135	$1,916,116	$2,012,538	$2,113,607	$2,219,542	$2,330,570
PENALTY INCOME-WATER	N.A.	$42,382	$42,834	$43,286	$43,738	$44,190	$44,642	$45,094	$45,546	$45,998	$46,450	$46,902	$47,355
METER REPLACEMENT/ INSTALLATIONS-W...	% Above	$32,500	$32,411	$32,411	$32,411	$32,411	$32,411	$32,411	$32,411	$32,411	$32,411	$32,411	$32,411
Adjusted Meter Size-based Plant Investment Fees (Cochran Fees)	% Above	$0	$0	$33,857	$33,857	$33,857	$33,857	$33,857	$33,857	$33,857	$33,857	$33,857	$33,857
Interest Income	N.A.	$37,796	$5,991	$5,843	$5,942	$6,182	$6,500	$6,687	$7,337	$7,334	$7,564	$7,860	$8,261
MISCELLANEOUS INCOME-WATER	N.A.	$7,001	$7,008	$9,953	$10,459	$10,990	$11,547	$12,130	$12,742	$13,383	$14,055	$14,759	$15,498
CONVENIENCE FEE-WATER	N.A.	$19,752	$19,752	$19,752	$19,752	$19,752	$19,752	$19,752	$19,752	$19,752	$19,752	$19,752	$19,752
TRANSFER IN-WATER	N.A.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CAPITAL ASSET SALES-WATER	N.A.	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103
Revenue Loss (-) Due to Conservation	5.0%	$0	$0	-$13,400	-$2,303	-$2,415	-$2,532	-$2,655	-$2,783	-$2,917	-$3,058	-$3,205	-$3,359
Total Operating Incomes		**$1,199,359**	**$1,168,970**	**$1,635,565**	**$1,723,844**	**$1,804,776**	**$1,889,674**	**$1,978,514**	**$2,072,082**	**$2,169,459**	**$2,271,742**	**$2,378,982**	**$2,491,447**

Table 4 - Operating Costs and Net Income

Willard, MO, Water Rates Model 2024-2

This table depicts expenses during the test year, this year and for the next 10 years. Some future costs will experience inflation. Those costs that go up as use goes up are increased by the cost inflation factor plus the growth rate in users.

(First year costs and net incomes are actual, subsequent years are projected.)

Expense Items	Inflation/ Deflation (–) Factor	Test Year Starting 1/1/23	Analysis Year 0 Year Starting 1/1/24	Years Following the Analysis Year (for Which Results Have Been Projected) 1st Year Starting 1/1/25	2nd Year Starting 1/1/26	3rd Year Starting 1/1/27	4th Year Starting 1/1/28	5th Year Starting 1/1/29	6th Year Starting 1/1/30	7th Year Starting 1/1/31	8th Year Starting 1/1/32	9th Year Starting 1/1/33	10th Year Starting 1/1/34
CHEMICALS-WATER	4.0%	$9,104	$9,570	$10,057	$10,569	$11,105	$11,668	$12,257	$12,875	$13,523	$14,202	$14,914	$15,660
SUPPLIES-WATER	4.0%	$50,757	$52,787	$54,899	$57,095	$59,378	$61,754	$64,224	$66,793	$69,464	$72,243	$75,133	$78,138
LABORATORY FEES-WATER	4.0%	$1,997	$2,077	$2,160	$2,246	$2,336	$2,430	$2,527	$2,628	$2,733	$2,842	$2,956	$3,074
LABORATORY SUPPLIES-WATER	4.0%	$5,233	$5,443	$5,660	$5,887	$6,122	$6,367	$6,622	$6,887	$7,162	$7,448	$7,746	$8,056
PERMIT FEES-WATER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
BUILDING MAINTENANCE-WATER	4.0%	$89	$92	$96	$100	$104	$108	$112	$117	$122	$126	$132	$137
CUSTODIAL SUPPLIES-WATER	4.0%	$172	$179	$186	$194	$202	$210	$218	$227	$236	$245	$255	$265
MISCELLANEOUS EXPENSE-WATER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
OFFICE SUPPLIES-WATER	4.0%	$4,607	$4,791	$4,983	$5,182	$5,389	$5,605	$5,829	$6,062	$6,305	$6,557	$6,819	$7,092
POSTAGE-WATER	4.0%	$11,279	$11,856	$12,480	$13,094	$13,758	$14,455	$15,185	$15,951	$16,754	$17,595	$18,477	$19,401
REPAIRS AND MAINTENANCE-WATER	4.0%	$82,508	$85,807	$89,239	$92,809	$96,521	$100,382	$104,397	$108,573	$112,916	$117,432	$122,130	$127,015
SUPPLIES SMALL EQUIPMENT-WATER	4.0%	$11,080	$11,524	$11,985	$12,464	$12,963	$13,481	$14,020	$14,581	$15,164	$15,771	$16,402	$17,058
METER REPLACEMENT-WATER	4.0%	$13,821	$14,374	$14,949	$15,547	$16,169	$16,815	$17,488	$18,188	$18,915	$19,672	$20,459	$21,277
ADVERTISING-WATER	4.0%	$105	$109	$114	$118	$123	$128	$133	$138	$144	$149	$155	$162
AUDIT EXPENSE-WATER	4.0%	$6,860	$7,155	$7,441	$7,739	$8,049	$8,371	$8,705	$9,054	$9,416	$9,792	$10,184	$10,591
BANK/CREDIT CARD FEES-WATER	4.0%	$22,707	$23,867	$25,084	$26,360	$27,697	$29,100	$30,570	$32,112	$33,728	$35,421	$37,197	$39,058
CONTRACT LABOR--WATER	4.0%	$2,546	$2,648	$2,754	$2,864	$2,978	$3,098	$3,222	$3,350	$3,484	$3,624	$3,769	$3,919
DUES AND SUBSCRIPTIONS-WATER	4.0%	$2,161	$2,248	$2,338	$2,431	$2,529	$2,630	$2,735	$2,844	$2,958	$3,076	$3,199	$3,327
EQUIPMENT RENTAL-WATER	4.0%	$5,895	$6,130	$6,376	$6,631	$6,896	$7,172	$7,459	$7,757	$8,067	$8,390	$8,726	$9,075
INSURANCE-WATER	4.0%	$32,225	$33,514	$34,855	$36,249	$37,699	$39,207	$40,775	$42,406	$44,102	$45,866	$47,701	$49,609
LEGAL-WATER	4.0%	$102	$106	$111	$115	$120	$124	$129	$135	$140	$146	$151	$157
PROFESSIONAL-WATER	4.0%	$21,961	$22,839	$23,753	$24,703	$25,691	$26,719	$27,788	$28,899	$30,055	$31,257	$32,508	$33,808
SAFETY PROGRAM-WATER	4.0%	$581	$604	$628	$653	$680	$707	$735	$764	$795	$827	$860	$894
TRAVEL EXPENSE-WATER	4.0%	$411	$428	$445	$462	$481	$500	$520	$541	$563	$585	$608	$633
TRAINING & EDUCATION-WATER	4.0%	$2,769	$2,880	$2,995	$3,115	$3,239	$3,369	$3,504	$3,644	$3,790	$3,941	$4,099	$4,263
RENT-WATER	4.0%	$1,250	$1,300	$1,352	$1,406	$1,462	$1,521	$1,582	$1,645	$1,711	$1,779	$1,850	$1,924
EQUIPMENT/SOFTWARE CONTRACTS-WATER	4.0%	$19,342	$20,116	$20,920	$21,757	$22,627	$23,533	$24,474	$25,453	$26,471	$27,530	$28,631	$29,776
TELEPHONE WATER	4.0%	$2,217	$2,306	$2,398	$2,494	$2,594	$2,697	$2,805	$2,918	$3,034	$3,156	$3,282	$3,413
INTERNET-WATER	4.0%	$5,846	$6,080	$6,323	$6,576	$6,839	$7,113	$7,397	$7,693	$8,001	$8,321	$8,654	$9,000
UTILITIES ELECTRIC-WATER	4.0%	$109,887	$115,501	$121,389	$127,563	$134,037	$140,824	$147,940	$155,400	$163,220	$171,416	$180,008	$189,012
UTILITIES GAS-WATER	4.0%	$3,788	$3,940	$4,097	$4,261	$4,432	$4,609	$4,793	$4,985	$5,184	$5,392	$5,608	$5,832
UTILITIES OTHER-WATER	4.0%	$2,203	$2,292	$2,383	$2,479	$2,578	$2,681	$2,788	$2,900	$3,015	$3,136	$3,262	$3,392
VEHICLE EXPENSE FUEL-WATER	4.0%	$11,501	$11,961	$12,440	$12,937	$13,455	$13,993	$14,553	$15,135	$15,740	$16,370	$17,025	$17,706
EQUIPMENT FUEL-WATER	4.0%	$1,662	$1,728	$1,797	$1,869	$1,944	$2,022	$2,102	$2,187	$2,274	$2,365	$2,460	$2,558
VEHICLE REPAIR & MAINT-WATER	4.0%	$7,341	$7,634	$7,940	$8,257	$8,588	$8,931	$9,288	$9,660	$10,046	$10,448	$10,866	$11,301
EQUIPMENT REPAIR & MAINT-WATER	4.0%	$3,805	$3,957	$4,115	$4,280	$4,451	$4,629	$4,814	$5,007	$5,207	$5,416	$5,632	$5,857
VEHICLE LEASE-WATER	4.0%	$21,470	$22,329	$23,222	$24,151	$25,117	$26,122	$27,167	$28,253	$29,383	$30,559	$31,781	$33,052

Table 4 - Operating Costs and Net Income

Expense Items	Inflation/ Deflation (–) Factor	Test Year Starting 1/1/23	0 Year Starting 1/1/24	1st Year Starting 1/1/25	2nd Year Starting 1/1/26	3rd Year Starting 1/1/27	4th Year Starting 1/1/28	5th Year Starting 1/1/29	6th Year Starting 1/1/30	7th Year Starting 1/1/31	8th Year Starting 1/1/32	9th Year Starting 1/1/33	10th Year Starting 1/1/34
EQUIPMENT LEASE	4.0%	$3,179	$3,306	$3,439	$3,576	$3,719	$3,868	$4,023	$4,184	$4,351	$4,525	$4,706	$4,894
SALARIES-WATER	4.0%	$444,622	$462,407	$480,904	$500,140	$520,145	$540,951	$562,589	$585,093	$608,496	$632,836	$658,150	$684,476
SALARIES OVERTIME-WATER	4.0%	$11,609	$12,074	$12,557	$13,059	$13,581	$14,124	$14,689	$15,277	$15,888	$16,524	$17,184	$17,872
PAYROLL TAXES-WATER	4.0%	$34,147	$35,513	$36,933	$38,411	$39,947	$41,545	$43,207	$44,935	$46,733	$48,602	$50,546	$52,568
RETIREMENT-WATER	4.0%	$19,342	$20,116	$20,921	$21,758	$22,628	$23,533	$24,474	$25,453	$26,471	$27,530	$28,631	$29,777
PENSION EXPENSE-WATER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
UNIFORMS-WATER	4.0%	$628	$654	$680	$707	$735	$765	$795	$827	$860	$895	$930	$968
GROUP INSURANCE-WATER	4.0%	$88,455	$91,993	$95,673	$99,500	$103,480	$107,619	$111,924	$116,401	$121,057	$125,899	$130,935	$136,173
CAPITAL ASSET EXP-WATER	4.0%	$90,716	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5
CAPITAL ASSET EXP EQUIPMENT-WATER	N.A.	$24,721	$29,500	$13,750	$13,000	$13,000	$10,000	$85,000	$13,000	$13,000	$10,000	$10,000	$13,000
PRINCIPAL EXPENSE-WATER	0.0%	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5
INTEREST EXPENSE-WATER	0.0%	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5
FISCAL AGENT FEES-WATER	4.0%	$1,500	$1,560	$1,622	$1,687	$1,755	$1,825	$1,898	$1,974	$2,053	$2,135	$2,220	$2,309
BAD DEBT EXPENSE-WATER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRANSFER TO GCG-WATER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Annual Payment to R&R Reserve (Table 7)	0.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
User Charge Analysis Services	5.0%	$0	$11,395	$0	$0	$12,563	$0	$0	$13,851	$0	$0	$15,270	$0
Total CIP-related Payouts	N.A.	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5
Total Operating Costs		**$1,198,225**	**$1,168,690**	**$1,188,422**	**$1,236,494**	**$1,299,905**	**$1,337,301**	**$1,467,457**	**$1,466,753**	**$1,512,732**	**$1,572,043**	**$1,652,210**	**$1,707,529**
Net Income (or Loss)		$1,135	$280	$447,143	$487,350	$504,871	$552,373	$511,057	$605,329	$656,727	$699,699	$726,772	$783,918
Working Capital Goal: 50%	In Dollars, That Is:	$599,112	$584,345	$594,211	$618,247	$649,953	$668,650	$733,729	$733,377	$756,366	$786,022	$826,105	$853,765

Notes: Most expenses are expected to rise by four percent each year. The green highlighted expenses are expected to do that, plus rise as new customers connect and use more water. Also, principal and interest expenses is related to capital improvements, so those are handled in Table 5.

Table 5 - Capital Improvement Program (CIP)

Willard, MO, Water Rates Model 2024-2

This table depicts capital improvements and their funding. Costs reflect inflation.	Analysis Year		Years Following the Analysis Year (for Which Improvement Projects, Costs, Funding, etc. Have Been Projected)									
	Test Year Starting	0 Year Starting	1st Year Starting	2nd Year Starting	3rd Year Starting	4th Year Starting	5th Year Starting	6th Year Starting	7th Year Starting	8th Year Starting	9th Year Starting	10th Year Starting
	1/1/23	1/1/24	1/1/25	1/1/26	1/1/27	1/1/28	1/1/29	1/1/30	1/1/31	1/1/32	1/1/33	1/1/34
Planned Spending, Debt-paid Portion of Projects (CIP costs to be funded with loans are shown in this section.)												
City Well Located Main City	$0	$0	$0	$0	$963,454	$0	$0	$0	$0	$0	$0	$0
Water Storage Tower	$0	$0	$0	$0	$0	$1,519,437	$0	$0	$0	$0	$0	$0
Loan Closing Costs, Estimated at: 1.0%	$0	$0	$0	$0	$9,835	$15,194	$0	$0	$0	$0	$0	$0
Total Debt-paid Portion of Projects	$0	$0	$0	$0	$993,289	$1,534,631	$0	$0	$0	$0	$0	$0
Planned Spending, Grant-paid Portion of Projects (CIP costs to be grant-funded are shown here.)												
City Well Located Main City	$0	$0	$0	$0	$327,818	$0	$0	$0	$0	$0	$0	$0
Water Storage Tower	$0	$0	$0	$0	$0	$506,479	$0	$0	$0	$0	$0	$0
Total Grant-paid Portion of Projects	$0	$0	$0	$0	$327,818	$506,479	$0	$0	$0	$0	$0	$0
Planned Spending, Cash-paid Portion of Projects (CIP costs to be funded from reserves are shown here.)												
Capital Assets (See City's Capital Improvements Plan for Details)	$0	$162,000	$298,700	$461,492	$502,654	$624,657	$289,819	$232,840	$368,962	$380,031	$221,811	$409,894
Grant Acquisition Costs, Estimated at: 1.0%	$0	$0	$0	$0	$3,278	$5,065	$0	$0	$0	$0	$0	$0
Total Cash-paid Portion of Projects	$0	$162,000	$298,700	$461,492	$505,933	$629,722	$289,819	$232,840	$368,962	$380,031	$221,811	$409,894
Total CIP Costs	**$0**	**$162,000**	**$298,700**	**$461,492**	**$1,827,040**	**$2,670,832**	**$289,819**	**$232,840**	**$368,962**	**$380,031**	**$221,811**	**$409,894**
Debt Repayment												
Existing Debt Payments (Following is debt that was initiated during the test year or earlier.)												
Total Debt, Water Portion	$98,791	$101,028	$100,644	$100,178	$99,631	$96,544	$0	$0	$0	$0	$0	$0
New Debt Payments (Following are payments for projects to be paid with new debt. It is assumed these will be loan/lease-financed for a term of: 20 years at a 2.0% interest rate.)												
Loan Originated in 3rd Year						$60,746	$60,746	$60,746	$60,746	$60,746	$60,746	$60,746
Loan Originated in 4th Year							$93,853	$93,853	$93,853	$93,853	$93,853	$93,853
Total Debt Payments	$98,791	$101,028	$100,644	$100,178	$99,631	$157,290	$154,599	$154,599	$154,599	$154,599	$154,599	$154,599
Total CIP-related Payouts	**$98,791**	**$283,028**	**$399,344**	**$561,670**	**$1,926,671**	**$2,828,122**	**$444,418**	**$387,439**	**$523,561**	**$534,630**	**$376,411**	**$564,494**
(This is the total cash required for this CIP and debt payment schedule. These amounts must come from utility income, reserves or outside sources, as shown in the next section.)												
CIP Fund Sources (Following are the sources and amounts of funds expected to pay for the above CIP schedule.)												
Cash Reserves (Internal Funds)												
Debt and CIP Reserves Starting Balance	$0	$861,750	$611,004	$661,158	$576,025	$455,147	$210,913	$216,692	$439,267	$558,230	$704,807	$1,029,181
Working Capital Transferred In	$960,541	$15,047	$437,277	$463,314	$473,165	$533,675	$445,979	$605,681	$633,738	$670,043	$666,689	$756,259
Debt and CIP Reserves Interest Earned (or Paid)	$0	$17,235	$12,220	$13,223	$11,521	$9,103	$4,218	$4,334	$8,765	$11,165	$14,096	$20,584
Total Available Internal Funds	$960,541	$894,032	$1,060,502	$1,137,695	$1,060,711	$997,925	$661,110	$826,707	$1,081,791	$1,239,437	$1,405,591	$1,806,023
Grant and Loan Proceeds (External Funds)												
Grants Assumed in Second Sub-section Above	$0	$0	$0	$0	$327,818	$506,479	$0	$0	$0	$0	$0	$0
Loan Originated in 3rd Year					$993,289	$0	$0	$0	$0	$0	$0	$0
Loan Originated in 4th Year						$1,534,631	$0	$0	$0	$0	$0	$0
Total Available External Funds	$0	$0	$0	$0	$1,321,107	$2,041,110	$0	$0	$0	$0	$0	$0
Total Available Funds	**$960,541**	**$894,032**	**$1,060,502**	**$1,137,695**	**$2,381,818**	**$3,039,035**	**$661,110**	**$826,707**	**$1,081,791**	**$1,239,437**	**$1,405,591**	**$1,806,023**
Outcomes (This CIP spending and funding plan will result in the following cash needs and ending balances each year.)												
Total Available Funds	**$960,541**	**$894,032**	**$1,060,502**	**$1,137,695**	**$2,381,818**	**$3,039,035**	**$661,110**	**$826,707**	**$1,081,791**	**$1,239,437**	**$1,405,591**	**$1,806,023**
Total CIP-related Payouts	**$98,791**	**$283,028**	**$399,344**	**$561,670**	**$1,926,671**	**$2,828,122**	**$444,418**	**$387,439**	**$523,561**	**$534,630**	**$376,411**	**$564,494**
Debt and CIP Reserves Ending Balances	**$861,750**	**$611,004**	**$661,158**	**$576,025**	**$455,147**	**$210,913**	**$216,692**	**$439,267**	**$558,230**	**$704,807**	**$1,029,181**	**$1,241,529**

Notes: The City has a capital improvements plan, from which the above project data came. I assumed the expensive projects not related to equipment repair and replacement will be funded 75% by loans, and 25% by grants. Other projects are generally not eligible for grants and loans, so those are to be funded with utility reserves and incomes.

Table 8 - Average Cost Classification

Willard, MO, Water Rates Model 2024-2

This table distributes costs from a representative year (the "average rate structure basis year) to fixed and variable categories (see Definitions) in order to calculate the "cost of service" rate structure for that year.

The average rate structure basis year runs from: 1/1/2028 through 12/31/2028

Cost Items During the Basis Year	Cost During Basis Year	Fixed Cost %	Variable Cost %	Fixed Cost	Variable Cost
CHEMICALS-WATER	$11,668	0.0%	100.0%	$0	$11,668
SUPPLIES-WATER	$61,754	50.0%	50.0%	$30,877	$30,877
LABORATORY FEES-WATER	$2,430	100.0%	0.0%	$2,430	$0
LABORATORY SUPPLIES-WATER	$6,367	100.0%	0.0%	$6,367	$0
PERMIT FEES-WATER	$0	100.0%	0.0%	$0	$0
BUILDING MAINTENANCE-WATER	$108	100.0%	0.0%	$108	$0
CUSTODIAL SUPPLIES-WATER	$210	100.0%	0.0%	$210	$0
MISCELLANEOUS EXPENSE-WATER	$0	100.0%	0.0%	$0	$0
OFFICE SUPPLIES-WATER	$5,605	100.0%	0.0%	$5,605	$0
POSTAGE-WATER	$14,455	100.0%	0.0%	$14,455	$0
REPAIRS AND MAINTENANCE-WATER	$100,382	50.0%	50.0%	$50,191	$50,191
SUPPLIES SMALL EQUIPMENT-WATER	$13,481	50.0%	50.0%	$6,741	$6,741
METER REPLACEMENT-WATER	$16,815	0.0%	100.0%	$0	$16,815
ADVERTISING-WATER	$128	100.0%	0.0%	$128	$0
AUDIT EXPENSE-WATER	$8,371	100.0%	0.0%	$8,371	$0
BANK/CREDIT CARD FEES-WATER	$29,100	39.5%	60.5%	$11,494	$17,605
CONTRACT LABOR--WATER	$3,098	25.0%	75.0%	$774	$2,323
DUES AND SUBSCRIPTIONS-WATER	$2,630	25.0%	75.0%	$657	$1,972
EQUIPMENT RENTAL-WATER	$7,172	50.0%	50.0%	$3,586	$3,586
INSURANCE-WATER	$39,207	100.0%	0.0%	$39,207	$0
LEGAL-WATER	$124	100.0%	0.0%	$124	$0
PROFESSIONAL-WATER	$26,719	25.0%	75.0%	$6,680	$20,039
SAFETY PROGRAM-WATER	$707	100.0%	0.0%	$707	$0
TRAVEL EXPENSE-WATER	$500	25.0%	75.0%	$125	$375
TRAINING & EDUCATION-WATER	$3,369	25.0%	75.0%	$842	$2,527
RENT-WATER	$1,521	50.0%	50.0%	$760	$760
EQUIPMENT/SOFTWARE CONTRACTS-WATER	$23,533	100.0%	0.0%	$23,533	$0
TELEPHONE WATER	$2,697	100.0%	0.0%	$2,697	$0
INTERNET-WATER	$7,113	100.0%	0.0%	$7,113	$0
UTILITIES ELECTRIC-WATER	$140,824	0.0%	100.0%	$0	$140,824
UTILITIES GAS-WATER	$4,609	100.0%	0.0%	$4,609	$0
UTILITIES OTHER-WATER	$2,681	100.0%	0.0%	$2,681	$0
VEHICLE EXPENSE FUEL-WATER	$13,993	50.0%	50.0%	$6,997	$6,997
EQUIPMENT FUEL-WATER	$2,022	50.0%	50.0%	$1,011	$1,011
VEHICLE REPAIR & MAINT-WATER	$8,931	50.0%	50.0%	$4,466	$4,466
EQUIPMENT REPAIR & MAINT-WATER	$4,629	50.0%	50.0%	$2,315	$2,315
VEHICLE LEASE-WATER	$26,122	50.0%	50.0%	$13,061	$13,061
EQUIPMENT LEASE	$3,868	50.0%	50.0%	$1,934	$1,934

Table 8 - Average Cost Classification

Cost Items During the Basis Year	Cost During Basis Year	Fixed Cost %	Variable Cost %	Fixed Cost	Variable Cost
SALARIES-WATER	$540,951	25.0%	75.0%	$135,238	$405,713
SALARIES OVERTIME-WATER	$14,124	25.0%	75.0%	$3,531	$10,593
PAYROLL TAXES-WATER	$41,545	25.0%	75.0%	$10,386	$31,159
RETIREMENT-WATER	$23,533	25.0%	75.0%	$5,883	$17,650
PENSION EXPENSE-WATER	$0	25.0%	75.0%	$0	$0
UNIFORMS-WATER	$765	25.0%	75.0%	$191	$573
GROUP INSURANCE-WATER	$107,619	25.0%	75.0%	$26,905	$80,714
CAPITAL ASSET EXP-WATER	$0	50.0%	50.0%	$0	$0
CAPITAL ASSET EXP EQUIPMENT-WATER	$10,000	50.0%	50.0%	$5,000	$5,000
PRINCIPAL EXPENSE-WATER	$0	50.0%	50.0%	$0	$0
INTEREST EXPENSE-WATER	$0	50.0%	50.0%	$0	$0
FISCAL AGENT FEES-WATER	$1,825	50.0%	50.0%	$912	$912
BAD DEBT EXPENSE-WATER	$0	39.5%	60.5%	$0	$0
TRANSFER TO GCG-WATER	$0	25.0%	75.0%	$0	$0
Annual Payment to R&R Reserve (Table 7)	$0	25.0%	75.0%	$0	$0
User Charge Analysis Services	$0	39.5%	60.5%	$0	$0
Total CIP-related Payouts, Less Capacity Charges From Tables 14 & 16 (This value can be negative)	$753,155	50.0%	50.0%	$376,578	$376,578
Grand Total Costs, Weighted Avg Percentages	$2,090,456	39.5%	60.5%	$825,477	$1,264,979
		100%		$2,090,456	

Bases for Cost to Serve Rate Structure	
Number Customers During Basis Year	3,919
Billed Volume, in Gallons, During Basis Year	235,100,202
Average Fixed Cost per User per Month During Basis Year	$17.55
Average Variable Cost to Produce per 1,000 Gallons During Basis Year	$5.38
Gallons per Billing Cycle Used by Average Residential Customer	4,230

Table 9 - Marginal Cost Classification

Willard, MO, Water Rates Model 2024-2

The utility incurs "marginal" costs. These costs are unavoidable. Thus, the utility must collect minimal fees from various customers to "break even" on a marginal cost basis. Costs vary by customer type and volume used.

Below, it is assumed that marginal variable costs are being calculated for: Unaccounted-for Water

(Fixed costs are irrelevant in this case)

The marginal rate structure basis year runs from: 1/1/2028 through 12/31/2028

Cost Items During the Basis Year	Fixed Cost	Variable Cost	Marginal Fixed Cost %	Marginal Variable Cost %	Marginal Fixed Cost	Marginal Variable Cost
CHEMICALS-WATER	$0	$11,668	100%	100%	$0	$11,668
SUPPLIES-WATER	$30,877	$30,877	10%	10%	$3,088	$3,088
LABORATORY FEES-WATER	$2,430	$0	100%	100%	$2,430	$0
LABORATORY SUPPLIES-WATER	$6,367	$0	100%	100%	$6,367	$0
PERMIT FEES-WATER	$0	$0	10%	10%	$0	$0
BUILDING MAINTENANCE-WATER	$108	$0	0%	0%	$0	$0
CUSTODIAL SUPPLIES-WATER	$210	$0	0%	0%	$0	$0
MISCELLANEOUS EXPENSE-WATER	$0	$0	100%	100%	$0	$0
OFFICE SUPPLIES-WATER	$5,605	$0	100%	100%	$5,605	$0
POSTAGE-WATER	$14,455	$0	100%	100%	$14,455	$0
REPAIRS AND MAINTENANCE-WATER	$50,191	$50,191	50%	50%	$25,095	$25,095
SUPPLIES SMALL EQUIPMENT-WATER	$6,741	$6,741	10%	10%	$674	$674
METER REPLACEMENT-WATER	$0	$16,815	0%	0%	$0	$0
ADVERTISING-WATER	$128	$0	0%	0%	$0	$0
AUDIT EXPENSE-WATER	$8,371	$0	0%	0%	$0	$0
BANK/CREDIT CARD FEES-WATER	$11,494	$17,605	0%	0%	$0	$0
CONTRACT LABOR--WATER	$774	$2,323	50%	50%	$387	$1,162
DUES AND SUBSCRIPTIONS-WATER	$657	$1,972	10%	10%	$66	$197
EQUIPMENT RENTAL-WATER	$3,586	$3,586	10%	10%	$359	$359
INSURANCE-WATER	$39,207	$0	10%	10%	$3,921	$0
LEGAL-WATER	$124	$0	10%	10%	$12	$0
PROFESSIONAL-WATER	$6,680	$20,039	50%	50%	$3,340	$10,020
SAFETY PROGRAM-WATER	$707	$0	50%	50%	$353	$0
TRAVEL EXPENSE-WATER	$125	$375	10%	10%	$13	$38
TRAINING & EDUCATION-WATER	$842	$2,527	10%	10%	$84	$253
RENT-WATER	$760	$760	10%	10%	$76	$76
EQUIPMENT/SOFTWARE CONTRACTS-WATER	$23,533	$0	10%	10%	$2,353	$0
TELEPHONE WATER	$2,697	$0	10%	10%	$270	$0
INTERNET-WATER	$7,113	$0	10%	10%	$711	$0
UTILITIES ELECTRIC-WATER	$0	$140,824	100%	100%	$0	$140,824
UTILITIES GAS-WATER	$4,609	$0	10%	10%	$461	$0
UTILITIES OTHER-WATER	$2,681	$0	10%	10%	$268	$0

Table 9 - Marginal Cost Classification

Cost Items During the Basis Year	Fixed Cost	Variable Cost	Marginal Fixed Cost %	Marginal Variable Cost %	Marginal Fixed Cost	Marginal Variable Cost
VEHICLE EXPENSE FUEL-WATER	$6,997	$6,997	10%	10%	$700	$700
EQUIPMENT FUEL-WATER	$1,011	$1,011	10%	10%	$101	$101
VEHICLE REPAIR & MAINT-WATER	$4,466	$4,466	10%	10%	$447	$447
EQUIPMENT REPAIR & MAINT-WATER	$2,315	$2,315	10%	10%	$231	$231
VEHICLE LEASE-WATER	$13,061	$13,061	10%	10%	$1,306	$1,306
EQUIPMENT LEASE	$1,934	$1,934	10%	10%	$193	$193
SALARIES-WATER	$135,238	$405,713	10%	10%	$13,524	$40,571
SALARIES OVERTIME-WATER	$3,531	$10,593	10%	10%	$353	$1,059
PAYROLL TAXES-WATER	$10,386	$31,159	10%	10%	$1,039	$3,116
RETIREMENT-WATER	$5,883	$17,650	10%	10%	$588	$1,765
PENSION EXPENSE-WATER	$0	$0	10%	10%	$0	$0
UNIFORMS-WATER	$191	$573	10%	10%	$19	$57
GROUP INSURANCE-WATER	$26,905	$80,714	10%	10%	$2,690	$8,071
CAPITAL ASSET EXP-WATER	$0	$0	50%	50%	$0	$0
CAPITAL ASSET EXP EQUIPMENT-WATER	$5,000	$5,000	50%	50%	$2,500	$2,500
PRINCIPAL EXPENSE-WATER	$0	$0	50%	50%	$0	$0
INTEREST EXPENSE-WATER	$0	$0	50%	50%	$0	$0
FISCAL AGENT FEES-WATER	$912	$912	50%	50%	$456	$456
BAD DEBT EXPENSE-WATER	$0	$0	100%	100%	$0	$0
TRANSFER TO GCG-WATER	$0	$0	100%	100%	$0	$0
User Charge Analysis Services	$0	$0	10%	10%	$0	$0
Total CIP-related Payouts, Less Capacity Charges From Tables 14 & 16 (This value can be negative)	$376,578	$376,578	50%	50%	$188,289	$188,289
Grand Total All Costs	$825,477	$1,264,979			$282,824	$442,316
	$2,090,456				$725,140	

Marginal Fixed and Variable Cost Bases (For the Customer Type(s) Listed Above)	Monthly Marginal Fixed Cost per Customer	Marginal Variable Cost per 1,000 Gallons
	$6.01	
Marginal Fixed Cost as a Percent of Total Fixed Cost:	34%	$1.88
Marginal Variable Cost as a Percent of Total Variable Cost:		35%

Table 10 - Initial Rate Adjustments and Resulting Revenues

Willard, MO, Water Rates Model 2024-2

This table calculates new user charge rates and the revenues they would generate if adjusted during the "Analysis Year."

After rate adjustments are made, customers will be billed monthly.

Following are Blended Sales Revenues: Sales at the current (Test Year) rates (gray highlighted column) will apply until rates are adjusted. Sales at the modeled rates (yellow highlighted column) would apply after the modeled rates are adopted. Adding both together, the "blended" sales revenues show in the right-most column.

Customer Class, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Sales This Year at Current Rates	Basic Minimum Charge	New Usage Allowance in 1,000s	New Unit Charge per 1,000 Gallons	Sales This Year at Modeled Rates	Total "Blended" Sales This Year
In-City Res, Irr, Water Only	0	999	$23,548	$11.55	0.000	$3.54	$310	$23,858
	1,000	1,999	$106,960	$11.55	0.000	$3.54	$331	$107,291
	2,000	2,999	$113,522	$11.55	0.000	$3.54	$328	$113,849
	3,000	3,999	$102,546	$11.55	0.000	$3.54	$284	$102,830
	4,000	4,999	$80,409	$11.55	0.000	$3.54	$218	$80,628
	5,000	5,999	$57,872	$11.55	0.000	$3.54	$156	$58,028
	6,000	6,999	$38,422	$11.55	0.000	$3.54	$104	$38,526
	7,000	7,999	$26,388	$11.55	0.000	$3.54	$72	$26,460
	8,000	8,999	$16,823	$11.55	0.000	$3.54	$47	$16,871
	9,000	9,999	$12,998	$11.55	0.000	$3.54	$36	$13,034
	10,000	19,999	$37,001	$11.55	0.000	$3.54	$109	$37,110
	20,000	29,999	$7,465	$11.55	0.000	$3.54	$24	$7,489
	30,000	39,999	$2,720	$11.55	0.000	$3.54	$9	$2,729
	40,000	49,999	$1,491	$11.55	0.000	$3.54	$5	$1,497
	50,000	59,999	$795	$11.55	0.000	$3.54	$3	$797
	60,000	69,999	$431	$11.55	0.000	$3.54	$2	$433
	70,000	79,999	$322	$11.55	0.000	$3.54	$1	$323
	80,000	89,999	$214	$11.55	0.000	$3.54	$1	$215
	90,000	99,999	$182	$11.55	0.000	$3.54	$1	$182
	100,000	199,999	$609	$11.55	0.000	$3.54	$2	$612
	200,000	299,999	$151	$11.55	0.000	$3.54	$1	$152
	300,000	399,999	$0	$11.55	0.000	$3.54	$0	$0

Table 10 - Initial Rate Adjustments and Resulting Revenues

Customer Class, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Sales This Year at Current Rates	Basic Minimum Charge	New Usage Allowance in 1,000s	New Unit Charge per 1,000 Gallons	Sales This Year at Modeled Rates	Total "Blended" Sales This Year
In-City Commercial, Irr, Water Only	0	999	$9,766	$11.55	0.000	$3.54	$36	$9,801
	1,000	1,999	$7,674	$11.55	0.000	$3.54	$21	$7,695
	2,000	2,999	$4,399	$11.55	0.000	$3.54	$13	$4,413
	3,000	3,999	$3,407	$11.55	0.000	$3.54	$11	$3,418
	4,000	4,999	$2,707	$11.55	0.000	$3.54	$9	$2,716
	5,000	5,999	$2,511	$11.55	0.000	$3.54	$8	$2,519
	6,000	6,999	$2,038	$11.55	0.000	$3.54	$7	$2,045
	7,000	7,999	$1,816	$11.55	0.000	$3.54	$6	$1,822
	8,000	8,999	$1,869	$11.55	0.000	$3.54	$6	$1,876
	9,000	9,999	$1,681	$11.55	0.000	$3.54	$6	$1,687
	10,000	19,999	$12,527	$11.55	0.000	$3.54	$44	$12,571
	20,000	29,999	$9,087	$11.55	0.000	$3.54	$32	$9,119
	30,000	39,999	$6,768	$11.55	0.000	$3.54	$24	$6,792
	40,000	49,999	$5,247	$11.55	0.000	$3.54	$18	$5,265
	50,000	59,999	$3,510	$11.55	0.000	$3.54	$13	$3,522
	60,000	69,999	$2,921	$11.55	0.000	$3.54	$10	$2,931
	70,000	79,999	$2,087	$11.55	0.000	$3.54	$7	$2,094
	80,000	89,999	$1,694	$11.55	0.000	$3.54	$6	$1,700
	90,000	99,999	$1,521	$11.55	0.000	$3.54	$5	$1,526
	100,000	199,999	$7,976	$11.55	0.000	$3.54	$29	$8,005
	200,000	299,999	$3,281	$11.55	0.000	$3.54	$12	$3,293
	300,000	399,999	$1,396	$11.55	0.000	$3.54	$5	$1,401
	400,000	499,999	$510	$11.55	0.000	$3.54	$2	$512
	500,000	599,999	$110	$11.55	0.000	$3.54	$0	$110
	600,000	699,999	$0	$11.55	0.000	$3.54	$0	$0
Rural Residential, Irr, Water Only	0	999	$10,615	$17.32	0.000	$5.31	$227	$10,842
	1,000	1,999	$53,768	$17.32	0.000	$5.31	$236	$54,005
	2,000	2,999	$60,558	$17.32	0.000	$5.31	$246	$60,804
	3,000	3,999	$56,461	$17.32	0.000	$5.31	$220	$56,681
	4,000	4,999	$46,031	$17.32	0.000	$5.31	$176	$46,206
	5,000	5,999	$33,440	$17.32	0.000	$5.31	$128	$33,568
	6,000	6,999	$24,735	$17.32	0.000	$5.31	$95	$24,829
	7,000	7,999	$17,057	$17.32	0.000	$5.31	$67	$17,124
	8,000	8,999	$12,804	$17.32	0.000	$5.31	$50	$12,855
	9,000	9,999	$9,461	$17.32	0.000	$5.31	$38	$9,499
	10,000	19,999	$35,981	$17.32	0.000	$5.31	$153	$36,134
	20,000	29,999	$11,223	$17.32	0.000	$5.31	$50	$11,273
	30,000	39,999	$4,622	$17.32	0.000	$5.31	$21	$4,643
	40,000	49,999	$2,221	$17.32	0.000	$5.31	$10	$2,232
	50,000	59,999	$1,329	$17.32	0.000	$5.31	$6	$1,335
	60,000	69,999	$797	$17.32	0.000	$5.31	$4	$800
	70,000	79,999	$664	$17.32	0.000	$5.31	$3	$667
	80,000	89,999	$434	$17.32	0.000	$5.31	$2	$436
	90,000	99,999	$323	$17.32	0.000	$5.31	$2	$324
	100,000	199,999	$1,201	$17.32	0.000	$5.31	$6	$1,207
	200,000	299,999	$268	$17.32	0.000	$5.31	$1	$269
	300,000	399,999	$0	$17.32	0.000	$5.31	$0	$0

Table 10 - Initial Rate Adjustments and Resulting Revenues

Customer Class, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Sales This Year at Current Rates	Basic Minimum Charge	New Usage Allowance in 1,000s	New Unit Charge per 1,000 Gallons	Sales This Year at Modeled Rates	Total "Blended" Sales This Year
Rural Commercial, Irr, Water Only	0	999	$513	$17.32	0.000	$5.31	$4	$517
	1,000	1,999	$997	$17.32	0.000	$5.31	$4	$1,001
	2,000	2,999	$847	$17.32	0.000	$5.31	$3	$850
	3,000	3,999	$546	$17.32	0.000	$5.31	$2	$548
	4,000	4,999	$266	$17.32	0.000	$5.31	$1	$267
	5,000	5,999	$307	$17.32	0.000	$5.31	$1	$308
	6,000	6,999	$275	$17.32	0.000	$5.31	$1	$276
	7,000	7,999	$270	$17.32	0.000	$5.31	$1	$271
	8,000	8,999	$323	$17.32	0.000	$5.31	$1	$325
	9,000	9,999	$225	$17.32	0.000	$5.31	$1	$226
	10,000	19,999	$880	$17.32	0.000	$5.31	$4	$884
	20,000	29,999	$202	$17.32	0.000	$5.31	$1	$203
	30,000	39,999	$85	$17.32	0.000	$5.31	$0	$85
	40,000	49,999	$64	$17.32	0.000	$5.31	$0	$64
	50,000	59,999	$28	$17.32	0.000	$5.31	$0	$28
	60,000	69,999	$28	$17.32	0.000	$5.31	$0	$28
	70,000	79,999	$28	$17.32	0.000	$5.31	$0	$28
	80,000	89,999	$28	$17.32	0.000	$5.31	$0	$28
	90,000	99,999	$21	$17.32	0.000	$5.31	$0	$21
	100,000	199,999	$0	$17.32	0.000	$5.31	$0	$0
No Charge ("Zero")	0	999	$0	$0.00	0.000	$0.00	$0	$0
	800,000	800,001	$0	$0.00	0.000	$0.00	$0	$0
Total Rate Revenue at Current Rates			$1,117,298	Total Rate Revenue at Modeled Rates			$4,141	
				Total Blended Rate Revenues for the Year				$1,121,439

Table 17 - Financial Capacity Indicators and Reserves

Willard, MO, Water Rates Model 2024-2

This table depicts the affordability of future rates, the financial health of the system and the ending balances in various (assumed) accounts for the last year and the next 10 years.

Capacity Indicators		Test Year Starting 1/1/23	0 Year Starting 1/1/24	1st Year Starting 1/1/25	2nd Year Starting 1/1/26	3rd Year Starting 1/1/27	4th Year Starting 1/1/28	5th Year Starting 1/1/29	6th Year Starting 1/1/30	7th Year Starting 1/1/31	8th Year Starting 1/1/32	9th Year Starting 1/1/33	10th Year Starting 1/1/34
Customary Affordability Index	Monthly Bill for a 5,000 gal per Month, Small Meter Residential Customer	$26.72	$29.25	$30.42	$31.63	$32.90	$34.22	$35.58	$37.01	$38.49	$40.03	$41.63	$43.29
	AMHI Within Service Area	$79,951	$83,360	$86,914	$90,621	$94,485	$98,514	$102,714	$107,094	$111,661	$116,422	$121,387	$126,563
	Affordability Index: Current Rates First Column, Modeled Rates After That	0.40%	0.42%	0.42%	0.42%	0.42%	0.42%	0.42%	0.41%	0.41%	0.41%	0.41%	0.41%
	National Average Affordability Index Commonly Accepted but Not Statistically Verifiable	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
	Affordability Index (AI) goes to the willingness and ability of customers to pay. AI is the cost of 60,000 gallons of residential service per year (5,000 gallons per month) divided by the Annual Median Household Income (AMHI) in the service area (gleaned from Census data or a survey). Rates near 1.0% are common in the U.S. and are generally considered affordable. Most grant agencies will decline to award grants if the AI is less than 1.5 to 2.0%, unless other eligibility criteria considered along with the AI make an applicant eligible.												
Low-income, Low-volume "Affordability Index"	Monthly Bill for a 2,000 gal per Month, Low-income Residential Customer	$16.14	$18.63	$19.37	$20.15	$20.95	$21.79	$22.66	$23.57	$24.51	$25.49	$26.51	$27.57
	Income at One-half the AMHI and Rising at One-half the Rate Above	$39,975	$40,828	$41,698	$42,587	$43,495	$44,422	$45,370	$46,337	$47,325	$48,334	$49,364	$50,417
	Affordability for Low-Income, Low-volume: Current Rates First Column, Modeled Rates After That	0.54%	0.55%	0.56%	0.57%	0.58%	0.59%	0.60%	0.61%	0.62%	0.63%	0.64%	0.66%
	This additional indicator of affordability assumes a residential customer with income at one-half the median household income above, that income is growing at one-half the rate of the median household income and the customer uses 2,000 gallons per month. Such a customer is likely either a minimum wage or near-minimum wage worker, or is retired and living only on Social Security benefits. Such customers are more commonly the "slow pays" and "no pays" compared to others, so this indicator goes to the "business sense" of the rates modeled here. In other words, raise this customer's bill too much and they are more likely to pay late or not pay.												
	Estimated Operating Ratio: Current Rates First Column, Modeled Rates After That	1.00	1.00	1.38	1.39	1.39	1.41	1.35	1.41	1.43	1.45	1.44	1.46
	Operating ratio (OR) is a measure of the utility's ability to pay its operating expenses using only current incomes. A 1.0 OR is break even. Below 1.0 indicates operating in the "red." Generally, the OR should be at least 1.15 for large systems, 1.30 or more for medium-sized systems and perhaps as high as 2.0 for small systems. Note: If the utility has or will have reserves (below,) it has more ability to pay its operating costs than this calculation of OR implies.												
	Estimated Coverage Ratio: Current Rates First Column, Modeled Rates After That	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Coverage Ratio (CR) goes to the ability of the utility to pay its debt payments out of current incomes. CR applies only to years with debt service. A "N.A." above indicates there was not, or in a future year there will not be debt during that year. 1.0 is break even - just enough net revenue to pay debt. Generally, the CR should be at least 1.25. Note: If the utility has or will have other available reserves (shown below,) it has more ability to make debt payments than the CR implies. That is covered by the Alternative Coverage Ratio that follows next.												
	Alternative Coverage Ratio: Current Rates First Column, Modeled Rates After That	15.78	14.46	11.88	12.53	11.99	7.03	5.69	6.15	7.59	8.50	9.64	12.00
	This Alternative Coverage Ratio (ACR) is based on the same notion as the classic coverage ratio above, except it includes reserves that are available to pay debt service. With the classic CR, a utility could build reserves early on with current net revenues, but then future rates may not be high enough to show a strong CR. The classic CR could even go negative. But in reality, the utility could have quite strong reserves with which to pay debt. Thus, the Alternative Coverage Ratio can be a better indicator of a utility's true ability to pay debt.												

Reserves	Balance Ending on 12/31/22	Balance Ending on 12/31/23	Balance Ending on 12/31/24	Balance Ending on 12/31/25	Balance Ending on 12/31/26	Balance Ending on 12/31/27	Balance Ending on 12/31/28	Balance Ending on 12/31/29	Balance Ending on 12/31/30	Balance Ending on 12/31/31	Balance Ending on 12/31/32	Balance Ending on 12/31/33	Balance Ending on 12/31/34
Cash and Cash Equivalents	$1,558,518	$599,112	$584,345	$594,211	$618,247	$649,953	$668,650	$733,729	$733,377	$756,366	$786,022	$826,105	$853,765
Other Liquid Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Undedicated Cash Assets	$1,558,518	$599,112	$584,345	$594,211	$618,247	$649,953	$668,650	$733,729	$733,377	$756,366	$786,022	$826,105	$853,765
Total Cash Assets Discounted for Inflation (Future Unrestricted Purchasing Power)	$1,558,518	$599,112	$584,345	$576,384	$581,708	$593,194	$591,951	$630,078	$610,882	$611,131	$616,039	$628,031	$649,058
Repair & Replacement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt and CIP Reserves	$0	$861,750	$611,004	$661,158	$576,025	$455,147	$210,913	$216,692	$439,267	$558,230	$704,807	$1,029,181	$1,241,529
Sum of All Reserves	$1,558,518	$1,460,862	$1,195,349	$1,255,369	$1,194,272	$1,105,099	$879,563	$950,421	$1,172,644	$1,314,595	$1,490,829	$1,855,286	$2,095,294

Table 18 - Bills Before and After Rate Adjustments

Willard, MO, Water Rates Model 2024-2

The modeled rates will generate 35.3% more revenue per year than the rates at the end of the test year.

However, due to rate restructuring, individual bills would change as shown in the following table. Note: The actual rates to adopt or consider are included in the narrative report.

Customer, Rate Class or Meter Size	Gallons of Use	Customers Using at Least This Volume But Not the Next	Customers Using This Volume or Less	Bill at Now Current Rates	Bill at Modeled Rates	Modeled Bill Increase or Decrease (-)	Modeled Bill Percentage Increase or Decrease (-)
In-City Res, Irr, Water Only	0	142	142	$15.28	$11.55	-$3.73	-24%
	1,000	283	425	$15.28	$15.09	-$0.19	-1%
	2,000	397	822	$18.14	$18.63	$0.49	3%
	3,000	408	1,230	$21.00	$22.17	$1.17	6%
	4,000	338	1,567	$23.86	$25.71	$1.85	8%
	5,000	248	1,816	$26.72	$29.25	$2.53	9%
	6,000	162	1,977	$29.58	$32.79	$3.21	11%
	7,000	110	2,087	$32.44	$36.33	$3.89	12%
	8,000	64	2,152	$35.30	$39.87	$4.57	13%
	9,000	51	2,202	$38.16	$43.41	$5.25	14%
	10,000	121	2,323	$41.02	$46.95	$5.93	14%
	20,000	16	2,339	$69.62	$82.35	$12.73	18%
	30,000	5	2,344	$98.22	$117.75	$19.53	20%
	40,000	2	2,346	$126.82	$153.15	$26.33	21%
	50,000	1	2,347	$155.42	$188.55	$33.13	21%
	60,000	0	2,348	$184.02	$223.95	$39.93	22%
	70,000	0	2,348	$212.62	$259.35	$46.73	22%
	80,000	0	2,348	$241.22	$294.75	$53.53	22%
	90,000	0	2,348	$269.82	$330.15	$60.33	22%
	100,000	1	2,349	$298.42	$365.55	$67.13	22%
	200,000	0	2,349	$584.42	$719.55	$135.13	23%
In-City Commercial, Irr, Water Only	0	59	59	$15.28	$11.55	-$3.73	-24%
	1,000	30	89	$15.28	$15.09	-$0.19	-1%
	2,000	13	102	$18.14	$18.63	$0.49	3%
	3,000	9	111	$21.00	$22.17	$1.17	6%
	4,000	6	117	$23.86	$25.71	$1.85	8%
	5,000	5	122	$26.72	$29.25	$2.53	9%
	6,000	3	125	$29.58	$32.79	$3.21	11%
	7,000	2	127	$32.44	$36.33	$3.89	12%
	8,000	3	131	$35.30	$39.87	$4.57	13%
	9,000	3	133	$38.16	$43.41	$5.25	14%
	10,000	11	144	$41.02	$46.95	$5.93	14%
	20,000	7	152	$69.62	$82.35	$12.73	18%
	30,000	5	157	$98.22	$117.75	$19.53	20%
	40,000	5	162	$126.82	$153.15	$26.33	21%
	50,000	2	164	$155.42	$188.55	$33.13	21%
	60,000	2	167	$184.02	$223.95	$39.93	22%
	70,000	1	168	$212.62	$259.35	$46.73	22%
	80,000	1	169	$241.22	$294.75	$53.53	22%
	90,000	1	170	$269.82	$330.15	$60.33	22%
	100,000	3	172	$298.42	$365.55	$67.13	22%
	200,000	1	173	$584.42	$719.55	$135.13	23%
	300,000	0	173	$870.42	$1,073.55	$203.13	23%

Table 18 - Bills Before and After Rate Adjustments

Customer, Rate Class or Meter Size	Gallons of Use	Customers Using at Least This Volume But Not the Next	Customers Using This Volume or Less	Bill at Now Current Rates	Bill at Modeled Rates	Modeled Bill Increase or Decrease (-)	Modeled Bill Percentage Increase or Decrease (-)
Rural Residential, Irr, Water Only	0	59	59	$16.63	$17.32	$0.69	4%
	1,000	109	167	$16.63	$22.63	$6.00	36%
	2,000	180	347	$19.75	$27.94	$8.19	41%
	3,000	194	541	$22.87	$33.25	$10.38	45%
	4,000	168	709	$25.99	$38.56	$12.57	48%
	5,000	121	829	$29.11	$43.87	$14.76	51%
	6,000	89	919	$32.23	$49.18	$16.95	53%
	7,000	58	976	$35.35	$54.49	$19.14	54%
	8,000	42	1,019	$38.47	$59.80	$21.33	55%
	9,000	29	1,048	$41.59	$65.11	$23.52	57%
	10,000	87	1,135	$44.71	$70.42	$25.71	58%
	20,000	21	1,156	$75.91	$123.52	$47.61	63%
	30,000	8	1,164	$107.11	$176.62	$69.51	65%
	40,000	3	1,167	$138.31	$229.72	$91.41	66%
	50,000	2	1,168	$169.51	$282.82	$113.31	67%
	60,000	1	1,169	$200.71	$335.92	$135.21	67%
	70,000	1	1,170	$231.91	$389.02	$157.11	68%
	80,000	0	1,170	$263.11	$442.12	$179.01	68%
	90,000	0	1,170	$294.31	$495.22	$200.91	68%
	100,000	1	1,171	$325.51	$548.32	$222.81	68%
	200,000	0	1,171	$637.51	$1,079.32	$441.81	69%
Rural Commercial, Irr, Water Only	0	3	3	$16.63	$17.32	$0.69	4%
	1,000	3	6	$16.63	$22.63	$6.00	36%
	2,000	3	9	$19.75	$27.94	$8.19	41%
	3,000	2	11	$22.87	$33.25	$10.38	45%
	4,000	0	11	$25.99	$38.56	$12.57	48%
	5,000	1	12	$29.11	$43.87	$14.76	51%
	6,000	1	12	$32.23	$49.18	$16.95	53%
	7,000	1	13	$35.35	$54.49	$19.14	54%
	8,000	1	14	$38.47	$59.80	$21.33	55%
	9,000	1	15	$41.59	$65.11	$23.52	57%
	10,000	3	17	$44.71	$70.42	$25.71	58%
	20,000	0	18	$75.91	$123.52	$47.61	63%
No Charge ("Zero")	0	2	2	$0.00	$0.00	$0.00	N.A.
	1,000	1	3	$0.00	$0.00	$0.00	N.A.
	2,000	1	4	$0.00	$0.00	$0.00	N.A.
	3,000	1	5	$0.00	$0.00	$0.00	N.A.
	4,000	0	5	$0.00	$0.00	$0.00	N.A.
	5,000	0	5	$0.00	$0.00	$0.00	N.A.
	6,000	0	5	$0.00	$0.00	$0.00	N.A.
	7,000	0	6	$0.00	$0.00	$0.00	N.A.
	8,000	1	6	$0.00	$0.00	$0.00	N.A.
	9,000	0	6	$0.00	$0.00	$0.00	N.A.
	10,000	1	7	$0.00	$0.00	$0.00	N.A.
	20,000	0	7	$0.00	$0.00	$0.00	N.A.
	30,000	0	8	$0.00	$0.00	$0.00	N.A.
	800,000	0	8	$0.00	$0.00	$0.00	N.A.

Chart 1 - Operating Ratio

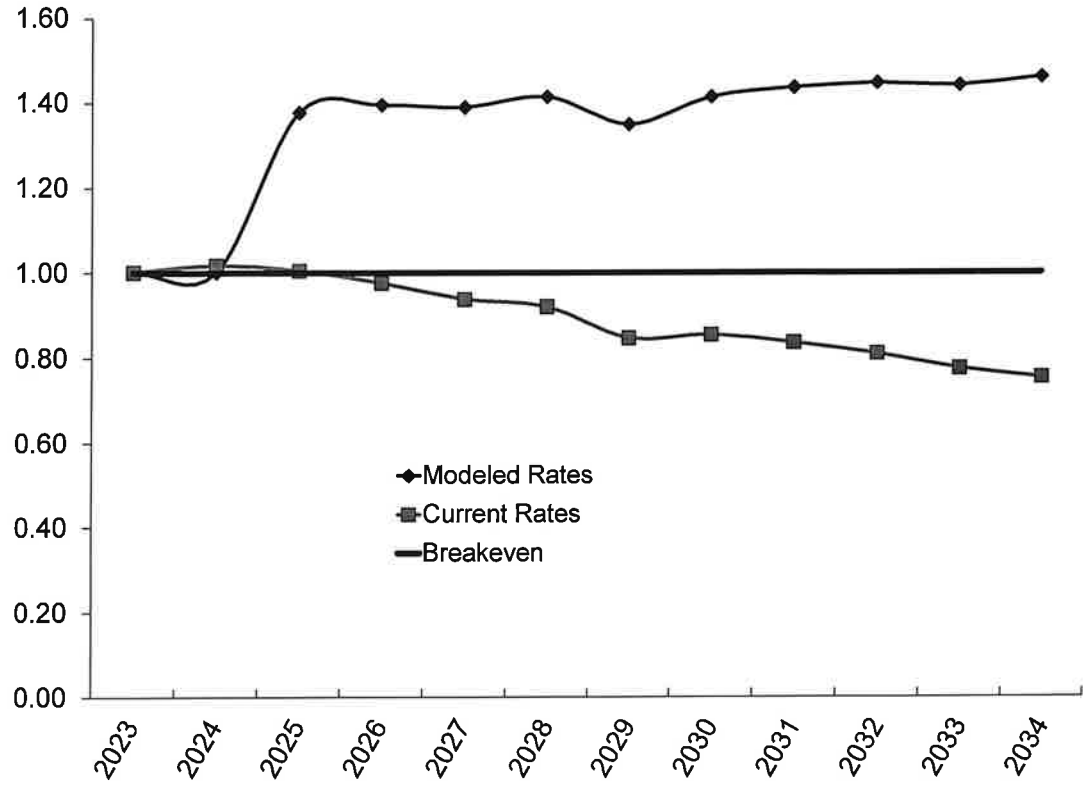


Chart 2 - Coverage Ratio

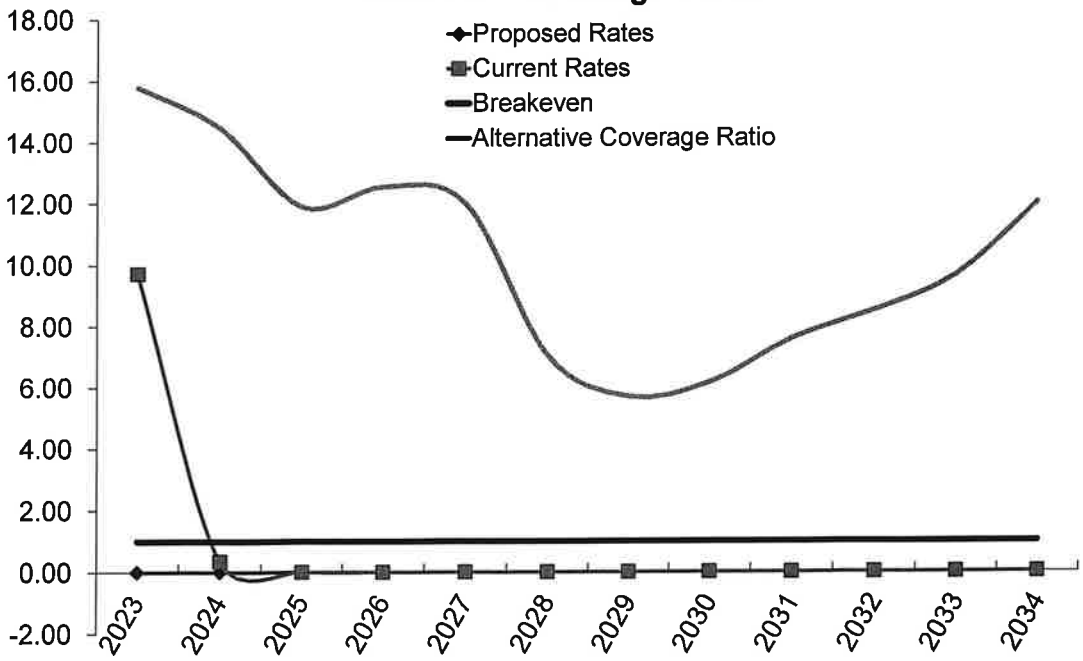


Chart 3 - Residential Users' Bills

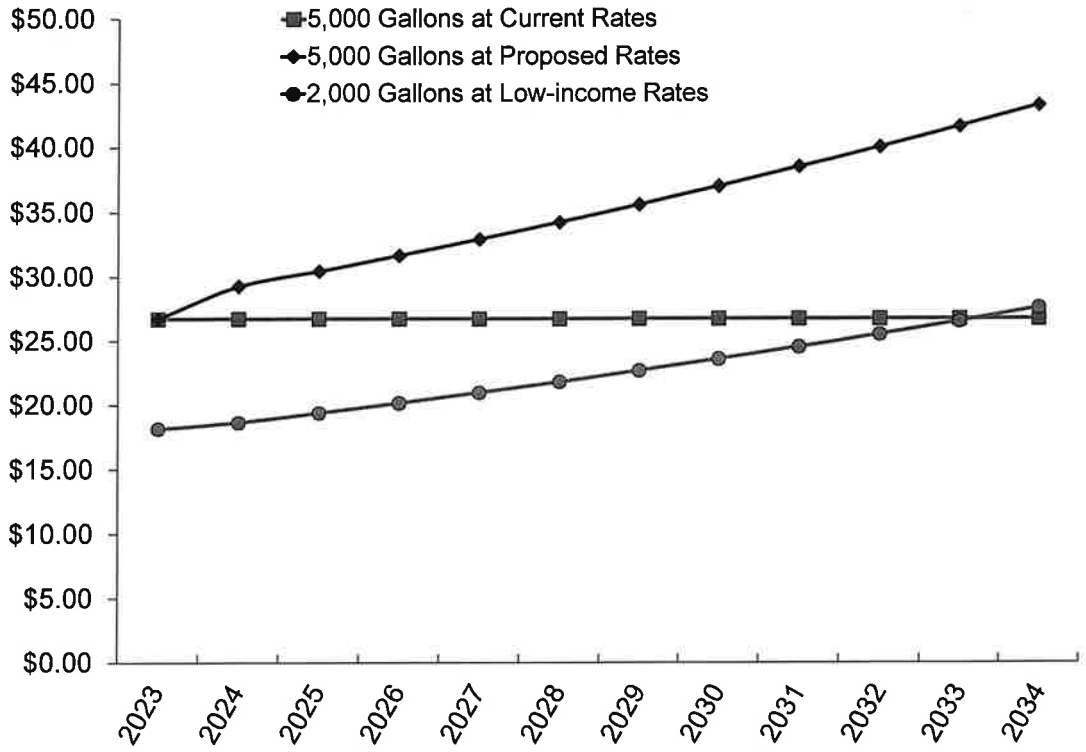


Chart 4 - Affordability

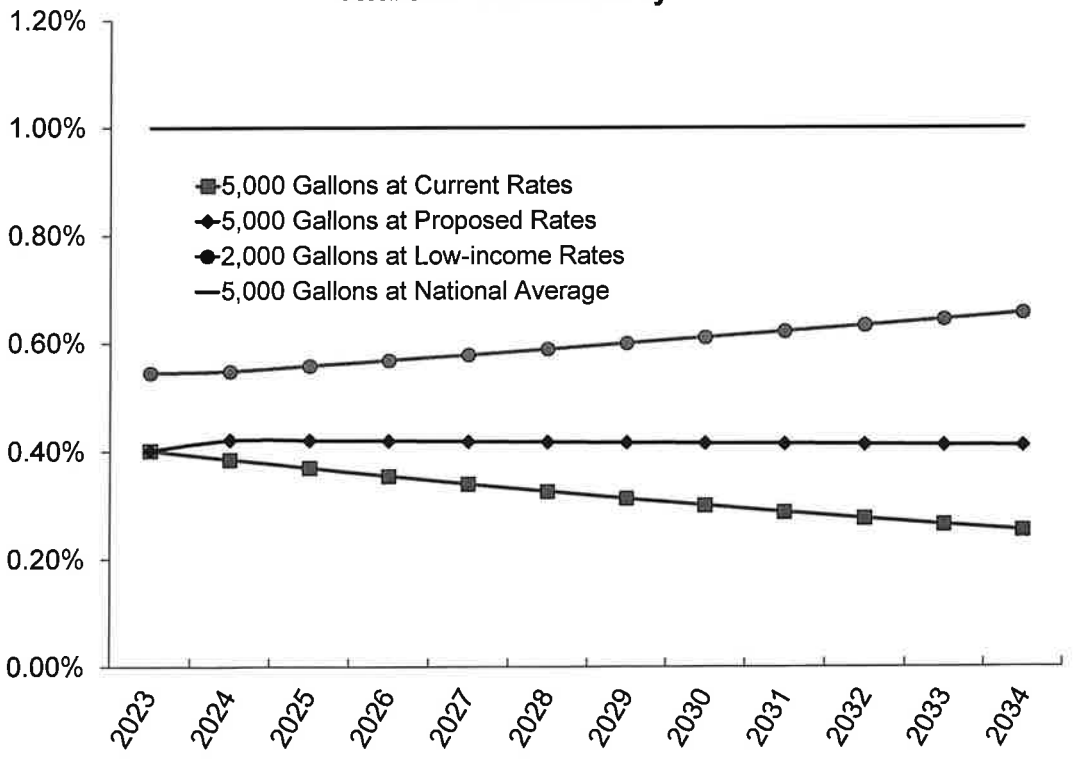


Chart 5 - Working Capital vs Goal

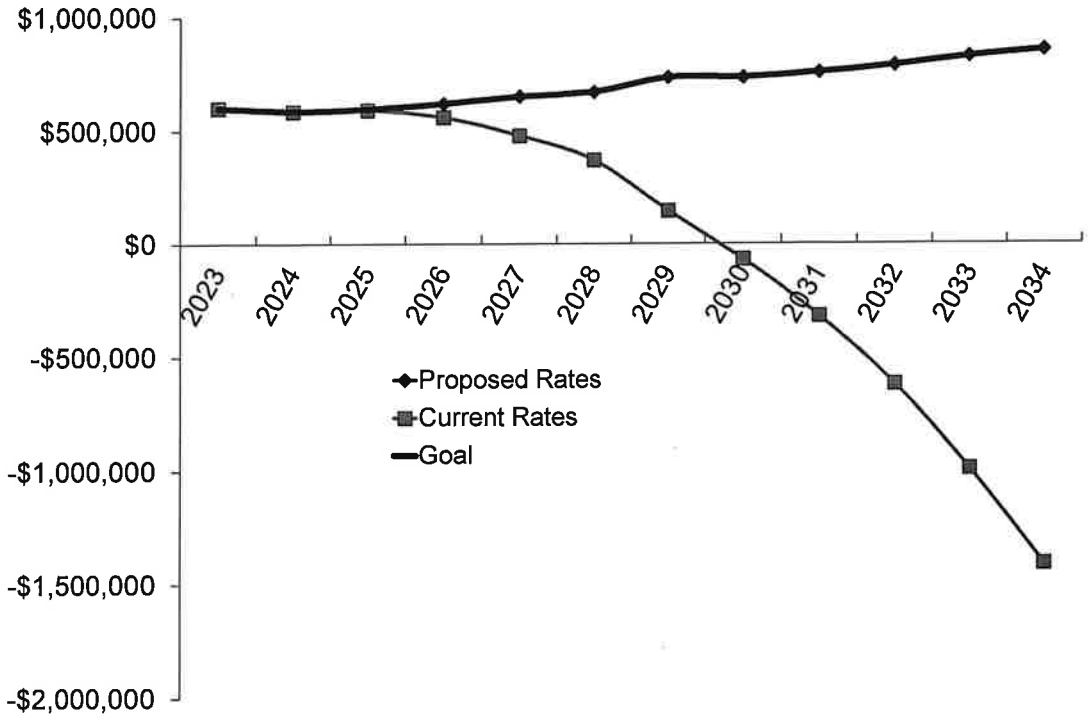


Chart 6 - Value of Cash Assets Before Inflation

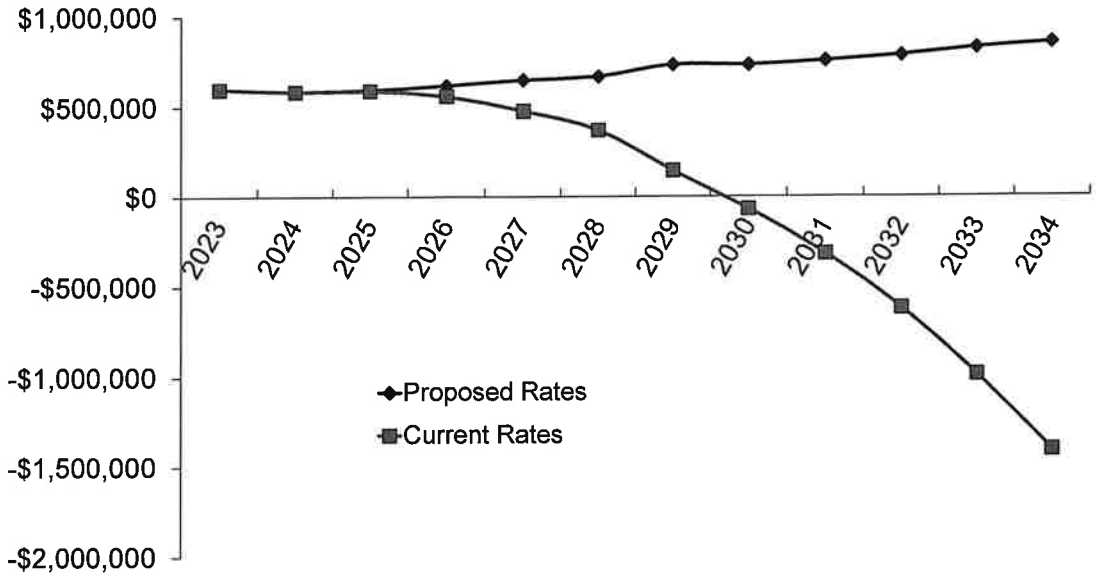


Chart 7 - Value of Cash Assets After Inflation

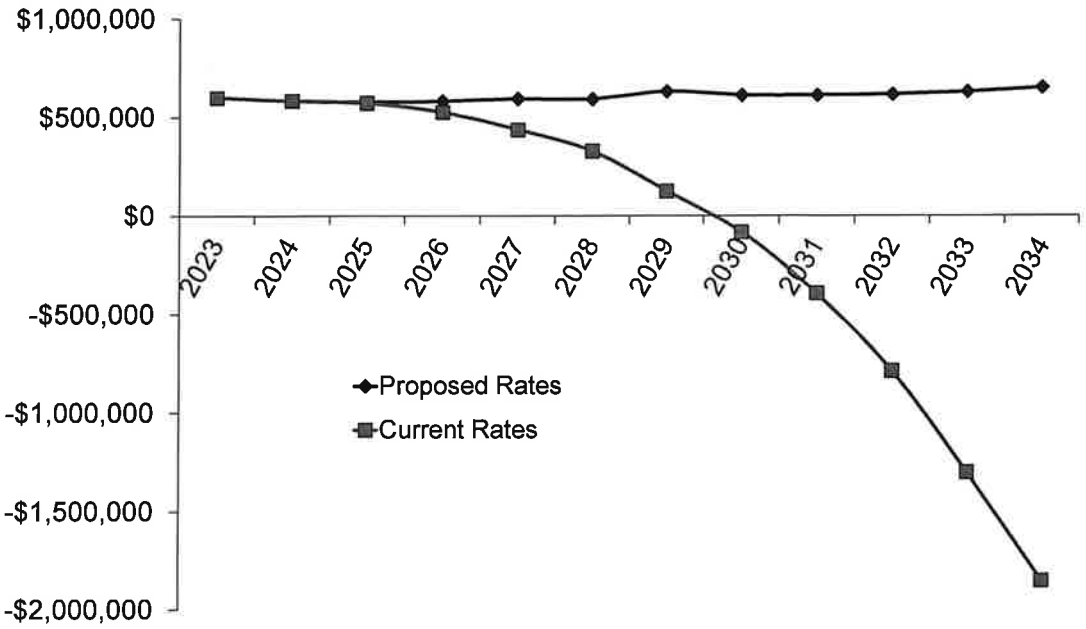
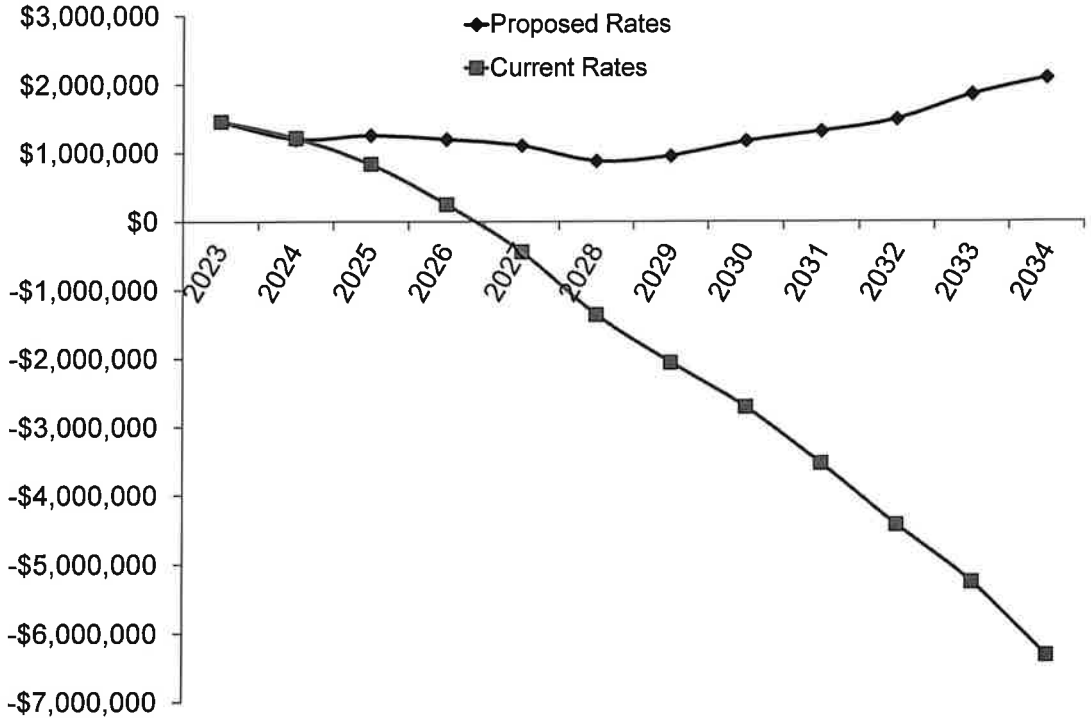


Chart 8 - Sum of All Reserves



Willard, MO, Sewer Rates Model 2024-2

This model calculated cost-to-serve rates, with level minimum and unit charges for in-City customers, and out-of-City rates in the same structure, but higher due to higher costs to serve outside of the City.

August 20, 2024

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Note: This document is a print out of the spreadsheet model used to calculate new user charge and other rates and fees for the next 10 years. These calculations are complex and are based upon many conditions and assumptions. These issues, and others, are described in a narrative report that accompanies this model.

Table 1 - Rates
Willard, MO, Sewer Rates Model 2024-2

If we received the now current rates for the utility, the current rates are in this table. Otherwise, these rates were in effect at the end of the test year. If a volume range was left out of the table, rest assured, it is in the Model. We just hid some volume ranges to make the table and report shorter. In such cases, the unit charge that applies to next lowest volume range also applies to the hidden volume ranges.

Test Year Ending and (Assumed) Current Rates

Customer Type, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Use Within Each Range in 1,000 Gallons	Billing Cycle Minimum Charge	Usage Allowance in 1,000s	Unit Charge per 1,000 Gallons
In-City Residential	0	999	0.999	$26.21	0.000	$5.85
	1,000	1,999	0.865	$26.21	0.000	$5.85
	2,000	2,999	0.774	$26.21	0.000	$5.85
	3,000	3,999	0.640	$26.21	0.000	$5.85
	4,000	4,999	0.557	$26.21	0.000	$5.85
	5,000	5,999	0.575	$26.21	0.000	$5.85
	10,000	19,999	2.488	$26.21	0.000	$5.85
	800,000	800,001	0.000	$26.21	0.000	$5.85
In-City Commercial	0	999	0.732	$26.21	0.000	$5.85
	1,000	1,999	0.711	$26.21	0.000	$5.85
	2,000	2,999	0.830	$26.21	0.000	$5.85
	3,000	3,999	0.873	$26.21	0.000	$5.85
	4,000	4,999	0.902	$26.21	0.000	$5.85
	5,000	5,999	0.902	$26.21	0.000	$5.85
	10,000	19,999	8.492	$26.21	0.000	$5.85
	800,000	800,001	0.000	$26.21	0.000	$5.85
Rural Residential	0	999	1.000	$28.52	0.000	$6.36
	1,000	1,999	0.843	$28.52	0.000	$6.36
	2,000	2,999	0.736	$28.52	0.000	$6.36
	3,000	3,999	0.573	$28.52	0.000	$6.36
	4,000	4,999	0.568	$28.52	0.000	$6.36
	5,000	5,999	0.573	$28.52	0.000	$6.36
	10,000	19,999	2.778	$28.52	0.000	$6.36
	800,000	800,001	0.000	$28.52	0.000	$6.36
Rural Commercial	0	999	1.000	$36.47	0.000	$6.36
	1,000	1,999	0.750	$36.47	0.000	$6.36
	2,000	2,999	0.889	$36.47	0.000	$6.36
	3,000	3,999	1.000	$36.47	0.000	$6.36
	4,000	4,999	1.000	$36.47	0.000	$6.36
	5,000	5,999	1.000	$36.47	0.000	$6.36
	10,000	19,999	5.667	$36.47	0.000	$6.36
	800,000	800,000	0.000	$36.47	0.000	$6.36

Table 2 - Test Year Usage

Willard, MO, Sewer Rates Model 2024-2

This table shows usage by all customers during the test year.

Test year = the one-year period being analyzed starts: 1/1/2023

Date this model created: 7/3/2024

Residential meter readings per year: 12

Other customer readings per year: 12

Bills per year: 12

Customer, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Use in Each Range in Gallons	# of Customers That "Maxed Out" in Each Range	% of Customers That "Maxed Out" in Each Range	% of Total Use in Each Range
In-City Residential	0	999	24,005,005	3	0.1%	0.0%
	1,000	1,999	20,767,000	270	11.1%	2.8%
	2,000	2,999	16,074,259	391	16.1%	8.1%
	3,000	3,999	10,294,000	482	19.8%	14.9%
	4,000	4,999	5,732,000	380	15.7%	15.7%
	5,000	5,999	3,298,000	203	8.4%	10.5%
	6,000	6,999	1,776,000	127	5.2%	7.9%
	7,000	7,999	842,000	78	3.2%	5.6%
	8,000	8,999	501,000	28	1.2%	2.4%
	9,000	9,999	379,000	10	0.4%	0.9%
	10,000	19,999	943,000	30	1.2%	3.8%
	20,000	29,999	34,000	1	0.1%	0.3%
	30,000	39,999	0	0	0.0%	0.0%
			84,645,264	2,003	82.5%	73.0%
In-City Commercial	0	999	1,205,000	37	1.5%	0.0%
	1,000	1,999	857,000	29	1.2%	0.3%
	2,000	2,999	711,000	12	0.5%	0.3%
	3,000	3,999	621,000	8	0.3%	0.2%
	4,000	4,999	560,000	5	0.2%	0.2%
	5,000	5,999	505,000	5	0.2%	0.2%
	6,000	6,999	476,000	2	0.1%	0.2%
	7,000	7,999	450,000	2	0.1%	0.2%
	8,000	8,999	422,000	2	0.1%	0.2%
	9,000	9,999	398,000	2	0.1%	0.2%
	10,000	19,999	3,380,000	10	0.4%	1.4%
	20,000	29,999	2,380,000	7	0.3%	1.8%
	30,000	39,999	1,636,000	5	0.2%	1.9%
	40,000	49,999	1,091,000	5	0.2%	2.3%
	50,000	59,999	659,000	2	0.1%	1.1%
	60,000	69,999	486,000	1	0.1%	0.9%
	70,000	79,999	334,000	1	0.0%	0.6%
	80,000	89,999	303,000	0	0.0%	0.1%
	90,000	99,999	282,000	0	0.0%	0.4%
	100,000	199,999	1,412,000	1	0.1%	2.0%
	200,000	299,999	497,000	0	0.0%	1.0%
			19,009,000	137	5.6%	16.4%

Table 2 - Test Year Usage

Customer, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Use in Each Range in Gallons	# of Customers That "Maxed Out" in Each Range	% of Customers That "Maxed Out" in Each Range	% of Total Use in Each Range
Rural Residential	0	999	3,321,000	0	0.0%	0.0%
	1,000	1,999	2,798,000	44	1.8%	0.5%
	2,000	2,999	2,059,000	62	2.5%	1.3%
	3,000	3,999	1,180,000	73	3.0%	2.3%
	4,000	4,999	670,000	43	1.8%	1.8%
	5,000	5,999	384,000	24	1.0%	1.2%
	6,000	6,999	196,000	16	0.6%	1.0%
	7,000	7,999	86,000	9	0.4%	0.7%
	8,000	8,999	48,000	3	0.1%	0.3%
	9,000	9,999	36,000	1	0.0%	0.1%
	10,000	19,999	100,000	2	0.1%	0.2%
	20,000	29,999	20,000	1	0.0%	0.2%
	30,000	39,999	0	0	0.0%	0.0%
			10,898,000	277	11.4%	9.4%
Rural Commercial	0	999	36,000	0	0.0%	0.0%
	1,000	1,999	27,000	1	0.0%	0.0%
	2,000	2,999	24,000	0	0.0%	0.0%
	3,000	3,999	24,000	0	0.0%	0.0%
	4,000	4,999	24,000	0	0.0%	0.0%
	5,000	5,999	24,000	0	0.0%	0.0%
	6,000	6,999	22,000	0	0.0%	0.0%
	7,000	7,999	18,000	0	0.0%	0.0%
	8,000	8,999	14,000	0	0.0%	0.0%
	9,000	9,999	12,000	0	0.0%	0.0%
	10,000	19,999	68,000	1	0.0%	0.1%
	20,000	29,999	8,000	0	0.0%	0.0%
	30,000	39,999	0	0	0.0%	0.0%
			301,000	3	0.1%	0.3%
		Grand Totals:	115,974,264	2,428	100%	100%

Table 3 - Operating Incomes and Basic User Data
Willard, MO, Sewer Rates Model 2024-2

This table depicts user statistics, customer growth, and system incomes and across the board "inflationary" style rate increases through the 10th year.

Annual Median Household Income (AMHI)

$76,681	Census Bureau estimate of AMHI for the year 2022
$39,565	Census Bureau estimate of AMHI for the year 2000
$37,116	AMHI growth during this time period
4.26%	Simple annual income growth rate during this time period (used to project future household incomes)

Test Year Growth of Customer Base and Average Tap Fee Paid per Connection

36	Number new Sewer connections made during test year
$1,240	Average Sewer tap or installation fee assessed during the test year

This model is programmed for rates to be reset in the "Analysis Year," also called the "0 Year" column below (heading highlighted blue). Revenues will be collected at the now-current rates for the first part of the analysis year and the modeled rates for the last part of the analysis year. Thus, the revenues shown that column of the table are "blended" revenues; part collected at the old rates and part collected at the new rates. It was then assumed that all rate adjustments made after the initial (major) adjustment will be done annually on approximately the anniversary of the first adjustment. If rates will not be adjusted during the "0 Year," an adjustment (normally a revenue reduction) was calculated below to account for the late start in making the first adjustments.

Basic User (Customer) Data (First year balances and incomes are actual, subsequent years are projected.)	Inflation/ Deflation (–) Factor	Test Year	Analysis Year	Years Following the Analysis Year (for Which Results Have Been Projected)									
		Starting	0 Year Starting	1st Year Starting	2nd Year Starting	3rd Year Starting	4th Year Starting	5th Year Starting	6th Year Starting	7th Year Starting	8th Year Starting	9th Year Starting	10th Year Starting
		1/1/23	1/1/24	1/1/25	1/1/26	1/1/27	1/1/28	1/1/29	1/1/30	1/1/31	1/1/32	1/1/33	1/1/34
Rate Increases Projected for Future Years	N.A.	N.A.	N.A.		4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
				The row above shows the rate at which user charge fees should be increased for each year beyond the initial rate adjustment year. Unless stated otherwise, these should be across-the-board increases to all rates and fees and that should continue until a new rate analysis is done.									
Average Number of Customers	N.A.	2,428	2,465	2,501	2,537	2,574	2,610	2,646	2,683	2,719	2,756	2,792	2,828
Customers Added or Lost (-) Each Year	N.A.	36.4	36.4	36.4	36.4	36.4	36.4	36.4	36.4	36.4	36.4	36.4	36.4
Customer Growth or Loss (-) Rate	N.A.	1.50%	1.48%	1.45%	1.43%	1.41%	1.39%	1.37%	1.36%	1.34%	1.32%	1.30%	1.29%
Test Year (Actual) and Projected Future Years' Sales, in Gallons	N.A.	115,974,264	117,711,420	119,448,577	121,185,733	122,922,889	124,660,045	126,397,202	128,134,358	129,871,514	131,608,671	133,345,827	135,082,983
Calculated User Charge Fees, Accounting for New Customers and Future Rate Increases Over the Years													
Actual or Calculated Sales Revenues		$1,456,296	$1,457,476	$1,963,416	$2,071,649	$2,185,399	$2,304,935	$2,430,537	$2,562,499	$2,701,129	$2,846,750	$2,999,698	$3,160,327
Additional Sales Revenues From New Customers			$59	$28,554	$29,696	$30,884	$32,120	$33,404	$34,741	$36,130	$37,575	$39,078	$40,642
Total Calculated Revenues (User Charge Fees)		$1,456,296	$1,457,534	$1,991,970	$2,101,346	$2,216,284	$2,337,055	$2,463,941	$2,597,239	$2,737,259	$2,884,325	$3,038,776	$3,200,969
Operating Incomes													
Sewer Sales - All (Including Taxes)	N.A.	$1,481,554	$1,482,813	$2,026,519	$2,137,791	$2,254,722	$2,377,588	$2,506,675	$2,642,285	$2,784,733	$2,934,350	$3,091,480	$3,256,486
PENALTY INCOME-SEWER	N.A.	$27,531	$27,938	$28,344	$28,750	$29,156	$29,563	$29,969	$30,375	$30,782	$31,188	$31,594	$32,001
HOOK UP FEES RECEIVE-SEWER	% Above	$45,100	$44,977	$44,977	$44,977	$44,977	$44,977	$44,977	$44,977	$44,977	$44,977	$44,977	$44,977
Adjusted Meter Size-based Plant Investment Fees (Cochran Fees)	% Above	$0	$0	$40,701	$40,701	$40,701	$40,701	$40,701	$40,701	$40,701	$40,701	$40,701	$40,701
INTEREST INCOME-SEWER	N.A.	$37,738	$3,619	$3,530	$8,329	$8,773	$9,310	$9,732	$10,637	$12,656	$11,929	$12,041	$12,760
MISCELLANEOUS INCOME-SEWER	N.A.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CONVENIENCE FEE-SEWER	N.A.	$19,764	$19,764	$19,764	$19,764	$19,764	$19,764	$19,764	$19,764	$19,764	$19,764	$19,764	$19,764
GRANT RECEIPTS-SEWER	N.A.	$58,737	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRANSFER IN-SEWER	N.A.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
CAPITAL ASSET SALES-SEWER	N.A.	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103	$7,103
Total Operating Incomes		**$1,677,528**	**$1,586,215**	**$2,170,939**	**$2,287,416**	**$2,405,198**	**$2,529,006**	**$2,658,922**	**$2,795,843**	**$2,940,717**	**$3,090,013**	**$3,247,661**	**$3,413,812**

Table 4 - Operating Costs and Net Income

Willard, MO, Sewer Rates Model 2024-2

This table depicts expenses during the test year, this year and for the next 10 years. Some future costs will experience inflation. Those costs that go up as use goes up are increased by the cost inflation factor plus the growth rate in users.

(First year costs and net incomes are actual, subsequent years are projected)			Analysis Year	Years Following the Analysis Year (for Which Results Have Been Projected)									
Expense Items	Inflation/ Deflation (–) Factor	Test Year Starting 1/1/23	0 Year Starting 1/1/24	1st Year Starting 1/1/25	2nd Year Starting 1/1/26	3rd Year Starting 1/1/27	4th Year Starting 1/1/28	5th Year Starting 1/1/29	6th Year Starting 1/1/30	7th Year Starting 1/1/31	8th Year Starting 1/1/32	9th Year Starting 1/1/33	10th Year Starting 1/1/34
SUPPLIES-SEWER	4.0%	$14,910	$15,735	$16,603	$17,514	$18,472	$19,479	$20,536	$21,647	$22,814	$24,040	$25,327	$26,679
PERMIT FEES-SEWER	4.0%	$3,000	$3,120	$3,245	$3,375	$3,510	$3,650	$3,796	$3,948	$4,106	$4,270	$4,441	$4,618
BUILDING MAINTENANCE-SEWER	4.0%	$89	$92	$96	$100	$104	$108	$112	$117	$122	$126	$132	$137
CUSTODIAL SUPPLIES-SEWER	4.0%	$172	$179	$186	$194	$202	$210	$218	$227	$236	$245	$255	$265
MISCELLANEOUS EXPENSE-SEWER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
OFFICE SUPPLIES-SEWER	4.0%	$4,480	$4,728	$4,989	$5,263	$5,551	$5,853	$6,171	$6,505	$6,855	$7,224	$7,611	$8,017
POSTAGE-SEWER	4.0%	$12,491	$13,182	$13,909	$14,672	$15,475	$16,318	$17,204	$18,135	$19,113	$20,139	$21,218	$22,350
REPAIRS AND MAINTENANCE-SEWER	4.0%	$118,585	$123,328	$128,261	$133,392	$138,727	$144,277	$150,048	$156,050	$162,292	$168,783	$175,535	$182,556
SUPPLIES SMALL EQUIPMENT-SEWER	4.0%	$11,232	$11,681	$12,148	$12,634	$13,139	$13,665	$14,212	$14,780	$15,371	$15,986	$16,626	$17,291
HOOK UP EXPENSE-SEWER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
ADVERTISING-SEWER	4.0%	$105	$109	$114	$118	$123	$128	$133	$138	$144	$149	$155	$162
AUDIT EXPENSE-SEWER	4.0%	$7,820	$8,133	$8,458	$8,796	$9,148	$9,514	$9,895	$10,291	$10,702	$11,130	$11,576	$12,039
BANK/CREDIT CARD FEES-SEWER	4.0%	$22,709	$23,966	$25,287	$26,676	$28,135	$29,668	$31,279	$32,971	$34,748	$36,615	$38,576	$40,635
CONTRACT LABOR-SEWER	4.0%	$3,833	$3,986	$4,146	$4,312	$4,484	$4,663	$4,850	$5,044	$5,246	$5,456	$5,674	$5,901
DUES AND SUBSCRIPTIONS-SEWER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
EQUIPMENT RENTAL-SEWER	4.0%	$3,082	$3,253	$3,432	$3,621	$3,819	$4,027	$4,246	$4,475	$4,717	$4,970	$5,236	$5,516
INSURANCE-SEWER	4.0%	$42,976	$44,695	$46,483	$48,342	$50,276	$52,287	$54,378	$56,553	$58,816	$61,168	$63,615	$66,160
LEGAL-SEWER	4.0%	$22,333	$23,227	$24,156	$25,122	$26,127	$27,172	$28,259	$29,389	$30,565	$31,787	$33,059	$34,381
PROFESSIONAL-SEWER	4.0%	$45,915	$47,752	$49,662	$51,648	$53,714	$55,863	$58,097	$60,421	$62,838	$65,351	$67,965	$70,684
SAFETY PROGRAM-SEWER	4.0%	$581	$604	$628	$653	$680	$707	$735	$764	$795	$827	$860	$894
CITIZEN TRASH EXPENSE-SEWER	4.0%	$313,840	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRAVEL EXPENSE-SEWER	4.0%	$411	$428	$445	$462	$481	$500	$520	$541	$563	$585	$608	$633
TRAINING & EDUCATION-SEWER	4.0%	$1,020	$1,061	$1,104	$1,148	$1,194	$1,241	$1,291	$1,343	$1,396	$1,452	$1,510	$1,571
RECYCLE CENTER EXPENSE	4.0%	$5,505	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
RENT-SEWER	4.0%	$1,250	$1,300	$1,352	$1,406	$1,462	$1,521	$1,582	$1,645	$1,711	$1,779	$1,850	$1,924
EQUIPMENT/SOFTWARE CONTRACTS-SEW...	4.0%	$12,381	$12,877	$13,392	$13,927	$14,484	$15,064	$15,666	$16,293	$16,945	$17,622	$18,327	$19,060

Table 4 - Operating Costs and Net Income

Expense Items	Inflation/ Deflation (–) Factor	Test Year Starting 1/1/23	0 Year Starting 1/1/24	1st Year Starting 1/1/25	2nd Year Starting 1/1/26	3rd Year Starting 1/1/27	4th Year Starting 1/1/28	5th Year Starting 1/1/29	6th Year Starting 1/1/30	7th Year Starting 1/1/31	8th Year Starting 1/1/32	9th Year Starting 1/1/33	10th Year Starting 1/1/34
SPRINGFIELD SEWER CHARGES-SEWER with 8% increases next 2 years, then 6% in years after that	6.0%	$504,554	$544,918	$597,070	$642,099	$690,381	$742,146	$797,637	$857,115	$920,860	$989,168	$1,062,358	$1,140,789
TELEPHONE-SEWER	4.0%	$2,217	$2,306	$2,398	$2,494	$2,594	$2,698	$2,805	$2,918	$3,034	$3,156	$3,282	$3,413
INTERNET-SEWER	4.0%	$5,846	$6,080	$6,323	$6,576	$6,839	$7,113	$7,397	$7,693	$8,001	$8,321	$8,654	$9,000
UTILITIES ELECTRIC-SEWER	4.0%	$82,881	$87,468	$92,290	$97,357	$102,682	$108,278	$114,156	$120,332	$126,819	$133,633	$140,789	$148,304
UTILITIES GAS-SEWER	4.0%	$696	$724	$753	$783	$814	$846	$880	$916	$952	$990	$1,030	$1,071
UTILITIES OTHER-SEWER	4.0%	$2,203	$2,292	$2,383	$2,479	$2,578	$2,681	$2,788	$2,900	$3,016	$3,136	$3,262	$3,392
VEHICLE EXPENSE FUEL-SEWER	4.0%	$11,501	$11,961	$12,440	$12,937	$13,455	$13,993	$14,553	$15,135	$15,740	$16,370	$17,025	$17,706
EQUIPMENT FUEL-SEWER	4.0%	$5,600	$5,824	$6,057	$6,299	$6,551	$6,813	$7,086	$7,369	$7,664	$7,970	$8,289	$8,621
VEHICLE REPAIR & MAINT-SEWER	4.0%	$6,596	$6,860	$7,134	$7,420	$7,717	$8,025	$8,346	$8,680	$9,027	$9,388	$9,764	$10,154
EQUIPMENT REPAIR & MAINT-SEWER	4.0%	$4,747	$4,937	$5,134	$5,339	$5,553	$5,775	$6,006	$6,246	$6,496	$6,756	$7,026	$7,307
VEHICLE LEASE-SEWER	4.0%	$21,470	$22,329	$23,222	$24,151	$25,117	$26,122	$27,167	$28,253	$29,383	$30,559	$31,781	$33,052
EQUIPMENT LEASE	4.0%	$3,179	$3,306	$3,439	$3,576	$3,719	$3,868	$4,023	$4,184	$4,351	$4,525	$4,706	$4,894
SALARIES-SEWER	4.0%	$357,924	$372,241	$387,130	$402,615	$418,720	$435,469	$452,888	$471,003	$489,843	$509,437	$529,814	$551,007
SALARIES OVERTIME-SEWER	4.0%	$10,691	$11,119	$11,563	$12,026	$12,507	$13,007	$13,527	$14,068	$14,631	$15,216	$15,825	$16,458
PAYROLL TAXES-SEWER	4.0%	$27,466	$28,565	$29,708	$30,896	$32,132	$33,417	$34,754	$36,144	$37,590	$39,093	$40,657	$42,283
RETIREMENT-SEWER	4.0%	$16,787	$17,459	$18,157	$18,884	$19,639	$20,425	$21,241	$22,091	$22,975	$23,894	$24,850	$25,844
PENSION EXPENSE-SEWER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
UNIFORMS-SEWER	4.0%	$628	$654	$680	$707	$735	$765	$795	$827	$860	$895	$930	$968
GROUP INSURANCE-SEWER	4.0%	$79,978	$83,178	$86,505	$89,965	$93,563	$97,306	$101,198	$105,246	$109,456	$113,834	$118,388	$123,123
CAPITAL ASSET EXP-SEWER	4.0%	$344,467	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5
CAPITAL ASSET EXP EQUIPMENT-SEWER	N.A.	$7,039	$26,500	$13,750	$13,000	$13,000	$10,000	$85,000	$363,000	$113,000	$10,000	$10,000	$13,000
PRINCIPAL EXPENSE-SEWER	0.0%	$192,439	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5
INTEREST EXPENSE-SEWER	0.0%	$127,257	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5
FISCAL AGENT FEES-SEWER	4.0%	$1,500	$1,560	$1,622	$1,687	$1,755	$1,825	$1,898	$1,974	$2,053	$2,135	$2,220	$2,309
BAD DEBT EXPENSE-SEWER	4.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
User Charge Analysis Services	5.0%	$0	$11,395	$0	$0	$12,563	$0	$0	$13,851	$0	$0	$15,270	$0
Total CIP-related Payouts	N.A.	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5	Table 5
Total Operating Costs		**$2,466,389**	**$1,595,109**	**$1,665,852**	**$1,754,865**	**$1,861,920**	**$1,946,484**	**$2,127,373**	**$2,531,221**	**$2,385,844**	**$2,408,184**	**$2,556,075**	**$2,684,147**
Net Income (or Loss)		-$788,862	-$8,895	$505,087	$532,751	$543,278	$582,522	$531,549	$264,622	$554,873	$681,829	$691,586	$729,665
Working Capital Goal: 50%	In Dollars, That is:	$1,233,195	$797,555	$832,926	$877,332	$930,960	$973,242	$1,063,687	$1,265,611	$1,192,922	$1,204,092	$1,278,038	$1,342,074

Notes: The Springfield treatment contract expense, highlighted gold, calls for 8% increases for 2 years. I assumed 6% per year after that. Most expenses are expected to rise by four percent each year. The green highlighted expenses are expected to do that, plus rise as new customers connect and use more water. Also, principal and interest expenses is related to capital improvements, so those are handled in Table 5.

Table 5 - Capital Improvement Program (CIP)

Willard, MO, Sewer Rates Model 2024-2

This table depicts capital improvements and their funding. Costs reflect inflation.		Analysis Year	Years Following the Analysis Year (for Which Improvement Projects, Costs, Funding, etc. Have Been Projected)									
	Test Year Starting	0 Year Starting	1st Year Starting	2nd Year Starting	3rd Year Starting	4th Year Starting	5th Year Starting	6th Year Starting	7th Year Starting	8th Year Starting	9th Year Starting	10th Year Starting
	1/1/23	1/1/24	1/1/25	1/1/26	1/1/27	1/1/28	1/1/29	1/1/30	1/1/31	1/1/32	1/1/33	1/1/34
Planned Spending, Debt-paid Portion of Projects (CIP costs to be funded with loans are shown in this section.)												
Waste Water Treatment Plant	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$13,439,164
Loan Closing Costs, Estimated at: 1.0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$134,392
Total Debt-paid Portion of Projects	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$13,573,555
Planned Spending, Grant-paid Portion of Projects (CIP costs to be grant-funded are shown here.)												
94 Lift Station/Force Main (EPA Grant)	$0	$0	$2,978,320	$0	$0	$0	$0	$0	$0	$0	$0	$0
Meadows 50% Construction (ARPA Grant)	$0	$0	$710,395	$0	$0	$0	$0	$0	$0	$0	$0	$0
Waste Water Treatment Plant	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$6,719,582
Total Grant-paid Portion of Projects	$0	$0	$3,688,715	$0	$0	$0	$0	$0	$0	$0	$0	$6,719,582
Planned Spending, Cash-paid Portion of Projects (CIP costs to be funded from reserves are shown here.)												
94 Lift Station/Force Main	$0	$0	$744,580	$0	$0	$0	$0	$0	$0	$0	$0	$0
Meadows 50% Construction	$0	$0	$187,705	$0	$0	$0	$0	$0	$0	$0	$0	$0
Capital Assets (See City's Capital Improvements Plan for Details)	$0	$100,000	$195,700	$466,796	$207,618	$213,847	$220,262	$226,870	$233,676	$240,686	$247,907	$255,344
Grant Acquisition Costs, Estimated at: 1.0%	$0	$0	$36,887	$0	$0	$0	$0	$0	$0	$0	$0	$67,196
Total Cash-paid Portion of Projects	$0	$100,000	$1,164,872	$466,796	$207,618	$213,847	$220,262	$226,870	$233,676	$240,686	$247,907	$322,540
Total CIP Costs	**$0**	**$100,000**	**$4,853,587**	**$466,796**	**$207,618**	**$213,847**	**$220,262**	**$226,870**	**$233,676**	**$240,686**	**$247,907**	**$20,615,677**
Debt Repayment												
Existing Debt Payments (Following is debt that was initiated during the test year or earlier.)												
Total Debt, Sewer Portion	$98,791	$101,028	$100,644	$100,178	$99,631	$96,544	$0	$0	$0	$0	$0	$0
New Debt Payments	(Following are payments for projects to be paid with new debt. It is assumed these will be loan/lease-financed for a term of:							20	years at a		2.0%	interest rate.)
Total Debt Payments	$98,791	$101,028	$100,644	$100,178	$99,631	$96,544	$0	$0	$0	$0	$0	$0
Total CIP-related Payouts	**$98,791**	**$201,028**	**$4,954,231**	**$566,974**	**$307,249**	**$310,390**	**$220,262**	**$226,870**	**$233,676**	**$240,686**	**$247,907**	**$20,615,677**
(This is the total cash required for this CIP and debt payment schedule. These amounts must come from utility income, reserves or outside sources, as shown in the next section.)												
CIP Fund Sources (Following are the sources and amounts of funds expected to pay for the above CIP schedule.)												
Cash Reserves (Internal Funds)												
Debt and CIP Reserves Starting Balance	$0	-$98,791	-$301,795	-$1,548,149	-$1,657,742	-$1,508,495	-$1,308,816	-$1,114,150	-$1,300,605	-$932,731	-$521,413	-$162,108
Working Capital Transferred In	$0	$0	$25,197	$488,345	$489,651	$540,240	$441,104	$62,698	$627,562	$670,659	$617,840	$865,629
Debt and CIP Reserves Interest Earned (or Paid)	$0	-$1,976	-$6,036	-$30,963	-$33,155	-$30,170	-$26,176	-$22,283	-$26,012	-$18,655	-$10,428	-$3,242
Total Available Internal Funds	$0	-$100,766	-$282,633	-$1,090,768	-$1,201,246	-$998,425	-$893,888	-$1,073,735	-$699,055	-$280,727	$85,799	$500,279
Grant and Loan Proceeds (External Funds)												
EPA and ARPA Grants for Lift Station and Meadows, Not Determined for WWTP	$0	$0	$3,688,715	$0	$0	$0	$0	$0	$0	$0	$0	$6,719,582
Loan Originated in 10th Year												$13,573,555
Total Available External Funds	$0	$0	$3,688,715	$0	$0	$0	$0	$0	$0	$0	$0	$20,293,137
Total Available Funds	$0	-$100,766	$3,406,082	-$1,090,768	-$1,201,246	-$998,425	-$893,888	-$1,073,735	-$699,055	-$280,727	$85,799	$20,793,416
Outcomes	(This CIP spending and funding plan will result in the following cash needs and ending balances each year.)											
Total Available Funds	$0	-$100,766	$3,406,082	-$1,090,768	-$1,201,246	-$998,425	-$893,888	-$1,073,735	-$699,055	-$280,727	$85,799	$20,793,416
Total CIP-related Payouts	$98,791	$201,028	$4,954,231	$566,974	$307,249	$310,390	$220,262	$226,870	$233,676	$240,686	$247,907	$20,615,677
Debt and CIP Reserves Ending Balances	-$98,791	-$301,795	-$1,548,149	-$1,657,742	-$1,508,495	-$1,308,816	-$1,114,150	-$1,300,605	-$932,731	-$521,413	-$162,108	$177,739

Notes: The City has a capital improvements plan, from which the above project data came. EPA and ARPA grants have been acquired for the lift station and Meadows projects. I assumed the WWTP project will be funded 75% by SRF loans, and 25% by grants. However, that project, being scheduled for the last year of the modeling period, has no effect on this round of rates. Later rate analyses will pick up the effects of that project and calculate rates accordingly. Other projects are generally not eligible for grants and loans, so those are to be funded with utility reserves and incomes.

Table 8 - Average Cost Classification

Willard, MO, Sewer Rates Model 2024-2

This table distributes costs from a representative year (the "average rate structure basis year) to fixed and variable categories (see Definitions) in order to calculate the "cost of service" rate structure for that year.

The average rate structure basis year runs from: 1/1/2028 through 12/31/2028

Cost Items During the Basis Year	Cost During Basis Year	Fixed Cost %	Variable Cost %	Fixed Cost	Variable Cost
SUPPLIES-SEWER	$19,479	50.0%	50.0%	$9,739	$9,739
PERMIT FEES-SEWER	$3,650	100.0%	0.0%	$3,650	$0
BUILDING MAINTENANCE-SEWER	$108	100.0%	0.0%	$108	$0
CUSTODIAL SUPPLIES-SEWER	$210	100.0%	0.0%	$210	$0
MISCELLANEOUS EXPENSE-SEWER	$0	100.0%	0.0%	$0	$0
OFFICE SUPPLIES-SEWER	$5,853	100.0%	0.0%	$5,853	$0
POSTAGE-SEWER	$16,318	100.0%	0.0%	$16,318	$0
REPAIRS AND MAINTENANCE-SEWER	$144,277	50.0%	50.0%	$72,138	$72,138
SUPPLIES SMALL EQUIPMENT-SEWER	$13,665	50.0%	50.0%	$6,833	$6,833
HOOK UP EXPENSE-SEWER	$0	34.6%	65.4%	$0	$0
ADVERTISING-SEWER	$128	100.0%	0.0%	$128	$0
AUDIT EXPENSE-SEWER	$9,514	100.0%	0.0%	$9,514	$0
BANK/CREDIT CARD FEES-SEWER	$29,668	34.6%	65.4%	$10,265	$19,403
CONTRACT LABOR-SEWER	$4,663	50.0%	50.0%	$2,332	$2,332
DUES AND SUBSCRIPTIONS-SEWER	$0	50.0%	50.0%	$0	$0
EQUIPMENT RENTAL-SEWER	$4,027	50.0%	50.0%	$2,013	$2,013
INSURANCE-SEWER	$52,287	100.0%	0.0%	$52,287	$0
LEGAL-SEWER	$27,172	100.0%	0.0%	$27,172	$0
PROFESSIONAL-SEWER	$55,863	50.0%	50.0%	$27,931	$27,931
SAFETY PROGRAM-SEWER	$707	50.0%	50.0%	$353	$353
TRAVEL EXPENSE-SEWER	$500	50.0%	50.0%	$250	$250
TRAINING & EDUCATION-SEWER	$1,241	50.0%	50.0%	$621	$621
RENT-SEWER	$1,521	100.0%	0.0%	$1,521	$0
EQUIPMENT/SOFTWARE CONTRACTS-SEW...	$15,064	100.0%	0.0%	$15,064	$0
SPRINGFIELD SEWER CHARGES-SEWER with 8% Increases next 2 years, then 6% in years after that	$742,146	0.0%	100.0%	$0	$742,146
TELEPHONE-SEWER	$2,698	100.0%	0.0%	$2,698	$0
INTERNET-SEWER	$7,113	100.0%	0.0%	$7,113	$0
UTILITIES ELECTRIC-SEWER	$108,278	0.0%	100.0%	$0	$108,278
UTILITIES GAS-SEWER	$846	100.0%	0.0%	$846	$0
UTILITIES OTHER-SEWER	$2,681	100.0%	0.0%	$2,681	$0
VEHICLE EXPENSE FUEL-SEWER	$13,993	50.0%	50.0%	$6,997	$6,997
EQUIPMENT FUEL-SEWER	$6,813	50.0%	50.0%	$3,407	$3,407
VEHICLE REPAIR & MAINT-SEWER	$8,025	50.0%	50.0%	$4,013	$4,013
EQUIPMENT REPAIR & MAINT-SEWER	$5,775	50.0%	50.0%	$2,888	$2,888
VEHICLE LEASE-SEWER	$26,122	50.0%	50.0%	$13,061	$13,061
EQUIPMENT LEASE	$3,868	50.0%	50.0%	$1,934	$1,934
SALARIES-SEWER	$435,469	50.0%	50.0%	$217,734	$217,734
SALARIES OVERTIME-SEWER	$13,007	50.0%	50.0%	$6,504	$6,504

Table 8 - Average Cost Classification

Cost Items During the Basis Year	Cost During Basis Year	Fixed Cost %	Variable Cost %	Fixed Cost	Variable Cost
PAYROLL TAXES-SEWER	$33,417	50.0%	50.0%	$16,709	$16,709
RETIREMENT-SEWER	$20,425	50.0%	50.0%	$10,212	$10,212
PENSION EXPENSE-SEWER	$0	50.0%	50.0%	$0	$0
UNIFORMS-SEWER	$765	50.0%	50.0%	$382	$382
GROUP INSURANCE-SEWER	$97,306	50.0%	50.0%	$48,653	$48,653
CAPITAL ASSET EXP-SEWER	$0	50.0%	50.0%	$0	$0
CAPITAL ASSET EXP EQUIPMENT-SEWER	$10,000	50.0%	50.0%	$5,000	$5,000
PRINCIPAL EXPENSE-SEWER	$0	50.0%	50.0%	$0	$0
INTEREST EXPENSE-SEWER	$0	50.0%	50.0%	$0	$0
FISCAL AGENT FEES-SEWER	$1,825	50.0%	50.0%	$912	$912
BAD DEBT EXPENSE-SEWER	$0	34.6%	65.4%	$0	$0
Annual Payment to R&R Reserve (Table 7)	$0	50.0%	50.0%	$0	$0
User Charge Analysis Services	$0	34.6%	65.4%	$0	$0
Total CIP-related Payouts, Less Capacity Charges From Tables 14 & 16 (This value can be negative)	$269,689	50.0%	50.0%	$134,844	$134,844
Grand Total Costs, Weighted Avg Percentages	$2,216,173	33.9%	66.1%	$750,887	$1,465,286

Bases for Cost to Serve Rate Structure	
Number Customers During Basis Year	2,610
Billed Volume, in Gallons, During Basis Year	124,660,045
Average Fixed Cost per User per Month During Basis Year	$23.97
Average Variable Cost to Produce per 1,000 Gallons During Basis Year	$11.75
Gallons per Billing Cycle Used by Average Residential Customer	3,521

	100%	$2,216,173
Inflow and Infiltration for the test year is Estimated at		18%
Inflow and Infiltration is Estimated at This % of Average Cost (Marginal Cost)		69%
At Recommended Unit Charge Rates, Resulting Marginal Cost of Unbilled-for Water		$180,088
Test Year Customer Volume, in Gallons		115,974,264
+ Test Year Inflow and Infiltration, in Gallons		26,124,336
Total Test Year Volume, in Gallons, From Master Meter Readings		142,098,600

Table 9 - Marginal Cost Classification

Willard, MO, Sewer Rates Model 2024-2

The utility incurs "marginal" costs. These costs are unavoidable. Thus, the utility must collect minimal fees from various customers to "break even" on a marginal cost basis. Costs vary by customer type and volume used.

Below, it is assumed that marginal variable costs are being calculated for: Inflow and Infiltration

(Fixed costs are irrelevant in this case)

The marginal rate structure basis year runs from: 1/1/2028 through 12/31/2028

Cost Items During the Basis Year	Fixed Cost	Variable Cost	Marginal Fixed Cost %	Marginal Variable Cost %	Marginal Fixed Cost	Marginal Variable Cost
SUPPLIES-SEWER	$9,739	$9,739	100%	100%	$9,739	$9,739
PERMIT FEES-SEWER	$3,650	$0	50%	50%	$1,825	$0
BUILDING MAINTENANCE-SEWER	$108	$0	0%	0%	$0	$0
CUSTODIAL SUPPLIES-SEWER	$210	$0	0%	0%	$0	$0
MISCELLANEOUS EXPENSE-SEWER	$0	$0	100%	100%	$0	$0
OFFICE SUPPLIES-SEWER	$5,853	$0	0%	0%	$0	$0
POSTAGE-SEWER	$16,318	$0	0%	0%	$0	$0
REPAIRS AND MAINTENANCE-SEWER	$72,138	$72,138	50%	50%	$36,069	$36,069
SUPPLIES SMALL EQUIPMENT-SEWER	$6,833	$6,833	50%	50%	$3,416	$3,416
HOOK UP EXPENSE-SEWER	$0	$0	50%	50%	$0	$0
ADVERTISING-SEWER	$128	$0	0%	0%	$0	$0
AUDIT EXPENSE-SEWER	$9,514	$0	0%	0%	$0	$0
BANK/CREDIT CARD FEES-SEWER	$10,265	$19,403	0%	0%	$0	$0
CONTRACT LABOR-SEWER	$2,332	$2,332	50%	50%	$1,166	$1,166
DUES AND SUBSCRIPTIONS-SEWER	$0	$0	0%	0%	$0	$0
EQUIPMENT RENTAL-SEWER	$2,013	$2,013	0%	0%	$0	$0
INSURANCE-SEWER	$52,287	$0	100%	100%	$52,287	$0
LEGAL-SEWER	$27,172	$0	0%	0%	$0	$0
PROFESSIONAL-SEWER	$27,931	$27,931	0%	0%	$0	$0
SAFETY PROGRAM-SEWER	$353	$353	0%	0%	$0	$0
TRAVEL EXPENSE-SEWER	$250	$250	100%	100%	$250	$250
TRAINING & EDUCATION-SEWER	$621	$621	100%	100%	$621	$621
RENT-SEWER	$1,521	$0	0%	0%	$0	$0
EQUIPMENT/SOFTWARE CONTRACTS-SEW...	$15,064	$0	0%	0%	$0	$0
SPRINGFIELD SEWER CHARGES-SEWER with 8% Increases next 2 years, then 6% in years after that	$0	$742,146	100%	100%	$0	$742,146
TELEPHONE-SEWER	$2,698	$0	0%	0%	$0	$0
INTERNET-SEWER	$7,113	$0	0%	0%	$0	$0
UTILITIES ELECTRIC-SEWER	$0	$108,278	100%	100%	$0	$108,278
UTILITIES GAS-SEWER	$846	$0	10%	10%	$85	$0
UTILITIES OTHER-SEWER	$2,681	$0	10%	10%	$268	$0
VEHICLE EXPENSE FUEL-SEWER	$6,997	$6,997	10%	10%	$700	$700
EQUIPMENT FUEL-SEWER	$3,407	$3,407	10%	10%	$341	$341
VEHICLE REPAIR & MAINT-SEWER	$4,013	$4,013	10%	10%	$401	$401
EQUIPMENT REPAIR & MAINT-SEWER	$2,888	$2,888	10%	10%	$289	$289
VEHICLE LEASE-SEWER	$13,061	$13,061	10%	10%	$1,306	$1,306

Table 9 - Marginal Cost Classification

Cost Items During the Basis Year	Fixed Cost	Variable Cost	Marginal Fixed Cost %	Marginal Variable Cost %	Marginal Fixed Cost	Marginal Variable Cost
EQUIPMENT LEASE	$1,934	$1,934	10%	10%	$193	$193
SALARIES-SEWER	$217,734	$217,734	10%	10%	$21,773	$21,773
SALARIES OVERTIME-SEWER	$6,504	$6,504	10%	10%	$650	$650
PAYROLL TAXES-SEWER	$16,709	$16,709	10%	10%	$1,671	$1,671
RETIREMENT-SEWER	$10,212	$10,212	10%	10%	$1,021	$1,021
PENSION EXPENSE-SEWER	$0	$0	10%	10%	$0	$0
UNIFORMS-SEWER	$382	$382	10%	10%	$38	$38
GROUP INSURANCE-SEWER	$48,653	$48,653	10%	10%	$4,865	$4,865
CAPITAL ASSET EXP-SEWER	$0	$0	50%	50%	$0	$0
CAPITAL ASSET EXP EQUIPMENT-SEWER	$5,000	$5,000	50%	50%	$2,500	$2,500
PRINCIPAL EXPENSE-SEWER	$0	$0	50%	50%	$0	$0
INTEREST EXPENSE-SEWER	$0	$0	50%	50%	$0	$0
FISCAL AGENT FEES-SEWER	$912	$912	50%	50%	$456	$456
BAD DEBT EXPENSE-SEWER	$0	$0	50%	50%	$0	$0
User Charge Analysis Services	$0	$0	50%	50%	$0	$0
Total CIP-related Payouts, Less Capacity Charges From Tables 14 & 16 (This value can be negative)	$134,844	$134,844	50%	50%	$67,422	$67,422
Grand Total All Costs	$750,887	$1,465,286			$209,354	$1,005,313
	$2,216,173				$1,214,666	

Marginal Fixed and Variable Cost Bases (For the Customer Type(s) Listed Above)	Monthly Marginal Fixed Cost per Customer	Marginal Variable Cost per 1,000 Gallons
	$6.68	
Marginal Fixed Cost as a Percent of Total Fixed Cost:	28%	$8.06
Marginal Variable Cost as a Percent of Total Variable Cost:		69%

Table 10 - Initial Rate Adjustments and Resulting Revenues

Willard, MO, Sewer Rates Model 2024-2

This table calculates new user charge rates and the revenues they would generate if adjusted during the "Analysis Year."

After rate adjustments are made, customers will be billed monthly.

Following are Blended Sales Revenues: Sales at the current (Test Year) rates (gray highlighted column) will apply until rates are adjusted. Sales at the modeled rates (yellow highlighted column) would apply after the modeled rates are adopted. Adding both together, the "blended" sales revenues show in the right-most column.

Customer Class, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Sales This Year at Current Rates	Basic Minimum Charge	New Usage Allowance in 1,000s	New Unit Charge per 1,000 Gallons	Sales This Year at Modeled Rates	Total "Blended" Sales This Year
In-City Residential	0	999	$140,987	$21.03	0.000	$10.31	$678	$141,665
	1,000	1,999	$205,791	$21.03	0.000	$10.31	$771	$206,562
	2,000	2,999	$216,497	$21.03	0.000	$10.31	$723	$217,220
	3,000	3,999	$211,083	$21.03	0.000	$10.31	$622	$211,705
	4,000	4,999	$152,684	$21.03	0.000	$10.31	$424	$153,107
	5,000	5,999	$82,861	$21.03	0.000	$10.31	$233	$83,094
	6,000	6,999	$50,144	$21.03	0.000	$10.31	$137	$50,281
	7,000	7,999	$29,325	$21.03	0.000	$10.31	$77	$29,403
	8,000	8,999	$11,836	$21.03	0.000	$10.31	$34	$11,870
	9,000	9,999	$5,400	$21.03	0.000	$10.31	$18	$5,418
	10,000	19,999	$14,964	$21.03	0.000	$10.31	$47	$15,011
	20,000	29,999	$643	$21.03	0.000	$10.31	$2	$645
	30,000	39,999	$0	$21.03	0.000	$10.31	$0	$0
In-City Commercial	0	999	$21,064	$21.03	0.000	$10.31	$59	$21,123
	1,000	1,999	$16,074	$21.03	0.000	$10.31	$44	$16,118
	2,000	2,999	$8,794	$21.03	0.000	$10.31	$28	$8,823
	3,000	3,999	$6,487	$21.03	0.000	$10.31	$23	$6,510
	4,000	4,999	$5,208	$21.03	0.000	$10.31	$19	$5,228
	5,000	5,999	$4,696	$21.03	0.000	$10.31	$17	$4,714
	6,000	6,999	$3,700	$21.03	0.000	$10.31	$15	$3,715
	7,000	7,999	$3,453	$21.03	0.000	$10.31	$14	$3,467
	8,000	8,999	$3,353	$21.03	0.000	$10.31	$13	$3,366
	9,000	9,999	$3,086	$21.03	0.000	$10.31	$13	$3,098
	10,000	19,999	$23,347	$21.03	0.000	$10.31	$102	$23,449
	20,000	29,999	$16,526	$21.03	0.000	$10.31	$72	$16,598
	30,000	39,999	$11,581	$21.03	0.000	$10.31	$50	$11,631
	40,000	49,999	$8,211	$21.03	0.000	$10.31	$34	$8,245
	50,000	59,999	$4,577	$21.03	0.000	$10.31	$20	$4,596
	60,000	69,999	$3,344	$21.03	0.000	$10.31	$15	$3,359
	70,000	79,999	$2,235	$21.03	0.000	$10.31	$10	$2,245
	80,000	89,999	$1,800	$21.03	0.000	$10.31	$9	$1,808
	90,000	99,999	$1,804	$21.03	0.000	$10.31	$8	$1,813
	100,000	199,999	$8,779	$21.03	0.000	$10.31	$41	$8,819
	200,000	299,999	$3,059	$21.03	0.000	$10.31	$14	$3,073
	300,000	399,999	$1,271	$21.03	0.000	$10.31	$6	$1,277
	400,000	499,999	$583	$21.03	0.000	$10.31	$3	$586
	500,000	599,999	$248	$21.03	0.000	$10.31	$1	$249
	600,000	699,999	$0	$21.03	0.000	$10.31	$0	$0

Table 10 - Initial Rate Adjustments and Resulting Revenues

Customer Class, Rate Class or Meter Size	Volume Range Bottom (in Gallons)	Volume Range Top (in Gallons)	Sales This Year at Current Rates	Basic Minimum Charge	New Usage Allowance in 1,000s	New Unit Charge per 1,000 Gallons	Sales This Year at Modeled Rates	Total "Blended" Sales This Year
Rural Residential	0	999	$21,074	$31.54	0.000	$15.47	$140	$21,214
	1,000	1,999	$32,629	$31.54	0.000	$15.47	$163	$32,792
	2,000	2,999	$34,083	$31.54	0.000	$15.47	$151	$34,234
	3,000	3,999	$32,487	$31.54	0.000	$15.47	$126	$32,612
	4,000	4,999	$18,756	$31.54	0.000	$15.47	$72	$18,828
	5,000	5,999	$10,571	$31.54	0.000	$15.47	$41	$10,611
	6,000	6,999	$6,590	$31.54	0.000	$15.47	$24	$6,615
	7,000	7,999	$3,674	$31.54	0.000	$15.47	$13	$3,687
	8,000	8,999	$1,385	$31.54	0.000	$15.47	$5	$1,391
	9,000	9,999	$570	$31.54	0.000	$15.47	$3	$572
	10,000	19,999	$1,374	$31.54	0.000	$15.47	$6	$1,380
	20,000	29,999	$411	$31.54	0.000	$15.47	$2	$413
	30,000	39,999	$0	$31.54	0.000	$15.47	$0	$0
Rural Commercial	0	999	$228	$31.54	0.000	$15.47	$2	$230
	1,000	1,999	$499	$31.54	0.000	$15.47	$2	$501
	2,000	2,999	$261	$31.54	0.000	$15.47	$1	$263
	3,000	3,999	$152	$31.54	0.000	$15.47	$1	$153
	4,000	4,999	$152	$31.54	0.000	$15.47	$1	$153
	5,000	5,999	$152	$31.54	0.000	$15.47	$1	$153
	6,000	6,999	$212	$31.54	0.000	$15.47	$1	$213
	7,000	7,999	$260	$31.54	0.000	$15.47	$1	$261
	8,000	8,999	$234	$31.54	0.000	$15.47	$1	$235
	9,000	9,999	$149	$31.54	0.000	$15.47	$1	$150
	10,000	19,999	$795	$31.54	0.000	$15.47	$4	$799
	20,000	29,999	$124	$31.54	0.000	$15.47	$1	$124
	30,000	39,999	$0	$31.54	0.000	$15.47	$0	$0
Total Rate Revenue at Current Rates			$1,452,317	Total Rate Revenue at Modeled Rates			$5,158	
				Total Blended Rate Revenues for the Year				$1,457,476

Table 17 - Financial Capacity Indicators and Reserves

Willard, MO, Sewer Rates Model 2024-2

This table depicts the affordability of future rates, the financial health of the system and the ending balances in various (assumed) accounts for the test year and the next 10 years.

Capacity Indicators	Test Year Starting 1/1/23	0 Year Starting 1/1/24	1st Year Starting 1/1/25	2nd Year Starting 1/1/26	3rd Year Starting 1/1/27	4th Year Starting 1/1/28	5th Year Starting 1/1/29	6th Year Starting 1/1/30	7th Year Starting 1/1/31	8th Year Starting 1/1/32	9th Year Starting 1/1/33	10th Year Starting 1/1/34
Customary Affordability Index												
Monthly Bill for a 5,000 gal per Month, Small Meter Residential Customer	$55.46	$72.58	$75.48	$78.50	$81.64	$84.91	$88.30	$91.83	$95.51	$99.33	$103.30	$107.43
AMHI Within Service Area	$79,951	$83,360	$86,914	$90,621	$94,485	$98,514	$102,714	$107,094	$111,661	$116,422	$121,387	$126,563
Affordability Index: Current Rates First Column, Modeled Rates After That	0.83%	1.04%	1.04%	1.04%	1.04%	1.03%	1.03%	1.03%	1.03%	1.02%	1.02%	1.02%
National Average Affordability Index: Commonly Accepted but Not Statistically Verifiable	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Affordability Index (AI) goes to the willingness and ability of customers to pay. AI is the cost of 60,000 gallons of residential service per year (5,000 gallons per month) divided by the Annual Median Household Income (AMHI) in the service area (gleaned from Census data or a survey). Rates near 1.0% are common in the U.S. and are generally considered affordable. Most grant agencies will decline to award grants if the AI is less than 1.5 to 2.0%, unless other eligibility criteria considered along with the AI make an applicant eligible.												
Low-income, Low-volume "Affordability Index"												
Monthly Bill for a 2,000 gal per Month, Low-income Residential Customer	$37.91	$41.65	$43.31	$45.05	$46.85	$48.72	$50.67	$52.70	$54.81	$57.00	$59.28	$61.65
Income at One-half the AMHI and Rising at One-half the Rate Above	$39,975	$40,828	$41,698	$42,587	$43,495	$44,422	$45,370	$46,337	$47,325	$48,334	$49,364	$50,417
Affordability for Low-Income, Low-volume: Current Rates First Column, Modeled Rates After That	1.14%	1.22%	1.25%	1.27%	1.29%	1.32%	1.34%	1.36%	1.39%	1.42%	1.44%	1.47%
This additional indicator of affordability assumes a residential customer with income at one-half the median household income above, that income is growing at one-half the rate of the median household income and the customer uses 2,000 gallons per month. Such a customer is likely either a minimum wage or near-minimum wage worker, or is retired and living only on Social Security benefits. Such customers are more commonly the "slow pays" and "no pays" compared to others, so this indicator goes to the "business sense" of the rates modeled here. In other words, raise this customer's bill too much and they are more likely to pay late or not pay.												
Estimated Operating Ratio: Current Rates First Column, Modeled Rates After That	0.68	0.99	1.30	1.30	1.29	1.30	1.25	1.10	1.23	1.28	1.27	1.27
Operating ratio (OR) is a measure of the utility's ability to pay its operating expenses using only current incomes. A 1.0 OR is break even. Below 1.0 indicates operating in the "red." Generally, the OR should be at least 1.15 for large systems, 1.30 or more for medium-sized systems and perhaps as high as 2.0 for small systems. Note: If the utility has or will have reserves (below,) it has more ability to pay its operating costs than this calculation of OR implies.												
Estimated Coverage Ratio: Current Rates First Column, **Modeled Rates After That**	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Coverage Ratio (CR) goes to the ability of the utility to pay its debt payments out of current incomes. CR applies only to years with debt service. A "N.A." above indicates there was not, or in a future year there will not be debt during that year. 1.0 is break even - just enough net revenue to pay debt. Generally, the CR should be at least 1.25. Note: If the utility has or will have other available reserves (shown below,) it has more ability to make debt payments than the CR implies. That is covered by the Alternative Coverage Ratio that follows next.												
Alternative Coverage Ratio: Current Rates First Column, Modeled Rates After That	11.65	2.60	0.51	-7.14	-7.83	-5.98	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
This Alternative Coverage Ratio (ACR) is based on the same notion as the classic coverage ratio above, except it includes reserves that are available to pay debt service. With the classic CR, a utility could build reserves early on with current net revenues, but then future rates may not be high enough to show a strong CR. The classic CR could even go negative. But in reality, the utility could have quite strong reserves with which to pay debt. Thus, the Alternative Coverage Ratio can be a better indicator of a utility's true ability to pay debt.												

Reserves	Balance Ending on 12/31/22	Balance Ending on 12/31/23	Balance Ending on 12/31/24	Balance Ending on 12/31/25	Balance Ending on 12/31/26	Balance Ending on 12/31/27	Balance Ending on 12/31/28	Balance Ending on 12/31/29	Balance Ending on 12/31/30	Balance Ending on 12/31/31	Balance Ending on 12/31/32	Balance Ending on 12/31/33	Balance Ending on 12/31/34
Cash and Cash Equivalents	$1,150,793	$361,931	$353,036	$832,926	$877,332	$930,960	$973,242	$1,063,687	$1,265,611	$1,192,922	$1,204,092	$1,278,038	$1,342,074
Other Liquid Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Undedicated Cash Assets	$1,150,793	$361,931	$353,036	$832,926	$877,332	$930,960	$973,242	$1,063,687	$1,265,611	$1,192,922	$1,204,092	$1,278,038	$1,342,074
Total Cash Assets Discounted for Inflation (Future Unrestricted Purchasing Power)	$1,150,793	$361,931	$353,036	$807,938	$825,482	$849,662	$861,604	$913,424	$1,054,218	$963,861	$943,699	$971,804	$1,020,288
Repair & Replacement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt and CIP Reserves	$0	-$98,791	-$301,795	-$1,548,149	-$1,657,742	-$1,508,495	-$1,308,816	-$1,114,150	-$1,300,605	-$932,731	-$521,413	-$162,108	$177,739
Sum of All Reserves	$1,150,793	$263,140	$51,242	-$715,223	-$780,409	-$577,535	-$335,574	-$50,463	-$34,994	$260,191	$682,679	$1,115,930	$1,519,813

Table 18 - Bills Before and After Rate Adjustments

Willard, MO, Sewer Rates Model 2024-2

The modeled rates will generate 29.6% more revenue per year than the rates at the end of the test year.

However, due to rate restructuring, individual bills would change as shown in the following table. Note: The actual rates to adopt or consider are included in the narrative report.

Customer, Rate Class or Meter Size	Gallons of Use	Customers Using at Least This Volume But Not the Next	Customers Using This Volume or Less	Customers Using This Volume or More	Bill at Now Current Rates	Bill at Modeled Rates	Modeled Bill Increase or Decrease (-)	Modeled Bill Percentage Increase or Decrease (-)
In-City Residential	0	3	3	2,003	$26.21	$21.03	-$5.18	-20%
	1,000	270	273	2,000	$32.06	$31.34	-$0.72	-2%
	2,000	391	664	1,731	$37.91	$41.65	$3.74	10%
	3,000	482	1,146	1,339	$43.76	$51.96	$8.20	19%
	4,000	380	1,526	858	$49.61	$62.27	$12.66	26%
	5,000	203	1,729	478	$55.46	$72.58	$17.12	31%
	6,000	127	1,855	275	$61.31	$82.89	$21.58	35%
	7,000	78	1,933	148	$67.16	$93.20	$26.04	39%
	8,000	28	1,962	70	$73.01	$103.51	$30.50	42%
	9,000	10	1,972	42	$78.86	$113.82	$34.96	44%
	10,000	30	2,002	32	$84.71	$124.13	$39.42	47%
	20,000	1	2,003	1	$143.21	$227.23	$84.02	59%
	30,000	0	2,003	0	$201.71	$330.33	$128.62	64%
In-City Commercial	0	37	37	137	$26.21	$21.03	-$5.18	-20%
	1,000	29	66	100	$32.06	$31.34	-$0.72	-2%
	2,000	12	78	71	$37.91	$41.65	$3.74	10%
	3,000	8	85	59	$43.76	$51.96	$8.20	19%
	4,000	5	91	52	$49.61	$62.27	$12.66	26%
	5,000	5	95	47	$55.46	$72.58	$17.12	31%
	6,000	2	98	42	$61.31	$82.89	$21.58	35%
	7,000	2	100	40	$67.16	$93.20	$26.04	39%
	8,000	2	102	38	$73.01	$103.51	$30.50	42%
	9,000	2	104	35	$78.86	$113.82	$34.96	44%
	10,000	10	114	33	$84.71	$124.13	$39.42	47%
	20,000	7	120	24	$143.21	$227.23	$84.02	59%
	30,000	5	126	17	$201.71	$330.33	$128.62	64%
	40,000	5	131	11	$260.21	$433.43	$173.22	67%
	50,000	2	133	7	$318.71	$536.53	$217.82	68%
	60,000	1	134	5	$377.21	$639.63	$262.42	70%
	70,000	1	135	3	$435.71	$742.73	$307.02	70%
	80,000	0	135	3	$494.21	$845.83	$351.62	71%
	90,000	0	135	3	$552.71	$948.93	$396.22	72%
	100,000	1	137	2	$611.21	$1,052.03	$440.82	72%
	200,000	0	137	1	$1,196.21	$2,083.03	$886.82	74%
	300,000	0	137	0	$1,781.21	$3,114.03	$1,332.82	75%

Table 18 - Bills Before and After Rate Adjustments

Customer, Rate Class or Meter Size	Gallons of Use	Customers Using at Least This Volume But Not the Next	Customers Using This Volume or Less	Customers Using This Volume or More	Bill at Now Current Rates	Bill at Modeled Rates	Modeled Bill Increase or Decrease (-)	Modeled Bill Percentage Increase or Decrease (-)
Rural Residential	0	0	0	277	$28.52	$31.54	$3.02	11%
	1,000	44	44	277	$34.88	$47.01	$12.13	35%
	2,000	62	105	233	$41.24	$62.47	$21.23	51%
	3,000	73	178	172	$47.61	$77.94	$30.33	64%
	4,000	43	221	98	$53.97	$93.40	$39.43	73%
	5,000	24	245	56	$60.33	$108.87	$48.53	80%
	6,000	16	260	32	$66.70	$124.33	$57.64	86%
	7,000	9	270	16	$73.06	$139.80	$66.74	91%
	8,000	3	273	7	$79.42	$155.26	$75.84	95%
	9,000	1	274	4	$85.79	$170.73	$84.94	99%
	10,000	2	276	3	$92.15	$186.19	$94.04	102%
	20,000	1	277	1	$155.78	$340.84	$185.06	119%
	30,000	0	277	0	$219.41	$495.49	$276.08	126%
Rural Commercial	0	0	0	3	$36.47	$31.54	-$4.93	-14%
	1,000	1	1	3	$42.83	$47.01	$4.17	10%
	2,000	0	1	2	$49.20	$62.47	$13.28	27%
	3,000	0	1	2	$55.56	$77.94	$22.38	40%
	4,000	0	1	2	$61.92	$93.40	$31.48	51%
	5,000	0	1	2	$68.29	$108.87	$40.58	59%
	6,000	0	1	2	$74.65	$124.33	$49.68	67%
	7,000	0	2	2	$81.01	$139.80	$58.79	73%
	8,000	0	2	2	$87.37	$155.26	$67.89	78%
	9,000	0	2	1	$93.74	$170.73	$76.99	82%
	10,000	1	3	1	$100.10	$186.19	$86.09	86%
	20,000	0	3	0	$163.73	$340.84	$177.11	108%
No Charge ("Zero")	0	2	2	8	$0.00	$0.00	$0.00	N.A.
	1,000	1	3	6	$0.00	$0.00	$0.00	N.A.
	2,000	1	4	5	$0.00	$0.00	$0.00	N.A.
	3,000	1	5	4	$0.00	$0.00	$0.00	N.A.
	4,000	0	5	3	$0.00	$0.00	$0.00	N.A.
	5,000	0	5	3	$0.00	$0.00	$0.00	N.A.
	6,000	0	5	3	$0.00	$0.00	$0.00	N.A.
	7,000	0	6	3	$0.00	$0.00	$0.00	N.A.
	8,000	1	6	2	$0.00	$0.00	$0.00	N.A.
	9,000	0	6	2	$0.00	$0.00	$0.00	N.A.
	10,000	1	7	2	$0.00	$0.00	$0.00	N.A.
	20,000	0	7	1	$0.00	$0.00	$0.00	N.A.
	30,000	0	8	1	$0.00	$0.00	$0.00	N.A.
	40,000	0	8	0	$0.00	$0.00	$0.00	N.A.

Chart 1 - Operating Ratio

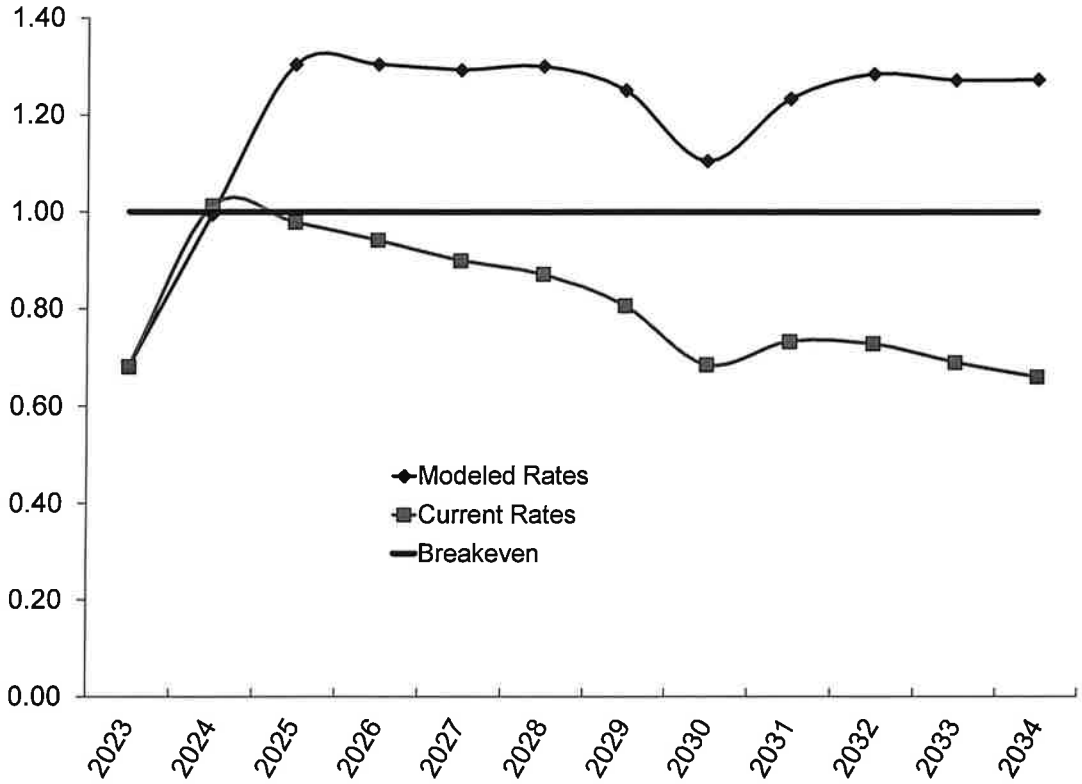


Chart 2 - Coverage Ratio

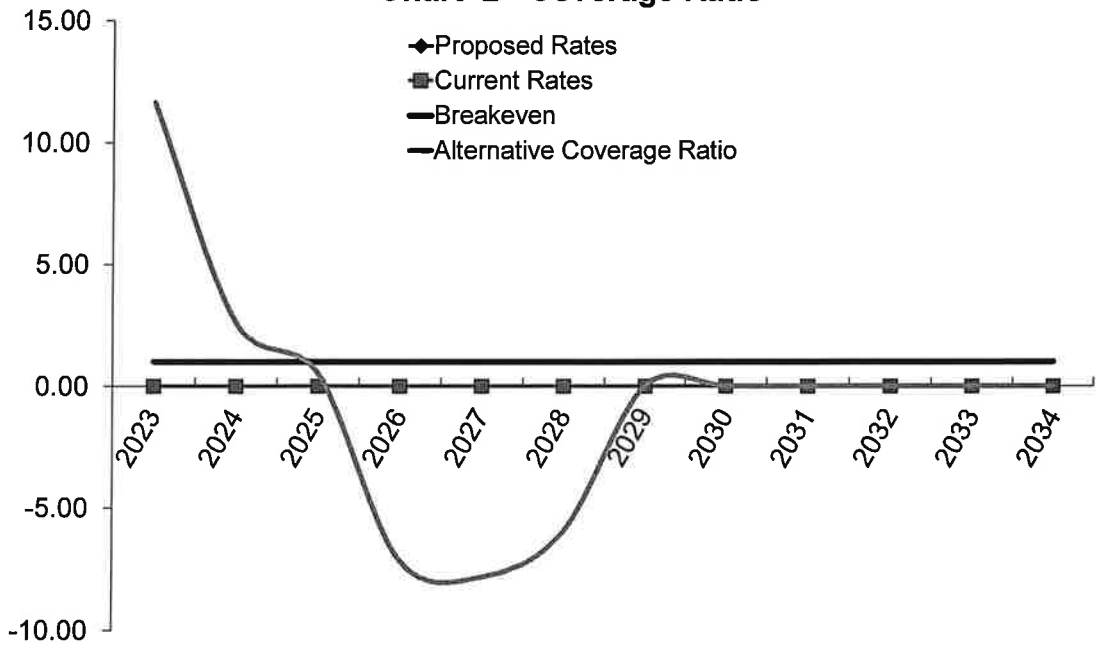


Chart 3 - Residential Users' Bills

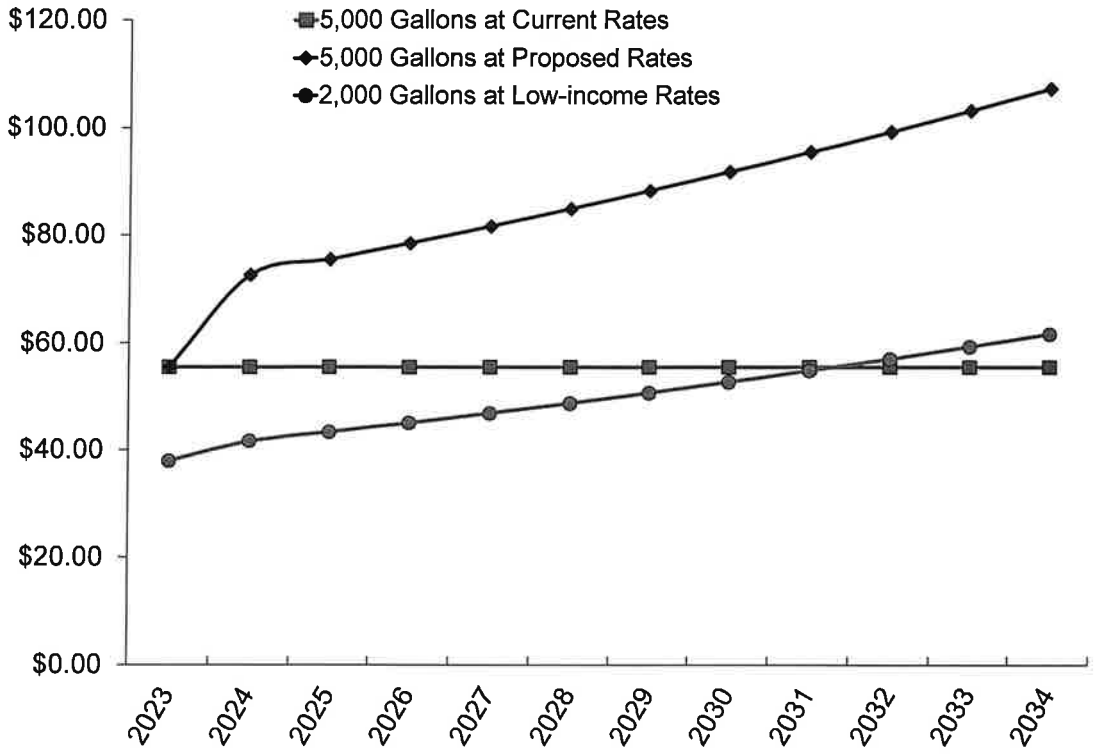


Chart 4 - Affordability

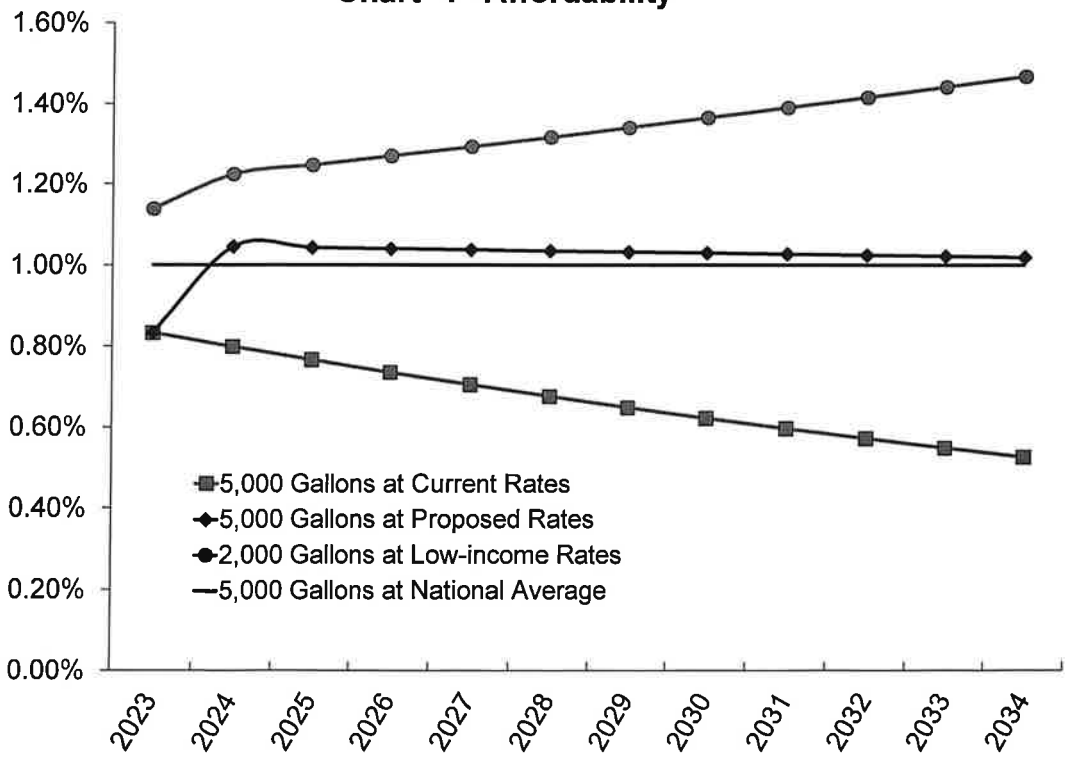


Chart 5 - Working Capital vs Goal

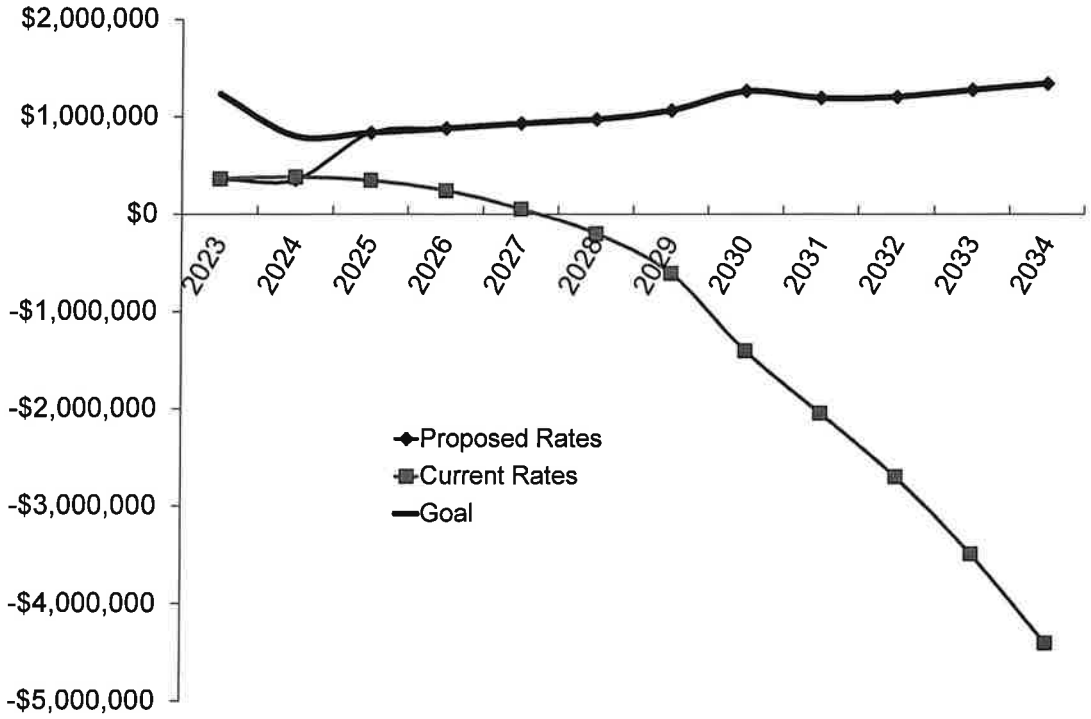


Chart 6 - Value of Cash Assets Before Inflation

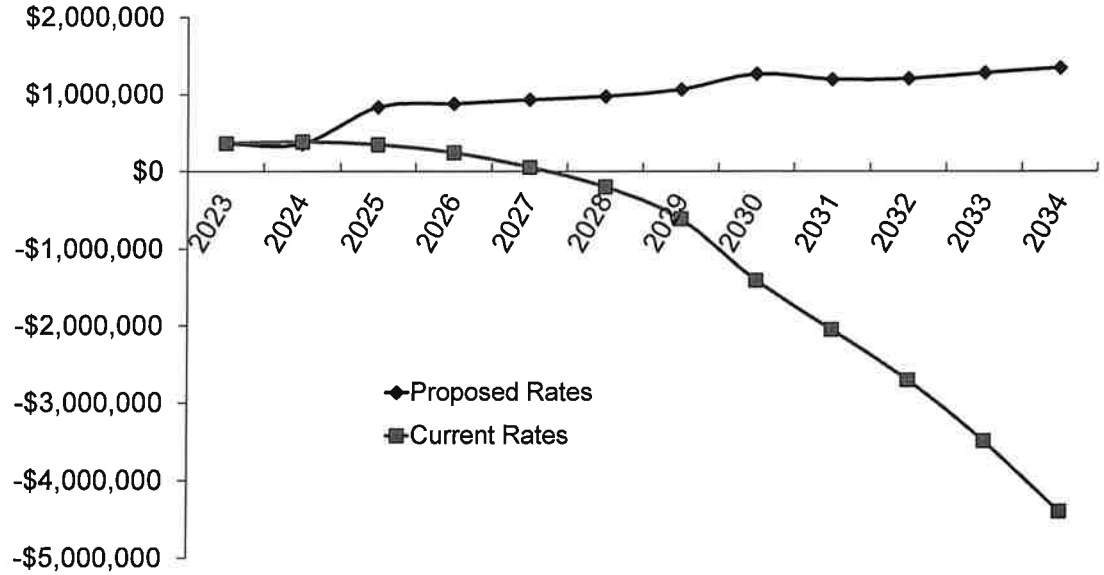


Chart 7 - Value of Cash Assets After Inflation

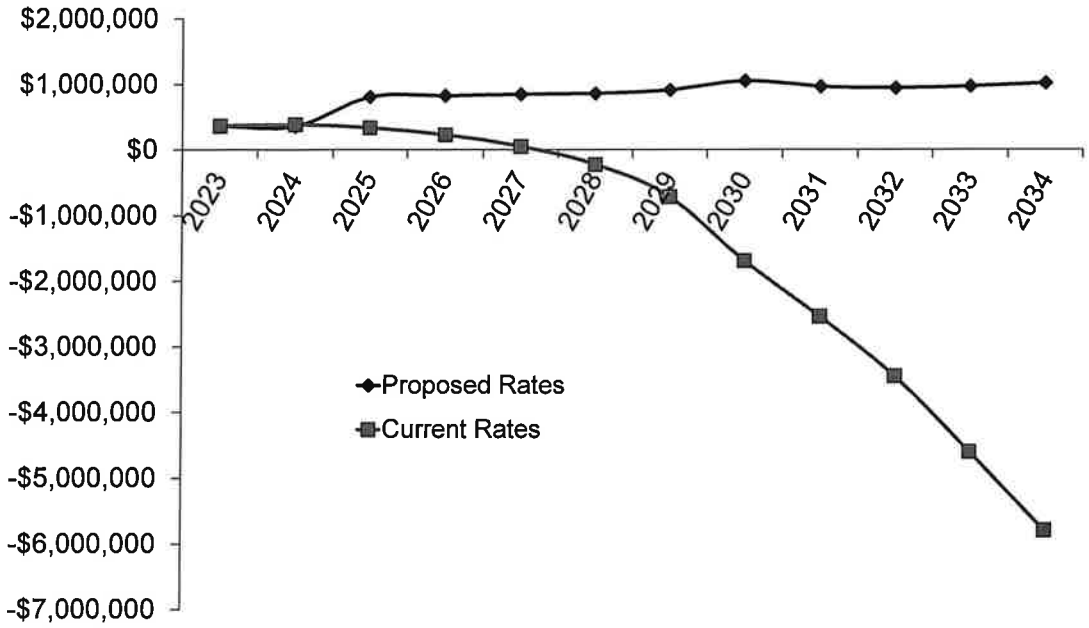
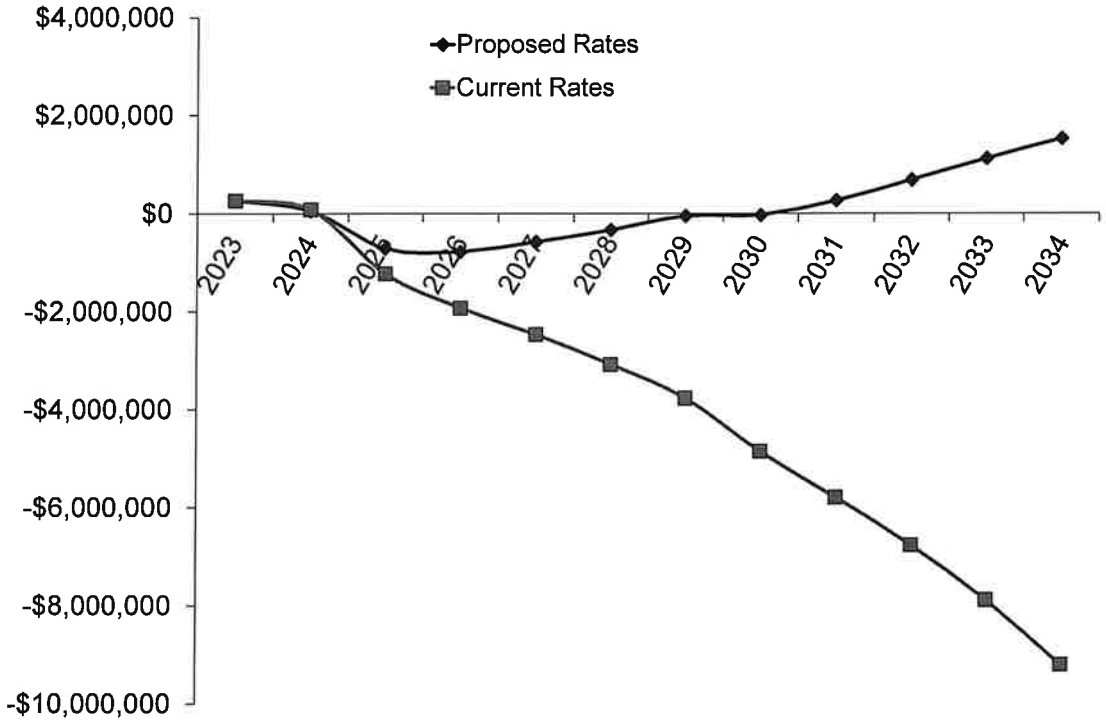


Chart 8 - Sum of All Reserves



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Agenda Item #14

Sanitary Sewer Project Status

CITY OF WILLARD

INTERNAL MEMORANDUM

DATE: September 9, 2024

TO: Mayor Smith and BOA

FROM: S. D. Bodenhamer

RE: Sanitary Sewer Project Status

COMMUNITY FUNDING PARTNERSHIP (94 Lift Station and Force Main)

Status of components:

- Plans are 75% complete and at this point comprise 37 sheets.
- Working on details of lift station modifications.

MEADOWS CONNECTION TO CITY OF SPRINGFIELD

Status of components:

- Specifications are complete.
- Construction Permit application will be submitted to the Missouri Department of Natural Resources.
- There is some minor surveying to be completed.
- Permit application will be made to the U.S. Army Corp of Engineers.
- Permit application will be made to Greene County Environmental Resources.
- A written commitment from the City of Springfield will be finalized.
- Easement legal descriptions are being drafted.