

# **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**

**October 28, 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**

**[www.cityofwillard.org](http://www.cityofwillard.org)**

# CITY OF WILLARD, MISSOURI

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



Agenda Item #2

## Agenda Amendments/Approval of Agenda

**CITY OF WILLARD  
BOARD OF ALDERMEN  
REGULAR MEETING  
October 28, 2024  
6:00 P.M.**

Update Posted on October 25, 2024 @ 12:30 p.m.

Notice is hereby given that the City of Willard, Missouri, Board of Aldermen will conduct a meeting on **October 28, 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 October 14, 2024
- b. September Financial Summaries
- c. September Financial Statements
- d. September/October Outstanding Invoices, Checks and Draft Paid Invoices
- e. September Check Register
- f. September Utility Adjustments Report

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

**5. Citizen Input**

**6. A Resolution of the Board of Aldermen of the City of Willard, Missouri, Approving the Mayor to Enter into a Healthcare Contract Providing Health Insurance for the Employees of the City of Willard, Missouri, with Ollis/Akers/Arney Insurance & Business Advisors of Springfield, Missouri Representing United Healthcare.**

- a. Exhibit A
- b. Exhibit B

**7. A Resolution of the Board of Aldermen of the City of Willard, Missouri, Approving the Mayor to Enter into a Loaner Agreement with JJB Transportation, LLC, PO Box 222, Collinsville, Oklahoma 74021 for a Loaner Bus**


- a. **Exhibit A**
  
- 8. **A Resolution of the Board of Aldermen of the City of Willard, Missouri, Approving the Mayor to Enter into a Contract for Engineering and Professional Services for the Jackson Street Improvements**
  - a. **Exhibit A**
  
- 9. **A Resolution of the Board of Aldermen of the City of Willard, Missouri, to Appoint Members to the Southwest Missouri Joint Municipal Water Utility Commission**
  - a. **Exhibit A**
  
- 10. **An Ordinance Authorizing the Appointment of One Director and One Alternate to the Southwest Missouri Joint Municipal Water Utility Commission**
  
- 11. **An Ordinance Amending the City of Willard Missouri Code to Authorize Certain City Officials and Employees to Speak on Behalf of the City on Social Media, in the City of Willard, Missouri**

***Note in Reference to Items #11 & #12:* The Board will discuss the water and sewer rates previously presented at the recent public hearing, along with additional options recently provided by the rate analyst as a result of the public hearing’s discussions. If the Board finds that the recommendations from the public hearing represent the necessary option, they will proceed with a vote and complete both the first and second readings of the proposed rate ordinance.**

- 12. **An Ordinance of the City of Willard, Missouri, Amending Title VII Utilities, Chapter 705, Water Rates, Article II Water Rates**
  - a. **Exhibit A**
  - b. **Exhibit B**
  - c. **Exhibit C**
  - d. **Exhibit D**
  
- 13. **An Ordinance of the City of Willard, Missouri, Amending Title VII Utilities, Chapter 710, Sewer Use and Sewer Rates, Article VII Wastewater Charges and Rates**
  
- 14. **An Ordinance Revising and Replacing Section 400.200 of the City Code**
  
- 15. **An Ordinance Revising and Replacing Section 400.470 of the City Code**
  
- 16. **An Ordinance Revising and Replacing Section 400.480 of the City Code**

17. **An Ordinance Revising and Replacing Section 400.510 of the City Code**
18. **An Ordinance Revising and Replacing Section 400.890 of the City Code**
19. **An Ordinance Revising and Replacing Section 705.090 of the City Code**
20. **An Ordinance Revising and Replacing Section 705.125 of the City Code**
21. **An Ordinance Revising and Replacing Section 710.475 of the City Code**
22. **Sanitary Sewer Project Status**
23. **City Administrator Remarks**
24. **New Business**
25. **Unfinished Business**
26. **Recess the Open Session & Open the Closed Session Pursuant to RSMO Section 610.021  
#(1) Legal**
27. **Call the Meeting to Order**
28. **Roll Call**
29. **Close the Closed Session and Reconvene the Open Session**
30. **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



### 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 October 14, 2024
- b. September Financial Summaries
- c. September Financial Statements
- d. September/October 2024 Outstanding Invoices, Draft & Check Paid Invoices
- e. September Check Register
- f. September Utility Adjustments 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 October 14, 2024

## MEETING MINUTES

**CITY OF WILLARD  
BOARD OF ALDERMEN  
PUBLIC HEARING MEETING  
October 14, 2024  
6:00 P.M.**

Citizens Present: Shirley Keck, Debbie Ihrig, Christina McQueen, Marilyn Ulrey, Andy Groesbeck, Lisa Savage, Julie Carey, Sandra Wallace, Everett French, Jacquelyn Tutton, Pat Whitman, Jenny Williams, Jim Williams, David O'Connor, Greg Cash, Larry Whitman, Marta Mieke, Guy Weiland, Sharon Wildermuth, Angie Wilson, MJ Bentley, Misty Peak, Steve Cobb, Sam Baird, Don Ellis

The tentative agenda of this meeting includes:

### **PLEDGE OF ALLEGIANCE**

Mayor Smith led the Pledge of Allegiance.

Call the meeting to order.

Mayor Smith called the meeting to order at 6:00 p.m.

#### **1. Roll Call**

Mayor Smith asked the City Clerk to conduct the Roll Call.

The City Clerk conducted the Roll Call.

**Present:** Mayor Smith, Alderman Biellier, Alderman Hill, Alderman Keene, Alderman Lancaster, Alderman Swatosh, Alderman Wilson

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

Wes Young explained that the ordinances for water and sewer rate increases were left out of the packet and could not be added today due to the 24-hour rule. Motion was made by Alderman Lancaster and seconded by Alderman Biellier to accept the agenda with the missing ordinances for water and sewer. Motion carried with a 6-0 vote. Voting aye: Alderman Biellier, Alderman Hill, Alderman Keene, Alderman Lancaster, Alderman Swatosh, Alderman Wilson.

#### **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 September 23, 2024
- b. September/October 2024 Outstanding Invoices, Checks, and Draft Paid Invoices
- c. Department Head Reports
- d. Board Attendance Report

Motion was made by Alderman Keene and seconded by Alderman Hill to approve the consent agenda. Motion carried with a 6-0 vote. Voting aye: Alderman Biellier, Alderman Hill, Alderman Keene, Alderman Lancaster, Alderman Swatosh, Alderman Wilson.

**4. Current Outstanding Invoices, Draft and Check Paid Invoices for September/October 2024.**

Motion was made by Alderman Biellier and seconded by Alderman Wilson to approve the Current Outstanding Invoices, Draft and Check Paid Invoices for September/October 2024 as stands. Motion carried with a 6-0 vote. Voting aye: Alderman Biellier, Alderman Hill, Alderman Keene, Alderman Lancaster, Alderman Swatosh, Alderman Wilson.

**5. Citizen Input**

None

**6. Ordinance Amending the City of Willard Code to Authorize Certain City Officials and Employees to Speak on Behalf of the City on Social Media, in the City of Willard Missouri (1<sup>st</sup> Read)**

Wes Young explained the need to designate certain officials and employees to be able to speak on behalf of the City on Social Media. He referenced examples of times when employees posted comments in response to issues that were not necessarily the view of the City, and the employees were not designated to speak on behalf of the city. The City Clerk conducted the First Read. Second Read and vote will be held at the October 28, 2024, BOA Meeting.

**7. Public Hearing – Consider and Recommend Amendments to the City of Willard Municipal Code Book, Chapter 705: Waterworks System, Section 705.040: Water Rates, and Chapter 710: Sewer Use and Sewer Rates, Section 710.470: Rates.**

**8. City Administrator Remarks**

Wes Young said the tablets have arrived that will be used at the meetings for the packets instead of paper packets. Those will be utilized starting at the next meeting on October 28, 2024. Mr. Young recognized Mike Ruesch for filling in for him while he was out on vacation.

## 9. New Business

There was discussion about if there is a way with the data provided, if Wes can pull rates to show an across-the-board flat rate. Wes said we can't really do any estimations without involving Carl Brown. The discussion continued to include the need for rate increases due to the need incurred because of delayed maintenance. There were a few ideas shared about possible solutions to the higher rate increase for out-of-town customers. Wes is going to share the rate increases for the past ten years on our website so customers can see the comparisons. Wes told the aldermen they have the last say in how to proceed and we can do what they want but the repairs must be made. We will need to conduct a Public Hearing since we will be changing the proposed rate increases.

## 10. Unfinished Business

None

## 11. Recess Open Session

Motion was made by Alderman Biellier and seconded by Alderman Lancaster to Recess the Open Session and Open the Closed Session Pursuant to RSMO Section 610.021 #(1) Legal and Pursuant to RSMO Section 610.021 #(3) Personnel at 8:06 p.m. Motion carried with a 6-0 vote. Voting aye: Alderman Biellier, Alderman Hill, Alderman Keene, Alderman Lancaster, Alderman Swatosh, Alderman Wilson.

## 12. Open Closed Session Pursuant to RSMO Section 610.021 #(1) Legal and Pursuant to RSMO Section 610.021 #(3) Personnel.

Included in the motion for Item #11.

## 13. Call the Meeting to Order

Mayor Smith called the meeting to order at 8:08 p.m. and asked the City Clerk to conduct the Roll Call.

## 14. Roll Call

The City Clerk conducted the Roll Call.

**Present:** Mayor Smith, Alderman Biellier, Alderman Hill, Alderman Keene, Alderman Lancaster, Alderman Swatosh, Alderman Wilson.

## 15. 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 8:25 p.m. Motion carried with a 6-0

vote. Voting aye: Alderman Biellier, Alderman Hill, Alderman Keene, Alderman Lancaster, Alderman Swatosh, Alderman Wilson.

#### **16. Adjourn Meeting**

Motion was made by Alderman Lancaster and seconded by Alderman Wilson to adjourn the meeting at 8:28 p.m. Motion carried with a 6-0 vote. Voting aye: Alderman Biellier, Alderman Hill, Alderman Keene, Alderman Lancaster, Alderman Swatosh, Alderman Wilson.

  
Janice Gargus, City Clerk

**CITY OF WILLARD  
BOARD OF ALDERMEN**



**AGENDA ITEM #3 b-f  
FINANCE DEPARTMENT**

**Financial Reports**

- b. September 2024 Financial Summaries**
- c. September 2024 Financial Statements**
- d. September 2024/October 2024 Outstanding Invoices,  
Checks, and Draft-paid Invoices**
- e. September 2024 Check Register**
- f. September 2024 Utility Adjustments Report**

**CITY OF WILLARD  
BOARD OF ALDERMEN**



**AGENDA ITEM #3b  
FINANCE DEPARTMENT**

**ACTION REQUIRED: INFORMATION ONLY**

- **September 2024 Financial Summary Report**

**FINANCIAL SUMMARY**

Year to Date 2024	2024 Projected Revenues	Received As of September 2024	% Rec'd	2024 Budgeted Expenses	Expended As of September 2024	% Used	Cumulative Gains or (Losses) Per Fund
<b>General Fund</b>							
General City Administration	\$2,303,819.00	\$1,735,049.10	75%	\$862,153.00	\$586,314.32	68%	\$1,148,734.78
Law and Public Safety	\$199,100.00	\$124,680.44	63%	\$1,161,693.00	\$734,717.17	63%	(\$610,036.73)
Court	\$65,600.00	\$50,492.63	77%	\$128,105.00	\$90,400.53	71%	(\$39,907.90)
Streets	\$726,419.00	\$309,917.73	43%	\$360,991.03	\$360,991.03	42%	(\$51,073.30)
Planning and Development	\$25,000.00	\$30,077.76	120%	\$275,488.00	\$171,084.09	62%	(\$141,006.33)
Economic Development	\$0.00	\$0.00	0%	\$15,666.00	\$12,661.35	81%	(\$12,661.35)
Emergency Management	\$8,458.00	\$0.00	0%	\$19,800.00	\$10,351.95	52%	(\$10,351.95)
<b>Sub-Total</b>	<b>\$3,328,396.00</b>	<b>\$2,250,217.66</b>	<b>68%</b>	<b>\$3,328,396.00</b>	<b>\$1,966,570.44</b>	<b>59%</b>	<b>\$283,697.22</b>
<b>Water Fund</b>							
Water	\$2,402,724.00	\$1,042,308.28	43%	\$2,402,212.00	\$1,082,859.55	45%	(\$40,551.27)
<b>Sewer Fund</b>							
Sewer	\$3,369,261.00	\$1,746,423.96	52%	\$3,369,261.63	\$1,817,032.21	54%	(\$70,608.25)
<b>Sub-Total</b>	<b>\$5,771,985.00</b>	<b>\$2,788,732.24</b>	<b>48%</b>	<b>\$5,771,473.63</b>	<b>\$2,899,891.76</b>	<b>50%</b>	<b>(\$111,159.52)</b>
<b>Park Fund</b>							
Park	\$2,284,283.50	\$1,907,457.96	84%	\$2,284,192.00	\$1,968,885.22	86%	(\$61,427.26)
<b>Sub-Total</b>	<b>\$2,284,283.50</b>	<b>\$1,907,457.96</b>	<b>84%</b>	<b>\$2,284,192.00</b>	<b>\$1,968,885.22</b>	<b>86%</b>	<b>(\$61,427.26)</b>
<b>Totals</b>	<b>\$11,384,654.50</b>	<b>\$6,946,407.86</b>	<b>61%</b>	<b>\$11,384,061.63</b>	<b>\$6,835,297.42</b>	<b>60%</b>	<b>\$111,110.44</b>

Funds	Total Funds Available January 1, 2024	Annual 30 Recommended	Amount Above/Below Recommended 30 Percent	Cash Expense Average Per Month	Percent	Total Funds Available As of September 2024
<b>General Fund</b>	\$4,472,183.80	\$998,518.80	\$3,712,096.77	\$277,366.33	142%	\$4,710,615.57
<b>Water &amp; Sewer Fund</b>	\$3,223,696.63	\$1,731,442.09	\$1,237,178.06	\$480,956.14	51%	\$2,968,620.15
<b>Park Fund</b>	\$89,207.07	\$685,257.60	(\$659,373.74)	\$190,349.33	1%	\$25,853.86
<b>Totals</b>	<b>\$7,795,087.50</b>	<b>\$3,415,218.49</b>	<b>\$4,289,901.09</b>	<b>\$948,671.80</b>		<b>\$7,705,119.58</b>

Assigned Funds	Water/Sewer	Parks	All Assigned Funds Total
<b>General</b>			
Judicial Education Fund	Escrow	Parks Projects-Donations	\$1,926.85
Judicial Facility Fund	Customer Deposits	Youth Scholarships	\$2,402.53
Police Forfeiture Asset Funds		Customer Deposits	\$2,286.25
Police Equitable Sharing Fund		Customer In-House Credit	\$2,917.50
Streets Projects		Grant Funds Assigned	\$240,000.00
Developers Escrow			\$0.00
Grant Funds Assigned			
<b>Total Assigned Funds</b>	<b>\$50,000.00</b>	<b>\$902,842.02</b>	<b>\$249,513.13</b>
<b>Total Assigned Funds</b>			<b>\$1,288,299.13</b>

COP Total Debt		Transferred and Reserve Funds Used Year to Date	
2014 W/S	\$745,000.00	General to Parks	\$240,000.00
2015 Parks	\$2,195,000.00	General from Reserves	\$0.00
2018 Sewer	\$3,103,250.30	W/S from Reserves	\$111,159.52
<b>Total Debt</b>	<b>\$6,043,250.30</b>	Parks from Reserves	\$61,427.26
		<b>Total Funds Transferred and Reserves Used</b>	<b>\$412,586.78</b>

# September 30, 2024 Year to Date Revenue - All Funds

## REVENUE



## GENERAL FUND

- The General Fund is 33% of the total City revenue. The General Fund revenue has received 68% of the total revenue projected.
- The General Department is 25% of the total General Fund. The General Department (less reserve transferred funds) has received 79% of the projected revenue. The proceeds received are 4% above the projected budget.
- The Law Department is 2% of the total City revenue. It is slightly below budget projections. With the additional facility fees being added and the balance of the grant funds that should be received the Law Department should meet the projections by the end of the year.
- The Court is 1% of the total City Revenue. Revenue has picked up in the last couple of months, but is still half of previous years income.
- The Streets is 5% of the total City Revenue. The Motor Vehicle tax is meeting projected levels. Once the Jackson Street overlay grant funds are received the Street Department should meet projected revenues.
- The Planning/Economic Department is less than 1% of total City revenue, but many of the fees are distributed to General, Law, Streets, Water, Sewer and Parks Departments. Since the reconstruction of the permit fee system there have been some additional accounts added which includes Police Facility Fees, Street Approach/Gutter/Inspection Fees, Planning/Development and Zoning Fees just in the General Fund. The Planning Department has already surpassed the projected revenue.
- The Emergency Management has not received the projected grant revenue at this time.

# September 30, 2024 Year to Date Revenue - All Funds

## REVENUE



### WATER AND SEWER FUND

- The Water and Sewer Fund is 40% of the total City revenues.
- The Water Department has met 43% and Sewer Department has met 52% of the projected revenue.
- A significant amount of Grant Revenue has not been received yet and the amount of reserves to be used for projects make the total revenue received seem much lower than projected revenue. The Water Sales and Sewer Sales revenue is within or above the projected budget amount in most of the sales categories . Projects in the Sewer Department are in progress, but grant revenue projected may not be received until later in 2024 or possible in 2025.

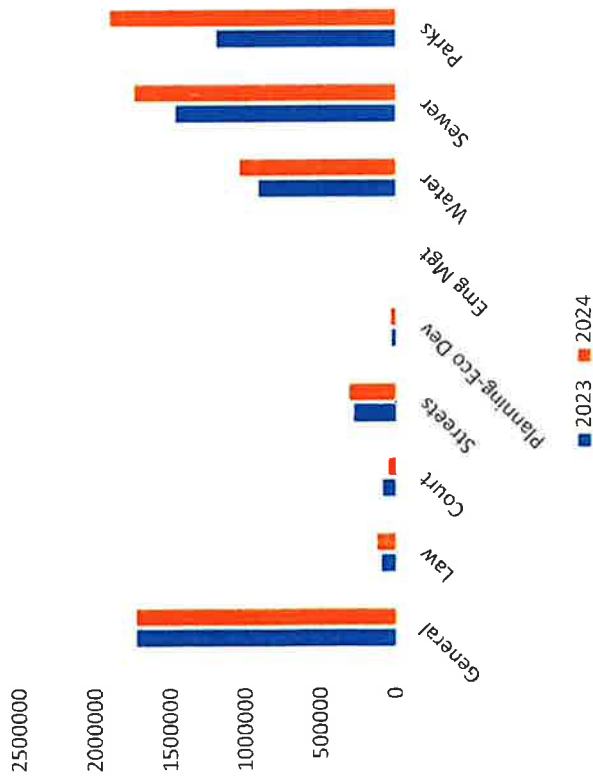
### PARKS

- The Parks Fund is 27% of the total City revenues this year. This is substantially higher than most years because of the Inclusive Playground project. The receipt of \$662,723 in grant funds has been a big part of the increase in revenues. The Park Department has received 84% of the projected revenue.



# Revenue Comparison

Comparison 2023 vs 2024



## General Fund

- The General Department Revenue increased .05%. The highest revenue growth has been in Building Permits with a \$5,056,04 increase. There has been an increase in construction in the city this year.
- The Sales Tax has increased .5%, but Capital Improvement sales tax has decreased 6.5%. The Franchise fees overall have decreased slightly as well.
- The Law Department sold three vehicles this year increasing the total revenue. Other revenue sources have increased slightly. An added Police Facility Fee has added \$7000.00 to the Law Department revenue.
- The Court Revenue shows a 41% decrease compared to last year. The majority of the lower revenue is Traffic Fines.
- The Streets Department Motor Vehicle Tax has increased 4.8% compared to last year.
- The Planning Department revenue has increased 23% compared to last year. The additional planning fees have also help add revenue to several other departments. Adding all the additional fees benefits several different departments.

## WATER & SEWER

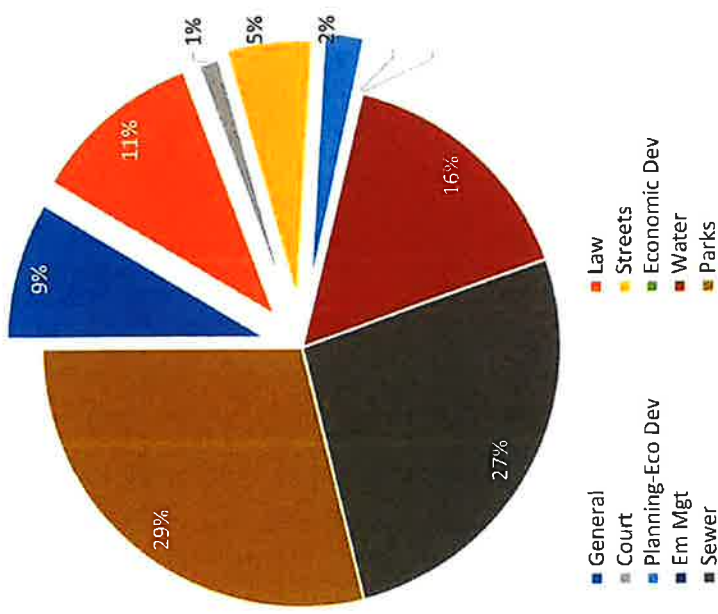
- The Water Department has a 13.7% increase in income mainly because of the Meter Replacement/Installation revenue received over last year. This has added an additional \$51,204 to the Water Department.
- The Sewer Department, as well, has an increase in revenue of 18.6% mainly due to grant revenues received, and Hook Up Fees this year compared to last year with the increase in development and construction.

## PARKS

- The Park Fund from grants for the Inclusive Playground project have increased the Park revenue making the total increase \$710,688 to date compared to last year. The building trend has also affected Park's revenue with a \$23,907 increase. The total revenue has increase 59% compared to last year.

# September 30, 2024 Year to Date Expense - All Funds

Expense

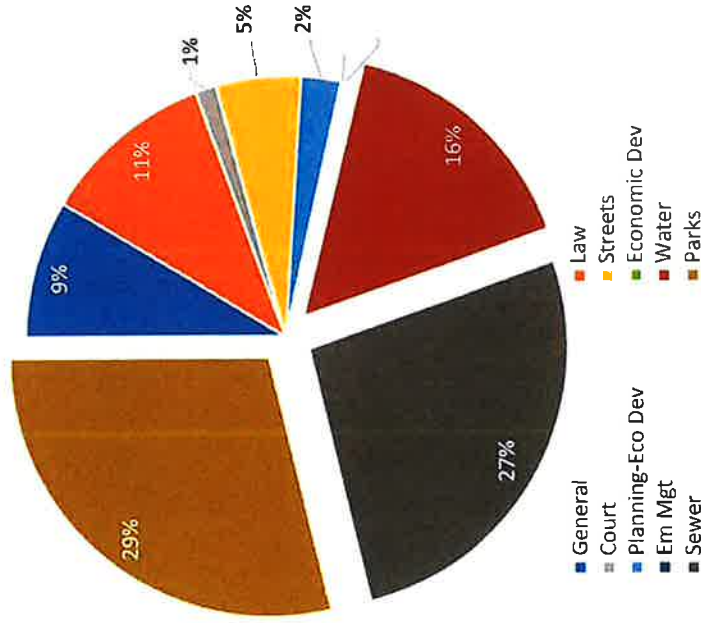


## General Fund

- The General Fund includes 28% of the total City expenses.
- The General Fund has currently used only 59% of the projected expense budget.
- The General Department expense is 9% of the total expense for all funds. The largest expense for the General Department is the transfer of funds to the Park Fund. To date the General Fund has transferred \$240,000 of the \$243,906 budget to Parks. Currently the General Department is on target for most projected budget amounts. The Contract Labor account was higher due to unemployment benefits paid out.
- The Law Department is 11% of the total expense for all funds. This department is within the projected budget, but with rising costs it has been more difficult for all departments to stay within the budget on all accounts.
- The Court is 1% of the total expense for all funds. Streets is 5% of the total expense for all funds. The Dues and Subscriptions projected amount fell short with the increase of OTO charges of \$5120.38. This was a \$2000 increase from 2023. The main Jackson Street expenses have not been applied since the project has not been completed at this time.
- Planning and Economic Development is 2% of all funds.

# September 30, 2024 Year to Date Expense - All Funds

Expense



## Water & Sewer Fund

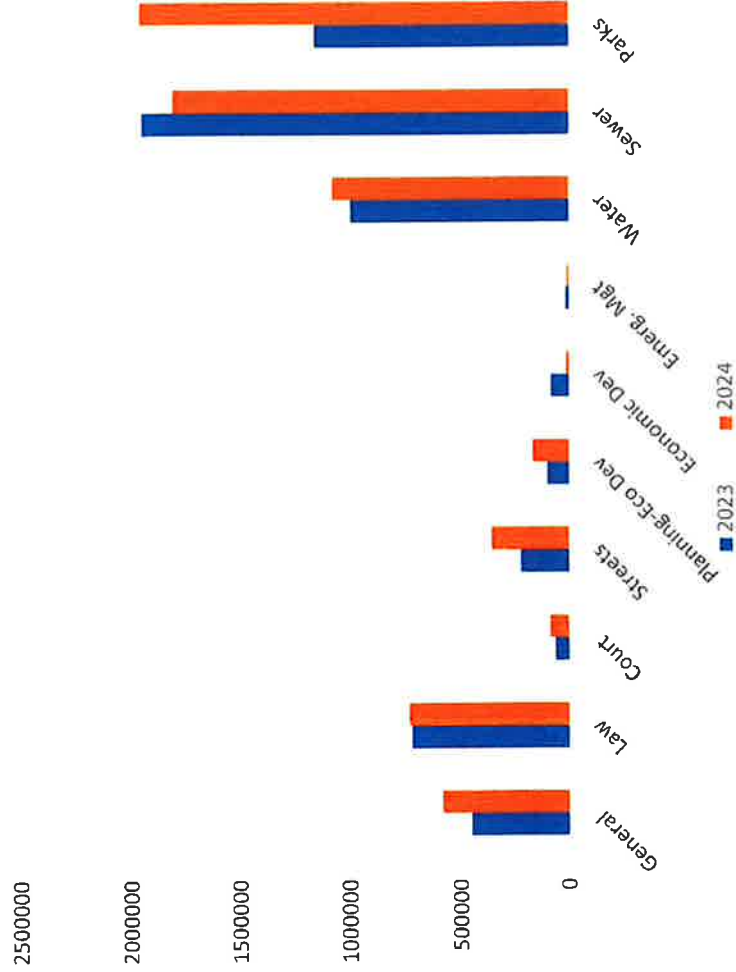
- The Water Department is 16% and the Sewer Department 27% of the total city's expenses.
- Currently the expense is at 50% of the projected budget for the year.
- Some of the projects (94 and Meadows) have not reached a point that the City has received some of the larger invoices yet.
- Bank Fees have increased with more and more people using credit cards to pay their bills.
- There has been an increase in meter expense with the increase in building permits.
- The Public Works building is still to be completed and has additional expense to complete.

## Parks Fund

- The Park Fund is 29% of the expense of all funds. The Parks has expensed 86% of the projected budget at this time.
- The amount expensed during the year by a fund is sometimes determined by the on-going projects and/or finished projects at any given time.
- The Inclusive Playground expense is a major cost this year with \$525,387.92 spent to date.

# Expense Comparison

Comparison 2023 vs 2024



## GENERAL FUND

- In the General Department expense has increased 29% compared to last year. The City Administrator recruitment fees, special election cost, legal fees and equipment and software contracts are a few of the reasons expenses are higher this year.
- In the Law Department increased wages is the main reason for increase in expenses.
- The Court expense increase is the addition of a part-time clerk.
- The Street Department had additional expense for street repairs and wages compared to last year. The Jackson Street project will be completed this fall. Street expense increased 59%.
- Overall the General Fund expenses increased 17%.

## WATER AND SEWER

- The Water and Sewer Fund has some major expenses for ongoing projects such as the public works building, 94 lift station/forcemain and Meadows sewer project that the City has not received invoices for yet. This has made the expenses showing less at this time compared to last year.
- To date the Water Department expenses have increased 8% and Sewer Department 7%.

## PARKS

- The Parks Fund increased expense has been closely related to the playground project. Since the playground is complete, expenses should decrease for the rest of the year. Some additional expense has been much needed maintenance for park buildings. Currently expenses have increase 69% compared to last year.

# Summary

Staff has been working with Carl Brown of Getting Great Rates to get the rate study finalized. Several options were provided to determine which direction the City might choose to take for rate increases in order to cover water and sewer expenses. The staff is currently working on the 2025 Budget to be presented to the Board in November. The continued rising costs of products, services and rising wages needed to have a qualified staff has been a challenge. The staff is working diligently to keep expenses down as much as possible, but yet to operate the City and provide the utilities, law officers and other services needed and required by the Willard Citizens as well as the surrounding community there needs to be change.

"We cannot solve problems with the kind of thinking we employed when we came up with them." —Albert Einstein

Submitted by: Carolyn Halverson, Director of Finance

**CITY OF WILLARD  
BOARD OF ALDERMEN**



**AGENDA ITEM #3c  
FINANCE DEPARTMENT**

**ACTION REQUIRED: REQUEST FOR MAYOR TO ACCEPT AS  
PRESENTED**

**September 2024 Budget Financial Statements**

- 1. Balance Sheet**
- 2. Income Statement**



City of Willard, MO

# Balance Sheet

## Account Summary

As Of 09/30/2024

Account	Name	Balance
<b>Fund: 10 - GENERAL FUND</b>		
<b>Assets</b>		
<a href="#">10-01001</a>	CLAIM ON POOLED CASH - GENERAL FUN	4,710,615.57
<a href="#">10-10000</a>	CASH IN BANK - OPERATING	0.00
<a href="#">10-10100</a>	CASH RESERVES 4593	0.00
<a href="#">10-10200</a>	CASH IN BANK - MID-MISSOURI BANK	0.00
<a href="#">10-10300</a>	CASH - FREEDOM	0.00
<a href="#">10-11100</a>	PETTY CASH-GCG	900.00
<a href="#">10-12500</a>	CASH IN BANK - JIS	0.00
<a href="#">10-13000</a>	CASH JUDICIAL EDUCATION	4,761.62
<a href="#">10-13050</a>	CASH JUDICIAL FACILITY FUND	16,844.18
<a href="#">10-13100</a>	CASH POLICE FORFEITURE ASSETS	1.40
<a href="#">10-13110</a>	CASH POLICE EQUITABLE SHARING FUND	11,647.70
<a href="#">10-13120</a>	CASH LAW TRAINING RESERVE	0.00
<a href="#">10-13150</a>	CASH MISC PROCEEDS FUND	0.00
<a href="#">10-13300</a>	CASH IMPROVEMENT PROJECTS	0.00
<a href="#">10-13400</a>	CASH STREET PROJECTS	50,689.08
<a href="#">10-15000</a>	ACCOUNTS RECEIVABLE	0.00
<a href="#">10-15100</a>	DUE FROM WATER/SEWER FUND	0.00
<a href="#">10-15200</a>	DUE FROM RECREATION FUND	0.00
<a href="#">10-15300</a>	SALES TAXES RECEIVABLE	232,096.67
<a href="#">10-15400</a>	AD-VALOREM TAXES RECEIVABLE	219,280.69
<a href="#">10-15500</a>	COURT FINES RECEIVABLE	30,786.39
<a href="#">10-15700</a>	GRANTS RECEIVABLE	0.00
<a href="#">10-16000</a>	PREPAID INSURANCE-GCG	31,795.80
<a href="#">10-17000</a>	DEFERRED INFLOWS-LEASES	-353,835.95
<a href="#">10-17001</a>	INTEREST RECEIVABLE-LEASES	1,783.39
<a href="#">10-17002</a>	LONG TERM LEASE RECEIVABLE	333,195.44
<a href="#">10-17003</a>	SHORT TERM LEASE RECEIVABLE	49,319.00
	<b>Total Assets:</b>	<b>5,339,880.98</b>
<b>Liability</b>		
<a href="#">10-20000</a>	AP PENDING (DUE TO POOLED CASH) - GC	-294.97
<a href="#">10-20010</a>	ACCOUNTS PAYABLE - GCG	7,689.68
<a href="#">10-20500</a>	ALLOWANCE FOR BAD DEBT-GCG	11,000.00
<a href="#">10-21000</a>	RETURNED CHECKS-GCG	0.00
<a href="#">10-21500</a>	WAGES PAYABLE	18,052.04
<a href="#">10-21600</a>	PAYROLL CORRECTION	0.00
<a href="#">10-22000</a>	FICA WITHHOLDING	0.00
<a href="#">10-22100</a>	FEDERAL WITHHOLDING	0.00
<a href="#">10-22200</a>	MISSOURI WITHHOLDING	264.21
<a href="#">10-23100</a>	LAGERS PAYABLE	1,593.05
<a href="#">10-23200</a>	GROUP INSURANCE PAYABLE	-2,589.88
<a href="#">10-23300</a>	GARNISHMENTS PAYABLE	630.30
<a href="#">10-24000</a>	COURT BONDS PAYABLE	1,640.00
<a href="#">10-24050</a>	DEFERRED COURT FINES	19,786.39
<a href="#">10-24100</a>	DEVELOPERS ESCROW	2,000.00
<a href="#">10-24200</a>	OTHER ESCROW	50,000.00
<a href="#">10-25500</a>	DUE TO RECREATION FUND	0.00
<a href="#">10-25550</a>	DUE TO WATER/SEWER FUND	0.00
<a href="#">10-25950</a>	LEASE PURCHASE-GEN	0.00
	<b>Total Liability:</b>	<b>109,770.82</b>
<b>Equity</b>		

## Balance Sheet

Account	Name	Balance	
<b>Fund: 20 - WATER AND SEWER FUND</b>			
<b>Assets</b>			
<a href="#">20-01001</a>	CLAIM ON POOLED CASH - WATER AND SI	2,968,620.15	
<a href="#">20-10000</a>	CASH IN BANK 4594	0.00	
<a href="#">20-10100</a>	CASH RESERVES 4595	0.00	
<a href="#">20-10200</a>	CASH RESERVES 4599	0.00	
<a href="#">20-11100</a>	PETTY CASH-WS	0.00	
<a href="#">20-15000</a>	ACCOUNTS RECEIVABLE-WS	244,542.24	
<a href="#">20-15050</a>	ACCOUNTS RECEIVABLE-COLLECTIONS	15,571.98	
<a href="#">20-15100</a>	DUE FROM GENERAL FUND	0.00	
<a href="#">20-15200</a>	DUE FROM RECREATION FUND	0.00	
<a href="#">20-16000</a>	PREPAID INSURANCE-WS	26,087.04	
<a href="#">20-17000</a>	DEFERRED INFLOWS-LEASES	0.00	
<a href="#">20-17001</a>	INTEREST RECEIVABLE-LEASES	0.00	
<a href="#">20-17002</a>	LONG TERM LEASE RECEIVABLE	0.00	
<a href="#">20-17003</a>	SHORT TERM LEASE RECEIVABLE	0.00	
<a href="#">20-18000</a>	LAND	273,272.75	
<a href="#">20-18050</a>	CONSTRUCTION IN PROGRESS	435,183.34	
<a href="#">20-18100</a>	EQUIPMENT	1,054,558.02	
<a href="#">20-18200</a>	WATER SYSTEM	4,576,733.19	
<a href="#">20-18300</a>	SEWER SYSTEM	9,165,307.07	
<a href="#">20-18400</a>	BUILDINGS-WSF	17,140.01	
<a href="#">20-18500</a>	ACCUMULATED DEPRECIATION-WS	-6,474,139.51	
<a href="#">20-19000</a>	COST OF ISSUANCE 2014	0.00	
<a href="#">20-19100</a>	2014 CERTIFICATE FUND	0.00	
<a href="#">20-19110</a>	2018 CERTIFICATE FUND	57.89	
<a href="#">20-19120</a>	2018 COP CONSTRUCTION FUND	0.00	
<a href="#">20-19200</a>	NET PENSION ASSET	134,963.00	
<a href="#">20-19300</a>	DEFERRED PENSION OUTFLOWS	68,966.00	
	<b>Total Assets:</b>	<b>12,506,863.17</b>	<b>12,506,863.17</b>
<b>Liability</b>			
<a href="#">20-20000</a>	AP PENDING (DUE TO POOLED CASH) - W:	36,613.07	
<a href="#">20-20010</a>	ACCOUNTS PAYABLE - WS	129,975.70	
<a href="#">20-20100</a>	RETURNED CHECKSWS	72.61	
<a href="#">20-20500</a>	ALLOWANCE FOR BAD DEBT-WS	0.00	
<a href="#">20-21500</a>	WAGES PAYABLE	13,260.14	
<a href="#">20-21600</a>	COMPENSATED ABSENCES	10,399.97	
<a href="#">20-22000</a>	FICA WITHHOLDING	0.00	
<a href="#">20-22100</a>	FEDERAL WITHHOLDING	0.00	
<a href="#">20-22200</a>	MISSOURI WITHHOLDING	2,086.07	
<a href="#">20-23100</a>	LAGERS PAYABLE	8,819.84	
<a href="#">20-23200</a>	GROUP INSURANCE PAYABLE	-3,047.68	
<a href="#">20-23300</a>	GARNISHMENTS PAYABLE	0.00	
<a href="#">20-24200</a>	Other Escrow	633,432.41	
<a href="#">20-25000</a>	DUE TO GENERAL FUND	0.00	
<a href="#">20-25500</a>	DUE TO RECREATION FUND	0.00	
<a href="#">20-25600</a>	SALES TAX PAYABLE	-1,483.35	
<a href="#">20-25700</a>	MO PRIMACY TAX	1,021.64	
<a href="#">20-25750</a>	WATER POLLUTION SERVICE CONNECTION	3,102.42	
<a href="#">20-25800</a>	CUSTOMER DEPOSITS-WS	269,409.61	
<a href="#">20-25950</a>	LEASE PURCHASE-W/S	85,800.60	
<a href="#">20-26000</a>	INTEREST PAYABLE	33,701.03	
<a href="#">20-26500</a>	2014 COP PAYABLE	920,000.00	
<a href="#">20-27000</a>	2018 COP Payable	3,190,000.00	
<a href="#">20-28000</a>	NET PENSION LIABILITY	0.00	
<a href="#">20-28200</a>	DEFERRED PENSION INFLOWS	27,618.00	
	<b>Total Liability:</b>	<b>5,360,782.08</b>	
<b>Equity</b>			



## Balance Sheet

Account	Name	Balance
<b>Fund: 30 - PARKS FUND</b>		
<b>Assets</b>		
<a href="#">30-01001</a>	CLAIM ON POOLED CASH - PARKS FUND	25,883.86
<a href="#">30-10000</a>	CASH IN BANK - 4596	0.00
<a href="#">30-10100</a>	CASH RESERVES - 4597	0.00
<a href="#">30-11100</a>	PETTY CASH-PKS	240.00
<a href="#">30-12000</a>	CASH PARK- PROJECTS	1,926.85
<a href="#">30-12100</a>	CASH YOUTH SCHOLARSHIP	2,402.53
<a href="#">30-12200</a>	CASH - TICKET RESERVE	0.00
<a href="#">30-12300</a>	2008 RESERVE FUND RESTRICTED	0.00
<a href="#">30-12400</a>	PROJECT FUND	0.33
<a href="#">30-15000</a>	ACCOUNTS RECEIVABLE-PKS	62.50
<a href="#">30-15050</a>	ACCOUNTS RECEIVABLE-COLLECTIONS	0.00
<a href="#">30-15100</a>	DUE FROM GENERAL FUND	0.00
<a href="#">30-15200</a>	DUE FROM WATER/SEWER FUND	0.00
<a href="#">30-15300</a>	SALES TAXES RECEIVABLE	52,675.33
<a href="#">30-15400</a>	AD-VALOREM TAXES RECEIVABLE	67,072.90
<a href="#">30-16000</a>	PREPAID INSURANCE-PKS	15,294.29
<a href="#">30-17000</a>	DEFERRED INFLOWS-LEASES	-185,473.67
<a href="#">30-17001</a>	INTEREST RECEIVABLE-LEASES	844.54
<a href="#">30-17002</a>	LONG TERM LEASE RECEIVABLE	191,771.94
<a href="#">30-17003</a>	SHORT TERM LEASE RECEIVABLE	5,747.00
	<b>Total Assets:</b>	<b>178,448.40</b>
		<b><u>178,448.40</u></b>
<b>Liability</b>		
<a href="#">30-20000</a>	AP PENDING (DUE TO POOLED CASH) - PK	4,580.27
<a href="#">30-20010</a>	ACCOUNTS PAYABLE - PKS	3,939.17
<a href="#">30-20100</a>	RETURNED CHECKS-PKS	0.00
<a href="#">30-20500</a>	ALLOWANCE FOR BAD DEBT-PKS	0.00
<a href="#">30-21500</a>	WAGES PAYABLE	8,173.07
<a href="#">30-22000</a>	FICA WITHHOLDING	0.00
<a href="#">30-22100</a>	FEDERAL WITHHOLDING	0.00
<a href="#">30-22200</a>	MISSOURI WITHHOLDING	989.19
<a href="#">30-23100</a>	LAGERS PAYABLE	2,236.31
<a href="#">30-23200</a>	GROUP INSURANCE PAYABLE	2,154.48
<a href="#">30-23300</a>	GARNISHMENTS PAYABLE	594.00
<a href="#">30-25000</a>	DUE TO GENERAL FUND	0.00
<a href="#">30-25550</a>	DUE TO WATER/SEWER FUND	0.00
<a href="#">30-25800</a>	CUSTOMER DEPOSITSPKS	2,266.25
<a href="#">30-25850</a>	CUSTOMER IN-HOUSE CREDIT	2,917.50
<a href="#">30-25900</a>	MID-MISSOURI BANK	0.00
<a href="#">30-25950</a>	LEASE PURCHASE-PARKS	0.00
	<b>Total Liability:</b>	<b>27,850.24</b>
<b>Equity</b>		
<a href="#">30-30000</a>	FUND BALANCE	212,025.42
	<b>Total Beginning Equity:</b>	<b>212,025.42</b>
Total Revenue		1,907,457.96
Total Expense		1,968,885.22
Revenues Over/Under Expenses		-61,427.26
	<b>Total Equity and Current Surplus (Deficit):</b>	<b>150,598.16</b>
	<b>Total Liabilities, Equity and Current Surplus (Deficit):</b>	<b><u>178,448.40</u></b>

Income Statement

For Fiscal: 2024 Period Ending: 09/30/2024

		Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
<b>Fund: 20 - WATER AND SEWER FUND</b>						
<b>Revenue</b>						
<b>Department: 600 - Water</b>						
<a href="#">20-600-40700</a>	METER REPLACEMENT/ INSTALLATIONS-W	35,000.00	85,000.00	0.00	80,054.00	4,946.00
<a href="#">20-600-40800</a>	MISCELLANEOUS INCOME-WATER	1,000.00	1,000.00	150.00	1,272.94	-272.94
<a href="#">20-600-40850</a>	CONVENIENCE FEE-WATER	22,000.00	22,000.00	1,807.32	14,966.18	7,033.82
<a href="#">20-600-40920</a>	PENALTY INCOME-WATER	45,000.00	45,000.00	3,420.76	32,329.91	12,670.09
<a href="#">20-600-42000</a>	GRANT RECEIPTS-WATER	3,750.00	4,200.00	0.00	4,115.50	84.50
<a href="#">20-600-43000</a>	INTEREST INCOME-WATER	30,000.00	30,000.00	3,164.52	29,135.42	864.58
<a href="#">20-600-44100</a>	UTILITY LOCATE FEES	0.00	0.00	100.00	150.00	-150.00
<a href="#">20-600-44110</a>	NEW CONSTN METER INSTALLATION	0.00	0.00	5,200.00	13,000.00	-13,000.00
<a href="#">20-600-44120</a>	WATER CAPACITY FEES	0.00	0.00	6,400.00	16,000.00	-16,000.00
<a href="#">20-600-46000</a>	TRANSFER IN-WATER	713,040.00	1,054,631.00	0.00	0.00	1,054,631.00
<a href="#">20-600-48510</a>	WATER SALES - CITY COMMERCIAL (WATER	132,825.00	120,750.00	10,851.70	74,505.89	46,244.11
<a href="#">20-600-48515</a>	WATER SALES - RURAL COMMERCIAL (WAT	8,400.00	7,718.00	806.87	5,343.71	2,374.29
<a href="#">20-600-48520</a>	WATER SALES - CITY RESIDENTIAL (WATER)	679,907.00	615,300.00	59,037.38	468,326.38	146,973.62
<a href="#">20-600-48525</a>	WATER SALES - RURAL RESIDENTIAL (WATE	425,000.00	412,125.00	39,081.28	298,382.85	113,742.15
<a href="#">20-600-49000</a>	CAPITAL ASSET SALES-WATER	5,000.00	5,000.00	0.00	4,725.50	274.50
	<b>Department: 600 - Water Total:</b>	<b>2,100,922.00</b>	<b>2,402,724.00</b>	<b>130,019.83</b>	<b>1,042,308.28</b>	<b>1,360,415.72</b>
<b>Department: 700 - Sewer</b>						
<a href="#">20-700-40800</a>	MISCELLANEOUS INCOME-SEWER	1,000.00	1,000.00	0.00	0.00	1,000.00
<a href="#">20-700-40850</a>	CONVENIENCE FEE-SEWER	22,000.00	22,000.00	1,818.43	14,967.62	7,032.38
<a href="#">20-700-40920</a>	PENALTY INCOME-SEWER	35,000.00	35,000.00	2,766.83	22,553.28	12,446.72
<a href="#">20-700-40960</a>	TRASH INCOME -SEWER	0.00	12,000.00	0.00	11,893.09	106.91
<a href="#">20-700-42000</a>	GRANT RECEIPTS-SEWER	708,668.00	708,668.00	0.00	326,669.64	381,998.36
<a href="#">20-700-42100</a>	HOOK UP FEES RECEIVE-SEWER	40,000.00	110,000.00	0.00	115,700.00	-5,700.00
<a href="#">20-700-43000</a>	INTEREST INCOME-SEWER	30,000.00	30,000.00	3,164.52	29,132.42	867.58
<a href="#">20-700-44100</a>	TREATMENT FACILITY FEES	0.00	0.00	1,600.00	4,000.00	-4,000.00
<a href="#">20-700-44110</a>	SEWER LATERAL CONNECTION FEES	0.00	0.00	1,600.00	4,000.00	-4,000.00
<a href="#">20-700-44120</a>	SEWER CAPACITY FEES	0.00	0.00	0.00	600.00	-600.00
<a href="#">20-700-46000</a>	TRANSFER IN-SEWER	605,000.00	832,360.00	0.00	0.00	832,360.00
<a href="#">20-700-48800</a>	SEWER SALES-SEWER	1,780,000.00	1,613,233.00	144,699.87	1,212,182.41	401,050.59
<a href="#">20-700-49000</a>	CAPITAL ASSET SALES-SEWER	5,000.00	5,000.00	0.00	4,725.50	274.50
	<b>Department: 700 - Sewer Total:</b>	<b>3,226,668.00</b>	<b>3,369,261.00</b>	<b>155,649.65</b>	<b>1,746,423.96</b>	<b>1,622,837.04</b>
	<b>Revenue Total:</b>	<b>5,327,590.00</b>	<b>5,771,985.00</b>	<b>285,669.48</b>	<b>2,788,732.24</b>	<b>2,983,252.76</b>
<b>Expense</b>						
<b>Department: 600 - Water</b>						
<a href="#">20-600-50000</a>	CHEMICALS-WATER	20,000.00	20,000.00	1,749.23	10,739.84	9,260.16
<a href="#">20-600-50130</a>	SUPPLIES-WATER	60,000.00	60,000.00	951.08	41,483.79	18,516.21
<a href="#">20-600-50200</a>	LABORATORY FEES-WATER	2,000.00	2,000.00	117.00	1,398.00	602.00
<a href="#">20-600-50300</a>	LABORATORY SUPPLIES-WATER	29,447.00	29,447.00	0.00	538.63	28,908.37
<a href="#">20-600-50500</a>	BUILDING MAINTENANCE-WATER	5,000.00	5,000.00	0.00	47.98	4,952.02
<a href="#">20-600-50550</a>	CUSTODIAL SUPPLIES-WATER	500.00	500.00	0.00	61.37	438.63
<a href="#">20-600-50600</a>	MISCELLANEOUS EXPENSE-WATER	100.00	100.00	0.00	0.00	100.00
<a href="#">20-600-50700</a>	OFFICE SUPPLIES-WATER	3,500.00	3,500.00	356.43	2,602.52	897.48
<a href="#">20-600-50750</a>	POSTAGE-WATER	13,000.00	13,000.00	1,247.93	9,546.26	3,453.74
<a href="#">20-600-51000</a>	REPAIRS AND MAINTENANCE-WATER	80,000.00	80,000.00	9,348.28	68,617.05	11,382.95
<a href="#">20-600-52000</a>	SUPPLIES SMALL EQUIPMENT-WATER	10,000.00	10,000.00	154.07	5,260.26	4,739.74
<a href="#">20-600-52500</a>	METER REPLACEMENT-WATER	20,000.00	20,000.00	0.00	8,636.73	11,363.27
<a href="#">20-600-55200</a>	ADVERTISING-WATER	1,000.00	1,000.00	550.92	651.08	348.92
<a href="#">20-600-55400</a>	AUDIT EXPENSE-WATER	6,500.00	6,500.00	0.00	5,000.00	1,500.00
<a href="#">20-600-55500</a>	BANK/CREDIT CARD FEES-WATER	19,000.00	19,000.00	4,256.07	28,677.24	-9,677.24
<a href="#">20-600-55600</a>	CONTRACT LABOR--WATER	5,000.00	5,000.00	0.00	0.00	5,000.00
<a href="#">20-600-55800</a>	DUES AND SUBSCRIPTIONS-WATER	2,100.00	2,100.00	22.49	697.49	1,402.51
<a href="#">20-600-55850</a>	EQUIPMENT RENTAL-WATER	2,000.00	3,000.00	586.11	3,160.18	-160.18
<a href="#">20-600-56000</a>	INSURANCE-WATER	25,854.00	25,854.00	2,855.09	20,143.82	5,710.18
<a href="#">20-600-56200</a>	LEGAL-WATER	1,000.00	1,000.00	0.00	0.00	1,000.00
<a href="#">20-600-56400</a>	PROFESSIONAL-WATER	60,000.00	71,400.00	2,975.56	23,403.06	47,996.94

**Income Statement**

**For Fiscal: 2024 Period Ending: 09/30/2024**

		Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
<a href="#">10-250-92000</a>	RETIREMENT-COURT	4,561.00	4,955.00	384.11	3,656.49	1,298.51
<a href="#">10-250-93000</a>	GROUP INSURANCE-COURT	13,120.00	13,214.00	1,372.22	12,207.77	1,006.23
<a href="#">10-250-95500</a>	CAPITAL ASSET EQUIPMENT-COURT	0.00	0.00	0.00	325.00	-325.00
	<b>Department: 250 - Court Total:</b>	<b>126,867.00</b>	<b>128,105.00</b>	<b>9,349.16</b>	<b>90,400.53</b>	<b>37,704.47</b>
	<b>Department: 300 - Streets</b>					
<a href="#">10-300-50130</a>	SUPPLIES-STREETS	25,000.00	25,000.00	838.51	8,541.12	16,458.88
<a href="#">10-300-50200</a>	LANDSCAPING - STREETS	0.00	0.00	-356.00	232.16	-232.16
<a href="#">10-300-50500</a>	BUILDING MAINTENANCE-STREETS	4,000.00	4,000.00	0.00	23.97	3,976.03
<a href="#">10-300-50550</a>	CUSTODIAL SUPPLIES-STREETS	100.00	100.00	0.00	18.97	81.03
<a href="#">10-300-50600</a>	MISCELLANEOUS EXPENSE-STREETS	100.00	100.00	0.00	0.00	100.00
<a href="#">10-300-50700</a>	OFFICE SUPPLIES-STREETS	500.00	500.00	6.19	35.19	464.81
<a href="#">10-300-50750</a>	POSTAGE-ST	50.00	50.00	0.00	0.32	49.68
<a href="#">10-300-51000</a>	REPAIRS AND MAINTENANCE-STREETS	20,000.00	20,000.00	498.49	14,209.61	5,790.39
<a href="#">10-300-52000</a>	SUPPLIES SMALL EQUIPMENT-STREETS	3,000.00	3,000.00	59.77	3,008.57	-8.57
<a href="#">10-300-55200</a>	ADVERTISING-ST	200.00	200.00	374.39	525.59	-325.59
<a href="#">10-300-55600</a>	CONTRACT LABOR-STREETS	1,500.00	1,500.00	0.00	0.00	1,500.00
<a href="#">10-300-55800</a>	DUES AND SUBSCRIPTIONS-STREETS	3,050.00	3,050.00	0.00	5,120.38	-2,070.38
<a href="#">10-300-55850</a>	EQUIPMENT RENTAL-STREETS	2,000.00	2,000.00	293.05	1,087.85	912.15
<a href="#">10-300-56000</a>	INSURANCE-STREETS	12,900.00	12,900.00	1,437.06	10,025.87	2,874.13
<a href="#">10-300-56200</a>	LEGAL EXPENSE-ST	500.00	500.00	0.00	0.00	500.00
<a href="#">10-300-56400</a>	PROFESSIONAL-STREETS	3,000.00	3,000.00	61.00	1,159.30	1,840.70
<a href="#">10-300-56500</a>	SAFETY PROGRAM-STREETS	300.00	300.00	0.00	0.00	300.00
<a href="#">10-300-56900</a>	TRAVEL EXPENSE-STREETS	200.00	200.00	0.00	0.00	200.00
<a href="#">10-300-56950</a>	TRAINING & EDUCATION-ST	100.00	100.00	0.00	0.00	100.00
<a href="#">10-300-57400</a>	EQUIPMENT/SOFTWARE CONTRACTS-STRE	1,000.00	3,100.00	0.00	3,986.47	-886.47
<a href="#">10-300-61000</a>	TELEPHONE-STREETS	1,500.00	1,500.00	88.73	991.46	508.54
<a href="#">10-300-61050</a>	INTERNET-STREETS	3,800.00	3,800.00	322.87	2,552.45	1,247.55
<a href="#">10-300-61110</a>	STREET LIGHTS STREETS	67,000.00	67,000.00	10,899.95	48,876.90	18,123.10
<a href="#">10-300-62000</a>	UTILITIES ELECTRIC-STREETS	3,200.00	3,200.00	762.51	3,262.21	-62.21
<a href="#">10-300-62100</a>	UTILITIES GAS-STREETS	300.00	300.00	0.00	0.00	300.00
<a href="#">10-300-70000</a>	VEHICLE EXPENSE FUEL-STREETS	5,500.00	5,500.00	652.19	4,839.73	660.27
<a href="#">10-300-70100</a>	EQUIPMENT FUEL-STREETS	1,500.00	1,500.00	31.98	176.36	1,323.64
<a href="#">10-300-71000</a>	VEHICLE REPAIR & MAINT-STREETS	2,000.00	3,500.00	148.59	3,865.66	-365.66
<a href="#">10-300-71100</a>	EQUIPMENT REPAIR & MAINT-STREETS	5,000.00	8,000.00	105.46	8,183.22	-183.22
<a href="#">10-300-75000</a>	VEHICLE LEASE-STREETS	18,929.00	18,929.00	1,543.06	14,228.62	4,700.38
<a href="#">10-300-75100</a>	EQUIPMENT LEASE	6,400.00	6,400.00	529.87	4,768.83	1,631.17
<a href="#">10-300-90000</a>	SALARIES-STREETS	128,743.00	85,400.00	6,627.02	54,589.38	30,810.62
<a href="#">10-300-90500</a>	SALARIES OVERTIME-STREETS	2,000.00	2,000.00	444.51	1,626.23	373.77
<a href="#">10-300-91500</a>	PAYROLL TAXES-STREETS	10,459.00	6,992.00	534.81	4,256.51	2,735.49
<a href="#">10-300-92000</a>	RETIREMENT-STREETS	10,653.00	8,172.00	625.33	5,211.36	2,960.64
<a href="#">10-300-92500</a>	UNIFORMS-STREETS	1,400.00	1,600.00	125.66	999.47	600.53
<a href="#">10-300-93000</a>	GROUP INSURANCE-STREETS	26,854.00	21,271.00	1,016.41	8,923.92	12,347.08
<a href="#">10-300-95100</a>	CAPITAL ASSET EXP-STREETS	478,825.00	528,825.00	40,844.91	144,995.85	383,829.15
<a href="#">10-300-95500</a>	CAPITAL ASSET EQUIPMENT-STREETS	12,000.00	12,000.00	0.00	667.50	11,332.50
	<b>Department: 300 - Streets Total:</b>	<b>863,563.00</b>	<b>865,489.00</b>	<b>68,516.32</b>	<b>360,991.03</b>	<b>504,497.97</b>
	<b>Department: 400 - Planning &amp; Development</b>					
<a href="#">10-400-50130</a>	SUPPLIES-P&D	300.00	300.00	113.36	194.60	105.40
<a href="#">10-400-50550</a>	CUSTODIAL SUPPLIES-P&D	101.00	101.00	0.00	0.00	101.00
<a href="#">10-400-50600</a>	MISCELLANEOUS EXPENSE-P&D	100.00	100.00	0.00	0.00	100.00
<a href="#">10-400-50700</a>	OFFICE SUPPLIES-P&D	500.00	2,000.00	160.80	1,971.46	28.54
<a href="#">10-400-50750</a>	POSTAGE-P&D	250.00	250.00	29.04	53.12	196.88
<a href="#">10-400-51000</a>	REPAIRS & MAINTENANCE-P&D	200.00	200.00	0.00	0.00	200.00
<a href="#">10-400-52000</a>	SUPPLIES-SMALL EQUIPMENT	300.00	1,000.00	43.15	1,350.08	-350.08
<a href="#">10-400-55200</a>	ADVERTISING-P&D	1,000.00	1,000.00	0.00	499.88	500.12
<a href="#">10-400-55500</a>	BANK/CREDIT CARD FEES-P&D	0.00	0.00	0.45	0.45	-0.45
<a href="#">10-400-55600</a>	CONTRACT LABOR-P&D	0.00	25,000.00	0.00	11,270.00	13,730.00
<a href="#">10-400-55800</a>	DUES AND SUBSCRIPTIONS-P&D	250.00	250.00	0.00	160.00	90.00
<a href="#">10-400-55850</a>	EQUIPMENT RENTAL-P&D	500.00	500.00	0.00	232.92	267.08
<a href="#">10-400-56000</a>	INSURANCE-P&D	4,349.00	4,349.00	484.51	3,379.98	969.02



City of Willard, MO

# Income Statement

## Account Summary

For Fiscal: 2024 Period Ending: 09/30/2024

		Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
<b>Fund: 10 - GENERAL FUND</b>						
<b>Revenue</b>						
<b>Department: 100 - General Government</b>						
<a href="#">10-100-40800</a>	MISCELLANEOUS INCOME-GCG	6,000.00	6,000.00	2.00	1,634.29	4,365.71
<a href="#">10-100-40850</a>	CONVENIENCE FEE-GCG	2,000.00	2,000.00	28.40	208.38	1,791.62
<a href="#">10-100-40980</a>	VETERAN'S MEMORIAL	240.00	240.00	0.00	0.00	240.00
<a href="#">10-100-41000</a>	FRANCHISE CABLE TV	18,200.00	18,200.00	1,200.00	10,116.06	8,083.94
<a href="#">10-100-41100</a>	FRANCHISE ELECTRIC	330,000.00	330,000.00	40,942.49	213,525.87	116,474.13
<a href="#">10-100-41200</a>	FRANCHISE GAS	76,000.00	76,000.00	2,441.65	54,493.99	21,506.01
<a href="#">10-100-41300</a>	FRANCHISE MOBILE PHONE LEASE	70,000.00	70,000.00	2,342.56	58,836.04	11,163.96
<a href="#">10-100-43000</a>	INTEREST INCOME-GCG	100,000.00	100,000.00	10,010.18	98,392.28	1,607.72
<a href="#">10-100-44100</a>	MERCHANTS LICENSES	7,000.00	7,000.00	250.00	4,377.50	2,622.50
<a href="#">10-100-44110</a>	BUILDING PERMITS	42,000.00	100,000.00	0.00	95,524.04	4,475.96
<a href="#">10-100-45300</a>	TAX REAL ESTATE-GCG	250,700.00	250,700.00	680.47	224,012.68	26,687.32
<a href="#">10-100-45400</a>	TAX SALES & USE REVENUES-GCG	900,000.00	900,000.00	76,997.97	723,508.65	176,491.35
<a href="#">10-100-45500</a>	TAX SALES CAP IMP-GCG	350,000.00	350,000.00	30,256.56	250,419.32	99,580.68
<a href="#">10-100-46000</a>	TRANSFER FROM GCG	0.00	92,679.00	0.00	0.00	92,679.00
<a href="#">10-100-49000</a>	CAPITAL ASSET SALES-GCG	1,000.00	1,000.00	0.00	0.00	1,000.00
<b>Department: 100 - General Government Total:</b>		<b>2,153,140.00</b>	<b>2,303,819.00</b>	<b>165,152.28</b>	<b>1,735,049.10</b>	<b>568,769.90</b>
<b>Department: 200 - Law</b>						
<a href="#">10-200-40800</a>	MISC INCOME - LAW	500.00	500.00	0.00	0.00	500.00
<a href="#">10-200-42000</a>	GRANT REVENUES-LAW	35,000.00	35,000.00	0.00	16,513.91	18,486.09
<a href="#">10-200-44120</a>	POLICE FACILITY FEES	0.00	0.00	2,800.00	7,000.00	-7,000.00
<a href="#">10-200-44520</a>	LAW OTHER INCOME-LAW	13,500.00	13,500.00	24.00	1,211.07	12,288.93
<a href="#">10-200-45100</a>	LAW ENFORCEMENT SALES TAX	132,000.00	132,000.00	7,702.49	81,958.96	50,041.04
<a href="#">10-200-45600</a>	TAX STATE LET ACCOUNT	100.00	100.00	0.00	0.00	100.00
<a href="#">10-200-49000</a>	CAPITAL ASSET SALES	0.00	18,000.00	0.00	17,996.50	3.50
<b>Department: 200 - Law Total:</b>		<b>181,100.00</b>	<b>199,100.00</b>	<b>10,526.49</b>	<b>124,680.44</b>	<b>74,419.56</b>
<b>Department: 250 - Court</b>						
<a href="#">10-250-40800</a>	MISCELLANEOUS INCOME-COURT	500.00	500.00	0.00	0.00	500.00
<a href="#">10-250-44500</a>	TRAFFIC FINES-COURT	115,000.00	60,000.00	5,085.61	47,428.13	12,571.87
<a href="#">10-250-44510</a>	OTHER FINES-COURT	5,000.00	5,000.00	265.50	3,064.50	1,935.50
<a href="#">10-250-44520</a>	COURT INCOME OTHER-COURT	100.00	100.00	0.00	0.00	100.00
<b>Department: 250 - Court Total:</b>		<b>120,600.00</b>	<b>65,600.00</b>	<b>5,351.11</b>	<b>50,492.63</b>	<b>15,107.37</b>
<b>Department: 300 - Streets</b>						
<a href="#">10-300-40800</a>	MISCELLANEOUS INCOME-STREETS	100.00	100.00	0.00	0.00	100.00
<a href="#">10-300-42000</a>	GRANT REVENUES-STREETS	377,060.00	377,060.00	14,255.93	14,255.93	362,804.07
<a href="#">10-300-44110</a>	STREET APPROACH/GUTTER/INSPECTION	0.00	0.00	400.00	1,000.00	-1,000.00
<a href="#">10-300-45410</a>	TAX MOTOR VEHICLE	310,000.00	310,000.00	31,089.72	250,854.46	59,145.54
<a href="#">10-300-45450</a>	TAX COUNTY ROAD & BRIDGE	39,259.00	39,259.00	0.00	43,807.34	-4,548.34
<b>Department: 300 - Streets Total:</b>		<b>726,419.00</b>	<b>726,419.00</b>	<b>45,745.65</b>	<b>309,917.73</b>	<b>416,501.27</b>
<b>Department: 400 - Planning &amp; Development</b>						
<a href="#">10-400-40930</a>	PLANNING AND ZONING	25,000.00	25,000.00	10.00	2,995.31	22,004.69
<a href="#">10-400-44110</a>	PLANNING/DEV BUILDING FEES	0.00	0.00	11,092.71	26,451.45	-26,451.45
<a href="#">10-400-44120</a>	ZONING FEES	0.00	0.00	0.00	631.00	-631.00
<b>Department: 400 - Planning &amp; Development Total:</b>		<b>25,000.00</b>	<b>25,000.00</b>	<b>11,102.71</b>	<b>30,077.76</b>	<b>-5,077.76</b>
<b>Department: 500 - Emergency Management</b>						
<a href="#">10-500-42000</a>	GRANT REVENUES-EM	8,458.00	8,458.00	0.00	0.00	8,458.00
<b>Department: 500 - Emergency Management Total:</b>		<b>8,458.00</b>	<b>8,458.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8,458.00</b>
<b>Revenue Total:</b>		<b>3,214,717.00</b>	<b>3,328,396.00</b>	<b>237,878.24</b>	<b>2,250,217.66</b>	<b>1,078,178.34</b>

Income Statement

For Fiscal: 2024 Period Ending: 09/30/2024

		Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
<u>20-600-56500</u>	SAFETY PROGRAM-WATER	200.00	200.00	0.00	0.00	200.00
<u>20-600-56900</u>	TRAVEL EXPENSE-WATER	1,000.00	1,000.00	0.00	0.00	1,000.00
<u>20-600-56950</u>	TRAINING & EDUCATION-WATER	2,000.00	2,000.00	0.00	125.00	1,875.00
<u>20-600-57400</u>	EQUIPMENT/SOFTWARE CONTRACTS-WAT	21,000.00	25,000.00	139.30	23,816.50	1,183.50
<u>20-600-61000</u>	TELEPHONE WATER	2,400.00	2,400.00	139.92	1,607.04	792.96
<u>20-600-61050</u>	INTERNET-WATER	6,025.00	6,025.00	511.33	4,077.49	1,947.51
<u>20-600-62000</u>	UTILITIES ELECTRIC-WATER	120,600.00	120,600.00	19,166.35	84,382.39	36,217.61
<u>20-600-62100</u>	UTILITIES GAS-WATER	5,000.00	5,000.00	52.31	1,845.30	3,154.70
<u>20-600-62300</u>	UTILITIES OTHER-WATER	2,400.00	2,400.00	157.78	1,697.43	702.57
<u>20-600-70000</u>	VEHICLE EXPENSE FUEL-WATER	10,000.00	10,000.00	1,338.24	9,619.65	380.35
<u>20-600-70100</u>	EQUIPMENT FUEL-WATER	4,500.00	4,500.00	0.00	288.74	4,211.26
<u>20-600-71000</u>	VEHICLE REPAIR & MAINT-WATER	4,000.00	4,000.00	297.18	7,454.61	-3,454.61
<u>20-600-71100</u>	EQUIPMENT REPAIR & MAINT-WATER	3,000.00	3,000.00	0.00	2,238.15	761.85
<u>20-600-75000</u>	VEHICLE LEASE-WATER	37,860.00	37,860.00	3,086.14	28,457.26	9,402.74
<u>20-600-75100</u>	EQUIPMENT LEASE	15,894.00	15,894.00	1,059.73	9,537.57	6,356.43
<u>20-600-90000</u>	SALARIES-WATER	456,794.00	462,836.00	33,677.39	319,864.28	142,971.72
<u>20-600-90500</u>	SALARIES OVERTIME-WATER	4,000.00	4,000.00	1,329.70	7,445.04	-3,445.04
<u>20-600-91500</u>	PAYROLL TAXES-WATER	36,863.00	37,347.00	2,618.58	24,538.85	12,808.15
<u>20-600-92000</u>	RETIREMENT-WATER	40,366.00	43,649.00	2,886.31	27,256.32	16,392.68
<u>20-600-92100</u>	PENSION EXPENSE-WATER	40,000.00	40,000.00	0.00	0.00	40,000.00
<u>20-600-92500</u>	UNIFORMS-WATER	2,700.00	3,100.00	251.31	1,998.96	1,101.04
<u>20-600-93000</u>	GROUP INSURANCE-WATER	76,777.00	68,971.00	6,229.16	62,649.89	6,321.11
<u>20-600-95100</u>	CAPITAL ASSET EXP-WATER	176,000.00	297,000.00	553.83	95,977.04	201,022.96
<u>20-600-95500</u>	CAPITAL ASSET EQUIPMENT-WATER	14,500.00	29,500.00	0.00	35,585.00	-6,085.00
<u>20-600-96000</u>	PRINCIPAL EXPENSE-WATER	87,500.00	87,500.00	0.00	87,500.00	0.00
<u>20-600-96200</u>	INTEREST EXPENSE-WATER	13,529.00	13,529.00	0.00	13,481.74	47.26
<u>20-600-96400</u>	FISCAL AGENT FEES-WATER	1,500.00	1,500.00	0.00	750.00	750.00
<u>20-600-97100</u>	BAD DEBT EXPENSE-WATER	3,000.00	3,000.00	0.00	0.00	3,000.00
<u>20-600-97300</u>	TRANSFER TO CCG-WATER	545,000.00	692,000.00	0.00	0.00	692,000.00
	<b>Department: 600 - Water Total:</b>	<b>2,100,409.00</b>	<b>2,402,212.00</b>	<b>98,664.82</b>	<b>1,082,859.55</b>	<b>1,319,352.45</b>
<b>Department: 700 - Sewer</b>						
<u>20-700-50000</u>	CHEMICALS	10,000.00	10,000.00	0.00	0.00	10,000.00
<u>20-700-50130</u>	SUPPLIES-SEWER	10,000.00	10,000.00	591.27	10,057.26	-57.26
<u>20-700-50300</u>	LABORATORY SUPPLIES-SEWER	0.00	0.00	0.00	523.49	-523.49
<u>20-700-50350</u>	PERMIT FEES-SEWER	3,000.00	3,000.00	0.00	0.00	3,000.00
<u>20-700-50500</u>	BUILDING MAINTENANCE-SEWER	5,000.00	5,000.00	0.00	52.25	4,947.75
<u>20-700-50550</u>	CUSTODIAL SUPPLIES-SEWER	300.00	300.00	0.00	61.39	238.61
<u>20-700-50600</u>	MISCELLANEOUS EXPENSE-SEWER	100.00	100.00	0.00	0.00	100.00
<u>20-700-50700</u>	OFFICE SUPPLIES-SEWER	2,500.00	2,500.00	256.44	2,502.54	-2.54
<u>20-700-50750</u>	POSTAGE-SEWER	13,000.00	13,000.00	1,247.93	9,533.74	3,466.26
<u>20-700-51000</u>	REPAIRS AND MAINTENANCE-SEWER	80,000.00	80,000.00	3,193.38	36,823.98	43,176.02
<u>20-700-52000</u>	SUPPLIES SMALL EQUIPMENT-SEWER	10,000.00	10,000.00	154.06	3,819.89	6,180.11
<u>20-700-55100</u>	HOOK UP EXPENSE-SEWER	100.00	100.00	0.00	0.00	100.00
<u>20-700-55200</u>	ADVERTISING-SEWER	300.00	300.00	550.92	651.08	-351.08
<u>20-700-55400</u>	AUDIT EXPENSE-SEWER	6,000.00	6,000.00	0.00	5,000.00	1,000.00
<u>20-700-55500</u>	BANK/CREDIT CARD FEES-SEWER	19,000.00	19,000.00	4,256.07	28,677.24	-9,677.24
<u>20-700-55600</u>	CONTRACT LABOR-SEWER	6,000.00	6,000.00	30.00	678.57	5,321.43
<u>20-700-55800</u>	DUES AND SUBSCRIPTIONS-SEWER	300.00	300.00	22.48	22.48	277.52
<u>20-700-55850</u>	EQUIPMENT RENTAL-SEWER	2,000.00	3,000.00	586.11	3,160.21	-160.21
<u>20-700-56000</u>	INSURANCE-SEWER	36,658.63	36,658.63	4,058.76	28,541.10	8,117.53
<u>20-700-56200</u>	LEGAL-SEWER	50,000.00	50,000.00	0.00	0.00	50,000.00
<u>20-700-56400</u>	PROFESSIONAL-SEWER	75,000.00	86,400.00	17,717.17	76,007.43	10,392.57
<u>20-700-56500</u>	SAFETY PROGRAM-SEWER	200.00	200.00	0.00	0.00	200.00
<u>20-700-56600</u>	CITIZEN TRASH EXPENSE-SEWER	0.00	23,000.00	0.00	22,481.15	518.85
<u>20-700-56900</u>	TRAVEL EXPENSE-SEWER	1,000.00	1,000.00	0.00	0.00	1,000.00
<u>20-700-56950</u>	TRAINING & EDUCATION-SEWER	2,000.00	2,000.00	0.00	0.00	2,000.00
<u>20-700-57200</u>	RECYCLE CENTER EXPENSE	5,000.00	5,000.00	282.83	2,116.35	2,883.65
<u>20-700-57400</u>	EQUIPMENT/SOFTWARE CONTRACTS-SEW	23,000.00	27,000.00	139.30	21,045.68	5,954.32
<u>20-700-58000</u>	SPRINGFIELD SEWER CHARGES-SEWER	648,000.00	648,000.00	0.00	432,106.96	215,893.04

**Income Statement**

For Fiscal: 2024 Period Ending: 09/30/2024

		Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
<b>Fund: 30 - PARKS FUND</b>						
<b>Revenue</b>						
<b>Department: 800 - Parks</b>						
30-800-40000	ADVERTISING REVENUE (PARKS)	30,000.00	30,000.00	2,000.00	16,261.26	13,738.74
30-800-40400	CONCESSION INCOME	38,325.50	38,325.50	1,493.88	33,909.04	4,416.46
30-800-40500	DONATIONS	0.00	0.00	0.00	1,955.00	-1,955.00
30-800-40600	FACILITY INCOME	32,000.00	32,000.00	1,743.00	23,907.25	8,092.75
30-800-40650	FITNESS CENTER INCOME	49,000.00	49,000.00	4,143.22	45,791.74	3,208.26
30-800-40800	MISCELLANEOUS INCOME-PKS	2,000.00	2,000.00	0.00	491.59	1,508.41
30-800-40900	PARK PERMIT FEES-PKS	10,000.00	25,000.00	3,200.00	34,250.00	-9,250.00
30-800-40950	SWIM POOL INCOME	110,000.00	110,000.00	0.00	121,609.60	-11,609.60
30-800-41300	FRANCHISE MOBILE PHONE TOWER	19,482.50	19,482.50	1,299.67	11,531.82	7,950.68
30-800-42000	GRANT REVENUES-PKS	750,000.00	750,000.00	0.00	662,723.00	87,277.00
30-800-43000	INTEREST INCOME-PKS	3,300.00	7,000.00	74.48	3,570.26	3,429.74
30-800-45300	TAX REAL ESTATE-PKS	126,840.00	126,840.00	203.26	66,937.06	59,902.94
30-800-45400	TAX SALES & USE REVENUES-PKS	336,000.00	336,000.00	33,542.21	290,421.23	45,578.77
30-800-45500	TAX SALES CAP IMP-PKS	320,000.00	320,000.00	28,683.78	230,016.81	89,983.19
30-800-46000	TRANSFER FROM GCG	1,638.25	243,905.00	40,000.00	240,000.00	3,905.00
30-800-46500	TRANSFER IN PARKS	50,000.50	50,000.50	0.00	0.00	50,000.50
30-800-47000	ADULT PROGRAMS-PKS	6,630.00	6,630.00	600.00	2,404.80	4,225.20
30-800-47100	YOUTH PROGRAMS-PKS	6,500.00	6,500.00	440.00	2,689.00	3,811.00
30-800-47200	YOUTH CAMP-PKS	70,000.00	70,000.00	0.00	71,225.50	-1,225.50
30-800-47300	YOUTH SPORTS-PKS	42,000.00	42,000.00	1,820.00	29,841.00	12,159.00
30-800-48000	FREEDOM FEST INCOME	11,000.00	11,000.00	0.00	15,090.00	-4,090.00
30-800-48100	SPECIAL EVENT INCOME	6,500.00	6,500.00	0.00	2,332.00	4,168.00
30-800-48200	SHIRT INCOME	100.00	100.00	0.00	0.00	100.00
30-800-49000	CAPITAL ASSET SALES-PKS	2,000.00	2,000.00	0.00	500.00	1,500.00
	<b>Department: 800 - Parks Total:</b>	<b>2,023,316.75</b>	<b>2,284,283.50</b>	<b>119,243.50</b>	<b>1,907,457.96</b>	<b>376,825.54</b>
	<b>Revenue Total:</b>	<b>2,023,316.75</b>	<b>2,284,283.50</b>	<b>119,243.50</b>	<b>1,907,457.96</b>	<b>376,825.54</b>

<b>Expense</b>						
<b>Department: 800 - Parks</b>						
30-800-50000	CHEMICALS-PKS	15,000.00	15,000.00	0.00	20,883.07	-5,883.07
30-800-50110	SUPPLIES - GROUNDS	2,000.00	3,500.00	189.98	3,859.97	-359.97
30-800-50130	SUPPLIES GENERAL-PKS	3,000.00	3,000.00	118.04	3,216.86	-216.86
30-800-50140	SUPPLIES-AQUATIC	7,000.00	7,000.00	112.56	2,469.79	4,530.21
30-800-50150	SUPPLIES-SPORTS SHIRTS (PARKS)	8,500.00	8,500.00	1,472.60	5,679.15	2,820.85
30-800-50170	SUPPLIES SPECIAL ACTIVITY-PKS	6,000.00	6,000.00	0.00	6,194.24	-194.24
30-800-50175	SUPPLIES YOUTH PROGRAM-PKS	500.00	500.00	478.00	516.99	-16.99
30-800-50177	SUPPLIES-YOUTH CAMP	4,000.00	4,000.00	0.00	4,657.16	-657.16
30-800-50180	SUPPLIES SPORTS-PKS	9,000.00	9,000.00	1,033.99	5,791.74	3,208.26
30-800-50190	TREE CITY USA-PKS	12,800.00	14,600.00	75.00	16,171.04	-1,571.04
30-800-50200	CONCESSIONS-PKS	25,000.00	25,000.00	887.73	19,461.08	5,538.92
30-800-50210	TURF MAINTENANCE-PKS	2,500.00	2,500.00	0.00	2,273.04	226.96
30-800-50400	FITNESS CENTER EXPENSE	3,150.00	3,150.00	124.37	2,722.40	427.60
30-800-50450	FREEDOM FEST EXPENSE	22,221.00	22,221.00	220.59	22,588.30	-367.30
30-800-50500	BUILDING MAINTENANCE-PKS	10,050.00	20,050.00	2,237.39	25,789.25	-5,739.25
30-800-50550	CUSTODIAL SUPPLIES-PKS	5,025.00	5,025.00	326.69	3,528.79	1,496.21
30-800-50600	MISCELLANEOUS EXPENSE-PKS	100.00	100.00	0.00	0.00	100.00
30-800-50700	OFFICE SUPPLIES-PKS	1,400.00	1,400.00	292.46	1,442.26	-42.26
30-800-50750	POSTAGE-PKS	100.00	100.00	0.00	12.00	88.00
30-800-51000	REPAIRS AND MAINTENANCE-PKS	5,000.00	7,000.00	695.69	7,180.11	-180.11
30-800-52000	SUPPLIES SMALL EQUIPMENT-PKS	5,000.00	7,000.00	178.85	6,207.71	792.29
30-800-55200	ADVERTISING-PKS	6,000.00	6,000.00	482.91	4,328.44	1,671.56
30-800-55400	AUDIT EXPENSE-PKS	1,000.00	1,000.00	0.00	1,000.00	0.00
30-800-55500	BANK/CREDIT CARD FEES-PKS	500.00	500.00	4.54	207.64	292.36
30-800-55600	CONTRACT LABOR-PKS	503.00	3,898.00	0.00	1,610.00	2,288.00
30-800-55800	DUES AND SUBSCRIPTIONS-PKS	3,819.00	3,819.00	0.00	3,776.42	42.58
30-800-55850	EQUIPMENT RENTAL-PKS	3,015.00	10,000.00	659.80	6,218.27	3,781.73
30-800-56000	INSURANCE-PKS	38,421.00	47,000.00	5,871.69	35,256.61	11,743.39

**Income Statement**

For Fiscal: 2024 Period Ending: 09/30/2024

**Group Summary**

Department	Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
<b>Fund: 10 - GENERAL FUND</b>					
<b>Revenue</b>					
100 - General Government	2,153,140.00	2,303,819.00	165,152.28	1,735,049.10	568,769.90
200 - Law	181,100.00	199,100.00	10,526.49	124,680.44	74,419.56
250 - Court	120,600.00	65,600.00	5,351.11	50,492.63	15,107.37
300 - Streets	726,419.00	726,419.00	45,745.65	309,917.73	416,501.27
400 - Planning & Development	25,000.00	25,000.00	11,102.71	30,077.76	-5,077.76
500 - Emergency Management	8,458.00	8,458.00	0.00	0.00	8,458.00
<b>Revenue Total:</b>	<b>3,214,717.00</b>	<b>3,328,396.00</b>	<b>237,878.24</b>	<b>2,250,217.66</b>	<b>1,078,178.34</b>
<b>Expense</b>					
100 - General Government	430,704.00	862,153.00	57,803.34	586,314.32	275,838.68
200 - Law	1,172,249.00	1,161,693.00	79,446.21	734,717.17	426,975.83
250 - Court	126,867.00	128,105.00	9,349.16	90,400.53	37,704.47
300 - Streets	863,563.00	865,489.00	68,516.32	360,991.03	504,497.97
400 - Planning & Development	232,380.00	275,488.00	37,597.33	171,084.19	104,403.81
450 - Economic Development	13,000.00	15,668.00	0.00	12,661.35	3,006.65
500 - Emergency Management	19,800.00	19,800.00	740.00	10,351.95	9,448.05
<b>Expense Total:</b>	<b>2,858,563.00</b>	<b>3,328,396.00</b>	<b>253,452.36</b>	<b>1,966,520.54</b>	<b>1,361,875.46</b>
<b>Fund: 10 - GENERAL FUND Surplus (Deficit):</b>	<b>356,154.00</b>	<b>0.00</b>	<b>-15,574.12</b>	<b>283,697.12</b>	<b>-283,697.12</b>

**Income Statement**

**For Fiscal: 2024 Period Ending: 09/30/2024**

<b>Department</b>	<b>Original Total Budget</b>	<b>Current Total Budget</b>	<b>MTD Activity</b>	<b>YTD Activity</b>	<b>Budget Remaining</b>
<b>Fund: 30 - PARKS FUND</b>					
<b>Revenue</b>					
800 - Parks	2,023,316.75	2,284,283.50	119,243.50	1,907,457.96	376,825.54
<b>Revenue Total:</b>	<b>2,023,316.75</b>	<b>2,284,283.50</b>	<b>119,243.50</b>	<b>1,907,457.96</b>	<b>376,825.54</b>
<b>Expense</b>					
800 - Parks	2,023,225.00	2,284,192.00	97,675.66	1,968,885.22	315,306.78
<b>Expense Total:</b>	<b>2,023,225.00</b>	<b>2,284,192.00</b>	<b>97,675.66</b>	<b>1,968,885.22</b>	<b>315,306.78</b>
<b>Fund: 30 - PARKS FUND Surplus (Deficit):</b>	<b>91.75</b>	<b>91.50</b>	<b>21,567.84</b>	<b>-61,427.26</b>	<b>61,518.76</b>
<b>Total Surplus (Deficit):</b>	<b>413,341.84</b>	<b>602.87</b>	<b>11,360.23</b>	<b>111,110.34</b>	



**CITY OF WILLARD  
BOARD OF ALDERMEN**



**AGENDA ITEM #3d  
FINANCE DEPARTMENT**

**ACTION REQUIRED: APPROVAL REQUESTED**

- **September 2024/October 2024 Outstanding Invoices**
- **September 2024/October 2024 Check Paid Invoices  
and Draft Paid Invoices**



City of Willard, MO

# Expense Approval Report 3

By Vendor Name

Post Dates 10/16/2024 - 10/24/2024

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
<b>Vendor: AVB100 - ALL VOLLEYBALL</b>					
ALL VOLLEYBALL	511	10/24/2024	BALL CAGE, VOLLEYBALLS -PK	30-800-50180	768.87
<b>Vendor AVB100 - ALL VOLLEYBALL Total:</b>					<b>768.87</b>
<b>Vendor: ARS100 - ALLIANCE ROOF SOLUTIONS &amp; COATINGS LLC</b>					
ALLIANCE ROOF SOLUTIONS	1291	10/24/2024	REC CENTER ROOF REPAIR - PKS	30-800-95100	42,010.00
<b>Vendor ARS100 - ALLIANCE ROOF SOLUTIONS &amp; COATINGS LLC Total:</b>					<b>42,010.00</b>
<b>Vendor: ACS100 - AMAZON CAPITAL SERVICES INC</b>					
AMAZON CAPITAL SERVICES I	66N	10/16/2024	WALKNG SCREED, WALKNG EDGR SIDEWLK RPRS - STS	10-300-52000	141.93
AMAZON CAPITAL SERVICES I	3G91	10/24/2024	PLANNER AND DESK CALENDAR - PKS	30-800-50700	31.96
AMAZON CAPITAL SERVICES I	7V7F	10/24/2024	48" DIGITAL BOX LEVEL - P&D	10-400-52000	138.29
AMAZON CAPITAL SERVICES I	GP31	10/24/2024	USB HUBS, MOUSE MOVERS - GEN	10-100-50700	39.96
AMAZON CAPITAL SERVICES I	NKQP	10/24/2024	PH ELECTRODE REPLCMNT FOR PH METER - W	20-600-52000	99.00
AMAZON CAPITAL SERVICES I	P9RW	10/24/2024	ORGANIZER, BATTERIES, COACH GIFTS - PKS	30-800-50180	125.92
AMAZON CAPITAL SERVICES I	P9RW	10/24/2024	ORGANIZER, BATTERIES, COACH GIFTS - PKS	30-800-50700	30.91
AMAZON CAPITAL SERVICES I	PMXH 1	10/24/2024	5 IGNITION KEYS-MINI EXCAVATOR- STS / S / W	10-300-71100	2.06
AMAZON CAPITAL SERVICES I	PMXH 1	10/24/2024	5 IGNITION KEYS-MINI EXCAVATOR- STS / S / W	20-600-71100	4.11
AMAZON CAPITAL SERVICES I	PMXH 1	10/24/2024	5 IGNITION KEYS-MINI EXCAVATOR- STS / S / W	20-700-71100	4.11
AMAZON CAPITAL SERVICES I	PMXH 2	10/24/2024	METAL FILE SET, FILES, RASPS - STS / W / S	10-300-52000	6.06
AMAZON CAPITAL SERVICES I	PMXH 2	10/24/2024	METAL FILE SET, FILES, RASPS - STS / W / S	20-600-52000	12.13
AMAZON CAPITAL SERVICES I	PMXH 2	10/24/2024	METAL FILE SET, FILES, RASPS - STS / W / S	20-700-52000	12.13
AMAZON CAPITAL SERVICES I	PMXH 3	10/24/2024	MOUSE POISON, PRINTER TONER- STS / W / S	10-300-50130	15.44
AMAZON CAPITAL SERVICES I	PMXH 3	10/24/2024	MOUSE POISON, PRINTER TONER- STS / W / S	20-600-50130	30.87
AMAZON CAPITAL SERVICES I	PMXH 3	10/24/2024	MOUSE POISON, PRINTER TONER- STS / W / S	20-700-50130	30.87
AMAZON CAPITAL SERVICES I	PNVF	10/24/2024	MONITOR, DESKTOP ORGANIZER - GEN/CT	10-100-50700	29.99
AMAZON CAPITAL SERVICES I	PNVF	10/24/2024	MONITOR, DESKTOP ORGANIZER - GEN/CT	10-250-52000	159.99
<b>Vendor ACS100 - AMAZON CAPITAL SERVICES INC Total:</b>					<b>915.73</b>
<b>Vendor: ATS200 - ANCHOR TACTICAL SUPPLY, LLC</b>					
ANCHOR TACTICAL SUPPLY, LL	10-4-24 1	10/24/2024	UNIFORM ITEMS M. COLE - LAW	10-200-92500	500.00
<b>Vendor ATS200 - ANCHOR TACTICAL SUPPLY, LLC Total:</b>					<b>500.00</b>
<b>Vendor: ACU100 - ANGELA CUNNINGHAM</b>					
ANGELA CUNNINGHAM	2	10/16/2024	KIDS PAINT CLASS INSTRUCTION & SUPPLIES - P	30-800-50175	112.50
<b>Vendor ACU100 - ANGELA CUNNINGHAM Total:</b>					<b>112.50</b>
<b>Vendor: APAC100 - APAC CENTRAL, INC</b>					
APAC CENTRAL, INC	287	10/16/2024	COMM SURFACE ASPHALT- RD PTCH LONE OAK - STS	10-300-51000	209.22

Expense Approval Report 3

Post Dates: 10/16/2024 - 10/24/2024

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
APAC CENTRAL, INC	8025	10/16/2024	COMM SURFACE STONE - STREET PATCH REPAIR - STS	10-300-51000	137.94
<b>Vendor APAC100 - APAC CENTRAL, INC Total:</b>					<b>347.16</b>
<b>Vendor: AWN100 - ARROW NETWORKS</b>					
ARROW NETWORKS	11631	10/24/2024	INTERNET CITY HALL - GEN	10-100-61050	1,195.06
<b>Vendor AWN100 - ARROW NETWORKS Total:</b>					<b>1,195.06</b>
<b>Vendor: BWI200 - BULK WASTE LLC d/b/a BWI SANITATION</b>					
BULK WASTE LLC d/b/a BWI S	12006	10/16/2024	TOILET RENTALS HALLOWEEN EVENTS - PKS	30-800-50170	239.80
<b>Vendor BWI200 - BULK WASTE LLC d/b/a BWI SANITATION Total:</b>					<b>239.80</b>
<b>Vendor: CFS100 - CANON FINANCIAL SERVICES, INC</b>					
CANON FINANCIAL SERVICES,	9487	10/24/2024	COPIER LEASE-ALL	10-100-55850	62.43
CANON FINANCIAL SERVICES,	9487	10/24/2024	COPIER LEASE-ALL	10-200-55850	109.01
CANON FINANCIAL SERVICES,	9487	10/24/2024	COPIER LEASE-ALL	10-250-55850	6.94
CANON FINANCIAL SERVICES,	9487	10/24/2024	COPIER LEASE-ALL	10-400-55850	32.71
CANON FINANCIAL SERVICES,	9487	10/24/2024	COPIER LEASE-ALL	20-600-55850	31.70
CANON FINANCIAL SERVICES,	9487	10/24/2024	COPIER LEASE-ALL	20-700-55850	31.70
CANON FINANCIAL SERVICES,	9487	10/24/2024	COPIER LEASE-ALL	30-800-55850	51.32
<b>Vendor CFS100 - CANON FINANCIAL SERVICES, INC Total:</b>					<b>325.81</b>
<b>Vendor: HVR100 - CAROLYN HALVERSON</b>					
CAROLYN HALVERSON	10-24-24	10/24/2024	REIM PHONE-GEN	10-100-61000	50.00
<b>Vendor HVR100 - CAROLYN HALVERSON Total:</b>					<b>50.00</b>
<b>Vendor: CIT305 - CITY OF SPRINGFIELD, MO</b>					
CITY OF SPRINGFIELD, MO	10-15-24	10/16/2024	QTR 1 JUL-SEP 2024 SEWER USAGE - PW	20-700-58000	133,341.05
<b>Vendor CIT305 - CITY OF SPRINGFIELD, MO Total:</b>					<b>133,341.05</b>
<b>Vendor: CLH100 - CLAYTON HOLDINGS LLC</b>					
CLAYTON HOLDINGS LLC	646	10/16/2024	LEASE ON EQUIPMENT - STS/W/S	10-300-75100	529.87
CLAYTON HOLDINGS LLC	646	10/16/2024	LEASE ON EQUIPMENT - STS/W/S	20-600-75100	1,059.73
CLAYTON HOLDINGS LLC	646	10/16/2024	LEASE ON EQUIPMENT - STS/W/S	20-700-75100	1,059.74
<b>Vendor CLH100 - CLAYTON HOLDINGS LLC Total:</b>					<b>2,649.34</b>
<b>Vendor: COMMGN - COMMERCE CREDIT CARD SERVICES</b>					
COMMERCE CREDIT CARD SE	10-4-24	10/16/2024	AT&T INTERNET SERVICE-W/S	20-600-61050	32.10
COMMERCE CREDIT CARD SE	10-4-24	10/16/2024	AT&T INTERNET SERVICE-W/S	20-700-61050	32.10
COMMERCE CREDIT CARD SE	10-11-24	10/24/2024	DOLLAR TREE BOOTH DECOR TRUNK OR TREAT - PKS	30-800-50170	15.00
COMMERCE CREDIT CARD SE	10-16-24	10/24/2024	FOGO DE CHAO MEAL	10-400-56900	50.06
COMMERCE CREDIT CARD SE	10-17-24	10/24/2024	CONF RNC M. RUESCH - P&D	10-400-56900	13.75
COMMERCE CREDIT CARD SE	10-18-24	10/24/2024	PIZZA HUT FOR DANCE CONCESSIONS - PKS	30-800-50170	80.00
COMMERCE CREDIT CARD SE	10-22-24	10/24/2024	APPLE MRKT REFRSHMNTS FOR TRAINING-LAW	10-200-50130	33.84
COMMERCE CREDIT CARD SE	1541	10/24/2024	CROWN AWARDS TRUNK OR TREAT TROPHY - PKS	30-800-50170	20.68
COMMERCE CREDIT CARD SE	231	10/24/2024	ORIGIN HOTEL STAY TRAINING M. RUESCH - P&D	10-400-56900	379.58
COMMERCE CREDIT CARD SE	240	10/24/2024	ADMIRAL EXPRESS COPY PAPER - GEN/LAW/W/S/PKS	10-100-50700	26.82
COMMERCE CREDIT CARD SE	240	10/24/2024	ADMIRAL EXPRESS COPY PAPER - GEN/LAW/W/S/PKS	10-200-50700	40.23
COMMERCE CREDIT CARD SE	240	10/24/2024	ADMIRAL EXPRESS COPY PAPER - GEN/LAW/W/S/PKS	20-600-50700	26.82
COMMERCE CREDIT CARD SE	240	10/24/2024	ADMIRAL EXPRESS COPY PAPER - GEN/LAW/W/S/PKS	20-700-50700	26.82

Expense Approval Report 3

Post Dates: 10/16/2024 - 10/24/2024

Vendor Name	Payable Number	Post Date	Description (Item)	Account Number	Amount
COMMERCE CREDIT CARD SE	240	10/24/2024	ADMIRAL EXPRESS COPY PAPER - GEN/LAW/W/S/PKS	30-800-50700	40.23
COMMERCE CREDIT CARD SE	263	10/24/2024	STAMPS.COM MONTHLY FEE-GEN	10-100-50750	12.79
COMMERCE CREDIT CARD SE	599	10/24/2024	ZORO WIRE CONNECTORS PLYGRND LGHTNG - PKS	30-800-95100	579.42
COMMERCE CREDIT CARD SE	870	10/24/2024	LA POLICE GEAR BOOTS T. MCCLAIN - LAW	10-200-92500	366.42
COMMERCE CREDIT CARD SE	9-14-24	10/24/2024	SAM'S CLUB ANNUAL MEMBERSHIP RENEWAL - GEN/PKS	10-100-55800	77.50
COMMERCE CREDIT CARD SE	9-14-24	10/24/2024	SAM'S CLUB ANNUAL MEMBERSHIP RENEWAL - GEN/PKS	30-800-55800	77.50
COMMERCE CREDIT CARD SE	POSTAGE	10/24/2024	STAMPS.COM POSTAGE-ALL	10-100-50750	24.12
COMMERCE CREDIT CARD SE	POSTAGE	10/24/2024	STAMPS.COM POSTAGE-ALL	10-200-50750	2.15
COMMERCE CREDIT CARD SE	POSTAGE	10/24/2024	STAMPS.COM POSTAGE-ALL	10-250-50750	47.04
COMMERCE CREDIT CARD SE	POSTAGE	10/24/2024	STAMPS.COM POSTAGE-ALL	10-400-50750	9.04
COMMERCE CREDIT CARD SE	POSTAGE	10/24/2024	STAMPS.COM POSTAGE-ALL	20-600-50750	9.52
COMMERCE CREDIT CARD SE	POSTAGE	10/24/2024	STAMPS.COM POSTAGE-ALL	20-700-50750	8.13
<b>Vendor COMMGN - COMMERCE CREDIT CARD SERVICES Total:</b>					<b>2,031.66</b>
<b>Vendor: CON170 - CONCO COMPANIES</b>					
CONCO COMPANIES	204	10/16/2024	5/8 COMM STONE, 1" DIRTY BASE- SIDEWALK REPAIR-STS	10-300-51000	235.48
CONCO COMPANIES	308	10/24/2024	READY MIX DELVRD- HUNT & WRIGHT SIDEWALK - STS	10-300-51000	661.13
CONCO COMPANIES	328	10/24/2024	3/4 CLASS A RVR RCK- SIDEWLK WRK BECKY&LOGAN	10-300-51000	735.25
CONCO COMPANIES	398	10/24/2024	CLASS A RVR RCK DEL-MARK ST WTR LEAK REPAIR- W	20-600-51000	666.75
CONCO COMPANIES	578	10/24/2024	5/8 COMM STN, 1" DRTY BASE- WTR LK LANGSTON ST-	20-600-51000	83.53
CONCO COMPANIES	741	10/24/2024	5/8 COMM STN, AGSAND- WTR LK MARK ST - W	20-600-51000	159.12
CONCO COMPANIES	815	10/24/2024	5/8 COMM STN, 1" DRTY BS WTR LK RBBSN&FR 99 - W	20-600-51000	150.49
<b>Vendor CON170 - CONCO COMPANIES Total:</b>					<b>2,691.75</b>
<b>Vendor: SSR100 - DALE COOPER LLC</b>					
DALE COOPER LLC	4058	10/24/2024	BALANCE FOR WATER SLIDE REPAIR/RESTORATION - PKS	30-800-95100	24,396.70
<b>Vendor SSR100 - DALE COOPER LLC Total:</b>					<b>24,396.70</b>
<b>Vendor: DES200 - DOUBLE E SERVICES LLC</b>					
DOUBLE E SERVICES LLC	2471	10/16/2024	REPAIR & MAINT ON JOHN DEERE BUSH HOG - STS	10-300-71100	782.46
<b>Vendor DES200 - DOUBLE E SERVICES LLC Total:</b>					<b>782.46</b>
<b>Vendor: EMC105 - EMC INSURANCE COMPANIES</b>					
EMC INSURANCE COMPANIES	585	10/16/2024	PROPRTY & LIABLTY INS-GEN/PW/PKS	10-16000	6,236.15
EMC INSURANCE COMPANIES	585	10/16/2024	PROPRTY & LIABLTY INS-GEN/PW/PKS	20-16000	2,815.04
EMC INSURANCE COMPANIES	585	10/16/2024	PROPRTY & LIABLTY INS-GEN/PW/PKS	30-16000	4,754.78
<b>Vendor EMC105 - EMC INSURANCE COMPANIES Total:</b>					<b>13,805.97</b>
<b>Vendor: EFM100 - ENTERPRISE FLEET MANAGEMENT</b>					
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	10-100-71000	6.44
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	10-100-75000	65.64
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	10-200-71000	11.58
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	10-200-75000	1,436.31

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ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	10-300-71000	150.58
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	10-300-75000	1,563.72
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	10-400-71000	51.48
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	10-400-75000	588.16
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	20-600-71000	301.16
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	20-600-75000	3,127.45
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	20-700-71000	301.16
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	20-700-75000	3,127.44
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	30-800-71000	97.81
ENTERPRISE FLEET MANAGE	424	10/24/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/LAW/PKS/STS/W/S	30-800-75000	2,041.20
<b>Vendor EFM100 - ENTERPRISE FLEET MANAGEMENT Total:</b>					<b>12,870.13</b>
<b>Vendor: FRA555 - FIRST RESPONDER OUTFITTERS, INC</b>					
FIRST RESPONDER OUTFITTER	270-2	10/24/2024	UNIFORM ITEMS C. SMITH - LAW	10-200-92500	209.98
<b>Vendor FRA555 - FIRST RESPONDER OUTFITTERS, INC Total:</b>					<b>209.98</b>
<b>Vendor: HED200 - HEARTLAND ENVIRONMENTAL DISTRIBUTORS INC</b>					
HEARTLAND ENVIRONMENTA	896	10/16/2024	BLUE MARKING FLAGS- STS / W / S	10-300-50130	39.02
HEARTLAND ENVIRONMENTA	896	10/16/2024	BLUE MARKING FLAGS- STS / W / S	20-600-50130	78.03
HEARTLAND ENVIRONMENTA	896	10/16/2024	BLUE MARKING FLAGS- STS / W / S	20-700-50130	78.04
<b>Vendor HED200 - HEARTLAND ENVIRONMENTAL DISTRIBUTORS INC Total:</b>					<b>195.09</b>
<b>Vendor: HIL100 - HILLYARD INC/ SPRINGFIELD</b>					
HILLYARD INC/ SPRINGFIELD	5630	10/16/2024	COMMUNITY BUILDING FLOOR RESURFACING - PKS	30-800-50500	531.34
HILLYARD INC/ SPRINGFIELD	464	10/24/2024	TOILT TISSUE, PAPER TWLS, AIR FRSHNR & DSPNSRS-PKS	30-800-50550	389.32
<b>Vendor HIL100 - HILLYARD INC/ SPRINGFIELD Total:</b>					<b>920.66</b>
<b>Vendor: ICC105 - ICC COMMUNITY DEVELOPMENT SOLUTIONS, LLC</b>					
ICC COMMUNITY DEVELOPM	496	10/16/2024	AVANTE QCK FLDS LSAP,USR W/ SNP,SRVR SQL EXPRS-GEN	10-100-57400	861.00
<b>Vendor ICC105 - ICC COMMUNITY DEVELOPMENT SOLUTIONS, LLC Total:</b>					<b>861.00</b>
<b>Vendor: ICMA100 - INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOC</b>					
INTERNATIONAL CITY/COUNT	2025	10/24/2024	MEMBERSHIP RENEWAL W. YOUNG - GEN	10-100-55800	649.50
<b>Vendor ICMA100 - INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOC Total:</b>					<b>649.50</b>
<b>Vendor: KEN435 - KENCO FIRE EQUIPMENT, INC</b>					
KENCO FIRE EQUIPMENT, INC	456	10/24/2024	SPRINKLER SYSTEM INSPECTIONS - PKS	30-800-56500	170.00
<b>Vendor KEN435 - KENCO FIRE EQUIPMENT, INC Total:</b>					<b>170.00</b>
<b>Vendor: LOS200 - LAKELAND OFFICE SYSTEMS INC</b>					
LAKELAND OFFICE SYSTEMS I	499	10/24/2024	COPIES-ALL	10-100-50700	164.68
LAKELAND OFFICE SYSTEMS I	499	10/24/2024	COPIES-ALL	10-200-50700	46.33
LAKELAND OFFICE SYSTEMS I	499	10/24/2024	COPIES-ALL	10-250-50700	33.60
LAKELAND OFFICE SYSTEMS I	499	10/24/2024	COPIES-ALL	10-400-50700	21.27
LAKELAND OFFICE SYSTEMS I	499	10/24/2024	COPIES-ALL	20-600-50700	127.82
LAKELAND OFFICE SYSTEMS I	499	10/24/2024	COPIES-ALL	20-700-50700	127.82
LAKELAND OFFICE SYSTEMS I	499	10/24/2024	COPIES-ALL	30-800-50700	59.76
<b>Vendor LOS200 - LAKELAND OFFICE SYSTEMS INC Total:</b>					<b>581.28</b>

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<b>Vendor: LML100 - LAUBER AND ASSOCIATES MUNICIPAL LAW LLC</b>					
LAUBER AND ASSOCIATES MU	28281	10/24/2024	CITY ATTY FEES - ALL	10-100-56200	2,554.50
LAUBER AND ASSOCIATES MU	28281	10/24/2024	CITY ATTY FEES - ALL	10-400-56400	487.50
LAUBER AND ASSOCIATES MU	28281	10/24/2024	CITY ATTY FEES - ALL	20-600-56400	204.75
LAUBER AND ASSOCIATES MU	28281	10/24/2024	CITY ATTY FEES - ALL	20-700-56400	204.75
LAUBER AND ASSOCIATES MU	28281	10/24/2024	CITY ATTY FEES - ALL	30-800-56400	175.50
<b>Vendor LML100 - LAUBER AND ASSOCIATES MUNICIPAL LAW LLC Total:</b>					<b>3,627.00</b>
<b>Vendor: LON200 - LEVI O'NEIL</b>					
LEVI O'NEIL	669	10/24/2024	REIM FOR HOLSTER FROM SAFARILAND - LAW	10-200-92500	195.94
<b>Vendor LON200 - LEVI O'NEIL Total:</b>					<b>195.94</b>
<b>Vendor: LOW505 - LOWE'S CREDIT SERVICES</b>					
LOWE'S CREDIT SERVICES	70292	10/24/2024	ANTIFREEZE WINTERIZE POOL, SOCCER - PKS	30-800-50500	68.04
<b>Vendor LOW505 - LOWE'S CREDIT SERVICES Total:</b>					<b>68.04</b>
<b>Vendor: MAC300 - MARK COLE</b>					
MARK COLE	10-4-24 2	10/24/2024	REIM UNFRM ITEMS SPLIT TCKT ANCHR TACTICAL - LAW	10-200-92500	39.95
<b>Vendor MAC300 - MARK COLE Total:</b>					<b>39.95</b>
<b>Vendor: MATM100 - MATERIALS MANAGEMENT</b>					
MATERIALS MANAGEMENT	8040	10/16/2024	1" DIRTY BASE - MARK STREET LK REPAIR - W	20-600-51000	401.79
MATERIALS MANAGEMENT	20037	10/24/2024	1" DIRTY BASE- MARK ST LEAK REPAIR - W	20-600-51000	405.56
MATERIALS MANAGEMENT	20083	10/24/2024	6"X 2" STONE- SOUTHVIEW PROJECT - STS	10-300-51000	472.24
<b>Vendor MATM100 - MATERIALS MANAGEMENT Total:</b>					<b>1,279.59</b>
<b>Vendor: MIS465 - MISSOURI STATE HIGHWAY PATROL</b>					
MISSOURI STATE HIGHWAY PA	8504	10/16/2024	OCT-DEC 2024 MULES FEES- LAW	10-200-57400	285.00
<b>Vendor MIS465 - MISSOURI STATE HIGHWAY PATROL Total:</b>					<b>285.00</b>
<b>Vendor: MMET100 - MMET INC</b>					
MMET INC	527	10/16/2024	WTR TESTING FOR LANGSTON LK REPAIR - W	20-600-50200	28.00
MMET INC	541	10/16/2024	WTR TESTING AFTER HOFFMAN HILLS WTR REPAIR - W	20-600-50200	28.00
MMET INC	558	10/16/2024	WTR TEST FOR MARK ST LEAK - W	20-600-50200	28.00
<b>Vendor MMET100 - MMET INC Total:</b>					<b>84.00</b>
<b>Vendor: NFC - NATIONAL FASTENER CORP</b>					
NATIONAL FASTENER CORP	458	10/16/2024	GREASE, CRB RCP BL, WSHRS- SHP SPLYS-STS/W/S	10-300-50130	148.71
NATIONAL FASTENER CORP	458	10/16/2024	GREASE, CRB RCP BL, WSHRS- SHP SPLYS-STS/W/S	20-600-50130	297.43
NATIONAL FASTENER CORP	458	10/16/2024	GREASE, CRB RCP BL, WSHRS- SHP SPLYS-STS/W/S	20-700-50130	297.42
<b>Vendor NFC - NATIONAL FASTENER CORP Total:</b>					<b>743.56</b>
<b>Vendor: NRO150 - NROUTE ENTERPRISES, LLC</b>					
NROUTE ENTERPRISES, LLC	1326	10/24/2024	OUTFIT 2023 CHARGER - LAW	10-200-95500	10,438.52
<b>Vendor NRO150 - NROUTE ENTERPRISES, LLC Total:</b>					<b>10,438.52</b>
<b>Vendor: ORE145 - O'REILLY AUTOMOTIVE, INC</b>					
O'REILLY AUTOMOTIVE, INC	710	10/24/2024	MEGACRIMPS, HYD HOSES- SHP SPLYS-STS / W / S	10-300-52000	11.56
O'REILLY AUTOMOTIVE, INC	710	10/24/2024	MEGACRIMPS, HYD HOSES- SHP SPLYS-STS / W / S	20-600-52000	23.13
O'REILLY AUTOMOTIVE, INC	710	10/24/2024	MEGACRIMPS, HYD HOSES- SHP SPLYS-STS / W / S	20-700-52000	23.13
O'REILLY AUTOMOTIVE, INC	778	10/24/2024	BATTERY BOX & BATTERY FOR TRAILER- STS / W	10-300-71100	95.31

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O'REILLY AUTOMOTIVE, INC	778	10/24/2024	BATTERY BOX & BATTERY FOR TRAILER- STS / W	20-600-71100	95.32
<b>Vendor ORE145 - O'REILLY AUTOMOTIVE, INC Total:</b>					<b>248.45</b>
<b>Vendor: REP100 - REPUBLIC PRINTING INC</b>					
REPUBLIC PRINTING INC	3053	10/24/2024	UTILITY BILL ENVELOPES - W/	20-600-50700	522.00
REPUBLIC PRINTING INC	3053	10/24/2024	UTILITY BILL ENVELOPES - W/	20-700-50700	522.00
<b>Vendor REP100 - REPUBLIC PRINTING INC Total:</b>					<b>1,044.00</b>
<b>Vendor: LIN200 - ROTA L. STONEHOUSE</b>					
ROTA L. STONEHOUSE	224	10/24/2024	DATA COMPILATION-GEN/CT/LAW/PW	10-100-55600	30.00
ROTA L. STONEHOUSE	224	10/24/2024	DATA COMPILATION-GEN/CT/LAW/PW	10-200-55600	15.00
ROTA L. STONEHOUSE	224	10/24/2024	DATA COMPILATION-GEN/CT/LAW/PW	10-250-56400	15.00
ROTA L. STONEHOUSE	224	10/24/2024	DATA COMPILATION-GEN/CT/LAW/PW	20-700-55600	30.00
<b>Vendor LIN200 - ROTA L. STONEHOUSE Total:</b>					<b>90.00</b>
<b>Vendor: SPS150 - SCHENDEL PEST SERVICES</b>					
SCHENDEL PEST SERVICES	634	10/16/2024	FOGGING REC CTR PEST CONTROL FLIES-PKS	30-800-50130	400.00
<b>Vendor SPS150 - SCHENDEL PEST SERVICES Total:</b>					<b>400.00</b>
<b>Vendor: SCH175 - SCHULTE SUPPLY, INC.</b>					
SCHULTE SUPPLY, INC.	442	10/24/2024	COUPLNGS, REDUCER BUSHINGS-WTR SPLYS-W	20-600-50130	4,246.06
SCHULTE SUPPLY, INC.	583	10/24/2024	BOALING, BLT CPLNG, NUTS, BLTS, WSHERS- WTR SPLY-W	20-600-50130	811.04
<b>Vendor SCH175 - SCHULTE SUPPLY, INC. Total:</b>					<b>5,057.10</b>
<b>Vendor: MIS315 - SPIRE</b>					
SPIRE	10-9 108 JCKSN	10/16/2024	UTIL EXP GAS-W	20-600-62100	52.31
SPIRE	10-9 220 JCKSN	10/16/2024	UTIL EXP GAS COMM BLDG-PKS	30-800-62100	93.34
SPIRE	10-9 224 JCKSN	10/16/2024	UTIL EXP GAS CITY HALL-GEN	10-100-62100	52.31
SPIRE	10-9 HOLLY	10/16/2024	UTIL EXP GAS-S	20-700-62100	52.31
SPIRE	10-9 HWY Z	10/16/2024	UTIL EXP GAS REC CNTR-PKS	30-800-62100	59.16
<b>Vendor MIS315 - SPIRE Total:</b>					<b>309.43</b>
<b>Vendor: SSE100 - SPRINGFIELD STAMP &amp; ENGRAVING</b>					
SPRINGFIELD STAMP & ENGR	8017	10/24/2024	NAME/DOOR PLATES D. SLATER - GEN	10-100-50700	28.10
<b>Vendor SSE100 - SPRINGFIELD STAMP &amp; ENGRAVING Total:</b>					<b>28.10</b>
<b>Vendor: SPR275 - SPRINGFIELD WINWATER WORKS CO</b>					
SPRINGFIELD WINWATER WO	169	10/16/2024	CLAMPS - RESTOCK SPLY - W	20-600-50130	278.10
SPRINGFIELD WINWATER WO	306	10/16/2024	MISC SUPPLIES - W	20-600-50130	1,217.02
SPRINGFIELD WINWATER WO	357 #1	10/16/2024	TEE,ADPTS,NIPLE,CAPS,MEGALGS,GSKTS,T-BLTS-SPLY-W	20-600-50130	410.88
SPRINGFIELD WINWATER WO	357 #2	10/16/2024	PVC STR ADPT - SPLY RESTOCK - W	20-600-50130	141.10
SPRINGFIELD WINWATER WO	389	10/16/2024	GSKT JNTS, MEGALUGS, GSKTS, T-BLTS-WHMPYS FM-S	20-700-51000	399.54
SPRINGFIELD WINWATER WO	696	10/16/2024	COUPLINGS, MISC SPLYS - STOCK - W	20-600-50130	1,018.43
SPRINGFIELD WINWATER WO	720	10/16/2024	PVC GASKET JOINTS - SPLY RESTOCK - W	20-600-50130	282.00
SPRINGFIELD WINWATER WO	748	10/16/2024	MEGALUG, GASKET, T-BOLTS-SPLY RESTCK - W	20-600-50130	76.75
SPRINGFIELD WINWATER WO	775	10/16/2024	MUSHROOM VALVE BOXES - WTR SPLY RESTOCK - W	20-600-50130	94.50
SPRINGFIELD WINWATER WO	817	10/16/2024	WATER SUPPLIES - MEADOWS HYDRANT- W	20-600-51000	2,465.64

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SPRINGFIELD WINWATER WO	842	10/24/2024	TEE, REDUCER, MEGALUG,GASKETS, HYMAX CPLNG-W	20-600-51000	2,632.09
<b>Vendor SPR275 - SPRINGFIELD WINWATER WORKS CO Total:</b>					<b>9,016.05</b>
<b>Vendor: COC200 - SW MISSOURI ENGINEERING LLC</b>					
SW MISSOURI ENGINEERING	2594	10/16/2024	WTR STDY UPDT & DNR 5 YR SPRVSD PRGRM-W	20-600-56400	2,500.00
<b>Vendor COC200 - SW MISSOURI ENGINEERING LLC Total:</b>					<b>2,500.00</b>
<b>Vendor: TRH100 - TREVOR HOFFMAN</b>					
TREVOR HOFFMAN	SEP	10/24/2024	REIM CELL PHONE SEP - STS/W/S	10-300-61000	10.00
TREVOR HOFFMAN	SEP	10/24/2024	REIM CELL PHONE SEP - STS/W/S	20-600-61000	20.00
TREVOR HOFFMAN	SEP	10/24/2024	REIM CELL PHONE SEP - STS/W/S	20-700-61000	20.00
<b>Vendor TRH100 - TREVOR HOFFMAN Total:</b>					<b>50.00</b>
<b>Vendor: UMB100 - UMB BANK</b>					
UMB BANK	10-22-24	10/24/2024	SERIES 2015 INTEREST - PKS	30-800-96200	35,498.27
UMB BANK	991289	10/24/2024	FEES 4/1/24-9/30/24 - W/S	20-600-96400	375.00
UMB BANK	991289	10/24/2024	FEES 4/1/24-9/30/24 - W/S	20-700-96400	375.00
<b>Vendor UMB100 - UMB BANK Total:</b>					<b>36,248.27</b>
<b>Vendor: USA400 - USA BLUE BOOK</b>					
USA BLUE BOOK	769	10/24/2024	STENNER 1/4" INJECTION CHECK VLVES-WELL 1 REPR-W	20-600-51000	96.73
<b>Vendor USA400 - USA BLUE BOOK Total:</b>					<b>96.73</b>
<b>Vendor: VDS100 - VDS VISION LLC</b>					
VDS VISION LLC	1609	10/24/2024	IT SERVICES-ALL	10-100-56400	288.00
VDS VISION LLC	1609	10/24/2024	IT SERVICES-ALL	10-200-56400	144.00
VDS VISION LLC	1609	10/24/2024	IT SERVICES-ALL	10-250-56400	36.00
VDS VISION LLC	1609	10/24/2024	IT SERVICES-ALL	10-300-56400	36.00
VDS VISION LLC	1609	10/24/2024	IT SERVICES-ALL	10-400-56400	72.00
VDS VISION LLC	1609	10/24/2024	IT SERVICES-ALL	20-600-56400	288.00
VDS VISION LLC	1609	10/24/2024	IT SERVICES-ALL	20-700-56400	288.00
VDS VISION LLC	1609	10/24/2024	IT SERVICES-ALL	30-800-56400	288.00
<b>Vendor VDS100 - VDS VISION LLC Total:</b>					<b>1,440.00</b>
<b>Vendor: AMK100 - VESTIS</b>					
VESTIS	80025	10/16/2024	PW DEPT UNIFORM SERVICES - STS / W / S	10-300-92500	24.17
VESTIS	80025	10/16/2024	PW DEPT UNIFORM SERVICES - STS / W / S	20-600-92500	48.34
VESTIS	80025	10/16/2024	PW DEPT UNIFORM SERVICES - STS / W / S	20-700-92500	48.34
<b>Vendor AMK100 - VESTIS Total:</b>					<b>120.85</b>
<b>Vendor: WRI110 - WEX BANK</b>					
WEX BANK	104	10/16/2024	VEH AND EQUIP FUEL- LAW/PKS/STS/W/S/P&D	10-200-70000	2,014.54
WEX BANK	104	10/16/2024	VEH AND EQUIP FUEL- LAW/PKS/STS/W/S/P&D	10-300-70000	608.77
WEX BANK	104	10/16/2024	VEH AND EQUIP FUEL- LAW/PKS/STS/W/S/P&D	10-400-70000	88.23
WEX BANK	104	10/16/2024	VEH AND EQUIP FUEL- LAW/PKS/STS/W/S/P&D	20-600-70000	1,249.16
WEX BANK	104	10/16/2024	VEH AND EQUIP FUEL- LAW/PKS/STS/W/S/P&D	20-700-70000	1,249.16
WEX BANK	104	10/16/2024	VEH AND EQUIP FUEL- LAW/PKS/STS/W/S/P&D	30-800-70000	732.29
WEX BANK	104	10/16/2024	VEH AND EQUIP FUEL- LAW/PKS/STS/W/S/P&D	30-800-70100	1,410.17
<b>Vendor WRI110 - WEX BANK Total:</b>					<b>7,352.32</b>



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<b>Vendor: WCP100 - WHITE CAP LP</b>					
WHITE CAP LP	577	10/16/2024	MULTI PURPOSE DIAMOND BLADES - STS	10-300-50130	319.98
<b>Vendor WCP100 - WHITE CAP LP Total:</b>					<b>319.98</b>
<b>Vendor: WTV100 - WILLARD HOME CENTER LLC</b>					
WILLARD HOME CENTER LLC	1899	10/16/2024	REBAR # 4 - SIDEWALK REPAIR - STS	10-300-51000	16.00
WILLARD HOME CENTER LLC	1912	10/16/2024	REBAR, 14' STD & BTR SPF - SIDEWALK REPAIR - STS	10-300-51000	15.99
WILLARD HOME CENTER LLC	2029	10/16/2024	STRAW BALES- MARK ST LEAK CLEAN UP - W	20-600-51000	27.56
WILLARD HOME CENTER LLC	225	10/16/2024	LUMBER CRAYON, EYE BOLTS, STKS, EAR PLGS - STS	10-300-51000	75.12
WILLARD HOME CENTER LLC	458	10/16/2024	BLACK PAINT - PKS	30-800-51000	9.52
WILLARD HOME CENTER LLC	710	10/16/2024	CONCRETE STAKES FOR SIDEWALK REPAIRS - STS	10-300-51000	100.30
WILLARD HOME CENTER LLC	787	10/16/2024	9 x 12 DROP CLOTH - SIDE WALK REPAIRS - STS	10-300-51000	5.39
WILLARD HOME CENTER LLC	846	10/16/2024	(2) 25LB ANN RYEGRASS SEED - MARK ST CLEAN UP-W	20-600-51000	89.98
WILLARD HOME CENTER LLC	875	10/16/2024	PNT,RLR FRMS/CVRS,TRYS/LNRS,POLES -CLVRT CLNUP-STS	10-300-51000	151.36
WILLARD HOME CENTER LLC	876	10/16/2024	5GAL PAIL/LID, PAINT - CLVRT GRAFFITI CVR UP - STS	10-300-51000	88.56
WILLARD HOME CENTER LLC	894	10/16/2024	WOOD TRIM FOR GYM SIGNS - PKS	30-800-51000	108.64
WILLARD HOME CENTER LLC	123	10/24/2024	STRAW BALES- MARK ST WTR LK REPAIR - W	20-600-51000	13.78
WILLARD HOME CENTER LLC	172	10/24/2024	3PC 2 1/2 CURVE BLADE - SHOP SPLY-STS/W/S	10-300-52000	3.78
WILLARD HOME CENTER LLC	172	10/24/2024	3PC 2 1/2 CURVE BLADE - SHOP SPLY-STS/W/S	20-600-52000	7.55
WILLARD HOME CENTER LLC	172	10/24/2024	3PC 2 1/2 CURVE BLADE - SHOP SPLY-STS/W/S	20-700-52000	7.56
WILLARD HOME CENTER LLC	174	10/24/2024	WASP SPRAY - W	20-600-50130	10.78
WILLARD HOME CENTER LLC	257	10/24/2024	FLT GRY PRIMER, GRANITE PAINT - WTR SPLYS - W	20-600-50130	26.24
WILLARD HOME CENTER LLC	438	10/24/2024	STRAW BALES - CLEAN UP VARIOUS PROJECTS - STS	10-300-51000	68.90
WILLARD HOME CENTER LLC	451	10/24/2024	CEMENT WELD KIT- LAGOON MAINT - S	20-700-51000	9.44
WILLARD HOME CENTER LLC	531	10/24/2024	MISC BOLT / HARDWARE- SIGN REPAIR ARROWHEAD-ST	10-300-51000	4.40
WILLARD HOME CENTER LLC	596	10/24/2024	MED DTY TARP, 12' CHR TAPE MEASURE- LAGOON-S	20-700-51000	98.88
WILLARD HOME CENTER LLC	657	10/24/2024	WIRE PRO FRAME, KNIT COVER- CULVERT WRK- STS	10-300-51000	12.00
WILLARD HOME CENTER LLC	681	10/24/2024	TORSION BIT SET, MISC BLTS- LAGOON MAINT- S	20-700-51000	19.12
WILLARD HOME CENTER LLC	683	10/24/2024	WEED EATER STRING - PKS	30-800-71100	20.99
<b>Vendor WTV100 - WILLARD HOME CENTER LLC Total:</b>					<b>991.84</b>
<b>Grand Total:</b>					<b>324,696.22</b>

## Report Summary

### Fund Summary

Fund	Expense Amount
10 - GENERAL FUND	38,053.13
20 - WATER AND SEWER FUND	171,154.15
30 - PARKS FUND	115,488.94
<b>Grand Total:</b>	<b>324,696.22</b>

### Account Summary

Account Number	Account Name	Expense Amount
10-100-50700	OFFICE SUPPLIES-GCG	289.55
10-100-50750	POSTAGE-GCG	36.91
10-100-55600	CONTRACT LABOR-GCG	30.00
10-100-55800	DUES AND SUBSCRIPTIO	727.00
10-100-55850	EQUIPMENT RENTAL-GE	62.43
10-100-56200	LEGAL-GCG	2,554.50
10-100-56400	PROFESSIONAL-GCG	288.00
10-100-57400	EQUIPMENT/SOFTWARE	861.00
10-100-61000	TELEPHONE-GCG	50.00
10-100-61050	INTERNET-GCG	1,195.06
10-100-62100	UTILITIES GAS-GCG	52.31
10-100-71000	VEHICLE REPAIR & MAIN	6.44
10-100-75000	VEHICLE LEASE-GENERA	65.64
10-16000	PREPAID INSURANCE-GC	6,236.15
10-200-50130	SUPPLIES-LAW	33.84
10-200-50700	OFFICE SUPPLIES-LAW	86.56
10-200-50750	POSTAGE-LAW	2.15
10-200-55600	CONTRACT LABOR-LAW	15.00
10-200-55850	EQUIPMENT RENTAL-LA	109.01
10-200-56400	PROFESSIONAL-LAW	144.00
10-200-57400	EQUIPMENT/SOFTWARE	285.00
10-200-70000	VEHICLE EXPENSES FUEL	2,014.54
10-200-71000	VEHICLE REPAIR & MAIN	11.58
10-200-75000	VEHICLE LEASE-LAW	1,436.31
10-200-92500	UNIFORMS-LAW	1,312.29
10-200-95500	CAPITAL ASSET EQUIPM	10,438.52
10-250-50700	OFFICE SUPPLIES-COURT	33.60
10-250-50750	POSTAGE-COURT	47.04
10-250-52000	SUPPLIES SMALL TOOLS-	159.99
10-250-55850	EQUIPMENT RENTAL-CO	6.94
10-250-56400	PROFESSIONAL-COURT	51.00
10-300-50130	SUPPLIES-STREETS	523.15
10-300-51000	REPAIRS AND MAINTEN	2,989.28
10-300-52000	SUPPLIES SMALL EQUIP	163.33
10-300-56400	PROFESSIONAL-STREETS	36.00
10-300-61000	TELEPHONE-STREETS	10.00
10-300-70000	VEHICLE EXPENSE FUEL-	608.77
10-300-71000	VEHICLE REPAIR & MAIN	150.58
10-300-71100	EQUIPMENT REPAIR &	879.83
10-300-75000	VEHICLE LEASE-STREETS	1,563.72
10-300-75100	EQUIPMENT LEASE	529.87
10-300-92500	UNIFORMS-STREETS	24.17
10-400-50700	OFFICE SUPPLIES-P&D	21.27
10-400-50750	POSTAGE-P&D	9.04
10-400-52000	SUPPLIES-SMALL EQUIP	138.29
10-400-55850	EQUIPMENT RENTAL-P&	32.71
10-400-56400	PROFESSIONAL-P&D	559.50
10-400-56900	TRAVEL EXPENSE-P&D	443.39
10-400-70000	VEHICLE EXPENSE FUEL-	88.23
10-400-71000	VEHICLE REPAIR & MAIN	51.48

**Account Summary**

Account Number	Account Name	Expense Amount
10-400-75000	VEHICLE LEASE-P&D	588.16
20-16000	PREPAID INSURANCE-W	2,815.04
20-600-50130	SUPPLIES-WATER	9,019.23
20-600-50200	LABORATORY FEES-WAT	84.00
20-600-50700	OFFICE SUPPLIES-WATER	676.64
20-600-50750	POSTAGE-WATER	9.52
20-600-51000	REPAIRS AND MAINTEN	7,193.02
20-600-52000	SUPPLIES SMALL EQUIP	141.81
20-600-55850	EQUIPMENT RENTAL-WA	31.70
20-600-56400	PROFESSIONAL-WATER	2,992.75
20-600-61000	TELEPHONE WATER	20.00
20-600-61050	INTERNET-WATER	32.10
20-600-62100	UTILITIES GAS-WATER	52.31
20-600-70000	VEHICLE EXPENSE FUEL-	1,249.16
20-600-71000	VEHICLE REPAIR & MAIN	301.16
20-600-71100	EQUIPMENT REPAIR &	99.43
20-600-75000	VEHICLE LEASE-WATER	3,127.45
20-600-75100	EQUIPMENT LEASE	1,059.73
20-600-92500	UNIFORMS-WATER	48.34
20-600-96400	FISCAL AGENT FEES-WAT	375.00
20-700-50130	SUPPLIES-SEWER	406.33
20-700-50700	OFFICE SUPPLIES-SEWER	676.64
20-700-50750	POSTAGE-SEWER	8.13
20-700-51000	REPAIRS AND MAINTEN	526.98
20-700-52000	SUPPLIES SMALL EQUIP	42.82
20-700-55600	CONTRACT LABOR-SEWE	30.00
20-700-55850	EQUIPMENT RENTAL-SE	31.70
20-700-56400	PROFESSIONAL-SEWER	492.75
20-700-58000	SPRINGFIELD SEWER CH	133,341.05
20-700-61000	TELEPHONE-SEWER	20.00
20-700-61050	INTERNET-SEWER	32.10
20-700-62100	UTILITIES GAS-SEWER	52.31
20-700-70000	VEHICLE EXPENSE FUEL-	1,249.16
20-700-71000	VEHICLE REPAIR & MAIN	301.16
20-700-71100	EQUIPMENT REPAIR &	4.11
20-700-75000	VEHICLE LEASE-SEWER	3,127.44
20-700-75100	EQUIPMENT LEASE	1,059.74
20-700-92500	UNIFORMS-SEWER	48.34
20-700-96400	FISCAL AGENT FEES-SEW	375.00
30-16000	PREPAID INSURANCE-PK	4,754.78
30-800-50130	SUPPLIES GENERAL-PKS	400.00
30-800-50170	SUPPLIES SPECIAL ACTIV	355.48
30-800-50175	SUPPLIES YOUTH PROGR	112.50
30-800-50180	SUPPLIES SPORTS-PKS	894.79
30-800-50500	BUILDING MAINTENANC	599.38
30-800-50550	CUSTODIAL SUPPLIES-PK	389.32
30-800-50700	OFFICE SUPPLIES-PKS	162.86
30-800-51000	REPAIRS AND MAINTEN	118.16
30-800-55800	DUES AND SUBSCRIPTIO	77.50
30-800-55850	EQUIPMENT RENTAL-PK	51.32
30-800-56400	PROFESSIONAL-PKS	463.50
30-800-56500	SAFETY PROGRAM-PKS	170.00
30-800-62100	UTILITIES GAS PKS	152.50
30-800-70000	VEHICLE EXPENSE FUEL-	732.29
30-800-70100	EQUIPMENT FUEL-PKS	1,410.17
30-800-71000	VEHICLE REPAIR & MAIN	97.81
30-800-71100	EQUIPMENT REPAIR &	20.99
30-800-75000	VEHICLE LEASE-PKS	2,041.20

**Account Summary**

Account Number	Account Name	Expense Amount
30-800-95100	CAPITAL ASSET EXP-PKS	66,986.12
30-800-96200	INTEREST EXPENSE-PKS	<u>35,498.27</u>
	<b>Grand Total:</b>	<b>324,696.22</b>

**Project Account Summary**

Project Account Key	Expense Amount
**None**	<u>324,696.22</u>
<b>Grand Total:</b>	<b>324,696.22</b>



City of Willard, MO

# Refund Check Register

## Refund Check Detail

UBPKT03967 - Refunds 01 UBPKT03965 Regular

Account	Name	Date	Check #	Amount	Code	Receipt	Amount	Type
01-121000-13	COLLINS, WYATT	9/30/2024	50108	72.31			72.31	Generated From Billing
01-190117-03	BRANDON SPROTT & AUBREE APPEL	9/30/2024	50109	55.85			55.85	Generated From Billing
01-190140-03	JOHNSON, JEREMIAH	9/30/2024	50110	55.85			55.85	Generated From Billing
01-190168-08	WRIGHT, BRIAN J.	9/30/2024	50111	37.55			37.55	Generated From Billing
03-100065-11	ADAMS, KASSANDRA MARIE	9/30/2024	50112	66.29			66.29	Generated From Billing
03-500206-02	REECE, MIKE	9/30/2024	50113	66.71			66.71	Generated From Billing
04-020500-07	BRIANNA DONNELL & DALLAS ALEXANDEI	9/30/2024	50114	63.37			63.37	Generated From Billing
04-100232-03	KOHLBUSH, ERIN & ROBERT	9/30/2024	50115	45.23			45.23	Generated From Billing
07-039800-04	HIVE CONSTRUCTION	9/30/2024	50116	6.63			6.63	Generated From Billing
07-052900-02	SANCHE- HILLER, KIMBERLY & RODNEY Jr	9/30/2024	50117	30.10			30.10	Generated From Billing
09-100031-04	ANDRIYENKO, OLEG	9/30/2024	50118	92.73			92.73	Generated From Billing
09-430480-02	BAKER, RICK	9/30/2024	50119	39.16			39.16	Generated From Billing
09-651070-01	ARMSTRONG, SHAILYN P	9/30/2024	50120	73.56			73.56	Generated From Billing
09-800007-02	DOUGHERTY, JAMES	9/30/2024	50121	159.38			159.38	Generated From Billing
<b>Total Refunds: 14</b>				<b>Total Refunded Amount:</b>			<b>864.72</b>	

## Revenue Code Summary

Revenue Code	Amount
996 - UNAPPLIED CREDITS / REFUNDS	864.72
<b>Revenue Total:</b>	<b>864.72</b>

## General Ledger Distribution

Posting Date: 09/30/2024

Account Number	Account Name	Posting Amount	IFT
<b>Fund: 20 - WATER AND SEWER FUND</b>			
20-01001	CLAIM ON POOLED CASH - WATER AND SEV	-864.72	Yes
20-15000	ACCOUNTS RECEIVABLE-WS	864.72	
	<b>20 Total:</b>	<b>0.00</b>	
<b>Fund: 99 - POOLED CASH</b>			
99-01000	POOLED CASH - GENERAL	-864.72	
99-27000	DUE TO OTHER FUNDS	864.72	Yes
	<b>99 Total:</b>	<b>0.00</b>	
	<b>Distribution Total:</b>	<b>0.00</b>	

**CITY OF WILLARD  
BOARD OF ALDERMEN**



**AGENDA ITEM #3e  
FINANCE DEPARTMENT**

**ACTION REQUIRED: INFORMATION ONLY**

**September 2024 Check Registers**

- 1. Pooled Check Register**
- 2. JIS Check Register**
- 3. Refund Check Register**



City of Willard, MO

# Check Report

By Check Number

Date Range: 09/01/2024 - 09/30/2024

Vendor Number Payable #	Vendor Name Payable Type	Post Date	Payment Date Payable Description	Payment Type	Discount Amount Discount Amount	Payment Amount Payable Amount	Number
<b>Bank Code: CITY-CITY</b>							
SDI200 <a href="#">SONIC</a>	SONIC DRIVE IN OF WILLARD Invoice	09/06/2024	09/06/2024 REFUND-OVERPMT OF BUS LIC/LATE FEE -	Regular	0.00 0.00	50.00 50.00	50023
FAM200 <a href="#">PPE 8/31/24</a>	FAMILY SUPPORT PAYMENT CENTER Invoice	09/06/2024	09/09/2024 REMITTANCE ID 11017943 Paid 9/6/2024	Regular	0.00 0.00	207.69 207.69	50024
MASA <a href="#">SEPT 2024 19058</a>	MEDICAL AIR SERVICES ASSOCIATION Invoice	09/01/2024	09/09/2024 SEPT 2024 GROUP MEDICAL TRANSPORT I	Regular	0.00 0.00	98.00 98.00	50025
ACE150 <a href="#">7</a>	AC ELECTRICAL SYSTEMS, INC. Invoice	09/03/2024	09/10/2024 PMP STARTER & LBR REPR WELL AT SOCC	Regular	0.00 0.00	663.00 663.00	50026
AMA300 <a href="#">1</a>	ALLGEIER, MARTIN & ASSOCIATES, INC Invoice	09/03/2024	09/10/2024 PROF FEES MDWS TRNK SWR - S	Regular	0.00 0.00	17,241.60 17,241.60	50027
BVM100 <a href="#">1</a> <a href="#">2</a>	AMERICAN TRAILER & STORAGE, INC. Invoice Invoice	09/03/2024 09/03/2024	09/10/2024 STORAGE CONTAINER RENTALS - PKS STORAGE CONTAINER RENTAL - PKS	Regular	0.00 0.00 0.00	420.00 305.00 115.00	50028
APAC100 <a href="#">8</a>	APAC CENTRAL, INC Invoice	09/03/2024	09/10/2024 COMM SURFACE - SOUTHVW-97 & PERSH	Regular	0.00 0.00	724.02 724.02	50029
ADF150 <a href="#">24</a>	ARBOR DAY FOUNDATION Invoice	09/03/2024	09/10/2024 2024-2025 TREE CITY USA MEMBR DUES -	Regular	0.00 0.00	75.00 75.00	50030
BBC100 <a href="#">NEW MEL BAL</a> <a href="#">NEW MEL DOWN</a>	B&B CONCRETE SOLUTIONS LLC Invoice Invoice	09/03/2024 09/03/2024	09/10/2024 BALANCE PMT SIDEWALKS-NEW MELVILL DOWN PMT SIDEWALKS-NEW MELVILLE -	Regular	0.00 0.00 0.00	35,000.00 17,500.00 17,500.00	50031
BBC100 CVP100 <a href="#">923</a>	B&B CONCRETE SOLUTIONS LLC CIVICPLUS LLC Invoice	09/04/2024	09/10/2024 09/10/2024 CLERK AGENDA & MEETNG SOFTWARE A	Regular Regular	0.00 0.00 0.00	-35,000.00 6,510.00 6,510.00	50031 50032
CJW100 <a href="#">23156-2</a> <a href="#">94-1</a>	CJW TRANSPORTATION CONSULTANTS, LLC Invoice Invoice	09/09/2024 09/03/2024	09/10/2024 JACKSON ST - STS TRAIL COST ESTMT - P&D	Regular	0.00 0.00 0.00	5,253.24 3,343.24 1,910.00	50033
CON170 <a href="#">101</a>	CONCO COMPANIES Invoice	09/03/2024	09/10/2024 5/8" COMM STONE, 1" DIRTY BASE-SOUT	Regular	0.00 0.00	91.27 91.27	50034
DWH100 <a href="#">1532</a>	DIG WISE HYDRO INC Invoice	09/03/2024	09/10/2024 HYDRO EXCAVATING SEVERAL LOCATIONS	Regular	0.00 0.00	5,362.50 5,362.50	50035
DNS100 <a href="#">30</a>	DNS EQUIPMENT LLC Invoice	09/03/2024	09/10/2024 HYPOCHLORITE SOLUTIONS - WELL MAIN	Regular	0.00 0.00	1,749.23 1,749.23	50036
FRA555 <a href="#">55-2</a> <a href="#">66-2</a>	FIRST RESPONDER OUTFITTERS, INC Invoice Invoice	09/03/2024 09/03/2024	09/10/2024 SEW ON PATCHES M. COLE - LAW SEW ON PATCHES M. COLE - LAW	Regular	0.00 0.00 0.00	36.00 24.00 12.00	50037
HAR160 <a href="#">001</a>	HARRY COOPER SUPPLY COMPANY INC Invoice	09/03/2024	09/10/2024 STARPIPE 2" 90DEG 1/4 MJ BEND- MARK	Regular	0.00 0.00	218.24 218.24	50038
HIL100 <a href="#">639</a>	HILLYARD INC/ SPRINGFIELD Invoice	09/03/2024	09/10/2024 PAPER TOWELS, TOILET PAPER - PKS	Regular	0.00 0.00	591.95 591.95	50039
INF100 <a href="#">60107-2</a>	ISOLVED INC Invoice	09/09/2024	09/10/2024 MONTHLY TIME CLOCK LEASE-ALL	Regular	0.00 0.00	1,680.26 840.13	50040

Check Report

Date Range: 09/01/2024 - 09/30/2024

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
<a href="#">61718-2</a>	Invoice	09/09/2024	MONTHLY TIME CLOCK LEASE-ALL	0.00	840.13	
INF100	ISOLVED INC	09/10/2024	Regular	0.00	-1,680.26	50040
JHA100	JAMESON HEATING & AIR	09/10/2024	Regular	0.00	1,070.00	50041
<a href="#">9090</a>	Invoice	09/03/2024	FITNESS CENTER AC REPAIR - PKS	0.00	1,070.00	
LOS200	LAKELAND OFFICE SYSTEMS INC	09/10/2024	Regular	0.00	825.05	50042
<a href="#">869</a>	Invoice	09/03/2024	COPIES-ALL	0.00	825.05	
LEG250	LEGALSHIELD	09/10/2024	Regular	0.00	29.90	50043
<a href="#">8-25</a>	Invoice	09/03/2024	GROUP INS MCCLAIN & SHIPLEY-LAW	0.00	29.90	
LVK100	LETTS, VAN KIRK AND ASSOCIATES	09/10/2024	Regular	0.00	27,677.00	50044
<a href="#">18387</a>	Invoice	09/03/2024	EQT & LBR MISSIONS UPGRD LFT STNS - S	0.00	27,677.00	
LXE100	LUMIX ELECTRICAL INC	09/10/2024	Regular	0.00	1,893.38	50045
<a href="#">428</a>	Invoice	09/03/2024	MEADOWS LS CAM LOCKS- REPR & MAIN	0.00	1,527.00	
<a href="#">437</a>	Invoice	09/03/2024	PARTS/LBR INSTALL NEW ENCLOSURE ME	0.00	366.38	
MATM100	MATERIALS MANAGEMENT	09/10/2024	Regular	0.00	729.18	50046
<a href="#">226</a>	Invoice	09/03/2024	LOAD TOPSOIL - SOUTHVIEW PROJECT - S	0.00	330.00	
<a href="#">427</a>	Invoice	09/03/2024	1" DIRTY BASE - SOUTHVIEW PROJECT - ST	0.00	399.18	
MPI150	MELTON PROPANE, INC.	09/10/2024	Regular	0.00	181.17	50047
<a href="#">205</a>	Invoice	09/03/2024	PROPANE POLICE STATION - LAW	0.00	181.17	
MTE100	MIDWEST TRANSIT EQUIPMENT INC	09/10/2024	Regular	0.00	224.72	50048
<a href="#">1933</a>	Invoice	09/10/2024	DIAGNOSIS OF BUS REPAIR - PKS	0.00	224.72	
MOC100	MISSOURI ONE CALL SYSTEM, INC	09/10/2024	Regular	0.00	233.55	50049
<a href="#">323</a>	Invoice	09/03/2024	PROF LOCATE FEES-W/S	0.00	233.55	
NFC	NATIONAL FASTENER CORP	09/10/2024	Regular	0.00	467.21	50050
<a href="#">113</a>	Invoice	09/03/2024	HEX WASHERS - STS/W/S	0.00	5.42	
<a href="#">275</a>	Invoice	09/03/2024	HEX WASHERS,SHOP TOWELS,DRILL BIT S	0.00	461.79	
RAN175	RANDALL A. BROWN	09/10/2024	Regular	0.00	1,245.00	50051
<a href="#">167282</a>	Invoice	09/09/2024	BLDG INSPECTIONS & ZONING CONSLT - P	0.00	1,245.00	
S&H410	S&H FARM SUPPLY INC	09/10/2024	Regular	0.00	55.18	50052
<a href="#">422</a>	Invoice	09/03/2024	PART FOR MOWER REPAIR - STS	0.00	16.18	
<a href="#">856</a>	Invoice	09/03/2024	MOWER PARTS SPARTAN - PKS	0.00	39.00	
SPS150	SCHENDEL PEST SERVICES	09/10/2024	Regular	0.00	180.00	50053
<a href="#">60</a>	Invoice	09/03/2024	PEST CONTROL-ALL	0.00	180.00	
SPM100	SPRINGFIELD MOW LLC	09/10/2024	Regular	0.00	1,667.48	50054
<a href="#">650</a>	Invoice	09/03/2024	MOWER PARTS - PKS	0.00	217.86	
<a href="#">706</a>	Invoice	09/03/2024	PARTS/LABOR MOWER REPAIR BADBOY -	0.00	1,449.62	
SNL200	SPRINGFIELD NEWS-LEADER	09/10/2024	Regular	0.00	374.39	50055
<a href="#">722</a>	Invoice	09/03/2024	NOTICE TO CONTRCTRS JACKSON STREET	0.00	374.39	
SSP100	SPRINGFIELD SPECIAL PRODUCTS	09/10/2024	Regular	0.00	1,300.00	50056
<a href="#">577</a>	Invoice	09/03/2024	17' X 34' TARP W/SCREEN WINDOWS-LAG	0.00	1,300.00	
SQB100	SQUIBB MEDIA, LLC	09/10/2024	Regular	0.00	129.44	50057
<a href="#">1147</a>	Invoice	09/03/2024	PUBLIC HEARING ANNCMNT BRD OF ADJ	0.00	129.44	
WSP100	TURN 2 APPAREL LLC	09/10/2024	Regular	0.00	1,400.40	50058
<a href="#">151</a>	Invoice	09/03/2024	FALL SOCCER SHIRTS - PKS	0.00	1,400.40	
VER100	VERIZON WIRELESS	09/10/2024	Regular	0.00	607.88	50059
<a href="#">109</a>	Invoice	09/03/2024	INTERNET/CELL PHONES, EQUIP - ALL	0.00	607.88	
WIL295	WILLARD CHAMBER OF COMMERCE	09/10/2024	Regular	0.00	50.00	50060



Check Report

Date Range: 09/01/2024 - 09/30/2024

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
<a href="#">TIGER</a>	Invoice	09/03/2024	TIGER PRIDE NIGHT ADMISSION - PKS	0.00	50.00	
EZA150	WILLARD TIRE LLC	09/10/2024	Regular	0.00	20.00	50061
<a href="#">159</a>	Invoice	09/03/2024	FLAT REPAIR CHIEF'S TRUCK - LAW	0.00	20.00	
WSC100	WILSON SURVEYING CO, INC	09/10/2024	Regular	0.00	16,000.00	50062
<a href="#">5609</a>	Invoice	09/03/2024	PART 1 SRVY LEGAL DESC OF ROAD FOR A	0.00	5,000.00	
<a href="#">5610</a>	Invoice	09/03/2024	PART 2 SRVY LEGAL DESC OF ROAD FOR A	0.00	5,000.00	
<a href="#">5611</a>	Invoice	09/03/2024	PART 3 SRVY LEGAL DESC OF ROAD FOR A	0.00	6,000.00	
BBC100	B&B CONCRETE SOLUTIONS LLC	09/10/2024	Regular	0.00	17,500.00	50063
<a href="#">NEW MEL DOWN</a>	Invoice	09/03/2024	DOWN PMT SIDEWALKS-NEW MELVILLE -	0.00	17,500.00	
BBC100	B&B CONCRETE SOLUTIONS LLC	09/10/2024	Regular	0.00	17,500.00	50064
<a href="#">NEW MEL BAL</a>	Invoice	09/03/2024	BALANCE PMT SIDEWALKS-NEW MELVILL	0.00	17,500.00	
WPM100	POSTMASTER	09/13/2024	Regular	0.00	279.84	50065
<a href="#">9-13-24</a>	Invoice	09/13/2024	UTILITY POSTAGE-W/S	0.00	279.84	
WPM100	POSTMASTER	09/23/2024	Regular	0.00	350.00	50066
<a href="#">2024-2025</a>	Invoice	09/23/2024	FIRST - CLASS PRESORT FEE PERMIT # 3 -	0.00	350.00	
WPM100	POSTMASTER	09/23/2024	Regular	0.00	1,866.02	50067
<a href="#">9-23</a>	Invoice	09/23/2024	UTILITY BILLING POSTAGE-W/S	0.00	1,866.02	
ACE150	AC ELECTRICAL SYSTEMS, INC.	09/24/2024	Regular	0.00	1,021.50	50068
<a href="#">55</a>	Invoice	09/18/2024	STARTER, THERMAL UNITS, LABOR POOL	0.00	1,021.50	
ATS200	ANCHOR TACTICAL SUPPLY, LLC	09/24/2024	Regular	0.00	165.00	50069
<a href="#">952</a>	Invoice	09/18/2024	BOOTS S. COLLETTE - LAW	0.00	165.00	
APM100	APPLE MARKET	09/24/2024	Regular	0.00	336.00	50070
<a href="#">8-27</a>	Invoice	09/18/2024	PALLET OF BOTTLED WATER FOR SHOP-ST	0.00	336.00	
BLU150	BLUE VALLEY PUBLIC SAFETY, INC	09/24/2024	Regular	0.00	740.00	50071
<a href="#">347</a>	Invoice	09/18/2024	LBR/TRVL RESET CNTRLR & ACTIVATE UNI	0.00	740.00	
BWI200	BULK WASTE LLC d/b/a BWI SANITATION	09/24/2024	Regular	0.00	239.80	50072
<a href="#">701</a>	Invoice	09/18/2024	TOILET RENTALS MILLER PARK - PKS	0.00	239.80	
CCO100	CALIBER COLLISION	09/24/2024	Regular	0.00	381.25	50073
<a href="#">539</a>	Invoice	09/18/2024	LABOR/PARTS TO REPR WINDOW '21 DOD	0.00	381.25	
CAR155	CARE TO LEARN-WILLARD	09/24/2024	Regular	0.00	250.00	50074
<a href="#">24</a>	Invoice	09/18/2024	ADVERTISING TURKEY TROT 2024 - PKS	0.00	250.00	
HVR100	CAROLYN HALVERSON	09/24/2024	Regular	0.00	50.00	50075
<a href="#">SEP</a>	Invoice	09/18/2024	REIM PHONE-GEN	0.00	50.00	
CPI100	COLORGRAPHIC PRINTING INC	09/24/2024	Regular	0.00	266.01	50076
<a href="#">508</a>	Invoice	09/18/2024	PRINT (2) LARGE MAPS - P&D	0.00	130.60	
<a href="#">509</a>	Invoice	09/18/2024	GYM SIGN PRINT - PKS	0.00	135.41	
CAS200	CONSULTING ANALYTICAL SERVICES INTERNAT	09/24/2024	Regular	0.00	37.00	50077
<a href="#">318</a>	Invoice	09/18/2024	WATER TESTING FOR POOL DRAIN/DRAW	0.00	37.00	
CPS100	CREATIVE PRODUCT SOURCING, INC	09/24/2024	Regular	0.00	1,700.00	50078
<a href="#">915</a>	Invoice	09/18/2024	DARE SUPPLIES - LAW	0.00	1,700.00	
CPE100	CROWN POWER & EQUIPMENT	09/24/2024	Regular	0.00	300.47	50079
<a href="#">94V</a>	Invoice	09/18/2024	KUBOTA BRAKES CALIPER - PKS	0.00	300.47	
TDE100	DAILY EVENTS, THE	09/24/2024	Regular	0.00	750.00	50080
<a href="#">160</a>	Invoice	09/18/2024	ADV NOTICE OF MEETING WATERWORKS	0.00	750.00	
SSR100	DALE COOPER LLC	09/24/2024	Regular	0.00	14,913.00	50081

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Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
3998	Invoice	09/23/2024	DEPOSIT FOR POOL WTR SLIDE REPR/RES	0.00	14,913.00	
DAV100	DAVID DORAN,ATTORNEY AT LAW	09/24/2024	Regular	0.00	900.00	50082
<u>9-9</u>	Invoice	09/18/2024	MUNICIPAL JUDGE FEES - CT	0.00	900.00	
FRA555	FIRST RESPONDER OUTFITTERS, INC	09/24/2024	Regular	0.00	14.50	50083
<u>18-2</u>	Invoice	09/18/2024	NAMETAG A. HICKCOX - LAW	0.00	14.50	
GOTO100	GOTO COMMUNICATIONS, INC	09/24/2024	Regular	0.00	880.00	50084
<u>859</u>	Invoice	09/03/2024	INTERNET-ALL	0.00	880.00	
HAR160	HARRY COOPER SUPPLY COMPANY INC	09/24/2024	Regular	0.00	872.09	50085
<u>605</u>	Invoice	09/18/2024	4-1/4" MAIN VALVE KIT FOR MAIN REPAIR	0.00	872.09	
HIL100	HILLYARD INC/ SPRINGFIELD	09/24/2024	Regular	0.00	472.05	50086
<u>40051</u>	Invoice	08/20/2024	FLOOR RESURFACING CHEM REC CTR - PK	0.00	472.05	
HIL100	HILLYARD INC/ SPRINGFIELD	09/24/2024	Regular	0.00	-472.05	50086
EMP210	LIBERTY UTILITIES-EMPIRE DISTRICT	09/24/2024	Regular	0.00	54,484.59	50087
<u>6-7</u>	Invoice	09/19/2024	ELECTRIC UTILITIES-ALL	0.00	27,714.11	
<u>8-9</u>	Invoice	09/18/2024	ELECTRICAL 1011 QUARRY RD 94 LIFT STN	0.00	3,264.69	
<u>9-4</u>	Invoice	09/18/2024	ELECTRIC UTILITIES-ALL	0.00	23,505.79	
LGE100	LINDE GAS & EQUIPMENT INC	09/24/2024	Regular	0.00	349.39	50088
<u>48</u>	Invoice	09/18/2024	CYLINDER LEASE AND GAS FOR SHOP USE	0.00	349.39	
MATM100	MATERIALS MANAGEMENT	09/24/2024	Regular	0.00	803.69	50089
<u>756</u>	Invoice	09/18/2024	1" DIRTY BASE MARK STREET MAIN REPAI	0.00	803.69	
MRT100	MERIT ELECTRICAL LLC	09/24/2024	Regular	0.00	2,745.09	50090
<u>122</u>	Invoice	09/18/2024	INSTL START RELAY WELL #1, SPARE RLYS/	0.00	2,745.09	
ORW100	ORIGINAL WATERMEN	09/24/2024	Regular	0.00	56.45	50091
<u>122</u>	Invoice	09/18/2024	LIFEGUARD SHIRTS - PKS	0.00	56.45	
LIN200	ROTA L. STONEHOUSE	09/24/2024	Regular	0.00	90.00	50092
<u>524</u>	Invoice	09/18/2024	DATA COMPILATION-GEN/CT/LAW/PW	0.00	90.00	
SCU425	SCURLOCK INDUSTRIES	09/24/2024	Regular	0.00	6,684.00	50093
<u>1481</u>	Invoice	08/01/2024	REINFORCED PIPE SOUTHVIEW - STS	0.00	2,227.50	
<u>1482</u>	Invoice	08/01/2024	REINFORCED PIPE SOUTHVIEW - STS	0.00	1,485.00	
<u>1483</u>	Invoice	08/05/2024	BOX CULVERTS SOUTHVIEW - STS	0.00	2,556.00	
<u>1507</u>	Invoice	08/01/2024	(3) CARTONS 1.5" x 3.5' RAM NEK SOUTH	0.00	186.00	
<u>763</u>	Invoice	09/03/2024	ELLIPTICL REINFORCD CONCRT PIPE-SOUT	0.00	742.50	
<u>OVRPMT CK# 493</u>	Credit Memo	07/17/2024	OVERPAYMENT ON ACCOUNT - STS	0.00	-513.00	
SMCO	SOUTHWEST MISSOURI CODE OFFICIALS	09/24/2024	Regular	0.00	100.00	50094
<u>MIKE</u>	Invoice	09/18/2024	'24 FALL SEMINAR REGISTRATION MIKE R	0.00	100.00	
SPF100	SPRINGFIELD FAMILY MEDICAL WALK-IN CLINIC	09/24/2024	Regular	0.00	25.00	50095
<u>855</u>	Invoice	09/18/2024	SCREENING V. BARRIOS-ARELLANO - STS	0.00	25.00	
SPR200	SPRINGFIELD-GREENE COUNTY HEALTH DEPAR	09/24/2024	Regular	0.00	117.00	50096
<u>424</u>	Invoice	09/18/2024	WATER TESTS-W	0.00	117.00	
SRS150	SUNRISE SECURITY	09/24/2024	Regular	0.00	396.00	50097
<u>282</u>	Invoice	09/18/2024	ALARM MONITOR SEPT 2024-AUG 2025 -	0.00	396.00	
COC200	SW MISSOURI ENGINEERING LLC	09/24/2024	Regular	0.00	2,500.00	50098
<u>553</u>	Invoice	09/18/2024	WTR STDY UPDT & DNR 5 YR SPRVSD PRG	0.00	2,500.00	
TRH100	TREVOR HOFFMAN	09/24/2024	Regular	0.00	50.00	50099
<u>AUG</u>	Invoice	09/18/2024	REIM CELL PHONE AUG - STS/W/S	0.00	50.00	
TRH100	TREVOR HOFFMAN	09/24/2024	Regular	0.00	-50.00	50099
WSP100	TURN 2 APPAREL LLC	09/24/2024	Regular	0.00	72.20	50100

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Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
<a href="#">301</a>	Invoice	09/18/2024	FALL SOCCER JERSEYS ADD ONS - PKS	0.00	72.20	
UNI120	UNITED RENTALS, INC	09/24/2024	Regular	0.00	1,465.27	50101
<a href="#">187</a>	Invoice	09/18/2024	SCISSOR LIFT RENTAL WRK ON SALT BRN -	0.00	1,465.27	
VDS100	VDS VISION LLC	09/24/2024	Regular	0.00	1,440.00	50102
<a href="#">1608</a>	Invoice	09/18/2024	IT SERVICES-ALL	0.00	1,440.00	
AMK100	VESTIS	09/24/2024	Regular	0.00	628.27	50103
<a href="#">4170247379</a>	Invoice	09/19/2024	PUBLIC WRKS UNIFORM SERVICE - STS /	0.00	132.91	
<a href="#">6811</a>	Invoice	09/10/2024	PW DEPT UNIFORM SERVICE - STS / W / S	0.00	126.48	
<a href="#">837</a>	Invoice	09/19/2024	PW DEPT UNIFORM SERVICE - STS / W / S	0.00	121.20	
<a href="#">8690</a>	Invoice	09/10/2024	PW UNIFORM SERVICE - STS / W / S	0.00	126.48	
<a href="#">904</a>	Invoice	09/03/2024	PW UNIFORM SERVICE - STS / S / W	0.00	121.20	
WYO100	WESLEY YOUNG	09/24/2024	Regular	0.00	-1,050.00	50104
WYO100	WESLEY YOUNG	09/24/2024	Regular	0.00	1,050.00	50104
<a href="#">WES</a>	Invoice	09/18/2024	PHONE REIM SEP - GEN	0.00	50.00	
<a href="#">WES HOUSE</a>	Invoice	09/18/2024	HOUSING ALLOWANCE SEP - GEN	0.00	1,000.00	
TRH100	TREVOR HOFFMAN	09/25/2024	Regular	0.00	50.00	50105
<a href="#">AUG</a>	Invoice	09/18/2024	REIM CELL PHONE AUG - STS/W/S	0.00	50.00	
WYO100	WESLEY YOUNG	09/25/2024	Regular	0.00	1,050.00	50106
<a href="#">WES</a>	Invoice	09/18/2024	PHONE REIM SEP - GEN	0.00	50.00	
<a href="#">WES HOUSE</a>	Invoice	09/18/2024	HOUSING ALLOWANCE SEP - GEN	0.00	1,000.00	
FAM200	FAMILY SUPPORT PAYMENT CENTER	09/26/2024	Regular	0.00	207.69	50107
<a href="#">PPE 9/14/24</a>	Invoice	09/20/2024	REMITTANCE ID 11017943 Paid 9/20/202	0.00	207.69	
LML100	LAUBER AND ASSOCIATES MUNICIPAL LAW LLC	09/30/2024	Regular	0.00	9,766.50	50122
<a href="#">27819</a>	Invoice	09/30/2024	CITY ATTY FEES - ALL	0.00	4,407.00	
<a href="#">820</a>	Invoice	09/18/2024	CITY PROSECUTOR FEES - LAW	0.00	5,359.50	
REP425	ALLIED SERVICES, LLC	09/03/2024	Bank Draft	0.00	132.83	DFT0002472
<a href="#">7842</a>	Invoice	08/20/2024	RECYCLE CENTER-S	0.00	132.83	
DOT100	DEPARTMENT OF TREASURY INTERNAL REVENUE	09/06/2024	Bank Draft	0.00	5,894.54	DFT0002475
<a href="#">PPE 8/31/24 FED</a>	Invoice	09/06/2024	FEDERAL WITHHOLDING PPE 8/31/2024	0.00	5,894.54	
MIS300	MISSOURI DEPT OF REVENUE	09/06/2024	Bank Draft	0.00	2,691.50	DFT0002476
<a href="#">PPE 8/31/24</a>	Invoice	09/06/2024	STATE WITHHOLDING PPE 8/31/2024	0.00	2,691.50	
DOT100	DEPARTMENT OF TREASURY INTERNAL REVENUE	09/06/2024	Bank Draft	0.00	11,113.14	DFT0002477
<a href="#">PPE 8/31/24 SS</a>	Invoice	09/06/2024	SOCIAL SECURITY WITHHOLDING PPE 8/3	0.00	11,113.14	
DOT100	DEPARTMENT OF TREASURY INTERNAL REVENUE	09/06/2024	Bank Draft	0.00	2,599.08	DFT0002478
<a href="#">PPE 8/31/24 MC</a>	Invoice	09/06/2024	MEDICARE WITHHOLDING PPE 8/31/2024	0.00	2,599.08	
PIL100	PILOT WIRELESS LLC	09/09/2024	Bank Draft	0.00	626.85	DFT0002483
<a href="#">7318</a>	Invoice	08/01/2024	PHONE-ALL	0.00	626.85	
AUL100	AMERICAN UNITED LIFE INSURANCE CO	09/06/2024	Bank Draft	0.00	262.53	DFT0002484
<a href="#">AUG 2024</a>	Invoice	08/01/2024	AUG 2024 GROUP LIFE INSURANCE	0.00	262.53	
WRI110	WEX BANK	09/10/2024	Bank Draft	0.00	7,876.65	DFT0002492
<a href="#">1988</a>	Invoice	09/03/2024	VEH AND EQUIP FUEL-LAW/PKS/STS/W/S	0.00	7,876.65	
WAL110	WALMART CAPITAL ONE	09/10/2024	Bank Draft	0.00	307.11	DFT0002493
<a href="#">8-7-24</a>	Invoice	08/20/2024	SAMS CONCESSIONS SUPPLIES - PKS	0.00	307.11	
LOW505	LOWE'S CREDIT SERVICES	09/13/2024	Bank Draft	0.00	2,126.90	DFT0002494
<a href="#">1</a>	Invoice	07/02/2024	TREATED POSTS & FENCE PANELS NEW BL	0.00	175.46	
<a href="#">74952</a>	Invoice	07/15/2024	MASONRY DRILL BIT - SHP SPLYS - STS/W/	0.00	6.92	
<a href="#">79447</a>	Invoice	07/15/2024	CONCRETE FOR FENCE INSTALL NEW BLD	0.00	33.12	
<a href="#">83506</a>	Invoice	07/15/2024	STP LDR,AIR COMPSR,FRAMNG NAILR NE	0.00	781.89	

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Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
84121	Invoice	07/15/2024	PVC OFFSET FLANGES - NEW OFFICE - STS	0.00	29.12	
85528	Invoice	08/05/2024	HAMMER, STAPLES, INSULATION - NEW O	0.00	1,100.39	
OZA255	OZARKS COCA COLA	09/13/2024	Bank Draft	0.00	688.90	DFT0002495
2758	Invoice	08/21/2024	CONCESSIONS - PKS	0.00	109.90	
384	Invoice	09/03/2024	CONCESSIONS - PKS	0.00	279.00	
385	Invoice	09/03/2024	CONCESSIONS - PKS	0.00	300.00	
DOT100	DEPARTMENT OF TREASURY INTERNAL REVENUE	09/20/2024	Bank Draft	0.00	6,242.06	DFT0002496
PPE 9/14/24 FED	Invoice	09/20/2024	FEDERAL WITHHOLDING PPE 9/14/2024	0.00	6,242.06	
MIS300	MISSOURI DEPT OF REVENUE	09/20/2024	Bank Draft	0.00	2,799.00	DFT0002497
PPE 9/14/24	Invoice	09/20/2024	STATE WITHHOLDING PPE 9/14/2024	0.00	2,799.00	
DOT100	DEPARTMENT OF TREASURY INTERNAL REVENUE	09/20/2024	Bank Draft	0.00	11,470.44	DFT0002498
PPE 9/14/24 SS	Invoice	09/20/2024	SOCIAL SECURITY WITHHOLDING PPE 9/14/2024	0.00	11,470.44	
DOT100	DEPARTMENT OF TREASURY INTERNAL REVENUE	09/20/2024	Bank Draft	0.00	2,682.60	DFT0002499
PPE 9/14/24 MC	Invoice	09/20/2024	MEDICARE WITHHOLDING PPE 9/14/2024	0.00	2,682.60	
MEM100	MISSOURI EMPLOYERS MUTUAL	09/23/2024	Bank Draft	0.00	5,171.29	DFT0002500
367	Invoice	09/18/2024	WORKMANS COMP INS-GEN/PW/PKS	0.00	5,171.29	
REP425	ALLIED SERVICES, LLC	09/24/2024	Bank Draft	0.00	1,564.58	DFT0002501
174	Invoice	09/18/2024	RECYCLE CENTER-S	0.00	132.83	
452	Invoice	09/18/2024	RECYCLE CENTER EXP-S	0.00	150.00	
653	Invoice	09/18/2024	TRASH EXP-ALL	0.00	1,281.75	
EMC105	EMC INSURANCE COMPANIES	09/24/2024	Bank Draft	0.00	13,805.98	DFT0002502
584	Invoice	09/18/2024	PROPRTY & LIABLT Y INS-GEN/PW/PKS	0.00	13,805.98	
PIL100	PILOT WIRELESS LLC	09/24/2024	Bank Draft	0.00	626.85	DFT0002503
718	Invoice	09/18/2024	PHONE-ALL	0.00	626.85	
MIS315	SPIRE	09/24/2024	Bank Draft	0.00	58.01	DFT0002504
Z	Invoice	09/18/2024	UTIL EXP GAS REC CNTR-PKS	0.00	58.01	
MIS315	SPIRE	09/24/2024	Bank Draft	0.00	99.04	DFT0002505
220	Invoice	09/18/2024	UTIL EXP GAS COMM BLDG-PKS	0.00	99.04	
MIS315	SPIRE	09/24/2024	Bank Draft	0.00	52.31	DFT0002506
108	Invoice	09/18/2024	UTIL EXP GAS-W	0.00	52.31	
MIS315	SPIRE	09/24/2024	Bank Draft	0.00	52.31	DFT0002507
224	Invoice	09/18/2024	UTIL EXP GAS CITY HALL-GEN	0.00	52.31	
MIS315	SPIRE	09/24/2024	Bank Draft	0.00	52.31	DFT0002508
HOLLY	Invoice	09/18/2024	UTIL EXP GAS-S	0.00	52.31	
HYP100	NITEL LLC	09/19/2024	Bank Draft	0.00	2,391.22	DFT0002509
166	Invoice	09/03/2024	INTERNET-ALL	0.00	2,391.22	
ACS100	AMAZON CAPITAL SERVICES INC	09/12/2024	Bank Draft	0.00	559.83	DFT0002510
67	Invoice	09/03/2024	WIRE BRSH DRILL ATTCH,CTTN SWABS,FLX	0.00	40.64	
8250	Invoice	08/20/2024	REPORT COVERS, EMPLOYEE DISCIPLINE F	0.00	39.98	
HP	Invoice	09/03/2024	INICTN CHK VLV,CNNCT NUT W/ADPTR,P	0.00	38.25	
J9	Invoice	09/03/2024	SHP TWLS, BATRY BACKUP/SURGE PROTCT	0.00	206.61	
K6-1	Invoice	09/03/2024	DISP GLOVES - S	0.00	9.99	
K6-2	Invoice	09/03/2024	10 PIECE USB FLASH DRIVE PACK - STS/W/	0.00	30.95	
LL	Invoice	09/03/2024	WATER SUPPLIES - W	0.00	193.41	
COL200	COLONIAL SUPPLEMENTAL INS	09/05/2024	Bank Draft	0.00	18.00	DFT0002516
SEPT 2024	Invoice	09/01/2024	SEPT 2024 GROUP SUPPLEMENTAL INSUR	0.00	18.00	
DEL105	DELTA DENTAL OF MISSOURI	09/27/2024	Bank Draft	0.00	1,803.16	DFT0002517

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Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
<a href="#">OCT 2024</a>	Invoice	10/01/2024	OCT 2024 GROUP DENTAL INSURANCE	0.00	1,803.16	
DEL106	DELTA DENTAL OF MISSOURI	09/27/2024	Bank Draft	0.00	270.49	DFT0002518
<a href="#">OCT 2024</a>	Invoice	10/01/2024	OCT 2024 GROUP VISION INSURANCE	0.00	270.49	
TASC	TASC	09/10/2024	Bank Draft	0.00	485.51	DFT0002519
<a href="#">SEPT 6 2024</a>	Invoice	09/06/2024	SEPT 9 2024 GROUP FLEXIBLE SPENDING	0.00	485.51	
TASC	TASC	09/23/2024	Bank Draft	0.00	485.51	DFT0002520
<a href="#">SEPT 20 2024</a>	Invoice	09/20/2024	SEPT 20 2024 GROUP FLEXIBLE SPENDING	0.00	485.51	
TASC	TASC	09/25/2024	Bank Draft	0.00	212.07	DFT0002521
<a href="#">10/1/24 - 12/31/</a>	Invoice	10/01/2024	10/1/24 - 12/31/24 FSA ADMINISTRATION	0.00	212.07	
UHC100	UNITED HEALTHCARE INSURANCE COMPANY	09/16/2024	Bank Draft	0.00	31,372.66	DFT0002522
<a href="#">OCT 2024 384367</a>	Invoice	10/01/2024	OCT 2024 GROUP HEALTH INSURANCE	0.00	31,372.66	
MIS350	MISSOURI LAGERS	09/11/2024	Bank Draft	0.00	14,436.72	DFT0002523
<a href="#">AUG 2024</a>	Invoice	08/31/2024	AUG 2024 GROUP RETIREMENT	0.00	14,436.72	
ACS100	AMAZON CAPITAL SERVICES INC	09/27/2024	Bank Draft	0.00	1,120.85	DFT0002524
<a href="#">1X</a>	Invoice	09/03/2024	KIDS READNG CHR\$,\$RUG,\$BKCASE,\$PCLIPS,\$P	0.00	289.70	
<a href="#">27</a>	Invoice	09/03/2024	POND AERATOR - PKS	0.00	189.98	
<a href="#">605</a>	Invoice	09/03/2024	TOYS, MAZES, PUZZLES, SHELF LINER KIDZ	0.00	210.69	
<a href="#">DD</a>	Invoice	09/03/2024	JUMPER CABLES - PKS	0.00	29.94	
<a href="#">F6</a>	Invoice	09/03/2024	TRASH BAGS - PKS	0.00	139.68	
<a href="#">KL</a>	Invoice	09/03/2024	TAPE DISPS, STAPLERS, MOUSE ATTRACTA	0.00	54.17	
<a href="#">W4-1</a>	Invoice	09/03/2024	TBLT,\$TBLT STNDS,\$ADD LBL\$,\$FILE TABS,\$LBL	0.00	179.70	
<a href="#">W4-2</a>	Invoice	09/03/2024	6 PK CANNED AIR - GEN/\$W/\$S	0.00	26.99	
CLH100	CLAYTON HOLDINGS LLC	09/30/2024	Bank Draft	0.00	2,649.34	DFT0002525
<a href="#">116</a>	Invoice	09/18/2024	LEASE ON EQUIPMENT - STS/\$W/\$S	0.00	2,649.34	
COMMGN	COMMERCE CREDIT CARD SERVICES	09/10/2024	Bank Draft	0.00	3,467.66	DFT0002526
<a href="#">.NET</a>	Invoice	08/01/2024	GODADDY CITYOFWILLARD.NET DOMAIN	0.00	38.16	
<a href="#">.ORG</a>	Invoice	08/01/2024	GODADDY CITYOFWILLARD.ORG DOMAIN	0.00	36.16	
<a href="#">2024</a>	Invoice	09/18/2024	MICROSOFT SFTWARE ON LAPT\$S FOR IN	0.00	99.99	
<a href="#">6816</a>	Invoice	08/20/2024	STAMPS.COM MONTHLY FEE-GEN	0.00	12.79	
<a href="#">6891</a>	Invoice	08/20/2024	SAM'S CLUB COFFEE, KLEENEX - GEN/\$CT/\$	0.00	27.42	
<a href="#">7-25-24</a>	Invoice	08/05/2024	HARBOR FREIGHT PAINT SPRAYER - PKS	0.00	79.99	
<a href="#">7-26-24</a>	Invoice	08/01/2024	POSTMASTER STAMPS - ALL	0.00	438.00	
<a href="#">7-30</a>	Invoice	09/18/2024	AMZ REAGENT FOR POOL - PKS	0.00	19.11	
<a href="#">7-31-24</a>	Invoice	08/05/2024	JUMP MANIA FIELD TRIP CAMP - PKS	0.00	315.00	
<a href="#">7483</a>	Invoice	08/01/2024	ADMIRAL EXPRESS COPY PAPER - GEN/\$LA	0.00	160.92	
<a href="#">8-14-24</a>	Invoice	08/21/2024	INCREDIBLE PIZZA CAMP FIELD TRIP - PKS	0.00	1,401.90	
<a href="#">8-15-24</a>	Invoice	08/21/2024	VISTA PRNT VINYL LARGE STICKER ADVER	0.00	29.38	
<a href="#">8-2-24</a>	Invoice	08/05/2024	POSTMASTER POSTAGE - W	0.00	9.68	
<a href="#">8-4-24</a>	Invoice	08/20/2024	AT&T INTERNET SERVICE-\$W/\$S	0.00	64.20	
<a href="#">8426</a>	Invoice	08/20/2024	ELKAY WATER FOUNTAIN MAINT PARTS - P	0.00	85.80	
<a href="#">8-7-24</a>	Invoice	08/20/2024	FANTASTIC CAVERNS CAMP FIELD TRIP - P	0.00	554.18	
<a href="#">8-8-24</a>	Invoice	08/20/2024	HRB FRGT TRANSFER PUMP FOR WATER T	0.00	94.98	
EFM100	ENTERPRISE FLEET MANAGEMENT	09/13/2024	Bank Draft	0.00	12,700.12	DFT0002527

Check Report

Date Range: 09/01/2024 - 09/30/2024

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Payable #	Payable Type	Post Date	Payable Description	Discount Amount	Payable Amount	
524	Invoice	09/13/2024	VEH & EQUIP LEASES,MAINT - GEN/P&D/	0.00	12,700.12	

Bank Code CITY Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	113	86	0.00	278,248.60
Manual Checks	0	0	0.00	0.00
Voided Checks	0	5	0.00	-38,252.31
Bank Drafts	76	38	0.00	150,969.95
EFT's	0	0	0.00	0.00
	<b>189</b>	<b>129</b>	<b>0.00</b>	<b>390,966.24</b>

### All Bank Codes Check Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	113	86	0.00	278,248.60
Manual Checks	0	0	0.00	0.00
Voided Checks	0	5	0.00	-38,252.31
Bank Drafts	76	38	0.00	150,969.95
EFT's	0	0	0.00	0.00
	<b>189</b>	<b>129</b>	<b>0.00</b>	<b>390,966.24</b>

### Fund Summary

Fund	Name	Period	Amount
99	POOLED CASH	9/2024	390,966.24
			<b>390,966.24</b>



City of Willard, MO

# Check Report

By Check Number

Date Range: 09/01/2024 - 09/30/2024

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
COA100	COAST PROFESSIONAL INC	09/03/2024	Manual	0.00	245.60	3706
<b>Payable #</b>	<b>Payable Type</b>	<b>Post Date</b>	<b>Payable Description</b>	<b>Discount Amount</b>	<b>Payable Amount</b>	
<a href="#">INV0030246</a>	Invoice	08/07/2024	DEBT COLLECTIONS	0.00	245.60	
	<a href="#">10-250-44500</a>		TRAFFIC FINES-COURT		245.60	
COA100	COAST PROFESSIONAL INC	09/03/2024	Regular	0.00	-245.60	3706
COA100	COAST PROFESSIONAL INC	09/30/2024	Manual	0.00	459.15	3715
<b>Payable #</b>	<b>Payable Type</b>	<b>Post Date</b>	<b>Payable Description</b>	<b>Discount Amount</b>	<b>Payable Amount</b>	
<a href="#">INV0030391</a>	Invoice	09/30/2024	DEBT COLLECTIONS	0.00	459.15	
	<a href="#">10-250-44500</a>		TRAFFIC FINES-COURT		459.15	
DORAF	Department of Revenue Auto Fund	09/30/2024	Manual	0.00	336.00	3716
<b>Payable #</b>	<b>Payable Type</b>	<b>Post Date</b>	<b>Payable Description</b>	<b>Discount Amount</b>	<b>Payable Amount</b>	
<a href="#">INV0030392</a>	Invoice	09/30/2024	DEPT OF REVENUE AUTOMATED FUND	0.00	336.00	
	<a href="#">10-250-80000</a>		COURT AUTOMATION-CO		336.00	
TSMP	Treasurer State of MO-POST	09/30/2024	Manual	0.00	48.00	3717
<b>Payable #</b>	<b>Payable Type</b>	<b>Post Date</b>	<b>Payable Description</b>	<b>Discount Amount</b>	<b>Payable Amount</b>	
<a href="#">INV0030393</a>	Invoice	09/30/2024	TREASURER, STATE OF MO POST FUND	0.00	48.00	
	<a href="#">10-250-81100</a>		POST FUND-COURT		48.00	
COWMC	City of Willard-Muni Court	09/30/2024	Manual	0.00	7,360.93	3719
<b>Payable #</b>	<b>Payable Type</b>	<b>Post Date</b>	<b>Payable Description</b>	<b>Discount Amount</b>	<b>Payable Amount</b>	
<a href="#">INV0030394</a>	Invoice	09/30/2024	MUNICIPAL COURT REVENUE	0.00	7,360.93	
	<a href="#">10-250-44500</a>		TRAFFIC FINES-COURT		7,360.93	
DRCV	Department of Revenue Crime Victims	09/30/2024	Manual	0.00	342.24	3720
<b>Payable #</b>	<b>Payable Type</b>	<b>Post Date</b>	<b>Payable Description</b>	<b>Discount Amount</b>	<b>Payable Amount</b>	
<a href="#">INV0030395</a>	Invoice	09/30/2024	DEPT OF REVENUE CRIME VICTIM'S FUND	0.00	342.24	
	<a href="#">10-250-81000</a>		CVC FEES		342.24	

### Bank Code JIS Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	0	0	0.00	0.00
Manual Checks	6	6	0.00	8,791.92
Voided Checks	0	1	0.00	-245.60
Bank Drafts	0	0	0.00	0.00
EFT's	0	0	0.00	0.00
	6	7	0.00	8,546.32



### All Bank Codes Check Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	0	0	0.00	0.00
Manual Checks	6	6	0.00	8,791.92
Voided Checks	0	1	0.00	-245.60
Bank Drafts	0	0	0.00	0.00
EFT's	0	0	0.00	0.00
	<b>6</b>	<b>7</b>	<b>0.00</b>	<b>8,546.32</b>

### Fund Summary

Fund	Name	Period	Amount
99	POOLED CASH	9/2024	8,546.32
			<b>8,546.32</b>



City of Willard, MO

# Refund Check Register

## Refund Check Detail

UBPKT03967 - Refunds 01 UBPKT03965 Regular

Account	Name	Date	Check #	Amount	Code	Receipt	Amount	Type
01-121000-13	COLLINS, WYATT	9/30/2024	50108	72.31			72.31	Generated From Billing
01-190117-03	BRANDON SPROTT & AUBREE APPEL	9/30/2024	50109	55.85			55.85	Generated From Billing
01-190140-03	JOHNSON, JEREMIAH	9/30/2024	50110	55.85			55.85	Generated From Billing
01-190168-08	WRIGHT, BRIAN J.	9/30/2024	50111	37.55			37.55	Generated From Billing
03-100065-11	ADAMS, KASSANDRA MARIE	9/30/2024	50112	66.29			66.29	Generated From Billing
03-500206-02	REECE, MIKE	9/30/2024	50113	66.71			66.71	Generated From Billing
04-020500-07	BRIANNA DONNELL & DALLAS ALEXANDEI	9/30/2024	50114	63.37			63.37	Generated From Billing
04-100232-03	KOHLBUSH, ERIN & ROBERT	9/30/2024	50115	45.23			45.23	Generated From Billing
07-039800-04	HIVE CONSTRUCTION	9/30/2024	50116	6.63			6.63	Generated From Billing
07-052900-02	SANCHE- HILLER, KIMBERLY & RODNEY JR	9/30/2024	50117	30.10			30.10	Generated From Billing
09-100031-04	ANDRIYENKO, OLEG	9/30/2024	50118	92.73			92.73	Generated From Billing
09-430480-02	BAKER, RICK	9/30/2024	50119	39.16			39.16	Generated From Billing
09-651070-01	ARMSTRONG, SHAILYN P	9/30/2024	50120	73.56			73.56	Generated From Billing
09-800007-02	DOUGHERTY, JAMES	9/30/2024	50121	159.38			159.38	Generated From Billing
<b>Total Refunded Amount:</b>				<b>864.72</b>				

## Revenue Code Summary

Revenue Code	Amount
996 - UNAPPLIED CREDITS / REFUNDS	864.72
<b>Revenue Total:</b>	<b>864.72</b>

## General Ledger Distribution

Posting Date: 09/30/2024

Fund	Account Number	Account Name	Posting Amount	IFT
20 - WATER AND SEWER FUND	20-01001	CLAIM ON POOLED CASH - WATER AND SEW	-864.72	Yes
	20-15000	ACCOUNTS RECEIVABLE-WS	864.72	
	<b>20 Total:</b>		<b>0.00</b>	
99 - POOLED CASH	99-01000	POOLED CASH - GENERAL	-864.72	
	99-27000	DUE TO OTHER FUNDS	864.72	Yes
	<b>99 Total:</b>		<b>0.00</b>	
<b>Distribution Total:</b>			<b>0.00</b>	

**CITY OF WILLARD  
BOARD OF ALDERMEN**



**AGENDA ITEM #3f  
FINANCE DEPARTMENT**

**ACTION REQUIRED: APPROVAL REQUESTED**

**September 2024 Utility Adjustments**



City of Willard, MO

# Utility Monthly Adjustment Report

Date Range: 9/1/2024 - 9/30/2024

## Daily Distribution

Day of the Week:	Type	Count	Amount	Type	Count	Amount	Type	Count	Amount
<b>Day of the Week: 9</b>	Revenue Code: 100 - WATER - RESIDENTIAL								
	Reverse Payment Adjustm...	1	21.00						
	Revenue Code: 105 - WATER - RURAL RESIDENTIAL								
	Reverse Payment Adjustm...	1	47.83						
	Revenue Code: 190 - RESIDENTIAL CITY TAX								
	Reverse Payment Adjustm...	1	0.42						
	Revenue Code: 191 - RESIDENTIAL COUNTY TAX								
	Reverse Payment Adjustm...	1	0.08						
	Revenue Code: 198 - RURAL COUNTY TAX								
	Reverse Payment Adjustm...	1	0.42						
	Revenue Code: 400 - SEWER - RESIDENTIAL								
	Reverse Payment Adjustm...	1	48.15						
	Revenue Code: 801 - NSF CHARGES (Adjustment)								
	Miscellaneous Adjustment	2	60.00						
	Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS								
	Reverse Payment Adjustm...	1	51.61						
	<b>Day 9 Total:</b>								229.51

Day of the Week:	Type	Count	Amount	Type	Count	Amount	Type	Count	Amount
<b>Day of the Week: 10</b>	Revenue Code: 100 - WATER - RESIDENTIAL								
	Reverse Payment Adjustm...	1	15.28						
	Revenue Code: 190 - RESIDENTIAL CITY TAX								
	Reverse Payment Adjustm...	1	0.31						
	Revenue Code: 191 - RESIDENTIAL COUNTY TAX								
	Reverse Payment Adjustm...	1	0.06						
	Revenue Code: 400 - SEWER - RESIDENTIAL								
	Reverse Payment Adjustm...	1	35.27						
	Revenue Code: 801 - NSF CHARGES (Adjustment)								
	Miscellaneous Adjustment	1	30.00						
	<b>Day 10 Total:</b>								80.92
<b>Day of the Week: 11</b>	Revenue Code: 195 - WATER PENALTIES								
	Reverse Penalty Adjustment	2	-3.92						

## Daily Distribution

<b>Revenue Code: 495 - SEWER PENALTIES</b>						
Reverse Penalty Adjustm...	2	-9.61				
<b>Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS</b>						
Reverse Payment Adjustm...	1	86.02				
<b>Day 11 Total:</b>						
						72.49
<b>Day of the Week: 12</b>						
<b>Type</b>	<b>Count</b>	<b>Amount</b>	<b>Type</b>	<b>Count</b>	<b>Amount</b>	<b>Count</b>
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>						
Reverse Payment Adjustm...	1	23.86				
<b>Revenue Code: 190 - RESIDENTIAL CITY TAX</b>						
Reverse Payment Adjustm...	1	0.48				
<b>Revenue Code: 191 - RESIDENTIAL COUNTY TAX</b>						
Reverse Payment Adjustm...	1	0.09				
<b>Revenue Code: 400 - SEWER - RESIDENTIAL</b>						
Reverse Payment Adjustm...	1	61.03				
<b>Revenue Code: 801 - NSF CHARGES (Adjustment)</b>						
Miscellaneous Adjustment	1	30.00				
<b>Day 12 Total:</b>						
						115.46
<b>Day of the Week: 16</b>						
<b>Type</b>	<b>Count</b>	<b>Amount</b>	<b>Type</b>	<b>Count</b>	<b>Amount</b>	<b>Count</b>
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>						
Miscellaneous Adjustment	1	-95.52				
<b>Day 16 Total:</b>						
						-95.52
<b>Day of the Week: 20</b>						
<b>Type</b>	<b>Count</b>	<b>Amount</b>	<b>Type</b>	<b>Count</b>	<b>Amount</b>	<b>Count</b>
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>						
Reverse Payment Adjustm...	2	62.02				
<b>Revenue Code: 190 - RESIDENTIAL CITY TAX</b>						
Reverse Payment Adjustm...	2	1.24				
<b>Revenue Code: 191 - RESIDENTIAL COUNTY TAX</b>						
Reverse Payment Adjustm...	2	0.23				
<b>Revenue Code: 195 - WATER PENALTIES</b>						
Reverse Payment Adjustm...	1	2.96				
<b>Revenue Code: 400 - SEWER - RESIDENTIAL</b>						
Reverse Payment Adjustm...	2	96.30				
<b>Revenue Code: 495 - SEWER PENALTIES</b>						
Reverse Payment Adjustm...	1	4.82				
<b>Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS</b>						
Reverse Payment Adjustm...	1	58.21				
<b>Day 20 Total:</b>						
						225.78
<b>Day of the Week: 22</b>						
<b>Type</b>	<b>Count</b>	<b>Amount</b>	<b>Type</b>	<b>Count</b>	<b>Amount</b>	<b>Count</b>
<b>Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS</b>						
Reverse Payment Adjustm...	1	58.21				
<b>Day 22 Total:</b>						
						58.21



### Adjustment Type Totals

Type	Count	Amount	Type	Count	Amount	Type	Count	Amount	Type	Count	Amount
996 - UNAPPLIED CREDITS...	4	254.05									
<b>Adjustment Type: RPN - Reverse Penalty</b>			<b>Count: 6</b>								
195 - WATER PENALTIES	3	-7.45	495 - SEWER PENALTIES	3	-18.93						
<b>Grand Total Adjustment Types for Period:</b>											534.50

### Revenue Code Totals By Class

<b>Class: CITY COM - CITY COMMERCIAL</b>											
Type	Count	Amount	Type	Count	Amount	Type	Count	Amount	Type	Count	Amount
<b>Revenue Code: 195 - WATER PENALTIES</b>											
Reverse Penalty Adjustment	1	-1.53									
<b>Revenue Code: 495 - SEWER PENALTIES</b>											
Reverse Penalty Adjustment	1	-3.51									
<b>Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS</b>											
Reverse Payment Adjustme...	1	51.61									
<b>Class: CITY RES - CITY RESIDENTIAL</b>											
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>											
Miscellaneous Adjustment	1	-209.50	Reverse Payment Adjustme...	7	142.62						
<b>Revenue Code: 190 - RESIDENTIAL CITY TAX</b>											
Reverse Payment Adjustme...	7	2.86									
<b>Revenue Code: 191 - RESIDENTIAL COUNTY TAX</b>											
Reverse Payment Adjustme...	6	0.53									
<b>Revenue Code: 195 - WATER PENALTIES</b>											
Reverse Payment Adjustme...	2	4.89	Reverse Penalty Adjustment	2	-5.92						
<b>Revenue Code: 400 - SEWER - RESIDENTIAL</b>											
Reverse Payment Adjustme...	6	301.78									
<b>Revenue Code: 495 - SEWER PENALTIES</b>											
Reverse Payment Adjustme...	2	10.92	Reverse Penalty Adjustment	2	-15.42						
<b>Revenue Code: 801 - NSF CHARGES (Adjustment)</b>											
Miscellaneous Adjustment	4	120.00									
<b>Revenue Code: NON PAYMENT - NON-PAYMENT PENALTY</b>											
Reverse Cutoff Adjustment	1	-50.00									
<b>Class CITY COM Total:</b>											46.57
<b>Class: RURAL RES - RURAL RESIDENTIAL</b>											
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>											
Miscellaneous Adjustment	1	-95.52									
<b>Revenue Code: 105 - WATER - RURAL RESIDENTIAL</b>											
Reverse Payment Adjustme...	1	47.83									
<b>Revenue Code: 198 - RURAL COUNTY TAX</b>											
Reverse Payment Adjustme...	1	0.42									
<b>Class CITY RES Total:</b>											302.76

**Revenue Code Totals By Class**

<b>Revenue Code: 801 - NSF CHARGES (Adjustment)</b>									
Miscellaneous Adjustment	1	30.00							185.17
<b>Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS</b>									
Reverse Payment Adjustme...	3	202.44							534.50
<b>Class RURAL RES Total:</b>									185.17
<b>Grand Total for Period:</b>									534.50

**Revenue Code Totals by Type**

Type	Count	Amount	Type	Count	Amount	Type	Count	Amount	Type	Count	Amount
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>											
Miscellaneous Adjustment	2	-305.02	Reverse Payment Adjustme...	7	142.62						
<b>Revenue Code: 105 - WATER - RURAL RESIDENTIAL</b>											
Reverse Payment Adjustme...	1	47.83									-162.40
<b>Revenue Code: 190 - RESIDENTIAL CITY TAX</b>											
Reverse Payment Adjustme...	7	2.86									47.83
<b>Revenue Code: 191 - RESIDENTIAL COUNTY TAX</b>											
Reverse Payment Adjustme...	6	0.53									2.86
<b>Revenue Code: 195 - WATER PENALTIES</b>											
Reverse Payment Adjustme...	2	4.89	Reverse Penalty Adjustment	3	-7.45						0.53
<b>Revenue Code: 198 - RURAL COUNTY TAX</b>											
Reverse Payment Adjustme...	1	0.42									-2.56
<b>Revenue Code: 400 - SEWER - RESIDENTIAL</b>											
Reverse Payment Adjustme...	6	301.78									0.42
<b>Revenue Code: 495 - SEWER PENALTIES</b>											
Reverse Payment Adjustme...	2	10.92	Reverse Penalty Adjustment	3	-18.93						301.78
<b>Revenue Code: 801 - NSF CHARGES (Adjustment)</b>											
Miscellaneous Adjustment	5	150.00									-8.01
<b>Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS</b>											
Reverse Payment Adjustme...	4	254.05									150.00
<b>Revenue Code: NON PAYMENT - NON-PAYMENT PENALTY</b>											
Reverse Cutoff Adjustment	1	-50.00									254.05
<b>Revenue NON PAYMENT Total:</b>										-50.00	
<b>Grand Total Revenue by Type for Period:</b>										534.50	



### Totals by Transaction Type

Transaction Type	Count	Amount
Miscellaneous Adjustment	7	-155.02
Reverse Cutoff Adjustment	1	-50.00
Reverse Payment Adjustment	10	765.90
Reverse Penalty Adjustment	3	-26.38
<b>Total for Period:</b>	<b>21</b>	<b>534.50</b>

### Totals by Transaction Type and Revenue Code

Transaction Type	Revenue Code	Count	Amount	
Miscellaneous Adjustment	100 - WATER - RESIDENTIAL	2	-305.02	
	801 - NSF CHARGES (Adjustment)	5	150.00	
<b>Miscellaneous Adjustment Total:</b>			<b>-155.02</b>	
Reverse Cutoff Adjustment	NON PAYMENT - NON-PAYMENT PENALTY	1	-50.00	
	<b>Reverse Cutoff Adjustment Total:</b>		<b>-50.00</b>	
Reverse Payment Adjustment	100 - WATER - RESIDENTIAL	7	142.62	
	105 - WATER - RURAL RESIDENTIAL	1	47.83	
	190 - RESIDENTIAL CITY TAX	7	2.86	
	191 - RESIDENTIAL COUNTY TAX	6	0.53	
	195 - WATER PENALTIES	2	4.89	
	198 - RURAL COUNTY TAX	1	0.42	
	400 - SEWER - RESIDENTIAL	6	301.78	
	495 - SEWER PENALTIES	2	10.92	
	996 - UNAPPLIED CREDITS / REFUNDS	4	254.05	
	<b>Reverse Payment Adjustment Total:</b>			<b>765.90</b>
	Reverse Penalty Adjustment	195 - WATER PENALTIES	3	-7.45
		495 - SEWER PENALTIES	3	-18.93
<b>Reverse Penalty Adjustment Total:</b>			<b>-26.38</b>	
<b>Total for Period:</b>		<b>50</b>	<b>534.50</b>	

### Totals by Revenue Code

Revenue Code	Count	Amount
100 - WATER - RESIDENTIAL	2	-162.40
105 - WATER - RURAL RESIDENTIAL	1	47.83
190 - RESIDENTIAL CITY TAX	7	2.86
191 - RESIDENTIAL COUNTY TAX	6	0.53
195 - WATER PENALTIES	2	-2.56
198 - RURAL COUNTY TAX	1	0.42
400 - SEWER - RESIDENTIAL	6	301.78
495 - SEWER PENALTIES	2	-8.01

### Totals by Revenue Code

Revenue Code	Count	Amount
801 - NSF CHARGES (Adjustment)	5	150.00
996 - UNAPPLIED CREDITS / REFUNDS	4	254.05
NON PAYMENT - NON-PAYMENT PENALTY	1	-50.00
<b>Total for Period:</b>	<b>50</b>	<b>534.50</b>

### Revenue Code Totals By Read Group

Read Group	Type	Count	Amount	Type	Count	Amount	Type	Count	Amount
<b>Read Group: 01 - Read Group: 01</b>									
Revenue Code: 195 - WATER PENALTIES	Reverse Penalty Adjustment	1	-3.53						
Revenue Code: 495 - SEWER PENALTIES	Reverse Penalty Adjustment	1	-9.32						
Revenue Code: NON PAYMENT - NON-PAYMENT PENALTY	Reverse Cutoff Adjustment	1	-50.00						
									<b>Read Group 01 Total:</b>
									-62.85
<b>Read Group: 02 - Read Group: 02</b>									
Revenue Code: 100 - WATER - RESIDENTIAL	Reverse Payment Adjustme...	2	62.02						
Revenue Code: 190 - RESIDENTIAL CITY TAX	Reverse Payment Adjustme...	2	1.24						
Revenue Code: 191 - RESIDENTIAL COUNTY TAX	Reverse Payment Adjustme...	2	0.23						
Revenue Code: 195 - WATER PENALTIES	Reverse Payment Adjustme...	1	2.96						
Revenue Code: 400 - SEWER - RESIDENTIAL	Reverse Payment Adjustme...	2	96.30						
Revenue Code: 495 - SEWER PENALTIES	Reverse Payment Adjustme...	1	4.82						
									<b>Read Group 02 Total:</b>
									167.57
<b>Read Group: 03 - Read Group: 03</b>									
Revenue Code: 100 - WATER - RESIDENTIAL	Miscellaneous Adjustment	1	-209.50	Reverse Payment Adjustme...	2	20.46			
Revenue Code: 190 - RESIDENTIAL CITY TAX	Reverse Payment Adjustme...	2	0.41						
Revenue Code: 191 - RESIDENTIAL COUNTY TAX	Reverse Payment Adjustme...	1	0.07						
Revenue Code: 195 - WATER PENALTIES	Reverse Payment Adjustme...	1	1.93	Reverse Penalty Adjustment	1	-1.53			
Revenue Code: 400 - SEWER - RESIDENTIAL	Reverse Payment Adjustme...	1	61.03						
Revenue Code: 495 - SEWER PENALTIES	Reverse Payment Adjustme...	1	6.10	Reverse Penalty Adjustment	1	-3.51			

## Revenue Code Totals By Read Group

Revenue Code: 801 - NSF CHARGES (Adjustment)		Count	Amount	Type	Count	Amount	Type	Count	Amount	Type	Count	Amount
Miscellaneous Adjustment	1	30.00										
<b>Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS</b>												
Reverse Payment Adjustme...	1	51.61										
<b>Read Group: 06 - Read Group: 06</b>												
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>												
Reverse Payment Adjustme...	1	15.28										
<b>Revenue Code: 190 - RESIDENTIAL CITY TAX</b>												
Reverse Payment Adjustme...	1	0.31										
<b>Revenue Code: 191 - RESIDENTIAL COUNTY TAX</b>												
Reverse Payment Adjustme...	1	0.06										
<b>Revenue Code: 195 - WATER PENALTIES</b>												
Reverse Penalty Adjustment	1	-2.39										
<b>Revenue Code: 400 - SEWER - RESIDENTIAL</b>												
Reverse Payment Adjustme...	1	35.27										
<b>Revenue Code: 495 - SEWER PENALTIES</b>												
Reverse Penalty Adjustment	1	-6.10										
<b>Revenue Code: 801 - NSF CHARGES (Adjustment)</b>												
Miscellaneous Adjustment	1	30.00										
<b>Read Group: 07 - Read Group: 07</b>												
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>												
Reverse Payment Adjustme...	1	21.00										
<b>Revenue Code: 190 - RESIDENTIAL CITY TAX</b>												
Reverse Payment Adjustme...	1	0.42										
<b>Revenue Code: 191 - RESIDENTIAL COUNTY TAX</b>												
Reverse Payment Adjustme...	1	0.08										
<b>Revenue Code: 400 - SEWER - RESIDENTIAL</b>												
Reverse Payment Adjustme...	1	48.15										
<b>Revenue Code: 801 - NSF CHARGES (Adjustment)</b>												
Miscellaneous Adjustment	1	30.00										
<b>Read Group: 09 - Read Group: 09</b>												
<b>Revenue Code: 100 - WATER - RESIDENTIAL</b>												
Miscellaneous Adjustment	1	-95.52										
<b>Revenue Code: 105 - WATER - RURAL RESIDENTIAL</b>												
Reverse Payment Adjustme...	1	47.83										
<b>Revenue Code: 190 - RESIDENTIAL CITY TAX</b>												
Reverse Payment Adjustme...	1	0.48										
<b>Revenue Code: 191 - RESIDENTIAL COUNTY TAX</b>												
Reverse Payment Adjustme...	1	0.09										
<b>Revenue Code: 198 - RURAL COUNTY TAX</b>												
Reverse Payment Adjustme...	1	0.42										
<b>Read Group 03 Total:</b>												
												-42.93
<b>Read Group 06 Total:</b>												
												72.43
<b>Read Group 07 Total:</b>												
												99.65

### Revenue Code Totals By Read Group

Revenue Code	Description	Count	Amount	Type	Count	Amount	Type	Count	Amount
400 - SEWER - RESIDENTIAL	Reverse Payment Adjustme...	1	61.03						
801 - NSF CHARGES (Adjustment)	Miscellaneous Adjustment	2	60.00						
996 - UNAPPLIED CREDITS / REFUNDS	Reverse Payment Adjustme...	3	202.44						
				<b>Read Group 09 Total:</b>				300.63	
				<b>Grand Total for Period:</b>				534.50	

### Revenue Code Totals By Bill Cycle

Bill Cycle	Type	Count	Amount	Type	Count	Amount	Type	Count	Amount
01 - Cycle: 01	Revenue Code: 100 - WATER - RESIDENTIAL	2	-305.02	Reverse Payment Adjustme...	7	142.62			
	Revenue Code: 105 - WATER - RURAL RESIDENTIAL	1	47.83						
	Revenue Code: 190 - RESIDENTIAL CITY TAX	7	2.86						
	Revenue Code: 191 - RESIDENTIAL COUNTY TAX	6	0.53						
	Revenue Code: 195 - WATER PENALTIES	2	4.89	Reverse Penalty Adjustment	3	-7.45			
	Revenue Code: 198 - RURAL COUNTY TAX	1	0.42						
	Revenue Code: 400 - SEWER - RESIDENTIAL	6	301.78						
	Revenue Code: 495 - SEWER PENALTIES	2	10.92	Reverse Penalty Adjustment	3	-18.93			
	Revenue Code: 801 - NSF CHARGES (Adjustment)	5	150.00						
	Revenue Code: 996 - UNAPPLIED CREDITS / REFUNDS	4	254.05						
	Revenue Code: NON PAYMENT - NON-PAYMENT PENALTY	1	-50.00						
				<b>Bill Cycle 01 Total:</b>				534.50	
				<b>Grand Total for Period:</b>				534.50	

# CITY OF WILLARD, MISSOURI

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



## Agenda Item #6

### **A Resolution of the Board of Aldermen of the City of Willard, Missouri, Approving the Mayor to Enter into a Healthcare Contract Providing Health Insurance for the Employees of the City of Willard, Missouri, with Ollis/Akers/Arney Insurance & Business Advisors of Springfield, Missouri Representing United Healthcare**

City of Willard  
Medical Coverage/Rate Comparison

Medical Coverage:	Current		Renewal		Option 1		Option 2		Option 3		Option 4	
	UHC	CV-7/HRX K35Y	UHC	CV-7/HRX K35Y	Anthem MEWA CBP BA PPO Plan 5 - A9JP	Anthem MEWA CBP BA PPO Plan 1 - A9KV	Verdegard Navigator PPO Choice 1500	CHP LS				
Individual Deductible	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500				
Family Deductible	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000				
Individual Out of Pocket	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750				
Family Out of Pocket	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500				
*Out of Pocket includes Deductible	Included	Included	Included	Included	Included	Included	Included	Included				
Coinsurance %	20%	20%	20%	20%	20%	20%	20%	20%				
Physician's Co-Pay	\$15 Copay for covered persons under age 19	\$15 Copay for covered persons under age 19	\$15 Copay for covered persons under age 19	\$15 Copay for covered persons under age 19	\$15 Copay	\$15 Copay	\$15 Copay	\$15 Copay				
Specialists Co-Pay	\$75 Copay	\$75 Copay	\$75 Copay	\$75 Copay	\$45 Copay	\$45 Copay	\$45 Copay	\$45 Copay				
Inpatient Hospital	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance	Deductible + 0% Coinsurance	Deductible + 0% Coinsurance	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance				
Outpatient Hospital	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance	Deductible + 0% Coinsurance	Deductible + 0% Coinsurance	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance				
Urgent Care	\$25 Copay	\$25 Copay	\$25 Copay	\$25 Copay	\$75 Copay	\$75 Copay	\$75 Copay	\$75 Copay				
Emergency Room	\$300 Copay + Deductible + 20% Coinsurance	\$300 Copay + Deductible + 20% Coinsurance	\$300 Copay + Deductible + 20% Coinsurance	\$300 Copay + Deductible + 20% Coinsurance	\$350 Copay + 20% Coinsurance	\$300 Copay	\$1000 Copay + Deductible + 20% Coinsurance (Copay waived if admitted)	\$200 Copay				
Rx Deductible	None	None	None	None	None	None	None	None				
Rx Copays	In Network Retail & Specialty Pharmacy: \$10/\$40/\$125/\$300 In Network Preferred Specialty Retail: \$10/\$40/\$125/\$500	In Network Retail & Specialty Pharmacy: \$10/\$40/\$125/\$300 In Network Preferred Specialty Retail: \$10/\$40/\$125/\$500	In Network Retail & Specialty Pharmacy: \$10/\$40/\$125/\$300 In Network Preferred Specialty Retail: \$10/\$40/\$125/\$500	In Network Retail & Specialty Pharmacy: \$10/\$40/\$125/\$300 In Network Preferred Specialty Retail: \$10/\$40/\$125/\$500	In Network Retail: \$10/\$35/\$70/25% up to \$350	In Network Retail: \$10/\$35/\$70/25% up to \$350	In Network Retail (30 day supply): \$10/\$20/\$35/50% Coinsurance In Network Retail (90 day supply): \$30/\$60/\$105/50% Coinsurance	In Network Retail: \$10/\$35/\$75/\$100				
Copays included in Out of Pocket Preferred Network	Included Choice Plus	Included Choice Plus	Included Choice Plus	Included Choice Plus	Included Blue Access	Included Blue Access	Included PHCS Full Network	Included Cox Network				
Rates:	39	Age/Sex	Age/Sex	Age/Sex	\$884.27	\$884.27	\$682.74	\$808.65				
Employee/Spouse	1	Rated -	Rated -	Rated -	\$1,607.72	\$1,656.97	\$1,471.60	\$1,657.73				
Employee/Children	1	See Proposal for Rate Table	See Proposal for Rate Table	See Proposal for Rate Table	\$1,492.88	\$1,724.33	\$1,248.82	\$1,374.71				
Family	1	See Proposal for Rate Table	See Proposal for Rate Table	See Proposal for Rate Table	\$2,335.02	\$2,697.02	\$2,138.24	\$2,345.09				
Monthly Medical Premium:	\$36,931.44	\$40,775.12	\$40,775.12	\$40,775.12	\$33,800.36	\$39,040.52	\$30,236.70	\$35,540.17				
Percentage Increase:		10.41%	10.41%	10.41%	-8.48%	5.71%	-18.13%	-3.77%				

THIS IS ONLY A SUMMARY OF COVERAGES.

While every effort has been made to ensure the accuracy of the information provided, in rare occasions errors in the transfer of information may occur. Out of Network benefits are available, for details please refer to the Summary of Coverage.

OTHER CARRIERS QUOTED:

- Aetna - DTQ due to ineligible SIC
- Cigna - DTQ carrier unresponsive
- Anthem ACA - Gold BA 1500/20%/6500 (A8FL) - 13.11%
- Anthem ACA - Gold BA 2500/20%/6900 (A8EK) - 10.38%
- CHP ACA - Partners 80 Gold 1500 (Cox network) - 1.86%







# Elevating healthcare for you and your employees

Every moment of health matters. That's why Anthem connects employers to whole-health benefit solutions for all aspects of coverage - medical, behavioral health, pharmacy, dental and vision. Backed by industry-leading digital capabilities, personalized data, and resources, we make access to healthcare simpler, more effective, and more affordable for you and your employees.



## Wellbeing Solutions engages your workforce in their health

Our health and wellness programs are included in all health plans, and focus on awareness, prevention, and the right resources to help enable better health and cost savings. Programs include:

- An online health assessment that identifies areas for employees to improve their health and provides tips and recommendations.
- ConditionCare, where employees are matched with a health care team to manage chronic conditions such as asthma, diabetes, and heart disease.
- Building Healthy Families, providing personalized digital support from preconception through maternity and early parenthood.\*



## Access to care — across the U.S. and abroad

The Blue Cross Blue Shield Association's BlueCard® program enables your employees to get emergency and urgent health services while traveling - in the United States or around the world - so they can travel with confidence and peace of mind.



## Pharmacy included in all plans

With 24/7 access to pharmacy experts and digital tools that can help with pricing a medication, finding a pharmacy, or requesting a refill, we make it easier for employees to stay on top of their medications, their health, and their budgets.



## Healthcare through the Sydney Health mobile app

Sydney<sup>SM</sup> Health delivers consumer experiences that drive lower cost, quality care with expanded virtual care options. It provides a simple, guided, and intuitive experience using data, artificial intelligence, and machine learning to create deep personalization. Enabling your employees to:

- Search for in-person or virtual care, including virtual primary care and urgent care.
- Video chat with a board-certified healthcare professional or therapist.
- Order and refill prescriptions.
- Easily access their member ID card on their smart devices.
- Find answers to health questions through interactive chat or our Symptom Checker.



## Supporting emotional health

Powered by Learn to Live, the Emotional Well-being Resources program supports people in the U.S. through its digital cognitive behavioral therapy programs and coaching services. Connecting employees with behavioral health resources is an important way to support their overall well-being so they can lead healthier, more productive lives.



## Your plan information destination

EmployerAccess is the hub for plan administration, news, and marketing resources for you and your employees.

Anthem is empowering you and your employees to confidently navigate the path to good health. As your trusted partner, we will help you simplify benefits, manage costs, and improve employee satisfaction — every step of the way.

\*Pending regulatory approval in California

Learn to Live, Inc. is an independent company offering online tools and programs for behavioral health support. Learn to Live is an education program and should not be considered medical treatment. Sydney Health is offered through an arrangement with Carelan Digital Platforms, a separate company offering mobile application services on behalf of your health plan. ©2024





Insured employees	Employee age	Spouse age	Child age	Medical plans Coverage type	Dental plans Coverage type	Vision plans Coverage type
Joshua Addison	32			EMP		
EMILY BREEZE	37			EMP		
MARK COLE	49			EMP		
STEFANI COLLETTE	28			EMP		
DONNA ELLIS	64			EMP		
TERRY FORSHEE	65			EMP		
SHANE FOX	35			EMP		
Jenice Gargus	61			EMP		
CAROLYN HALVERSON	73			EMP		
Anthony Hickcox	40			EMP		
TREVOR HOFFMAN	29			EMP		
DIANA HUDDLE	57			EMP		
LARRY INGRAM	54			EMP		
JASON KNIGHT	44			EMP		
DAVID KRAMER	60			EMP		
MORGAN LONG	27			EMP		
SAMANTHA MALLS	38			EMP		
THOMAS MCCLAIN	64			ESP		
ELIZABETH MCCLAIN		60				
TAMMY NEPHEW	48			EMP		
BRETT OFFER	46			EMP		
LESLIE PERKINS	50			EMP		
STEPHEN PURDY	46			EMP		
JUSTIN ROBINSON	39			EMP		
Michael Ruesch	48			EMP		
KEVIN SEBOURN	32			EMP		
DUSTIN SEEMANN	32			EMP		
JON SETTLES	63			EMP		
SHANNON SHIPLEY	56			EMP		
DONA SLATER	62			EMP		

NOTE: Please refer to the 'Download Quote in Excel' link to view the proposed monthly premium by employee.

# Census (continued)

City of Willard

Quote ID: 01256517

Effective Date: December 01, 2024

Association: Missouri Chamber Benefit Plan

## Quote highlights

Insured employees	Employee age	Spouse age	Child age	Medical plans	Dental plans	Vision plans
				Coverage type	Coverage type	Coverage type
CHRISTIAN SMITH	30			EMP		
CALEB STEEN	27			EMP		
JOSEPH STONE	43			EMP		
MELINDA STONE	50			EMP		
DANNY WEATHERMON	56			EMP		
Wesley Young	45			FAM		
Whitney Young		36				
Weston Young			3			
Kady Addison	33			EMP		
Aaron Ammazalorso	37			EMP		
Vicente Barrios Atellano	52			EMP		
MATTHEW HUDDLE	26			EMP		
SARA HURT	44			EMP		
CODY WEATHERFORD	30			EMP		

TOTAL EMPLOYEES 41

NOTE: Please refer to the 'Download Quote in Excel' link to view the proposed monthly premium by employee.

Final

2024-10-04 09:57:34

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**Missouri Chamber Federation Benefit Plan**

**Effective date: 12/01/2024**  
**Through date: 02/28/2026**

**All quotes are subject to the following stipulations:**

Rates are effective until the Missouri Chamber Federation Benefits Plan's renewal.

Rates are based on Missouri Chamber Federation's quoted benefits (see summary of benefits for details).

Rates assume that Missouri Chamber Federation Benefit Plan is the sole health carrier.

Rates assume employer enrolling in the Missouri Chamber Federation Benefit Plan is a member in good standing in either the Missouri Chamber of Commerce and Industry, or a Missouri Chamber Federation affiliate chamber.

To be eligible to enroll in the Missouri Chamber Federation Benefit Plan a group must employ no more than 50 eligible employees during the preceding calendar year and must have at least 2 enrolled employees on the first day of the plan. The group will not be allowed to join, or be renewed, in the plan if it fails either of these tests.

Missouri Chamber Federation Benefit Plan requires that the employer contributions be at least 25% of total cost for health coverage(s) chosen in the event the employee has dependent coverage, and at least 50% of the total cost for health coverage(s) in the event the employee has single coverage. In addition, the Missouri Chamber Federation Benefit Plan requires at least 50% of net eligible employees participate in this plan. The Plan retains the right to reconsider the pricing of this proposal if these are not accurate, or final enrollment is different from what was assumed in development of the rates.

The group will be required to sign an application and participation agreement to join the Missouri Chamber Federation Benefit Plan. Rates cannot be finalized until the application and participation agreement are completed and signed.

Missouri Chamber Federation Benefit Plan reserves the right to revise this proposal under any of the following circumstances:

Final rates will be based on the actual effective date. Final rates will be based on the actual location, enrolled census, and final benefits selected.

Final approval of proposed rates subject to review of employee applications and medical conditions for all enrolling in the plan. Proposed rates can be modified due to changes in the medical risk profile contained in final applications. **Do not cancel your current coverage until the application has been approved in writing.**

Rates assume no retirees are covered on the plan, unless approved by the Missouri Chamber Federation Benefit Plan.

Due to any changes after initial proposal is issued in any taxes, fees, and assessments prescribed by any statutory, regulatory, or other legal authority, that in Missouri Chamber Federation Benefit Plan's discretion invalidates this quote.

A change in the contract period will require a recalculation of premium equivalent rates.

Any offers made to extend the initial quoted rates and fees do not include the impact of any Federal, state, or local legislation, mandates, fees, or taxes that may take effect after the initial effective date. The Plan reserves the right to revise any extended rate offers to reflect legislative, fee, or tax changes or mandates.



This proposal assumes claims incurred prior to the effective date are not included in the proposed arrangement.

The quoted rates assume the employer is funding less than 50% of any employee deductible, bank account, or out of pocket expenses. Employer funding of 50%, or more of the employee costs could have an impact on the pricing of the plan and may cause the quoted rates to be revised. If the employer is funding more than 50% of the employee deductible or out of pocket costs the employer must notify the Missouri Chamber Federation Benefit Plan.

***The health benefit plan(s) reflected in this proposal is not considered to be grandfathered under the provisions of the Patient Protection and Affordable Care Act. Non-grandfathered plans are subject to additional provisions under the Patient Protection and Affordable Care Act that do not apply to grandfathered plans. For further information contact your account representative.***

Rates include the impact of adjusting benefits by plan to comply with the HCR out-of-pocket provision which requires all medical deductibles, drug deductibles, copayments and coinsurance to apply toward the out-of-pocket maximum.

Name of Group \_\_\_\_\_

Group Representative Signature \_\_\_\_\_

Date \_\_\_\_\_

Employer Representative Name/Title \_\_\_\_\_

In Missouri, (excluding 30 counties in the Kansas City area) Anthem Blue Cross and Blue Shield is the trade name of RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. Independent licensees of the Blue Cross and Blue Shield Association. @ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

**Proposed medical plans (Continued)**

City of Willard  
 Quote ID: 01256517  
 Effective Date: December 01, 2024  
 Association: Missouri Chamber Benefit Plan



	CBP MEWA Blue Preferred PPO 1000/6500 Focus Blue Preferred A9KN	CBP MEWA Blue Access PPO 1500/20%/4500 Plan 5 Blue Access A9JP	CBP MEWA Blue Preferred PPO 2000/0%/4000 Plan 3 Blue Preferred A9KR	CBP MEWA Blue Access PPO 2500/0%/4500 Plan 4 Blue Access A9KA
<b>Contract code</b>	A9KN	A9JP	A9KR	A9KA
<b>Deductible (individual, family)</b>	\$1,000 per Individual or \$2,000 per Family.	\$1,500 per Individual or \$3,000 per Family.	\$2,000 per Individual or \$4,000 per Family.	\$2,500 per Individual or \$5,000 per Family.
<b>Coinurance</b>	Calendar Year / Embedded 25%	Calendar Year / Embedded 20%	Calendar Year / Embedded 0%	Calendar Year / Embedded 0%
<b>Out-of-pocket maximum (individual, family)</b>	\$6,500 per Individual or \$13,000 per Family.	\$4,500 per Individual or \$9,000 per Family.	\$4,000 per Individual or \$8,000 per Family.	\$4,500 per Individual or \$9,000 per Family.
<b>Office visit primary care physician copay</b>	\$0	\$16	\$15	\$15
<b>Office visit specialist copay</b>	\$30	\$45	\$45	\$45
<b>Inpatient hospital copay</b>	Ded:\$750	Ded:20%	Ded:0%	Ded:0%
<b>Emergency room copay</b>	Ded:\$500	\$350/20%	\$300/0%	\$300/0%
<b>Urgent care copay</b>	\$0	\$75	\$75	\$75
<b>Prescription drugs – network/drug list</b>	Essential	Essential	Essential	Essential
<b>Prescription deductible</b>	n/a per Individual or n/a per Family.	n/a per Individual or n/a per Family.	n/a per Individual or n/a per Family.	n/a per Individual or n/a per Family.
<b>Deductible applies to tiers</b>	n/a	n/a	n/a	n/a
<b>Prescription drugs – retail</b>	\$10/\$35/\$70/25%-\$350	\$10/\$35/\$70/25%-\$350	\$10/\$35/\$70/25%-\$350	\$10/\$35/\$70/25%-\$350
<b>Proposed premium equivalent rates</b>	\$3,573.54	\$3,800.26	\$3,901.46	\$35,017.13
<b>Employee</b>	\$759.31	\$765.58	\$767.87	\$793.14
<b>Employee + spouse</b>	\$1,594.55	\$1,607.72	\$1,612.53	\$1,565.59
<b>Employee + child(ren)</b>	\$1,480.65	\$1,482.88	\$1,497.35	\$1,546.62
<b>Employee + family</b>	\$2,315.99	\$2,335.02	\$2,342.00	\$2,419.08
<b>Rider(s) that are applicable:</b>	N/A			

\*\* Deductible must be satisfied before copay/coinsurance is applied.

The estimated monthly premium equivalent rates are inclusive of all charges provided in your Participation Agreement. For further information about the calculation of your premium equivalent rates, please contact your Anthem Sales Representative. Premium equivalent rates are proposed for an effective date of 12/1/2024. Rerate is required after this date. Final rates will be based on the actual effective date. Premium equivalent rates are based on SIC 9111, located primarily in the 65781 zipcode area. Final rates will be based on the actual location, enrolled census, final benefits selected. This proposal is subject to underwriting approval by THE PLAN and please do not cancel your coverage until the application has been approved in writing. This information is intended to present only a general overview of the benefits. New business rates calculated using standard underwriting guidelines.

Group signature: \_\_\_\_\_ Date: \_\_\_\_\_

Per the Affordable Care Act (or health care reform law), Summary of Benefits and Coverage (SBCs) can be accessed through our Internet Posting Site at [sbc.anthem.com/vdps/](http://sbc.anthem.com/vdps/). In Missouri, (excluding 30 counties in the Kansas City area) Anthem Blue Cross and Blue Shield is the trade name of RICHCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. Independent licensees of the Blue Cross and Blue Shield Association. @ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

# Medical rates (continued)

City of Willard

Quote ID: 01256517

Effective Date: December 01, 2024

Association: Missouri Chamber Benefit Plan

Addendum to the Participation Agreement.

Effective date of this Addendum is 12:01 a.m. on 12/01/2024



	CBP MEWA Blue Preferred PPO 1000/6500 Focus Blue Preferred A9KN	CBP MEWA Blue Access PPO 1500/2000/4500 Plan 5 Blue Access A9JP	CBP MEWA Blue Preferred PPO 2000/0%/4000 Plan 3 Blue Preferred A9KR	CBP MEWA Blue Access PPO 2500/0%/4500 Plan 4 Blue Access A9KA
Employee	\$759.31	\$785.58	\$767.87	\$793.14
Employee + spouse	\$1,594.55	\$1,607.72	\$1,612.53	\$1,665.59
Employee + child(ren)	\$1,460.65	\$1,492.88	\$1,497.35	\$1,546.62
Employee + family	\$2,315.90	\$2,335.02	\$2,342.00	\$2,419.08

Estimated monthly premium equivalent rates

Anthem Blue Cross and Blue Shield

Stephanie Vojtic  
President

In Missouri, (excluding 30 counties in the Kansas City area) Anthem Blue Cross and Blue Shield is the trade name of RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. Independent licensees of the Blue Cross and Blue Shield Association. ©ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

**Employer Application  
For Administrative Services  
Missouri Chamber Federation Benefit Plan**

Administered by:



Please complete this form. Use extra sheets of paper if necessary.

**Note:** Anthem provides administrative claims payment services only, and does not assume any financial risk or obligation with respect to claims.

**Anthem use only**

<input type="checkbox"/> New <input type="checkbox"/> Termination <input type="checkbox"/> Reclass	Group no.	Effective date (MMDDYYYY)	UGT no.
--	-----------	---------------------------	---------

**Section 1: Effective date**

Requested effective date:  (MMDDYYYY)

**Section 2: Health plan(s) – The benefits you have selected are outlined on the attached proposal, herein incorporated by reference.**

Plan selected	Network
MEWA Blue Access PPO (A9JP) plan 5	Blue Access

**Section 3: Employer information**

Applicant (legal name of group) City of Willard	Doing business as	Name of chamber (required)	
Name of head of firm (authorized signer)	Title	Email	
Name of administrative contact (authorized signer)	Title	Email	
Name of additional authorized signer	Title	Email	
Type of business	Standard industry code (SIC) code	Date business established	
Type of organization: <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Labor Union <input type="checkbox"/> Trust <input checked="" type="checkbox"/> Government Unit <input type="checkbox"/> Other: _____			
Home office address	City	State	ZIP code
County	Phone no. (include area code)	Fax no. (include area code)	Tax ID/FEIN (required)
Business address (if different from above)	City	State	ZIP code
Is any part of group subject to bargaining agreement? <input type="checkbox"/> Yes <input type="checkbox"/> No	Union name (attach copy of agreement)	Union no.	Union contract expiration date
Will bargaining agreement participants be considered eligible employees? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Do you have any affiliates that qualify as a single employer under subsection (b), (c), (m) or (o) of Internal Revenue Code Section 414? <input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, please give the legal names, federal tax ID no. and number of employees employed by each.			
Legal name	Federal tax ID no.	No. of employees	

In Missouri, (excluding 39 counties in the Kansas City area) Anthem Blue Cross and Blue Shield is the trade name of RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. Independent licensees of the Blue Cross and Blue Shield Association. Anthem is a registered trademark of Anthem Insurance Companies, Inc.

Group name

**Section 3: Employer information (continued)**

In the past 36 months, has the company or any affiliate entity filed for protection or operated under federal/state bankruptcy law (Chapter 11 or 7) or state receivership?  
 Yes  No

In the past 36 months, has any creditor filed or threatened to file a petition requesting the company or any affiliated entity to be placed voluntarily into bankruptcy?  
 Yes  No

Is your group subject to COBRA?  Yes  No

List employees/dependent on Continuation of Coverage/COBRA	List of totally disabled employees and dependents	Name of persons in COBRA eligibility period

Name of current health carrier/third-party administrator: \_\_\_\_\_

Does your group have a cafeteria plan under IRS Section 125?  Yes  No

Does your group plan to offer other carriers, in addition to Anthem, as part of the group's employee benefit plan?  Yes  No If so, which carriers and products?

Carrier name	Product type

**Section 4: Eligibility**

No. of eligible full-time employees (minimum 30 hours per week including those within their waiting period): \_\_\_\_\_

Total no. of employees (including part-time): \_\_\_\_\_

Total no. of employees residing/working outside of home office state: \_\_\_\_\_

Eligible enrollees as of this plan's effective date will have coverage (Only one waiting period is allowed per group and will impact all full-time employees.)

On group's effective date  Same waiting period that applies to new persons or on group effective date, whichever is later

New eligible enrollees will become effective on

The day after:  0 days  30 days  60 days  90 days of employment OR

First billing date after:  0 days  30 days  60 days

Do any classes of employees have a different waiting period?  Yes  No If yes, explain: \_\_\_\_\_

**Medicare Secondary Payer**

The Plan shall be primary coverage for groups with 20 or more total employees on each working day in each of 20 or more calendar weeks in the current calendar year or the preceding calendar year.

Under the Medicare Secondary Payer rules, which one applies for your group?

Medicare is primary (less than 20 employees)

The Plan is primary (20 or more employees)\*

\*The MCF Benefit Plan must file and receive a Medicare Primary authorization from CMS before this will be effective.



Group name

**Section 5: Contribution requirements**

**Contribution and minimum participation requirements**

Employer must have at least two employees enrolled in health to maintain benefits under this plan. Group contribution level for health: 50% of the single premium equivalent; at least 25% of total premium equivalent rate. If group contribution is 100%, 100% participation is required. Group minimum participation for health: 75% of Net Eligible Employees. Net Eligible Employees = total number of eligible employees less those employees with other valid health coverage. Flat contribution amounts are not allowed.

**Group contribution level for health care benefits**

Employee: \_\_\_\_\_% Employee/Spouse: \_\_\_\_\_% Employee/Child: \_\_\_\_\_% Employee/Family: \_\_\_\_\_%

Do any classes have a percentage of group contribution different than above?  Yes  No If yes, explain: \_\_\_\_\_

**Section 6: Read this section carefully before signing. Please review your application for errors or omissions.**

The employer and/or authorized representative hereby requests that Anthem Blue Cross and Blue Shield (hereinafter "Anthem" unless otherwise specified) administer certain health care benefits of employer's self-insured group health plan pursuant to the terms of Anthem's administrative services agreement with Missouri Chamber Federation Benefit Plan (MCF BP). Employer, through an authorized representative, understands and agrees by payment of the required premium equivalents, to the following:

1. To comply with all terms and provisions of the administrative services agreement issued to Missouri Chamber Federation Benefit Plan.
2. To make the health care benefits available to all eligible employees and their eligible dependents and to distribute information and documents to enrolled employees as agreed.
3. To maintain records and furnish to Anthem or their designated agent(s), any information required in connection with administration of the health care benefits.
4. To provide notice of any applicable rights to continue health care benefits under COBRA/State Continuation to eligible employees and eligible dependents.
5. That acceptance of this application may cancel any prior contract(s) or administrative services agreement with Anthem effective immediately preceding the effective date of the administration of health care benefits.
6. To pay Anthem by the invoice due date, the premium equivalent rate on behalf of each member enrolled for health care benefits, to submit applications of employees prior to their date of eligibility to keep all necessary records regarding membership, to assume responsibility for handling the COBRA/State Continuation process, if applicable.
7. That claims filed by or on behalf of members may, at Anthem's option, be suspended if premium equivalent rates are not timely received.
8. If applicable, employer will receive on behalf of the members, all notices delivered by Anthem, and immediately forward such notices to persons involved, at their last known address.
9. That in order to accept or decline this application, all the information requested on this application must be completed. In the event the application is not completed, Anthem, or its designated agent(s), is authorized to obtain the necessary information and to complete that information on this application. The premium equivalent rates calculated for the employer are contingent, based upon the accuracy of the eligibility data submitted on employees and covered dependents by the employer. Anthem, on behalf of MCF BP, reserves the right to review such premium equivalent rates upon receipt of all individual applications for employers' employees and to modify the premium equivalent rates, if the enrollment information so warrants.
10. This entire application for administrative services has been reviewed, and all answers contained herein are true and complete to the best of the employer's and/or authorized representative's knowledge and belief.
11. All employees applying for benefits are employees of the employer and receive salary or wages documented on state and/or federal payroll reports.
12. The agreement for employer is not in effect unless and until this application is accepted by Anthem, on behalf of MCF BP, and an employee's health care benefits are not in effect unless and until the employee enrolls.
13. The employer acknowledges that it has signed the attached benefit proposals indicating the benefits requested.
14. The broker(s) listed below is authorized to make enrollment and eligibility changes on behalf of the employer's group health plan, and employer will immediately inform Anthem if this authorization is revoked.

Authorized signer signature <b>X</b>	Title	Date (MMDDYYYY)
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Group name

**Section 7: Broker certification**

I hereby certify that:

1. I have reviewed the attached employee and group applications and waivers for completeness and accuracy.
2. I have not completed any of the information contained in the applications except with the permission of the applicant and as noted by my initials on the application.
3. I have not signed any of the applications for the employer or any of its eligible employees.
4. I have advised the group that failure to provide complete and accurate information may result in a loss of coverage retroactive to the effective date or re-rating of the group's premium equivalent rate retroactive to the effective date. Health care benefits shall not be effective until Anthem reviews and accepts the application.

Broker signature <b>X</b>		Broker name		Date (MMDDYYYY)		
Agency name (if applicable)		Tax ID no. to be paid	Broker ID no.		Anthem sales representative	
General agency broker		Phone no.	Fax no.	Email address		
Street address			City		State	ZIP code

## City of Willard

### Medical Coverage/Rate Comparison

	Current	Renewal	Option1
	UHC	UHC	Anthem MEWA
Medical Coverage:	CV-7H/RX K35Y	CV-7H/RX K35Y	CBP BA PPO Plan 5 - A9JP
Individual Deductible	\$1,500	\$1,500	\$1,500
Family Deductible	\$3,000	\$3,000	\$3,000
Individual Out of Pocket	\$6,750	\$6,750	\$4,500
Family Out of Pocket	\$13,500	\$13,500	\$9,000
*Out of Pocket includes Deductible	Included	Included	Included
Coinsurance %	20%	20%	20%
Physician's Co-Pay	\$15 Copay (\$0 Copay for covered persons under age 19)	\$15 Copay (\$0 Copay for covered persons under age 19)	\$15 Copay
Specialists Co-Pay	\$75 Copay	\$75 Copay	\$45 Copay
Inpatient Hospital	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance
Outpatient Hospital	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance	Deductible + 20% Coinsurance
Urgent Care	\$25 Copay	\$25 Copay	\$75 Copay
Emergency Room	\$300 Copay + Deductible + 20% Coinsurance	\$300 Copay + Deductible + 20% Coinsurance	\$350 Copay + 20% Coinsurance
Rx Deductible	None	None	None
Rx Copays tier 1/tier 2/tier 3/tier 4	In Network Retail & Specialty Pharmacy: \$10/\$40/\$125/\$300 In Network Preferred Specialty Retail: \$10/\$40/\$125/\$500	In Network Retail & Specialty Pharmacy: \$10/\$40/\$125/\$300 In Network Preferred Specialty Retail: \$10/\$40/\$125/\$500	In Network Retail: \$10/\$35/\$70/25% up to \$350
Copays included in Out of Pocket	Included	Included	Included
Preferred Network	Choice Plus	Choice Plus	Blue Access
<b>Rates:</b>			
Employee	39	Age/Sex	Age/Sex
Employee/Spouse	1	Rated -	Rated -
Employee/Children		See Proposal for	See Proposal for
Family	1	Rate Table	Rate Table
Monthly Medical Premium:	\$36,931.44	\$40,775.12	\$33,800.36
Percentage Increase:		10.41%	-8.48%

**THIS IS ONLY A SUMMARY OF COVERAGES.**

While every effort has been made to ensure the accuracy of the information provided, in rare occasions errors in the transfer of information may occur.

Out of Network benefits are available, for details please refer to the Summary of Coverage

**OTHER CARRIERS QUOTED:**

Aetna - DTQ due to ineligible SIC

Cigna - DTQ carrier unresponsive

Anthem ACA - Gold BA 1500/20%/6500 (A8FL) - 13.11%

Anthem ACA - Gold BA 2500/20%/6900 (A8EK) - 10.38%

CHP ACA - Partners 80 Gold 1500 (Cox network) - 1.86%

# 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

### **A Resolution of the Board of Aldermen of the City of Willard, Missouri, Authorizing the Mayor to Enter into a Loaner Agreement with JJB Transportation, LLC, PO Box 222, Collinsville, Oklahoma 74021 for a Loaner Bus**

# **City of Willard, Missouri**

## **Resolution No. 24-04**

**A Resolution of the Board of Aldermen of the City of Willard, Missouri, authorizing the Mayor to enter into a Loaner Agreement with JJB Transportation, LLC, PO Box 222, Collinsville, Oklahoma 74021 for a loaner bus.**

**WHEREAS**, under the terms and conditions, the Loaner Agreement will be for 90 days commencing 10/21/2024 and returning on 1/10/2025 (between the hours of 9:30 a.m.-11:30 a.m. or 1:00 p.m.-3:30 p.m., Monday through Friday); and,

**WHEREAS**, Unit #4293, 2015 Bluebird Vision Bus, VIN #1BAKGCPH0FF3094667, Yellow, 71 Passenger, Hydraulic Brakes; and,

**WHEREAS**, Loaner Purpose is due to the unit being purchased is delayed; and,

**WHEREAS**, the renter shall be responsible for maintaining full replacement insurance on the vehicle(s) rented hereunder. The cash value, residual value, and stipulated loss value, for the vehicle(s) is \$59,700.00; and

**WHEREAS**, Special Terms are for a 90-Day Loaner or until unit being purchased is delivered; and,

**WHEREAS**, Price is \$0 per day, Total \$0.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF WILLARD, MISSOURI AS FOLLOWS:**

Recognizes the need for the Mayor to enter into the Loaner Agreement until unit being purchased is delivered.

**Dated:** This the **28<sup>th</sup> day of October 2024** by the Board of Aldermen of the City of Willard, Missouri.

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Troy Smith, Mayor

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Attested by Janice Gargus, City Clerk



P.O. Box 222 • Collinsville, Oklahoma 74021  
Phone: 866-574-9970 • 918-205-5000 • Fax: 918-205-5009

### LOANER AGREEMENT

THIS LOANER AGREEMENT (hereinafter referred to as "Loaner Agreement" or "Agreement") is made October 11, 2024 by and between the Owner and Renter described below.

**Owner:** JJB TRANSPORTATION, LLC  
P.O. Box 222  
Collinsville, Oklahoma 74021

**Renter:** City of Willard  
224 W. Jackson St.  
Willard, MO 65781

**Terms and Conditions:**

- Term of Loaner: 90-days, commencing 10/21/2024 and returning on 1/10/2025 (between the hours of 9:30 am-11:30 am or 1:00 pm-3:30 pm, Monday-Friday)
- UNIT#:** 4293 **Year:** 2015 **Make:** Bluebird **Model:** Vision  
**VIN#:** 1BAKGCPH0FF3094667 **Features:** Yellow, 71 passenger, Hydraulic Brakes
- Loaner Purpose: unit being purchased delayed
- Insurance and Cash Value.** The Renter shall be responsible for maintaining full replacement insurance on the vehicle(s) rented hereunder. The cash value, residual value, and stipulated loss value, for the vehicle(s) is \$ 59,700.00.
- Special Terms:** (Leave blank if none) 90-Day Loaner or until unit being purchased is delivered
- Price: \$ 0 per Day. TOTAL: \$ 0

This Loaner Agreement, the Terms and Conditions attached hereto as Appendix A, and, if attached hereto, the Guaranty, comprise the entire agreement related to the loaner described herein and no other agreement or understanding of any nature concerning same has been made or entered into, or will be recognized. Renter certifies that no credit has been extended to me for the loaner of this motor vehicle except as appears in writing on the face of this agreement. I have read the Terms and Conditions attached hereto as Appendix A and agree to such terms as part of this Loaner Agreement the same as if it were printed above my signature. I certify that I am of legal age and duly authorized to sign this Loaner Agreement and enter into this legally binding contract by all corporate action required by law or by the governing charter documents of my legal entity, school, school district, governmental body, or company, and hereby acknowledge receipt of a copy of this Loaner Agreement. THIS IS A LEGALLY BINDING CONTRACT AND MAY NOT BE REVOKED OR MODIFIED UNLESS AGREED IN WRITING BY AN AUTHORIZED MANAGER OF AMERICAN BUS SALES, LLC. THIS LOANER AGREEMENT IS MADE IN COLLINSVILLE, OKLAHOMA, AND THE VEHICLE IS ACCEPTED BY RENTER IN COLLINSVILLE, OKLAHOMA.

**RENTER'S SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
**PRINTED NAME:** \_\_\_\_\_  
**ACCEPTED BY:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
**PRINTED NAME:** \_\_\_\_\_

## INSURANCE REQUIREMENTS AND INSTRUCTIONS

Pursuant to the Loaner Agreement, you have agreed to provide Owner evidence of insurance covering the vehicle and equipment described in the Loaner Agreement. A Certificate of Insurance naming all insured parties and coverages must be delivered to us as soon as possible, but no later than the date on which delivery occurs. If you have not taken possession of the vehicle and equipment, please write a memo to Owner stating your carrier, insurance agent and telephone number to reach them upon delivery.

In the case of self-insurance, if permitted by the Loaner Agreement and Owner, the amount of physical damage coverage is to be listed on some form of certificate supplied by you. In addition, information regarding the nature of your self-insurance program should also be forwarded to us as soon as possible.

### INSURANCE REQUIREMENTS:

1. PHYSICAL DAMAGE

- All risk coverage to guarantee proceeds sufficient to pay the applicable stipulated loss value as set forth on the first page of the Loaner Agreement.
- The deductible amounts listed on the insurance policy should not exceed \$2,500.

2. LIABILITY

- General Liability Limits should be at \$1,000,000 Each Occurrence and \$2,000,000 General Aggregate.
- Each Accident Limit should be \$1,000,000.
- The deductible amounts listed on the insurance policy should not exceed \$2,500.
- Auto Liability Limits of at least \$1,000,000, and in addition, Renter must provide auto liability insurance in at least the minimum amounts necessary for compliance with all governmental laws and regulations, including without limitation the laws and regulations of the jurisdiction in which Renter is located and the US Department of Transportation.

3. ENDORSEMENT

- Owner will receive at least thirty (30) days written notice from Insurer prior to alteration, cancellation or reduction of insurance coverage.

4. ADDITIONAL INSURED

- Owner, JJB TRANSPORTATION, LLC must be named as an additional insured and loss payee, and the rented Vehicle must be listed by the description and VIN # provided on the first page of this Loaner Agreement.

5. SELF INSURED

- Please provide Renter's certificate of self-insurance.

PLEASE FAX THE CERTIFICATE TO US AS SOON AS POSSIBLE AT (918) 205-5009 AND MAIL THE ORIGINAL TO:

JJB Transportation, LLC  
P.O. Box 222  
Collinsville, Oklahoma 74021

YOUR ASSISTANCE IS GREATLY APPRECIATED TO COMPLETE THIS TRANSACTION, IF YOU HAVE ANY QUESTIONS, PLEASE GIVE US A CALL AT (918) 205-5000 ext. 104.

Renter's Name: \_\_\_\_\_

Insurance Company: \_\_\_\_\_

Agent's Name: \_\_\_\_\_

Telephone #: \_\_\_\_\_

Fax #: \_\_\_\_\_

Address, City, State & Zip: \_\_\_\_\_

**Appendix A**  
**Terms and Conditions of Loaner Agreement**

1. **Loaner Only.** This is a loaner agreement only and Owner remains the owner of the vehicle and equipment rented hereunder. Renter will not transfer, sublease, rent, or do anything to interfere with Owner's ownership of the vehicle. Renter and Owner agree that this loaner agreement will be treated as a loaner agreement for Federal Income Tax purposes and any other applicable state tax purposes or other laws and elect to have Owner receive the benefits of ownership (IRC sec. 168(f)(8)).

2. **Additional Equipment.** All additional equipment as shown on the first page of this Loaner Agreement, or added by Renter, shall thereafter be deemed to be part of the vehicle and therefore to be the property of Owner. Owner may replace the vehicle with another vehicle of equal or greater quality at any time during the term of this loaner agreement.

3. **Condition of Vehicle.** Any vehicle accepted by Renter for use under this Loaner Agreement shall be conclusively presumed to be in good repair, mechanical condition, and operating order when accepted by Renter; and Renter shall maintain the rented vehicle in good repair, mechanical condition, and operating order for the duration of the Loaner Agreement, normal wear and tear excepted. Renter shall not paint or otherwise alter the vehicle in any way without the prior written consent of Owner.

4. **Fuel.** Renter is responsible for refueling the vehicle prior to returning it to Owner.

5. **Reimbursement.** Renter will promptly reimburse Owner for its costs incurred in acquiring items or services requested by Renter or its costs incurred in performing Renter's defaulted obligations of the Loaner Agreement.

6. **Use of Vehicle.** The vehicles rented hereunder are rented for use in the United States. Renter agrees to permit each vehicle rented hereunder to be operated only by Renter, and its agents, servants or employees covered by Renter's insurance; to take all steps necessary to preserve each vehicle rented hereunder in as good condition as when accepted by Renter, ordinary wear and tear excepted; and that no driver of any vehicle shall have any authority to act for or on behalf of Owner.

7. **Specific Prohibited Uses of the Vehicle.** Renter agrees Renter will not, nor permit others to:

- A. Use a vehicle in any illegal manner, in violation of Renter's insurance policy, or without the insurance coverage described herein;
- B. Alter a vehicle in any way that detracts a vehicle from its economic value or function. Utility acceptance may be required by a vehicle's manufacturer warranty, except as permitted;
- C. Subject a vehicle to any liens, seizure, or other involuntary transfer;
- D. Remove a vehicle from the state where it was first titled for more than thirty (30) days without Owner's written consent;
- E. Take a vehicle outside the Continental United States or Alaska; or
- F. Allow anyone other than Renter's direct agents, servants, or employees covered by Renter's insurance to use a vehicle without Owner's written consent.

8. **Compliance with Laws and Driver's Licenses.** Renter agrees not to permit any vehicle rented hereunder to be used in violation of any federal, state or municipal statute, law, ordinance, rule or regulation applicable to the operation of such vehicle, and will hold Owner harmless from any and all fines, forfeitures or penalties assessed against such vehicle or Owner for, and from any and all damage suffered by Owner from violations of any such statute, law, ordinance, rule, or regulation. Renter understands that the vehicles rented hereunder require special driver's licenses for operation, including without limitation Class "D" driver's licenses, and which license requirements may vary depending on the jurisdiction of operation. Renter understands it must comply and require its drivers, employees, and agents to comply with all license laws in any jurisdiction in which the rented vehicle(s) are operated. Owner may terminate this

Loaner Agreement if at any time any vehicle is used in violation of this paragraph or, in the opinion of the Owner, is abused.

9. **Maintenance, Repairs and Operations.** With respect to each vehicle rented herein, Renter shall pay for all maintenance and repairs to keep vehicle in good working order and condition. If the vehicle is new and subject to the warranty issued by the manufacturer of the vehicle, then Renter will maintain the vehicle as required to keep the manufacturer's warranty in force. Renter will also pay for all operation expenses including, but not limited to, gasoline, oils, lubricants, anti-freeze and tire repair or replacement. Renter assumes full responsibility for the performance of the above obligations. Upon request by Owner, Renter shall permit inspection of each vehicle at reasonable times, places and intervals.

10. **Insurance and Responsibility.** Renter must provide for each vehicle rented hereunder bodily injury and property damage insurance with minimum combined single limits of \$1,000,000 per accident or occurrence, \$2,000,000 aggregate, unless otherwise stipulated by Owner on the first page of this Loaner Agreement. Renter shall provide higher limits of insurance or other insurance if so stipulated on the first page of this Loaner Agreement. Renter must also provide any other insurance or bond that may be required by a governmental authority as a condition to, or in connection with, Renter's use of each vehicle leased herein. Said insurance must protect the interest of Owner, Renter and Renter's drivers with respect to liability for injuries or death to third persons resulting from the operation or possession of vehicles rented hereunder. Renter must also provide for all vehicles rented hereunder uninsured motorist, comprehensive and collision insurance with deductibles not greater than \$2,500.00 unless otherwise stipulated on the first page of this Agreement. All such coverage must be provided by a policy from an insurance company satisfactory to Owner. At the commencement of the loaner term, a Certificate of Insurance naming Owner as an Additional Insured shall be delivered to Owner prior to the Renter accepting possession of any vehicle rented herein; and immediately upon request, Renter shall provide the Owner with a valid, bound insurance policy in strict compliance with the terms covered herein. Such insurance shall be endorsed to provide that the insurer will notify Owner at least thirty (30) days prior to such insurance becoming ineffective. Renter agrees to pay for all costs of repair or replacement for any damages or losses of vehicles rented hereunder. Renter assumes the risk of loss or damage to the vehicles rented hereunder. If the vehicles rented hereunder or any portion thereof is lost, stolen, damaged, or destroyed by fire or other casualty, Renter will immediately report all such losses to all possible insurers and take the proper procedures to attain all insurance proceeds. At the option of Owner, Renter shall either (i) apply the Net Proceeds to replace, repair or restore the vehicles rented hereunder or (ii) apply the Net Proceeds to the applicable stipulated loss value described on the first page of this Loaner Agreement. For purposes of this section, the term "Net Proceeds" shall mean the amount of insurance proceeds collected from all applicable insurance policies after deducting all expenses incurred in the collection thereof. If there are no Net Proceeds for whatever reason or if the Net Proceeds are insufficient to pay in full the cost of any replacement, repair, restoration, modification or improvement of the vehicles rented hereunder, then Renter shall, at the option of Owner, either (1) complete such replacement, repair, restoration, modification or improvement and pay any costs thereof in excess of the amount of the Net Proceeds or (2) apply the Net Proceeds to the stipulated loss value described on the first page of this Loaner Agreement and pay the deficiency, if any, to the Owner. Renter also agrees to be solely responsible for and to indemnify, defend, and hold harmless Owner for any and all claims for injuries, death, damages or losses of Renter related to Renter's passengers or property, or any third party claims with respect to the vehicle or vehicles rented hereunder; and Renter hereby waives subrogation of any claims Renter may have against Owner arising at any time.

In addition to the foregoing coverage requirements, Renter must comply with all U.S. Department of Transportation ("USDOT") guidelines and the guidelines of all applicable governmental bodies with jurisdiction over Renter at all times, which may change from time to time without notice. It is Renter's sole responsibility to comply, at all times, with all USDOT guidelines and the guidelines of all applicable governmental bodies with jurisdiction over Renter.

11. **Delivery of Vehicles for Service.** Unless otherwise expressly agreed in writing, Renter shall deliver all vehicles for service or maintenance at Owner's facility located at 12802 N 103<sup>rd</sup> E. Ave, Collinsville, Oklahoma 74021.

12. **Indemnification.** Renter covenants and agrees to indemnify, defend, and hold Owner harmless from any and all claims, threatened claims, suits, and actions allegedly arising out of the maintenance, condition, use,



or operation of any vehicle rented hereunder; and Renter hereby waives subrogation of any claims Renter may have against Owner arising at any time.

13. **Cooperation in event of Accidents.** Renter and its agents and employees shall cooperate with Owner and any insurer providing insurance described herein, in the reporting, investigation, prosecution or defense, and in any other manner reasonably requested by Owner, respecting any and all accidents, claims or suits arising from the operation of any vehicle rented hereunder or any other hazard, and shall immediately deliver to Owner any and all papers or notices served upon or delivered to Renter, or its agents and employees.

14. **Vehicle Contents.** Renter releases Owner from any liability for loss of or damages to any contents of the vehicle rented hereunder.

15. **Term of Agreement.** This Agreement shall remain valid and enforceable as long as there is a vehicle in the possession of the Renter. In the event more than one vehicle is rented under this Agreement and Renter remains in possession of a rented vehicle after termination of another rented vehicle, the remaining terms of this Agreement shall remain valid and enforceable with respect to each vehicle retained in the possession of the Renter.

16. **Termination.** This Loaner Agreement with respect to any vehicle may be terminated by Renter only as follows:

A. **Normal Termination.** At the completion of the loaner term as to any vehicle, the Renter agrees to return said vehicle to Owner's facility, or any other location that has been approved in writing by Owner. Renter must pay all sums with respect to such vehicle for which the Renter is responsible hereunder. Renter will return each rented vehicle in the same condition as when received, ordinary wear and tear excepted. In the event the condition of the vehicle is not as stipulated above, Renter shall forthwith pay to the Owner the full cost of restoring such vehicle to the stipulated condition. If all other terms and conditions have been complied with, then neither party shall have any further obligation to the other, with respect to such vehicle.

B. **Termination for Cause.** If Owner determines that Renter has defaulted on payments due under this Loaner Agreement or that Renter has violated any term of this Loaner Agreement, then Owner may immediately terminate this Agreement, at Owner's option, and shall give written notice of such termination to Renter and may proceed to enforce Owner's legal rights under the terms of this Loaner Agreement or at law or in equity.

17. **Standards For Wear and Use.** Excessive wear and use includes, among other things, (a) glass breakage or discoloration; (b) damage or deterioration of body, fenders, metal work, trim and paint; (c) missing wheel covers, jack or wheel wrench; (d) torn dash, floor covers, seats, headliners, upholstery or interior work; (e) any wheels or tires (including spare) that are missing or not in safe condition; (f) damage from flood water, hail or sand; or (g) any damage that makes the vehicle either unsafe or unlawful to operate.

18. **Default of Renter.** If Renter shall be in default under any condition of this Agreement; if Renter shall become insolvent or file a voluntary petition in bankruptcy; shall make an assignment for the benefit of creditors or shall be adjudicated a bankrupt; if a receiver shall be appointed for the Renter's business; or if Owner deems itself insecure, Owner may, at its election, terminate this Agreement without notice to Renter and shall thereupon be entitled to the immediate possession of any and all vehicles in Renter's possession hereunder. In the event this Agreement shall be so terminated, Renter shall pay to the Owner all rent payable on or before the date of such termination and a further sum equal to the difference, if any, between the depreciated value of said vehicle (capitalized cost less monthly depreciation for each month the vehicle has been in service) less the proceeds (excluding costs of disposal) upon a sale of said vehicle by Owner, if such sale is possible. Such payment shall be in lieu of the payments remaining hereunder but shall not be in lieu of Renter's other obligations herein. In the event any legal proceedings shall be instituted by Owner against Renter to recover any sums due or to become due hereunder or for the possession of the vehicle(s) rented hereunder, and in the event such proceedings are resolved in favor of Owner, Renter shall pay to Owner, as and for attorney fees, a reasonable sum. The remedies provided Owner herein shall be in addition to and not in lieu of all other rights and remedies as provided by law.

19. **Owner Financing.** Owner shall have the right to finance any vehicles now or thereafter covered by this Agreement by placing a security interest or filing a lien thereon or by assigning Owner's interest under this

Agreement, or both, and Renter agrees that any such security interest and the lien thereof heretofore or hereafter placed by Owner shall be superior to this Loaner Agreement.

20. **Assignment and Subleasing Not Permitted.** Renter shall not assign this Agreement or sublet any vehicles rented hereunder to any other parties.

21. **Payment and Late Charges.** Payment is due prior to vehicle leaving Owner's facility. Owner shall have the right to assess a late charge of 9.75% per month on any past due balances. In addition, the rent will immediately increase by \$100 per day for each day the bus is kept past the original loaner term. All payments by credit card shall be assessed a 4.1% fee.

22. **Returned Payment; Restocking Fee.** Owner shall have the right to assess a fee of \$150.00 for any check or other payment returned for insufficient funds and for any restocking for vehicles ordered and not picked up.

23. **Notices.** Any written notices required by this Agreement shall be sent by certified mail, return receipt requested, to the respective addresses set forth above, unless a different address is given by written notice given in the same manner.

24. **Headings.** The headings in this Agreement are for convenience of reference only and shall not define or limit any of the terms or provisions hereof.

25. **Amendments.** This Agreement shall not be amended, modified or supplemented except by an instrument in writing, signed by Owner and Renter.

26. **Severability of Clauses.** The invalidity, in whole or in part of any clauses of this Agreement shall in no way affect or impair the validity of any other provision of this Agreement unless such invalidity causes either party to suffer a substantial economic impact hereunder, in which case the parties shall negotiate a mutually acceptable replacement provision.

27. **Integration.** This Agreement embodies the entire agreement and understanding among the parties hereto relating to the loaner of the vehicle and any equipment hereof and supersedes all prior agreements and cannot be modified in any respect, except by written consent of both parties.

28. **Binding Effect; Authority.** Except as herein otherwise provided to the contrary, this Agreement shall be binding upon and inure to the benefit of the parties and their respective successors and assigns. Each person signing on behalf of the entities below has all necessary corporate power and authority to enter into this Loaner Agreement, and all other documents to be executed and delivered in connection with the transactions contemplated hereunder.

29. **Governing Law; Jurisdiction and Venue.** This Agreement shall be construed and interpreted in accordance with the laws of the State of Oklahoma. Jurisdiction and venue for any disputes related to this Agreement shall be exclusively in the state or federal district courts located in Tulsa, Oklahoma.

30. **Counterparts.** This Agreement may be executed as one instrument signed by all parties or in separate counterparts hereof, each counterpart of which may be delivered electronically by email, fax, or otherwise, and shall be considered an original; and all of which shall be deemed to be one instrument.

31. **Read and Understood Agreement.** Each party hereto has read and understood this Agreement, and each party has been represented by its own legal counsel or has freely waived its right to legal counsel. Each party agrees this Loaner Agreement constitutes a business transaction between commercially sophisticated parties and does not constitute a consumer transaction.

**GUARANTY  
OF  
LOANER AGREEMENT**

To cause the Owner to rent the vehicle to the Renter, the Person(s) who sign below as a "Guarantor" guarantees payment of the Loaner Agreement. This means that if the Renter fails to pay any money that is owed on the Loaner Agreement, the Guarantor will pay upon demand. The Guarantor agrees to be bound even if one or more persons guarantee payment of the Loaner Agreement. The Guarantor also agrees to be bound even if the Owner does one or more of the following: (a) gives the Renter more time to pay one or more payments; (b) gives a release in full or in part to pay any of the Guarantors; (c) releases any security for the Loaner Agreement. Guarantor states that he or she has received a completed copy of the Loaner Agreement at the time of the signing.

**GUARANTOR(S):**

\_\_\_\_\_

**BY:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**TITLE (if applicable):** \_\_\_\_\_

**GUARANTOR(S):**

\_\_\_\_\_

**BY:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**TITLE (if applicable):** \_\_\_\_\_

**MISSOURI AUTO INSURANCE IDENTIFICATION CARD**

INSURANCE COMPANY NAME AND ADDRESS

COMMERCIAL  PERSONAL

**EMC Insurance**  
**P O Box 219225**

**Kansas City MO 64121-9225**

POLICY NUMBER EFFECTIVE DATE EXPIRATION DATE  
**6E41168 10/17/2024 1/1/2025**

YEAR MAKE/MODEL VEHICLE IDENTIFICATION NUMBER  
**2015 Bluebird 1BAKGCPHOFF3094667**

AGENCY/COMPANY ISSUING CARD

**OLLIS/AKERS/ARNEY**  
**2274 E SUNSHINE ST**  
**SPRINGFIELD MO 65804-1819**

INSURED NAME AND ADDRESS

**City of Willard**  
**PO Box 187**

**Willard MO 65781**

SEE IMPORTANT NOTICE ON REVERSE SIDE

Web Address: <http://www.ollisakersarney.com>

**THIS CARD MUST BE CARRIED IN THE INSURED  
MOTOR VEHICLE FOR PRODUCTION UPON DEMAND**

**IN CASE OF ACCIDENT: Report all accidents to your Agent/Company as soon as possible. Obtain the following information:**

- 1. Name and address of each driver, passenger and witness.**
- 2. Name of Insurance Company and policy number for each vehicle involved.**



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/17/2024

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

<b>PRODUCER</b> OLLIS/AKERS/ARNEY 2274 E SUNSHINE ST  SPRINGFIELD MO 65804-1819		<b>CONTACT NAME:</b> Monique Lynn <b>PHONE (A/C, No, Ext):</b> (417) 881-8333 <b>FAX (A/C, No):</b> (417) 823-7444 <b>E-MAIL ADDRESS:</b> monique.lynn@ollisaa.com	
<b>INSURED</b> City of Willard PO Box 187  Willard MO 65781		<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> EMC Insurance <b>INSURER B:</b> MO Employers Mutual Ins.Co. <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	
		<b>NAIC #</b> 10191	

**COVERAGES**      **CERTIFICATE NUMBER:** CL23122820833      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURED	SUBROGATION WAIVED	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	Y	Y	6D41168	01/01/2024	01/01/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			6E41168	01/01/2024	01/01/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Uninsured motorist \$ 50,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			6J41168	01/01/2024	01/01/2025	COMBINED SINGLE LIMIT EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000 \$
B	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	MEM3000055	01/01/2024	01/01/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**  
When a written contract exists, and requires, the certificate holder has additional insured status, on a primary and non-contributory basis, including Waiver of Subrogation, per the policy forms/provisions and endorsements and is listed a Loss Payee for All Leased/Rented Equipment.

<b>CERTIFICATE HOLDER</b>  JJB Transportation, LLC PO Box 222  Collinsville OK 74021	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	<b>AUTHORIZED REPRESENTATIVE</b>  <i>Shen Olson</i>

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# CITY OF WILLARD, MISSOURI

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



## Agenda Item #8

### **A Resolution of the Board of Aldermen of the City of Willard, Missouri, Approving the Mayor to Enter into a Contract for Engineering and Professional Services for the Jackson Street Improvements**

**A RESOLUTION OF THE BOARD OF ALDERMEN FOR THE CITY OF WILLARD,  
MISSOURI, APPROVING THE MAYOR TO ENTER INTO A CONTRACT FOR  
ENGINEERING AND PROFESSIONAL SERVICES FOR THE JACKSON STREET  
IMPROVEMENTS**

**RESOLUTION NUMBER: 24-05**

**WHEREAS, the City of Willard, Missouri is a municipal corporation, duly organized and existing under the laws of the State of Missouri; and**

**WHEREAS, the City of Willard is needing to upgrade and add sidewalks for pedestrian safety and,**

**WHEREAS, Jackson street needs engineering to define the scope of the project,**

**NOW THEREFORE, be it resolved by the Board of Aldermen of the City of Willard, Missouri as follows:**

**PASSED AND ADOPTED by the Board of Aldermen for the City of Willard, Missouri, this 28th day of October, 2024**

**City of Willard Missouri**

**By: \_\_\_\_\_**

**Mayor Troy Smith**

**Attest:**

**\_\_\_\_\_  
City Clerk Janice Gargus**

SHORT FORM OF AGREEMENT  
BETWEEN OWNER AND ENGINEER  
FOR  
PROFESSIONAL SERVICES

THIS IS AN AGREEMENT effective as of \_\_\_\_\_ (“Effective Date”) between

\_\_\_\_\_ (“Owner”)  
City of Willard

and

\_\_\_\_\_ (“Engineer”).  
CJW Transportation Consultants, LLC

Owner's Project, of which Engineer's services under this Agreement are a part, is generally identified as follows:

\_\_\_\_\_ (“Project”).  
JACKSON STREET SIDEWALK PROJECT

Engineer’s Services under this Agreement are generally identified as follows:

- Task 1. Meeting and Coordination** – CJW will work closely with staff and other stakeholders to maintain communication throughout the duration of the project including obtaining input, providing progress updates, and discussing relevant design and construction issues. CJW will provide coordination with key stakeholders such as reviewing agencies and other parties having an interest in the project. This task includes preparation of meeting agendas and preparation of minutes following the meeting. The following meetings are anticipated.
- a. **Kickoff Meeting** – CJW will attend kickoff meeting with City of Willard.
  - b. **Coordination Meeting** – CJW will schedule and attend a coordination meeting with City of Willard to discuss the design project. It is anticipated that one coordination meeting will occur following City of Willard 65% review and 95% review.
- Task 2. Topographic Survey** – It is anticipated to utilized existing LiDAR information to obtain the topographic survey, CJW will utilize the LiDAR information to create a Digital Base Map of the surface features surveyed horizontally and vertically. This includes above and below ground observed public and private utilities, trees, fences, etc. Public utility structures will also be accessed and pipe sizes, invert elevations, flow directions, materials, etc. will be measured from the surface. property corners will also be referenced.
- Task 3. Utility Coordination** – CJW will list contacts from utility companies (telephone, gas, electric, cable, etc.). CJW will coordinate with the contacts to verify utility locations and depths. The task also includes coordination with the City of Willard.
- Task 4. Hydrologic and Hydraulic Analysis** – The required hydrologic/hydraulic analysis for this project is to review the Willard Middle School detention/outlet structure and surrounding area to improve storm water conveyance. This task and analysis will be compiled into a report form and prepared by a professional engineer.

**Task 5. 60% Plans, Specifications, and Estimates (PS & E)** – This task includes the preparation of PS & E (60%) for the Jackson Street Sidewalk improvement. It is anticipated that plans will include the following:

- a. Cover Sheet and Location Map
- b. General Notes and Typical Sections
- c. Summary of Quantities and Schedule of Quantities
- d. Alignment, Ties, and Benchmarks
- e. Traffic Control Plans and Details
- f. Plan and Profile Sheets
- g. Utility Plans
- h. Storm Water Pollution Prevention Plans
- i. Construction Details
- j. Cost Estimate

This task includes the preparation of specifications and an engineer's opinion of probable construction cost. In conjunction with the submittal of the plan set the consultant will perform a value engineering to identify cost saving measures prior to developing the 95% plans.

**Task 6. Permitting** – CJW will work with the City of Willard to obtain the permits needed to construct the project.

**Task 7. 100% Plans, Specifications and Estimates (PS & E)** – This task includes the preparation of PS & E (100%) for the Jackson Street Sidewalk Project. It is anticipated that the plans will include the following sheets:

- a. Cover Sheet and Location Map
- b. General Notes and Typical Sections
- c. Summary of Quantities and Schedule of Quantities
- d. Alignment, Ties, and Benchmarks
- e. Traffic Control Plans and Details
- f. Plan and Profile Sheets
- g. Utility Plans
- h. Stormwater Pollution Prevention Plans
- i. Construction Details
- j. Cost Estimate

This task includes the preparation of specifications and final engineer's opinion of probable construction cost.

**Task 8. Bidding Assistance** – It is anticipated that the project will be advertised for bid. Consultant will provide bidding assistance for the project. This work will include answering bidder questions, attendance at a pre-bid meeting, preparation of addenda as required, and recommendations for award of the construction contract.

## **PROJECT DELIVERABLES**

All Plans, Specifications, Estimates, Alternate Evaluations and Calculations will be provided in .pdf format. All design work will be performed using the ACAD DWG drawing platform and supplemented with Microsoft Office Programs.

See detailed task breakout of services & exhibits for Construction Inspection and Material Testing Services



Owner and Engineer further agree as follows:

1.01 *Basic Agreement and Period of Service*

- A. Engineer shall provide, or cause to be provided, the services set forth in this Agreement. If authorized by Owner, or if required because of changes in the Project, Engineer shall furnish services in addition to those set forth above. Owner shall pay Engineer for its services as set forth in Paragraphs 7.01 and 7.02.
- B. Engineer shall complete its services within a reasonable time.

2.01 *Payment Procedures*

- A. *Invoices:* Engineer shall prepare invoices in accordance with its standard invoicing practices and submit the invoices to Owner on a monthly basis. Invoices are due and payable within 30 days of receipt. If Owner fails to make any payment due Engineer for services and expenses within 30 days after receipt of Engineer's invoice, then the amounts due Engineer will be increased at the rate of 1.0% per month (or the maximum rate of interest permitted by law, if less) from said thirtieth day. In addition, Engineer may, after giving seven days written notice to Owner, suspend services under this Agreement until Engineer has been paid in full all amounts due for services, expenses, and other related charges. Owner waives any and all claims against Engineer for any such suspension. Payments will be credited first to interest and then to principal.

3.01 *Termination*

- A. The obligation to continue performance under this Agreement may be terminated:
  - 1. For cause,
    - a. By either party upon 30 days written notice in the event of substantial failure by the other party to perform in accordance with the Agreement's terms through no fault of the terminating party. Failure to pay Engineer for its services is a substantial failure to perform and a basis for termination.
    - b. By Engineer:
      - 1) upon seven days written notice if Owner demands that Engineer furnish or perform services contrary to Engineer's responsibilities as a licensed professional; or
      - 2) upon seven days written notice if the Engineer's services for the Project are delayed for more than 90 days for reasons beyond Engineer's control.

Engineer shall have no liability to Owner on account of a termination by Engineer under Paragraph 3.01.A.1.b.

- c. Notwithstanding the foregoing, this Agreement will not terminate as a result of a substantial failure under Paragraph 3.01.A.1.a if the party receiving such notice begins, within seven days of receipt of such notice, to correct its substantial failure to perform and proceeds diligently to cure such failure

within no more than 30 days of receipt of notice; provided, however, that if and to the extent such substantial failure cannot be reasonably cured within such 30 day period, and if such party has diligently attempted to cure the same and thereafter continues diligently to cure the same, then the cure period provided for herein shall extend up to, but in no case more than, 60 days after the date of receipt of the notice.

2. For convenience, by Owner effective upon Engineer's receipt of written notice from Owner.
- B. The terminating party under Paragraph 3.01.A may set the effective date of termination at a time up to 30 days later than otherwise provided to allow Engineer to complete tasks whose value would otherwise be lost, to prepare notes as to the status of completed and uncompleted tasks, and to assemble Project materials in orderly files.
- C. In the event of any termination under Paragraph 3.01, Engineer will be entitled to invoice Owner and to receive full payment for all services performed or furnished in accordance with this Agreement and all reimbursable expenses incurred through the effective date of termination.

#### 4.01 *Successors, Assigns, and Beneficiaries*

- A. Owner and Engineer are hereby bound and the successors, executors, administrators, and legal representatives of Owner and Engineer (and to the extent permitted by Paragraph 4.01.B the assigns of Owner and Engineer) are hereby bound to the other party to this Agreement and to the successors, executors, administrators, and legal representatives (and said assigns) of such other party, in respect of all covenants, agreements, and obligations of this Agreement.
- B. Neither Owner nor Engineer may assign, sublet, or transfer any rights under or interest (including, but without limitation, moneys that are due or may become due) in this Agreement without the written consent of the other, except to the extent that any assignment, subletting, or transfer is mandated or restricted by law. Unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under this Agreement.
- C. Unless expressly provided otherwise, nothing in this Agreement shall be construed to create, impose, or give rise to any duty owed by Owner or Engineer to any contractor, subcontractor, supplier, other individual or entity, or to any surety for or employee of any of them. All duties and responsibilities undertaken pursuant to this Agreement will be for the sole and exclusive benefit of Owner and Engineer and not for the benefit of any other party.

#### 5.01 *General Considerations*

- A. The standard of care for all professional engineering and related services performed or furnished by Engineer under this Agreement will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Engineer makes no warranties, express or implied, under this Agreement or otherwise, in connection with Engineer's services. Subject to the foregoing standard of care, Engineer and its consultants may use or rely upon design elements and

information ordinarily or customarily furnished by others, including, but not limited to, specialty contractors, manufacturers, suppliers, and the publishers of technical standards.

- B. Engineer shall not at any time supervise, direct, control, or have authority over any contractor's work, nor shall Engineer have authority over or be responsible for the means, methods, techniques, sequences, or procedures of construction selected or used by any contractor, or the safety precautions and programs incident thereto, for security or safety at the Project site, nor for any failure of a contractor to comply with laws and regulations applicable to such contractor's furnishing and performing of its work.
- C. This Agreement is to be governed by the law of the state or jurisdiction in which the Project is located.
- D. Engineer neither guarantees the performance of any contractor nor assumes responsibility for any contractor's failure to furnish and perform its work in accordance with the contract between Owner and such contractor. Engineer is not responsible for variations between actual construction bids or costs and Engineer's opinions or estimates regarding construction costs.
- E. Engineer shall not be responsible for the acts or omissions of any contractor, subcontractor, or supplier, or of any of their agents or employees or of any other persons (except Engineer's own employees) at the Project site or otherwise furnishing or performing any construction work; or for any decision made regarding the construction contract requirements, or any application, interpretation, or clarification of the construction contract other than those made by Engineer.
- F. All documents prepared or furnished by Engineer are instruments of service, and Engineer retains an ownership and property interest (including the copyright and the right of reuse) in such documents, whether or not the Project is completed. Owner shall have a limited license to use the documents on the Project, extensions of the Project, and for related uses of the Owner, subject to receipt by Engineer of full payment for all services relating to preparation of the documents and subject to the following limitations: (1) Owner acknowledges that such documents are not intended or represented to be suitable for use on the Project unless completed by Engineer, or for use or reuse by Owner or others on extensions of the Project, on any other project, or for any other use or purpose, without written verification or adaptation by Engineer; (2) any such use or reuse, or any modification of the documents, without written verification, completion, or adaptation by Engineer, as appropriate for the specific purpose intended, will be at Owner's sole risk and without liability or legal exposure to Engineer or to its officers, directors, members, partners, agents, employees, and consultants; (3) Owner shall indemnify and hold harmless Engineer and its officers, directors, members, partners, agents, employees, and consultants from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from any use, reuse, or modification of the documents without written verification, completion, or adaptation by Engineer; and (4) such limited license to Owner shall not create any rights in third parties.
- G. To the fullest extent permitted by law, Owner and Engineer (1) waive against each other, and the other's employees, officers, directors, agents, insurers, partners, and consultants, any and all claims for or entitlement to indirect, or consequential damages arising out of, resulting from, or related to the Project, and (2) agree that Engineer's total liability to Owner under this Agreement shall be limited to Engineer's applicable limit of professional liability and applicable umbrella coverage.

- H. The parties acknowledge that Engineer's scope of services does not include any services related to a Hazardous Environmental Condition (the presence of asbestos, PCBs, petroleum, hazardous substances or waste as defined by the Comprehensive Environmental Response, Compensation and Liability Act, 42 U.S.C. §§9601 et seq., or radioactive materials). If Engineer or any other party encounters a Hazardous Environmental Condition, Engineer may, at its option and without liability for consequential or any other damages, suspend performance of services on the portion of the Project affected thereby until Owner: (1) retains appropriate specialist consultants or contractors to identify and, as appropriate, abate, remediate, or remove the Hazardous Environmental Condition; and (2) warrants that the Site is in full compliance with applicable Laws and Regulations.
- I. Owner and Engineer agree to negotiate each dispute between them in good faith during the 30 days after notice of dispute. If negotiations are unsuccessful in resolving the dispute, then the dispute shall be mediated. If mediation is unsuccessful, then the parties may exercise their rights at law.
- J. Engineer shall, by sworn affidavit and provision of documentation, affirm its enrollment and participation in E-Verify, a federal work authorization program, with respect to the employees working in connection to the contracted services. Engineer shall sign and submit the affidavit affirming that it does not and will not knowingly employ any person who is an unauthorized alien in connection to the contracted services.

6.01 *Total Agreement*

- A. This Agreement (including any expressly incorporated attachments), constitutes the entire agreement between Owner and Engineer and supersedes all prior written or oral understandings. This Agreement may only be amended, supplemented, modified, or canceled by a duly executed written instrument.

7.01 *Basis of Payment—Hourly Rates Plus Reimbursable Expenses*

Using the procedures set forth in Paragraph 2.01, Owner shall pay Engineer as follows:

<b>CW Tasks</b>		
Task 1.0	Project Meetings/Coordination	\$ 480
Task 2.0	Topographical Survey	\$ 880
Task 3.0	Utility Coordination	\$ 1,220
Task 4.0	Hydrologic/Hydraulic Analysis	\$ 3,450
Task 5.0	Right of Way / Easements (60%)	\$ 2,255
Task 6.0	Permitting	\$ 600
Task 7.0	Final Design Plan (95% & 100%)	\$ 4,065
Task 8.0	Bidding Assistance	\$ 1,130
Direct Costs		\$ 740
<b>Roadway/Jackson Street Sidewalk Subtotal</b>		<b>\$ 14,820.00</b>

1. The total compensation for services and reimbursable expenses of this addendum shall not exceed **\$ 14,820.00**

7.02 *Additional Services:* For additional services of Engineer's employees engaged directly on the Project, Owner shall pay Engineer an amount equal to the cumulative hours charged to the Project by each class of Engineer's employees times standard hourly rates for each applicable billing class; plus, reimbursable expenses and Engineer's consultants' charges, if any. Engineer's standard hourly rates are attached as Appendix 1.

Attachments: Scope of Services, Conceptual Exhibits, Hourly Rates, Task Breakout, Certificate of Insurance, E-Verify Information

IN WITNESS WHEREOF, the parties hereto have executed this Agreement, the Effective Date of which is indicated on page 1.

OWNER: City of Willard

ENGINEER: CJW Transportation Consultants, LLC

By: \_\_\_\_\_

By:  \_\_\_\_\_

Mike Ruesch, Project Representative

C. Jay Wynn, PE, PTOE

Title: Director of Planning & Development

Title: CEO/Owner

Date Signed: \_\_\_\_\_

Date Signed: 8-28-24

Engineer License or Firm's Certificate Number: 027249

State of: Missouri

Address for giving notices:

Address for giving notices:

224 W Jackson St

5051 S. National Avenue, Suite 7A

Willard, Missouri 65781

Springfield, Missouri 65810

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# 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

### **A Resolution of the Board of Aldermen of the City of Willard, Missouri, to Appoint Members to the Southwest Missouri Joint Municipal Water Utility Commission**

**City of Willard, Missouri**  
**Resolution No. 24-06**

**RESOLUTION OF THE BOARD OF ALDERMEN OF THE CITY OF WILLARD, MISSOURI, TO APPOINT MEMBERS TO THE SOUTHWEST MISSOURI JOINT MUNICIPAL WATER UTILITY COMMISSION.**

**BE IT RESOLVED** that Mayor Troy Smith is appointed to the Southwest Missouri Joint Municipal Water Utility Commission as the City of Willard representative, and City Administrator Wesley Young is appointed as alternate.

**Adopted this 28th day of October 2024.**

Approved By:

---

Mayor Troy Smith

Attested By:

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City Clerk Janice Gargus

**THE SOUTHWEST MISSOURI JOINT MUNICIPAL  
WATER UTILITY COMMISSION**

**JOINT CONTRACT**

Approved by the Tri-State Water Resource Coalition Board of Directors 3/21/12



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**THE SOUTHWEST MISSOURI JOINT MUNICIPAL WATER UTILITY  
COMMISSION**

This JOINT CONTRACT is made and entered into as of the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, by and among the municipalities, public water supply districts and other public sector entities of the State of Missouri whose names are subscribed hereto, hereinafter referred to as the "Contracting Members", acting pursuant to the authority conferred upon them by the Joint Municipal Utility Commission Act, Sections 393.700 to 393.770 RSMo, hereinafter referred to as "the Act".

**WITNESSETH:**

WHEREAS, the Contracting Members desire, pursuant to the provisions of the Act, to create and become parties to a joint contract establishing a joint municipal water utility commission, as a separate governmental entity, constituting a political subdivision and body public and corporate of the State of Missouri, to provide for the planning, development, construction, financing, acquisition, participating in, improving, extending, operating, repairing and maintaining of water sources, including, but not limited to lakes, reservoirs, ponds, storage facilities, dams, wells and raw water; water treatment and purification plants; pumping stations; pipelines and distribution facilities and all other facilities or resources required to meet all or part of the potable water supply requirements of one or more of their respective water supply systems;

NOW, THEREFORE,

The Contracting Members agree as follows:

**SECTION 1: EFFECTIVE DATE**

This Joint Contract shall become effective and the existence of the Commission shall commence when two or more Contracting Members have duly executed it.

**SECTION 2: CREATION OF THE SOUTHWEST MISSOURI JOINT MUNICIPAL WATER UTILITY COMMISSION; PURPOSE**

The Contracting Members pursuant to the Act, do hereby create a joint municipal water resource utility Commission, as a separate governmental entity, constituting a political subdivision and body public and corporate of the State of Missouri, to be known as The Southwest Missouri Joint Municipal Water Utility Commission (the "Commission"). The purpose of this Joint Contract and of the Commission created hereby is, generally, to develop water supply sources, facilities related thereto and the necessary water supplies required to meet the needs of the Contracting Members and the inhabitants they serve, in the most economic and feasible manner. It is the intent of the Contracting Members to organize the Commission on a regional basis to efficiently provide for a potable water supply and the production, joint purchase and distribution arrangements to produce and distribute safe drinking water to all or a part of the potable water requirements of the Contracting Members in the most economical and efficient manner.

It is understood that Contracting Members may decide to form a separate and distinct joint municipal water commission to provide for water supply exploration, production, joint purchase and distribution arrangements. That event shall in no way affect their status under this contract of the Contracting Members.

**SECTION 3: DURATION OF JOINT CONTRACT: DISPOSITION OF ASSETS ON DISSOLUTION**

The duration of this Joint Contract and the existence of the Commission shall be perpetual unless sooner terminated by a vote, evidenced by resolution of the governing body, of at least three-fourths of the Contracting Members provided, however, that this Joint Contract and the existence of the Commission may not in any event be terminated so long as the Commission has any bonds, notes or other obligations outstanding, unless sufficient funds have been set aside irrevocably in trust to satisfy all the outstanding bonds, notes or other obligations of the Commission.

Upon termination of the existence of the Commission the property and the assets of the Commission shall be divided and distributed among the Contracting Members which are then parties to this Joint Contract in proportion to the amount of total dues paid; provided however that a Contracting Member who is not a participant of a Project shall have no liability or share of assets of a project of which it is not a participant, unless the Contracting Member and all project participants have expressly agreed in writing to the contrary .

**SECTION 4: WITHDRAWAL**

Any Contracting Members may withdraw from the Commission upon giving one year's written notice to the Commission, evidenced by resolution of its governing body, and payment of all amounts in arrears in its dues; provided that the withdrawing Member has no financial obligation in any existing project. If the Commission, prior to the receiving of written notice from the Contracting Member, shall have incurred indebtedness, in conformity with Section 11, that matures after the effective date of the notice of withdrawal, the withdrawal shall not become effective until that indebtedness shall have been paid by the Commission; or until sufficient funds have been set aside irrevocably in trust to satisfy that indebtedness, or in the alternative, until the withdrawing Contracting Member shall have paid to the Commission its pro rata portion thereof, or until sufficient funds have been set aside irrevocably in trust to satisfy that portion, but which shall not be construed to impose any obligation or reimbursement requirement on a withdrawing Contracting Member for any project in which the Contracting Member is not a participant. Any Contracting Member that withdraws from the Commission shall not be entitled to any property or assets of the Commission. Any Contracting Member that has given notice of withdrawal, and satisfied the requirements for withdrawal, shall have no further obligation to the Commission.

Any withdrawing Member shall be responsible for any and all costs directly associated with the withdrawal. All expenses which are incurred by the Commission as a result of a Member withdrawal shall be the responsibility of the withdrawing Member.

**SECTION 5: AMENDMENT**

This Joint Contract may only be altered, or amended, by the affirmative vote of the governing bodies of each and every Contracting Member, except as set forth in this Joint Contract.

**SECTION 6: ADDITIONAL CONTRACTING MEMBERS**

Additional municipalities of the State of Missouri or public water supply districts, formed under the provisions of Chapter 247. RSMo., may become additional Contracting Members of the Commission under this Joint Contract, pursuant to a supplement to this Joint Contract, subject to any bond resolution or other contract with holders of bonds of the Commission and subject to payment of a pro rata share of organizational, planning and other expenditures as determined by the Board.

That supplement shall be executed by the applying municipality or water supply district, who shall ratify and adopt this Joint Contract, and it shall become effective when it has been approved by the affirmative vote of two-thirds (2/3) of the Board present and voting at any regular meeting and when duly executed and delivered by any additional Contracting Member.

**SECTION 7: BOARD OF DIRECTORS**

(A) Duties. The business and affairs of the Commission shall be governed by a Board of Directors hereinafter referred to as the Board. The powers of the Commission shall be exercised by the Board, in which shall be vested all of the powers vested in the Commission by this Joint Contract and by the Act. The Board shall have the power to adopt bylaws, not inconsistent with this Joint Contract or the law of Missouri, for the management, administration and regulation of the business affairs of the Commission and to adopt rates for the sale of wholesale water to contracting parties.

(B) Number. The Board shall consist of one Director from each Contracting Member. The Board shall have the power to change the number of directors by resolution adopted by a vote of two-thirds (2/3) of the members of the Board voting and present at any regular meeting to reflect admission of new directors appointed by Contracting Members who become parties to the Joint Contract from time to time; provided, however, that no Contracting Member shall have fewer members than required by Section 393.710.2 RSMo., and that such change takes place in accordance with the procedures set forth in Section 6 of this Joint Contract, but in no event shall the number of directors be fewer than two. All directors must be natural persons. In addition, by contract, the Commission by majority vote of the Board of Directors can grant others advisory member status.

(C) Appointment. Each of the Contracting Members shall appoint, by resolution or ordinance, one Director and one alternate, who may be employees of that Contracting Member. A certified copy of that resolution or ordinance shall be provided to the Commission secretary, and the same shall constitute the qualification of each director and/or alternate. An alternate may attend, vote and be counted for the purpose of establishing a quorum at meetings of the Board and the Executive Committee when the Director, for which he/she is an alternate, does not attend. Initial appointments shall be made at the time the governing body of a Contracting

Member authorizes the execution and delivery of this Joint Contract or supplement hereto in the case of an additional Contracting Member.

(D) Term. Each Director and alternate shall be appointed for a period of three (3) years. Their successors shall be appointed for terms of three (3) years each from the date of the expiration of the term for which the predecessor was appointed. Notwithstanding the foregoing, each Director and alternate shall continue in office until their successor is appointed and qualified.

(E) Vacancies. A vacancy occurring in the Board, whether that vacancy is the result of resignation, death, removal or disability, shall be filled within forty-five (45) days from the date the vacancy occurs, by appointment by the governing body of the Contracting Member that appointed the Director and alternate with respect to whom the vacancy occurred. Except as otherwise provided by law, Directors and alternates may be reappointed.

(F) Removal. Any Director and Alternate may be removed, with or without cause, at any time by the governing body of the Contracting Member that appointed the Director or Alternate.

(G) Compensation. No Director shall receive compensation from this Commission for any service that person may render to it as a Director. However, with prior approval a Director may be reimbursed for that Director's actual expenses reasonably incurred in attending meetings and in rendering service to this Commission in the administration of its affairs.

(H) Accounting and Audits. The Board shall establish and maintain an appropriate accounting system. A complete audit shall be made of the Commission's accounts, books and financial conditions as soon as practicable after the close of each fiscal year, and a report thereon shall be submitted to the Board and the governing body of each Contracting Member prior to the close of the next fiscal year.

## **SECTION 8: OFFICERS**

(A) General. The officers of this Commission shall be a president, one or more vice presidents, a secretary, a treasurer, and any other officers as the Board may elect. Officers of the Board shall be elected from among the members of the Board and shall at all times while holding those offices be a member of the Board. The same person may simultaneously hold more than one office in this Commission. The President and the Secretary may not be the same person.

The officers shall be first elected by the Board named in the Joint Contract at the first meeting of the Board, to serve at the pleasure of the Board until the first annual meeting of the board of directors or until their earlier death, incapacity, disqualification, resignation or removal. At the first and each subsequent annual meeting of the Board, the Board shall elect officers to serve at the pleasure of the Board until the next annual meeting of the Board or until their earlier death, incapacity, disqualification, resignation or removal.

Each officer of this Commission who is not reelected at the annual meeting of the Board next succeeding that officer's election and at which any officer of this Commission is

elected shall be deemed to have been replaced by the Board, unless the Board provides otherwise at the time of that officer's election.

The election of an officer does not itself create contract rights.

(B) Resignation. An officer may resign by delivering a written notice thereof to this Commission. That resignation shall be effective when it is delivered, unless a future effective date is specified in the notice.

(C) Removal. Any officer of this Commission may be removed or discharged for any lawful purpose by the Board at any time with or without cause, but that removal or discharge shall not affect the contract rights of the Contracting Member represented by the person so removed or discharged, or the officer's status as a director.

(D) Compensation. No Director of the Board shall receive any salary or compensation for serving as a Director. Each Director may be reimbursed for actual expenses if those expenses are reasonable and incurred in connection with the business and activities of this Commission.

(E) Vacancies. Vacancies caused by the death, incapacity, disqualification, resignation or removal of an officer of this Commission shall be filled by the Board at any annual or other regular meeting, or at any special meeting called for that purpose, and the person or persons so elected to fill a vacancy shall serve at the pleasure of the Board until the next annual meeting of the Board or until that person's earlier death, incapacity, disqualification, resignation or removal.

(F) Delegation of Authority. The Board may from time to time delegate any of the functions, powers, duties and responsibilities of any officer to any other officer. In the event of a delegation, the officer from whom any function, power, duty or responsibility has been transferred shall thereafter be relieved of all responsibility for the proper performance or exercise thereof.

(G) The President. The president shall preside at all meetings of the Directors at which the president may be present and shall have any other duties, powers and authority as may be prescribed elsewhere in this Joint Contract or in the Commission's bylaws. The Board may delegate any other authority and assign any additional duties to the president, as it may from time to time determine.

The president may execute, with approval of the Board, all bonds, notes, debentures, mortgages, and other contracts requiring a seal, under the seal of this Commission, may cause the seal to be affixed thereto, and may execute all other contracts and instruments for and in the name of this Commission.

At each annual meeting of the Board, the president (together with the treasurer) shall report on the activities and financial condition of this Commission.

The president shall have all other duties, powers and authority as may be prescribed elsewhere in this Joint Contract or the Commission's bylaws or by the Board.

(H) The Vice President. The vice president, or vice presidents if there are more than one, shall work in cooperation with the president and shall perform all duties as the Board may assign. In the event of the death or during the absence, incapacity, or inability or refusal to act as the president, the vice president (in order of seniority, 1<sup>st</sup> Vice President, 2<sup>nd</sup> Vice President, etc., if there is more than one vice president) shall be vested with all the powers and perform all the duties of the office of president until the Board otherwise provides.

(I) The Secretary. The secretary shall attend the meetings of the Board and shall prepare, or cause to be prepared, minutes of all proceedings at those meetings, and shall preserve them in the minute book of this Commission to be kept for that purpose. The secretary shall perform similar duties for any committee when requested by that committee. In addition, the secretary shall have the following duties:

- (i) act as custodian of all the books, papers and records of this Commission and authenticate records of this Commission;
- (ii) furnish the Board, upon request, a full, true and correct copy of any book, paper or record in the secretary's possession;
- (iii) act as custodian of the seal of this Commission and when authorized to do so shall affix it to any instrument requiring the seal, and when so affixed, shall attest the seal;
- (iv) give, or cause to be given, notice of the meetings of the Board, but this shall not lessen the authority of others to give such notice as provided in this Joint Contract or the Commission's bylaws;
- (v) exercise and discharge the general duties, powers and responsibilities of a secretary of a Commission; and
- (vi) exercise and discharge any other or further duties or authority as may be prescribed in this Joint Contract or in the Commission's bylaws, or from time to time by the Board.

(J) The Treasurer. The treasurer shall have supervision and custody of all moneys, funds and credits of this Commission, and shall cause to be kept full and accurate accounts of the receipts and disbursements of this Commission in books belonging to it. The treasurer shall keep or cause to be kept all other books of account and accounting records of this Commission as shall be necessary, and shall cause all moneys and credits to be deposited in the name and to the credit of this Commission in such accounts and depositories as may be designated by the Board. The treasurer shall disburse or permit the disbursement of funds of this Commission in accordance with the authority granted by the Board. The treasurer shall be relieved of all responsibility for any moneys or other valuable property or the disbursement thereof committed by the Board to the custody of any other person or Commission, or the supervision of which is delegated by the Board to any other officer, agent or employee.

The treasurer shall render to the president or the Board, whenever requested by any of them, a report on all financial transactions of this Commission and the financial condition of this Commission.

At each annual meeting of the members, the treasurer (together with the president) shall report on the activities and financial condition of this Commission.

The treasurer shall be bonded at this Commission's expense. The treasurer shall have the general duties, powers and responsibilities of a treasurer of a Commission, shall perform the duties of or oversee the duties of the chief financial and/or accounting officer of this Commission and shall have and perform such other duties, responsibilities and authorities as may be prescribed from time to time by the Board.

(K) Assistant Secretary and Assistant Treasurer. Each assistant secretary or assistant treasurer, if any, in order of their seniority, in the event of the death or during the absence, incapacity, inability or refusal to act of the secretary or treasurer, respectively, shall perform the duties and exercise the powers of said respective officers until the Board provides otherwise and shall perform any other duties as the Directors may from time to time prescribe.

#### **SECTION 9: MEETINGS AND VOTING**

(A) Organizational Meeting. The Board shall, promptly following the appointment of its Directors, meet in an organizational meeting to adopt bylaws and elect the officers that the Board deems necessary and appropriate.

(B) Meetings of the Board. The Commission's bylaws shall set forth the requirements and procedures for annual, regular and special meetings of the Board.

(C) Quorum. The presence of a majority of the Directors in office shall be requisite for and shall constitute a quorum for the transaction of business at all meetings; provided, however, that in no event shall fewer than two Directors constitute a quorum. The affirmative vote of a majority of the Directors present at a meeting at which a quorum is present shall be valid as the act of the Board, except in those specific instances in which a larger vote may be required by law, by this Joint Contract or by the Commission's bylaws. Advisory Directors shall not be counted for purposes of determining whether a quorum is present at a Board meeting. A Director or Alternate may participate through telecommunication and/or web conferencing and will be counted as present in determining a quorum and allowed to vote.

(D) Voting. Each Director shall have one vote on behalf of their Contracting Member on any question that comes before the Board relating to the general business of the Board affecting all Board members.

With respect to any question relating to a specific project undertaken by the Commission, only those Board members engaged in that project as designated by resolution of the Board, shall be entitled to vote on that question provided that no Commission responsibilities, financial or otherwise, are created by the action. In addition, each representative of an entity that has entered into a board services agreement in relation to a project with the Commission shall have the voting rights afforded to that entity by that board services agreement.



## **SECTION 10: GENERAL POWERS**

The general powers of the Commission shall be the powers set forth in the Act and shall include the power to:

(A) plan, develop, acquire, construct, reconstruct, explore, operate, manage, dispose of, participate in, maintain, repair, extend or improve one or more projects, either exclusively or jointly, or by participation with public water supply districts, investor owned water utilities (provided formal opinion has been received from legal counsel that the participation as defined by investor owned or for profit water utility or utilities is lawful and will not result in negative impact on the Commission such as forfeiture of favorable income tax treatment) and other joint water commissions, or acquire any interest in or any rights to the output of a project, within or outside the State of Missouri, and act as an agent, or designate one or more other persons participating in a project to act as its agent, in connection with the planning, acquisition, construction, operation, maintenance, repair, extension or improvement of that project;

(B) acquire, by purchase or lease, construct, install and operate reservoirs, storage facilities, pipelines, wells, dams, pumping stations, water purification plants and other facilities or property for the production, wholesale distribution and utilization of water, and to lease, own and hold any real estate and personal property as may be necessary or convenient to carry out the purposes of the Commission; provided, however, the Commission may not sell or distribute water at retail or wholesale within the certificated area of a water corporation which is subject to the jurisdiction of the Public Service Commission unless the sale or distribution of water is within the boundaries of a public water supply district or Contracting Member in the Commission and the Commission has obtained the approval of the Public Service Commission prior to commencing that sale or distribution of water.

(C) enter into operating, franchises, exchange, joint purchase, distribution and other similar agreements with any person or firm;

(D) make and execute contracts and other instruments necessary or convenient to the exercise of the powers of the Commission, including, but not limited to: (1) board service agreements with investor owned water utilities and other entities who are potential participants in Commission projects, which agreement may give a representative of each such entity those rights and responsibilities, with respect to the planning, operations and administrative affairs of potential projects of the Commission, as shall be set forth in the board services agreement, though that representative shall only be an Advisory Member of the Board and shall not be a Director of the Commission; and (2) agreements with public entities of other states that are similar to the Commission and that are formed pursuant to authority granted by the enabling statutes of a state adjacent to the State of Missouri, to further the purposes stated in Section II of this joint Contract;

(E) employ agents and employees;

(F) contract with any person, within or outside the state, for the construction of any project or for any interest therein or any right in capacity thereof, prepare final plans and

specifications in advance of construction, or secure performance and payment bonds, except to the extent and on the terms as the Board or executive committee, if so established, shall determine. Any contract entered into pursuant hereto shall contain a provision that the requirements of sections 290.210 to 290.340, RSMo, requiring the payment of prevailing wages on public works, shall apply;

(G) purchase, sell, exchange or distribute waters, or any by-product resulting therefrom, within and outside the State of Missouri, in any amount as it shall determine to be necessary and appropriate to make the most effective use of its powers and to meet its responsibilities, and to enter into agreement with any person or firm with respect to the purchase, sale, exchange or distribution, on terms and for the period of time as the Board shall determine. The Commission may not sell or distribute water at retail to ultimate customers outside the jurisdictional boundaries of its Contracting Members, except pursuant to (B) above;

(H) acquire, own, hold, use, lease, as lessor or lessee, sell or otherwise dispose of, mortgage, pledge, or grant a security interest in any real or personal property, commodity or service or interest therein;

(I) exercise the powers of eminent domain as provided by law;

(J) incur debts, liabilities or obligations including the issuance of bonds pursuant to the authority granted in Section 27 Article VI of the Missouri Constitution;

(K) sue and be sued in its own name;

(L) have and use a corporate seal;

(M) fix, maintain and revise fees, assessments, rates, rents and charges for functions, services, facilities or commodities provided by the Commission;

(N) make, and from time to time, amend and repeal bylaws, rules and regulations not inconsistent with this Joint Contract;

(O) invest any funds held in reserve or sinking funds, or any funds not required for immediate disbursement, including the proceeds from the sale of any bonds, in those obligations, securities and other investments as the Board deems proper;

(P) join organizations, membership in which is deemed by the Board to be beneficial to the accomplishment of the Commission's purposes;

(Q) exercise any other powers that are deemed necessary and convenient by the Board to effectuate the purpose of the Commission;

(R) do and perform any authorized acts and things through or by means of an agent or by contracts with any person; and

(S) comply or cause compliance with the Act, the laws of the State of Missouri and each and every term, provision, and covenant of this Joint Contract.

**SECTION 11: ACQUISITION, CONSTRUCTION, OPERATION AND MAINTENANCE OF PROJECTS**

The Commission shall have the responsibility for the acquisition, construction, operation and maintenance of any of its projects, including any interest in facilities acquired under a co-ownership arrangement with others; provided that, in connection with any co-ownership arrangement, the Commission may act as agent, or designate any other participant therein to act as agent, for the acquisition, construction, operation and maintenance of projects on behalf of all the participants therein.

**SECTION 12: FINANCING OF PROJECTS**

The Commission may finance any of its projects in any manner as the Board shall authorize by resolution, which may include grants or loans from any governmental agency or entity or from any commercial lending institutions and/or including the issuance of revenue bonds. Bonds issued pursuant to sections 393.700 to 393.770 RSMo by the Commission shall be payable as to the principal and interest, solely from the net revenues derived by the Commission from the operation and maintenance of the Commission's projects, or from sources made available to the Commission from sources other than from proceeds of taxation. Revenue bonds and other indebtedness of the Commission shall not be the debt, liability or obligation of the Contracting Municipalities and neither the faith and credit nor the taxing power of the Contracting Members shall be pledged to the payment of such indebtedness or revenue bonds (393.725 RSMo). The Commission will insure revenue streams sufficient to pay the O&M, principal and interest of projects through contracts as outlined in Section 16, Contracts. No Contracting Member shall have any obligation for any project for which it is not a participant.

**SECTION 13: ANNUAL BUDGET; ASSESSMENTS**

The Board shall prepare and submit to each Contracting Member, not later than ninety (90) days prior to the commencement of each fiscal year other than the initial fiscal year, an itemized annual budget that shall set forth in reasonable detail the estimated receipts and expenditures relating to (i) the Commission and (ii) each of its projects, for that year. The Board shall establish dues to be paid by the Contracting Members, in amounts as will, together with other available funds of the Commission, in the aggregate, be not less than the budgeted expenditures relating to the Commission for the fiscal year, plus adequate provisions for contingencies and reserves. The Board shall also establish assessments against Contracting Members participating in a project, in amounts as will, together with other available funds from that project, in the aggregate, be not less than the budgeted expenditures relating to that project for the fiscal year, plus adequate provisions for contingencies and reserves. Dues of Contracting Members and assessments shall be established by the Commission's bylaws.

The Board may amend the annual budget at any time during the fiscal year.

**SECTION 14: THE EXECUTIVE DIRECTOR**

Unless the Board otherwise provides, the executive director shall be the chief operating officer of this Commission and shall have such general executive powers and duties of

supervision and management as are usually vested in the office of the chief operating officer of a Commission, and the executive director shall carry into effect all directions and resolutions of the Board. Unless the Board otherwise provides, the executive director shall not be entitled to vote at, and shall not be counted for determining if a quorum is present at, any Board meeting.

Unless otherwise specifically provided by the Board, the executive director shall have the right to participate in any meeting of any committee of the Board; provided, however, that unless the Board otherwise directs, the executive director shall not be entitled to vote at, and shall not be counted for purposes of determining whether a quorum is present at, any meeting of a committee.

Salaries and compensation of all employees of this Commission may be fixed, increased or decreased by officers of the Board. Employees of this Commission may be reimbursed for actual expenses if they are reasonable and incurred in connection with the business and activities of this Commission.

#### **SECTION 15: INDEMNIFICATION OF DIRECTORS AND OFFICERS**

No Director, officer, executive director or employee shall be personally liable for any actions or procedure of the Board. Each Director, officer, executive director or employee of the Commission, whether or not then in office, shall be indemnified by the Commission against all costs and expenses actually and necessarily incurred by him/her in connection with the defense of any action, suit or proceeding in which he/she may be involved or to which he/she may be made a party by reason of his/her being or having been a Director, officer, executive director or employee, except in relation to matters as to which he/she shall be finally adjudged in an action, suit or proceeding to be liable for willful or wanton negligence or misconduct in the performance of his/her duty.

These costs and expenses shall include amounts reasonably paid in settlement for the purpose of curtailing the costs of litigation, but only if the Commission is advised in writing by its counsel that it is the counsel's opinion the person indemnified did not commit willful or wanton negligence or misconduct in the performance of duty. The foregoing right of indemnification shall not be exclusive of other rights to which that Director, officer, executive director or employee may be entitled as a matter of law or by agreement.

#### **SECTION 16: CONTRACTS**

Except as otherwise provided by law, the Board may authorize, by resolution, any officer or officers, agent or agents, employee or employees to enter into any contract, or execute and deliver any instrument, in the name and on behalf of the Commission. The Commission will insure that revenue for projects is sufficient to pay all cost of projects including but not limited to engineering, O&M, principal and interest through contracts with participating members. Contracts between the Commission and participating members for project financing are not binding until approved by the contracting member's governing body.

#### **SECTION 17: INTEREST OF CONTRACTING MEMBERS**

Subject to Section 4, the ownership interest of each Contracting Member in a project shall be determined in proportion to payments made by the Contracting Members under contracts.

**SECTION 18: SERVICES OF CONTRACTING MEMBERS**

In the performance of its duties, the Board may utilize the services of any officer or employee of a Contracting Member with the approval of the governing body of the Contracting Member provided, however, that that Contracting Member may bill the Commission for, and the Commission shall pay, the reasonable cost of those services.

**SECTION 19: INFORMATION FROM CONTRACTING MEMBER**

Upon request of the Commission, elected and appointed officers and employees of the Contracting Member shall promptly furnish information, statistics and reports under their control to the Commission and shall otherwise cooperate with the Commission.

**SECTION 20: NOTICES**

Any formal notice, demand or request provided for in this Joint Contract shall be in writing and shall be deemed properly served, given or made if delivered in person or sent by regular or e-mail, postage prepaid, to the persons and at the addresses provided in writing to the Commission.

**SECTION 21: SEVERABILITY**

In the event that any of the terms, covenants or conditions of this Joint Contract or their application shall be held invalid as to any person, corporation or circumstance by any court having jurisdiction, the remainder of this Joint Contract and the application and effect of its terms, covenants or conditions to those persons, corporations or circumstances shall not be affected thereby.

**SECTION 22: DUPLICATE ORIGINALS**

This Joint Contract may be executed in several counterparts, each of which will be an original, but all of which together shall constitute one and the same instrument.

IN WITNESS WHEREOF, the Contracting Members have caused this Joint Contract to be executed as of the day and year first above written.

(SEAL)

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

# 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

## **An Ordinance Authorizing the Appointment of One Director and One Alternate to the Southwest Missouri Joint Municipal Water Utility Commission**

First Read: 10-28-2024  
Bill No.: 24-48

Second Read: 11-12-2024  
Ordinance No.: 241028B

**An Ordinance authorizing the appointment of one Director and one Alternate to the Southwest Missouri Joint Municipal Water Utility Commission.**

**BE IT ORDAINED BY THE COUNCIL OF THE CITY OF WILLARD, GREENE COUNTY, MISSOURI as follows:**

**SECTION I:** The City of Willard hereby authorizes Mayor Troy Smith to serve as the appointed Director to the Southwest Missouri Joint Municipal Water Utility Commission, and City Administrator Wesley Young to serve as the appointed Alternate when the Director does not attend.

**SECTION II:** This ordinance shall take effect and be in force from and after its passage and approval.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri, on the **11<sup>th</sup> day of November 2024.**

Approved as to Form By: \_\_\_\_\_

City Attorney Nate Dally

Approved By: \_\_\_\_\_

Mayor Troy Smith

Attested By: \_\_\_\_\_

City Clerk Janice Gargus

# 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

### **An Ordinance Amending the City of Willard, Missouri to Authorize Certain City Officials and Employees to Speak on Behalf of the City on Social Media, in the City of Willard, Missouri**



**First Read: 10/14/2024**  
**Bill No.: 24-49**

**Second Read: 10/28/2024**  
**Ordinance No.: 241014E**

**AN ORDINANCE AMENDING THE CITY OF WILLARD  
CODE TO AUTHORIZE CERTAIN CITY OFFICIALS AND  
EMPLOYEES TO SPEAK ON BEHALF OF THE CITY ON  
SOCIAL MEDIA, IN THE CITY OF WILLARD MISSOURI**

---

WHEREAS, the Board of Aldermen desire to specifically authorize certain designated city officials and employees to make social media posts on behalf of the City and to regulate the content of the city's social media page(s) by deleting posts or blocking individuals from making posts.

BE IT ORDAINED by the Board of Aldermen of the City of Willard, Missouri as follows:

**SECTION ONE.** Purpose

This ordinance is intended to comply with the 2024 Supreme Court of the United States' ruling in *Lindke v. Freed* that a city official or employee can be held civilly liable for deleting posts or blocking individuals from posting on personal social media pages if the official or employee has used the personal page to make official comments. The opinion makes clear that the liability is triggered, in part, if the official or employee is authorized to speak on behalf of the city on social media.

**SECTION TWO.** Authorization to Post on Social Media on Behalf of the City

A. The following elected officials and employees are authorized to make social media post on behalf of the city on any social media platform and are further authorized to delete post and block individuals from making posts on the city's social media page(s): Mayor, City Administrator, City Clerk.

B. The following city employees are authorized to make social media posts on behalf of the city, but such posting shall be limited to emergency situations in which there is clear and present public safety issue that requires immediate mass notification of an emergency: police chief, emergency management coordinator, and public works director.

C. Other than the officials and employees listed herein, no other person is authorized to make social media posts on behalf of the city. Such officials and employees are further prohibited from deleting posts or blocking individuals from posting on the city's social media page(s). Any city official or employee wishing to make a social media post on their personal page regarding the city or its policies shall clearly identify that post as a personal opinion, such as by using the acronym IMO within the body of the post or other substantially similar phrase.

**SECTION THREE.** Repeal of Conflicting Ordinances.

The provisions of any ordinance or code section in conflict with any provision of this ordinance are hereby repealed to the extent of such conflict.

**SECTION FOUR.** Effective Date.

This ordinance shall be in full force and effect from and after the date of its passage and approval.

**SECTION FIVE.** Severability.

The provisions of this ordinance are severable and if any provision hereof is declared invalid, unconstitutional, or unenforceable, such determination shall not affect the validity of the remainder of this ordinance.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard on the **28<sup>th</sup>** day of **October 2024**.

---

Approved as to Form by City Attorney, Nate Dally

---

Approved by Mayor Troy Smith

---

Attested by City Clerk, Janice Gargus

# 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

### **An Ordinance of the City of Willard, Missouri, Amending title VII Utilities, Chapter 705, Water Rates, Article II Water Service, Section 705.040 Water Rates**

FIRST READ: 10/28/2024

SECOND READ: 10/28/2024

BILL NO.: 24-46

ORDINANCE NO.: 241028

**AN ORDINANCE OF THE CITY OF WILLARD, MISSOURI, AMENDING TITLE VII UTILITIES, CHAPTER 705, WATER RATES, ARTICLE II WATER RATES**

WHEREAS, the City of Willard owns and operates a municipal water supply storage and distribution system permitted by the State of Missouri; and

WHEREAS, the City of Willard has caused to be a conducted a rate analysis to determine whether the current rate structure is adequate to cover operating and maintenance costs for the water system of the City of Willard; and

WHEREAS, the results of which has caused City of Willard to determine a need to amend Chapter 705 of the Municipal Code to update the water rates for both in-City and non-City customers to ensure the proper maintenance and operation of the municipal water system;

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

**Section 1:** The City does hereby amend **Title VII Utilities, Chapter 705 Waterworks System, Article II Water Service, Section 705.040 Water Rates** of the Municipal Code of the City of Willard, effective **October 28, 2024**, as follows:

Except as provided for bulk at a flat rate, every user of water from the municipal water system of the City of Willard, Missouri, shall use said water only after it has been metered in a water meter to be furnished, installed, regulated, and controlled by said City and the applicant for each meter, on behalf of themselves, shall pay for said water used at the following monthly rate:

- a. There shall be assessed to each **in-City user** of the municipal water system a **minimum charge of twelve dollars and fifty-seven cents (\$12.57) per month**, and an additional charge of **three dollars and ninety-one cents (\$3.91) per one thousand (1,000) gallons** or fractional part thereof used per month with no usage allowance.
- b. There shall be assessed to each **non-City user** of the municipal water system a **minimum charge of eighteen dollars and eighty-six cents (\$18.86) per month**, and an additional charge of **five dollars and eighty-seven cents (\$5.87) per one thousand (1,000) gallons** or fractional part thereof used per month with no usage allowance.

These rates shall be reviewed annually before the end of each fiscal year. Recommendations for any rate adjustments shall be presented to the Board of Aldermen as part of the upcoming fiscal year's budget consideration. Any proposed rate changes shall thereafter be timely presented in a public hearing, allowing for their implementation at the beginning of the upcoming fiscal year or as soon thereafter as feasible.

**Section 2:** Definitions: An **in-City user** shall be defined as a user located within the incorporated city limits at the time of billing. A **non-City user** shall be defined as a user located outside the incorporated city limits at the time of billing.

**Section 3:** In addition to the above charges, all other provisions of Chapter 710 not specifically amended by this ordinance shall remain in full force and effect.

**Section 4:** The terms of this ordinance shall take effect from and after its passage by the Board of Aldermen and approval by the Mayor.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri on the **28<sup>th</sup>** day of **October 2024**.

Approved as to Form: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Mayor Troy Smith

Attested By: \_\_\_\_\_

Janice Gargus, City Clerk

**BLANK RATES DRAFT TO BE UPDATED IF NEW RATES ARE APPLIED**

**FIRST READ: 10/28/2024**

**SECOND READ: 10/28/2024**

**BILL NO.: 24-46**

**ORDINANCE NO.: 241028**

**AN ORDINANCE OF THE CITY OF WILLARD, MISSOURI, AMENDING TITLE VII UTILITIES, CHAPTER 705, WATER RATES, ARTICLE II WATER RATES**

WHEREAS, the City of Willard owns and operates a municipal water supply storage and distribution system permitted by the State of Missouri; and

WHEREAS, the City of Willard has caused to be a conducted a rate analysis to determine whether the current rate structure is adequate to cover operating and maintenance costs for the water system of the City of Willard; and

WHEREAS, the results of which has caused City of Willard to determine a need to amend Chapter 705 of the Municipal Code to update the water rates for both in-City and non-City customers to ensure the proper maintenance and operation of the municipal water system;

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

**Section 1:** The City does hereby amend **Title VII Utilities, Chapter 705 Waterworks System, Article II Water Service, Section 705.040 Water Rates** of the Municipal Code of the City of Willard, effective **October 28, 2024**, as follows:

Except as provided for bulk at a flat rate, every user of water from the municipal water system of the City of Willard, Missouri, shall use said water only after it has been metered in a water meter to be furnished, installed, regulated, and controlled by said City and the applicant for each meter, on behalf of themselves, shall pay for said water used at the following monthly rate:

- a. There shall be assessed to each **in-City user** of the municipal water system a **minimum charge of \_\_\_\_\_, (\$ . )** and an additional charge of \_\_\_\_\_ **(\$ . ) per one thousand (1,000) gallons** or fractional part thereof used per month with no usage allowance.
- b. There shall be assessed to each **non-City user** of the municipal water system a **minimum charge of \_\_\_\_\_ (\$ . ) per month**, and an

additional charge of \_\_\_\_\_ (**\$ . ) per one thousand (1,000) gallons** or fractional part thereof used per month with no usage allowance.

These rates shall be reviewed annually before the end of each fiscal year. Recommendations for any rate adjustments shall be presented to the Board of Aldermen as part of the upcoming fiscal year's budget consideration. Any proposed rate changes shall thereafter be timely presented in a public hearing, allowing for their implementation at the beginning of the upcoming fiscal year or as soon thereafter as feasible.

**Section 2:** Definitions: An **in-City user** shall be defined as a user located within the incorporated city limits at the time of billing. A **non-City user** shall be defined as a user located outside the incorporated city limits at the time of billing.

**Section 3:** In addition to the above charges, all other provisions of Chapter 710 not specifically amended by this ordinance shall remain in full force and effect.

**Section 4:** The terms of this ordinance shall take effect from and after its passage by the Board of Aldermen and approval by the Mayor.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri on the **28<sup>th</sup>** day of **October 2024**.

Approved as to Form: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Mayor Troy Smith

Attested By: \_\_\_\_\_

Janice Gargus, City Clerk

Residential Rate History

Water						
In Town						
Implementation Date	Flat Rate First 1000 Gallon	Per 1000 Thereafter	Time since last increase	Percentage Increase		
6/20/2012	12	2.25	n/a	n/a		
1/1/2018	12.6	2.36	7 years	5%		
1/1/2019	13.23	2.48	1 year	5%		
1/1/2022	13.89	2.6	3 years	5%		
4/19/2024	15.28	2.86	2 years 3 months	10%		
Out of Town						
6/20/2012	12	2.25	n/a	n/a		
1/1/2018	14.4	2.7	6 years	5%		
1/1/2022	15.12	2.84	4 years	5%		
4/19/2024	16.63	3.12	2 years 3 months	10%		
Sewer						
In Town						
Implementation Date	Flat Rate First 1000 Gallon	Per 1000 Thereafter	Time since last increase	Percentage Increase		
6/20/2012	27.19	5.52	n/a	n/a		
1/1/2013	22.63	5.05	6 months	-20.15% and -9.31% respectively		
1/1/2018	23.76	5.3	5 years	5%		
1/1/2019	24.93	5.57	1 year	5%		
1/1/2022	26.21	5.85	3 years	5%		
4/19/2024	28.83	6.44	2 years 3 months	10%		
Out of Town						
6/20/2012	27.19	5.52	n/a	n/a		
1/1/2013	22.63	5.05	n/a	-20.15% and -9.31% respectively		
1/1/2015	23.76	5.3	6 years	5%		
1/1/2016	26.03	5.81	1 year	5%		
1/1/2017	27.46	6.06	1 year	5%		
1/1/2022	28.52	6.36	5 years	5%		
4/19/2024	31.37	7	2 years 3 months	10%		

NOTE: in town saw an increase 1/1/2019 out of town did not



Water

Municipality	In-town Minimum	In Town Unit Charge	Usage Allowance	Out of -town minimum	Out of Town Unit Charge	Usage Allowance	Percentage Change MIN	Percentage Change UNIT
Strafford	\$ 10.00	\$ 6.50	1000	\$ 14.00	\$ 7.50	1000	40.00%	15.38%
Nixa	\$ 16.50	\$ 2.85	3000	\$ 24.75	\$ 4.28	3000	50.00%	50.18%
Ozark	\$ 12.50	\$ 3.30	1000	\$ 18.75	\$ 4.95	1000	50.00%	50.00%
Republic	\$ 8.66	\$ 4.08	1500	\$ 12.98	\$ 6.11	1500	49.88%	49.75%
Battlefield	\$ 8.66	\$ 4.08	1500	\$ 12.98	\$ 6.11	1500	49.88%	49.75%
Springfield	\$ 20.25	\$ 3.10	0	0	0	10% more than in town	10.00%	10.00%
Bolivar	\$ 18.07	\$ 3.72	2000					
<b>AVERAGES</b>	<b>\$ 13.52</b>	<b>\$ 3.95</b>	<b>\$</b>	<b>\$ 16.69</b>	<b>\$ 5.79</b>	<b>1000</b>	<b>41.63%</b>	<b>37.51%</b>
WILLARD (Current)	\$ 15.28	\$ 2.86	1000	\$ 16.63	\$ 3.12	1000	8.84%	9.09%
WILLARD (Proposed)	\$ 12.57	\$ 3.91	0	\$ 18.86	\$ 5.87	-	50.04%	50.13%

Sewer

Municipality	In-town Minimum	In Town Unit Charge	Usage Allowance	Out of -town minimum	Out of Town Unit Charge	Usage Allowance	Percentage Change MIN	Percentage Change UNIT
Strafford	\$ 26.00	\$ 11.00	1000	\$ 27.00	\$ 13.00	1000	3.85%	18.18%
Nixa	\$ 13.75	\$ 4.18	0	\$ 13.75	\$ 6.25	0	0.00%	49.52%
Ozark	\$ 10.00	\$ 8.00	1000	\$ 15.00	\$ 12.00	1000	50.00%	50.00%
Republic	\$ 26.85	\$ 15.95	1500	\$ 40.27	\$ 23.95	1500	49.98%	50.16%
Battlefield	\$ 31.03	\$ 5.59	1000	n/a	n/a			
Springfield	\$ 24.76	\$ 2.88	0	0	0	10% more than in town	10.00%	10.00%
Bolivar	\$ 30.03	\$ 5.32	2000					
<b>AVERAGES</b>	<b>\$ 23.20</b>	<b>\$ 7.56</b>	<b>\$</b>	<b>\$ 24.01</b>	<b>\$ 13.80</b>	<b>1000</b>	<b>22.77%</b>	<b>35.57%</b>
WILLARD (Current)	\$ 28.83	\$ 6.44	1000	\$ 31.37	\$ 7.00	1,000.00	8.81%	8.70%
WILLARD (Proposed)	\$ 25.67	\$ 11.72	0	\$ 38.50	\$ 17.58	-	49.98%	50.00%

Scenario Based Examples										
Household Size	Low End	High End	Monthly Use	Water Min	Water Unit Rate	Water Bill	Sewer Min	Sewer Unit Rate	Sewer Bill	Total Bill (before taxes and fees)
4	200	400	9126	12.57	3.91	39.1	26.34	11.58	115.8	193.81 In-City
4	200	400	9126	18.86	5.87	58.7	39.51	17.37	173.7	290.77 Out-of-City
In City Average Water Use (No Irr)			5090.967228	12.57	3.91	23.46	26.34	11.58	69.48	131.85 In-City
Out-of-City Average Water Use (No Irr)			5812.182097	18.86	5.87	35.22	39.51	17.37	104.22	197.81 Out-of-City

\*Calculated below

System Based Examples										
Class	Users	Total Billed	Monthly Use	Water Min	Water Unit Rate	Water Bill	Sewer Min	Sewer Unit Rate	Sewer Bill	Total Bill (before taxes and fees)
City Irrigation	3	27000	9000	12.57	3.91	35.19	0	0	0	47.76 In-City
City Res 1 SPF	2178	10521010	4830.583104	12.57	3.91	19.55	26.34	11.58	57.9	116.36 In-City
City Res 3 Water O	74	396000	5351.351351	12.57	3.91	23.46	0	0	0	36.03 In-City
Rural Irrigation	5	18000	3600	18.86	5.87	23.48	0	0	0	42.34 Out-of-City
Rural 1 SPF	2	12000	6000	18.86	5.87	35.22	39.51	17.37	104.22	197.81 Out-of-City
Rural 2 Lag	273	1250000	4578.754579	18.86	5.87	29.35	39.51	17.37	86.85	174.57 Out-of-City
Rural 3 Water Only	893	6124008	6857.791713	18.86	5.87	41.09	0	0	0	59.95 Out-of-City

Scenario Based Examples - CURRENT RATES										
Household Size	Low End	High End	Monthly Use	Water Min	Water Unit Rate	Water Bill	Sewer Min	Sewer Unit Rate	Sewer Bill	Total Bill (before taxes and fees)
4	200	400	9126	15.28	2.86	25.74	28.83	6.44	57.96	127.81 In-City
4	200	400	9126	16.63	3.12	28.08	31.37	7	63	139.08 Out-of-City
In City Average Water Use (No Irr)			5090.967228	15.28	2.86	14.3	28.83	6.44	32.2	90.61 In-City
Out-of-City Average Water Use (No Irr)			5812.182097	16.63	3.12	15.6	31.37	7	35	98.6 Out-of-City

October 21, 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:

About one month ago, I sent the City Administrator the City's water and sewer rate analysis report. We all thought that was the final report. But City staff updated the City's capital improvement plan (CIP) soon after and changed how to fund the revised CIP. And City staff, performing due-diligence review of the report, found that I had incorrectly recorded in my models several data points. We all wanted the report and model to be as correct and up to date as possible, so I corrected and updated all those things.

Even more recently, the City has conducted public hearings about the need to adjust rates and the Council has determined it wants to see several additional rate structure scenarios. This, the final report, includes those, as well.

Because the report has changed so much over the last few months, you and all others need to discard the previously received report versions. They are out of date. Use the enclosed report, instead.

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, updates 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.

The report and the included rate models cover a lot of technical ground. There is a lot of material and data, but I tried to include some summaries to make comparing and contrasting easier.

If Board members have questions after reviewing the report, filter to me through any of these contacts and I will answer them all. Should you need me to address the Board again, I would be glad to do so. But I suspect the Board will be able to act on new rates from the report without me being there in person. Plus, you need to adopt new rates as soon as possible, so you can reduce the severity of the shortfall in the sewer fund.

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 E. Brown  
President

Enclosure

# Water and Sewer Rate Analysis Report 3 Willard, Missouri

Prepared October 21, 2024

Carl Brown, President  
GettingGreatRates.com

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1	Current Rates	55	N.A.	N.A.
2	Volume Usage	56	N.A.	N.A.
3	Incomes	59	N.A.	N.A.
4	Costs	60	N.A.	N.A.
5	CIP	62	N.A.	N.A.
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6	Replacement-Detailed	N.A.	N.A.	N.A.
7	Replacement Annuity	N.A.	N.A.	N.A.
8	Cost Classification	67	N.A.	N.A.
9	Marginal Cost Classification	69	N.A.	N.A.
10	Rate Calculation	71	82	94
11	AWWA Meter Study	N.A.	N.A.	N.A.
12	Capacity Costs	N.A.	N.A.	N.A.
13	Capacity Fees	N.A.	N.A.	N.A.
14	Capacity Fee Revenues	N.A.	N.A.	N.A.
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1	Current Rates	N.A.	118	N.A.
2	Volume Usage	N.A.	119	N.A.
3	Incomes	N.A.	121	N.A.
4	Costs	N.A.	122	N.A.
5	CIP	N.A.	124	N.A.
5B	City's CIP Plan	N.A.	125	N.A.
6	Replacement-Detailed	N.A.	N.A.	N.A.
7	Replacement Annuity	N.A.	N.A.	N.A.
8	Cost Classification	N.A.	128	N.A.
9	Marginal Cost Classification	N.A.	130	N.A.
10	Rate Calculation	106	132	142
11	AWWA Meter Study	N.A.	N.A.	N.A.
12	Capacity Costs	N.A.	N.A.	N.A.
13	Capacity Fees	N.A.	N.A.	N.A.
14	Capacity Fee Revenues	N.A.	N.A.	N.A.
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5	Working Capital vs. Goal	114	139	149
6	Cash Value Before Inflation	114	139	149
7	Cash Value After Inflation	115	140	150
8	Total Reserves	115	140	150

## Executive Summary

*This report started with "...Narrative Report 2024-2," and then adds several more rate structure scenarios requested by the City Administrator. Thus, this report still includes the original rate models, one for water and one for sewer. The additional scenarios are then covered in report sections following the original model discussions. Each additional scenario examines the effect of varying the degree or method of rate adjustments of out-of-City customers compared to in-City customers. To avoid confusion in the future, the City should discard the original report dated September 19, 2024, and replace it with this report.*

## 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 first 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. The additional rate models simply start with the original models and depict varying degrees of rate changes for out-of-City customers relative to in-City customers, but all target the same total reserves level ten years out.*

## 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 389 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 29.

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.

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

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.

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.

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.

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 water models are named and described as follows:

- "Willard, MO, Water Rates Model 2024-3." Later this model will just be called Water Model 3. (Many prior 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 3.) Water Model 3 assumes the City will continue many practices, but it would restructure rates.
- "Willard, MO, Water Rates Model 2024-4" is like Water Model 3 except it assumes out of City customers' rates would be set at 10 percent higher than in-City rates.
- "Willard, MO, Water Rates Model 2024-5" is like Water Models 3 and 4, except it assumes out of City customers' rates would be "capped" like this; the minimum charge would be 41 percent higher than the in-City minimum, and the unit charge would be 37 percent higher than the in-City unit charge.
- "Willard, MO, Water Rates Model 2024-6" is like Water Models 3, 4 and 5, except it assumes out of City customers' rates would be the same as in-City rates.

The sewer models are named and described as follows:

- "Willard, MO, Sewer Rates Model 2024-3," later called, Sewer Model 3, is like Water Model 3 except it covers sewer rates.
- "Willard, MO, Sewer Rates Model 2024-4," later called, Sewer Model 4, is like Sewer Model 3 except it assumes out of City customers' rates would be "capped" like this; the minimum charge would be 22 percent higher than the in-City minimum, and the unit charge would be 35 percent higher than the in-City unit charge.

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 Water Model 3 to learn the meaning of terms used in the charts. A few explanations should help you interpret the charts.

Chart 2 of the Models 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 137 of Sewer Model 3 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 Sewer Model 3, the coverage ratio, measures the 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 Water Model 3 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 3 charts.

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.

## Comparing the Bill Effects of the Water Rate Alternatives

This report covers four alternative water rate structures. Before getting to the details of each of the models, it would be useful to compare the bills from the models for a certain set of customers. That is a residential customer using 5,000 gallons of water per month. The following table shows those comparisons.

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.

Table 18B - Bill Comparisons Among the Water Rate Alternatives

Table 18B - Bill Comparisons Among the Water Rate Alternatives												
This table compares the annual cost of 5,000 gallons of water per month under the rates in each of the four rate structures.												
Customer, Rate Class or Meter Size	# Customers	Water Model 3 Annual Cost	Water Model 4 Compared to Model 3			Water Model 5 Compared to Model 3			Water Model 6 Compared to Model 3			
			Annual Cost	Dollar Difference	% Difference	Annual Cost	Dollar Difference	% Difference	Annual Cost	Dollar Difference	% Difference	
In-City Res, Irr, Water Only	248	\$385.48	\$434.77	\$49.29	13%	\$398.29	\$12.82	3%	\$449.56	\$64.08	17%	
In-City Commercial, Irr, Water Only	5	\$385.48	\$434.77	\$49.29	13%	\$398.29	\$12.82	3%	\$449.56	\$64.08	17%	
Rural Residential, Irr, Water Only	121	\$578.22	\$478.25	-\$99.97	-17%	\$551.90	-\$26.32	-5%	\$449.56	-\$128.66	-22%	
Rural Commercial, Irr, Water Only	1	\$578.22	\$478.25	-\$99.97	-17%	\$551.90	-\$26.32	-5%	\$449.56	-\$128.66	-22%	

Note 1: You may interpret this table like this. Under the Water Model 6 rates, an In-City residential customer’s annual bill would need to go up by \$64.08 so a Rural Residential customer’s bill could go down by \$128.66.

Note 2: These comparisons are only for 5,000 gallons of use per month. Because the alternative rate structures are quite different from each other, the bill changes for other volumes of use would be quite different. Refer to Table 18 of each of the models you want to compare.

Now, on to the details.

### Water Model 3 Discussion

These are the rates I recommend you adopt because they are the closest to a cost-to-serve structure of all the models. Other models are discussed later. Those models’ rates are not as fair as the recommended rates, on a cost-to-serve basis. But they can serve as a frame of reference for the Water Model 3 rates. And if the City chose one of those sets of rates, like the Model 3 rates, they would also generate adequate revenues.

## System Development Fees, Minimum and Unit Charges

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.

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

### 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.



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.

As to new connections, part of what you call “METER REPLACEMENT/ INSTALLATIONS...” in Table 3, page 59, 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.

### Out-of-City Rate Premiums

Rates 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 rates are set at between 25 and 100 percent higher than the in-City rates for both minimum and unit charges. (I call that differential a “premium.”) I usually recommend a 50 percent premium, and that is what I modeled and recommend for you, too.

The following is not a legal argument for out-of-City rate premiums. Rather, it is a discussion of the practicalities of utility management.

One might ask, “Is the cost of providing service out of the City higher than in-City? And is the cost difference 50 percent?”

You do not have cost records to show the cost of service for in-City versus out-of-City. That is not a shortcoming on your part. No utility has such “records” because most costs are shared or blended. There is no clear division of most costs for in-City service versus out-of-City service. But conceptually, a service location outside of the City is, on average, farther away from most of the utility’s infrastructure than a service location inside of the City. Adding distance adds cost. For example, water and sewer line construction can cost \$1 Million dollars per mile just to build. And then there are costs of maintaining that line, paying for electricity to pump water or wastewater through the line and more.

In addition, nearly all in-City customers are subject to City ordinances – governance by the City. Out of City customers are not. In-City customers almost always pay City property taxes. Out of City customers do not. If the City uses a general obligation bond to pay for a system improvement, in-City property taxes underwrite that bond. Out of City customers do not.

The last and probably the strongest reason for assessing rates and fees outside of the City that are higher than those inside the City is this. Water and sewer service inside of the City is a monopoly. At some point in time, City voters voted to form the utility, pay for the utility, and be governed by the utility. The City has an obligation to at least attempt to serve properties inside the City. It has no obligation to serve those outside of the City and doing so adds a layer of risk. What if the City pays \$1 Million to build a line to serve outside of the City, and then those customers decide to get their service in some other way?

While the amount or percentage of the rate premium for out-of-City service cannot be set on a known-cost basis, it is prudent practice to assess some premium. I generally recommend what I most commonly see, a 50 percent premium.

Moving on.

## Expected Incomes

Table 3, page 59, 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 60, 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.

## 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 62.

## 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 state the targets I commonly recommend for systems likes yours. 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 20<sup>th</sup> year equal to at least twice the average year's cost of R&R. Your cash reserves need to cover this function, too.
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 Water Model 3 will cause reserves to stay nearly level, except for the years when the well and tower work is expected. Chart 8, page 80 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 3 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 Water Model 3.
- 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 59. That is a strong growth rate.

#### **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.

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 74. The Affordability Index is also shown graphically in Chart 4, page 78.

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 0.46 percent. That is a small change in affordability. Compared to most of my client utilities, you are in great shape on this metric. Most are paying close to the national average currently and the Affordability Index goes up with the recommended rates, often a lot. 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 75, 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 3 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 59.
  - b) If criteria are not performing as shown at the bottom of Table 17, page 74, 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 Water Model 3

Table A: System Development Fees; Minimum and Unit Charges; No Usage Allowance, Calculated by the Willard, MO, Water Rates Model 2024-3				
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	\$12.57	0.000	\$3.91
All	Out-of-City	\$18.86	0.000	\$5.87

### 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.

## Water Model 4 Discussion

Because Water Model 4 is the same as Water Model 3, except that the rate structure is different, only those things that are different in Water Model 4 are discussed here. Refer to the Water Model 3 Discussion section for all other issues.

### Minimum and Unit Charges

This model assumes out-of-City customers' rates would be set at 10 percent higher than in-City rates.

### Rate Affordability

The Affordability Index (AI) for these rates appears in Table 17, page 85. The Affordability Index is also shown graphically in Chart 4, page 89.

The AI for the Model 3 rates is projected to rise to 0.46 percent in 2025. The AI for the Water Model 4 rates would go up to 0.52 percent in that year. Though that is higher, be aware, based on rate affordability, you still may not qualify for grants.

Table 18, page 86, shows "before and after" bills for customers at these rates. Compare this to The Water Model 3 Table 18, page 75.

### How to Implement the Water Model 4 Rates

To adopt these rates, follow the steps that start on page 17, except adopt the rates in the following table.

Table B: Rates From Water Model 4

Table B: System Development Fees; Minimum and Unit Charges; No Usage Allowance, Calculated by the Willard, MO, Water Rates Model 2024-4					
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	\$14.18	0.000	\$4.41	
All	Out-of-City	\$15.60	0.000	\$4.85	

### Closing

**Like the recommended rates, these rates will cover all costs and arrive at the appropriate reserves in ten years.**



## Water Model 5 Discussion

Because Water Model 5 is the same as Water Model 3, except that the rate structure is different, only those things that are different in Water Model 5 are discussed here. Refer to the Water Model 3 Discussion section for all other issues.

### Minimum and Unit Charges

This model like Water Models 3 and 4 except it assumes out of City customers' rates would be "capped" like this; the minimum charge would be 41 percent higher than the in-City minimum, and the unit charge would be 37 percent higher than the in-City unit charge.

### Rate Affordability

The Affordability Index (AI) for these rates appears in Table 17, page 97. The Affordability Index is also shown graphically in Chart 4, page 101.

The AI for the Model 3 rates is projected to rise to 0.46 percent in 2025. The AI for the Water Model 5 rates would go up to 0.48 percent in that year. Though that is higher, be aware, based on rate affordability, you still may not qualify for grants.

Table 18, page 98, shows "before and after" bills for customers at these rates. Compare this to The Water Model 3 Table 18, page 75.

### How to Implement the Water Model 5 Rates

To adopt these rates, follow the steps that start on page 17, except adopt the rates in the following table.

Table C: Rates From Water Model 5

Table C: System Development Fees; Minimum and Unit Charges; No Usage Allowance, Calculated by the Willard, MO, Water Rates Model 2024-5					
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	\$12.99	0.000	\$4.04	
All	Out-of-City	\$18.32	0.000	\$5.53	

### Closing

**Like the recommended rates, these rates will cover all costs and arrive at the appropriate reserves in ten years.**

## Water Model 6 Discussion

Because Water Model 6 is the same as Water Model 3, except that the rate structure is different, only those things that are different in Water Model 6 are discussed here. Refer to the Water Model 3 Discussion section for all other issues.

### Minimum and Unit Charges

This model like Water Models 3, 4 and 5 except it assumes out of City customers' rates would be the same as in-City rates.

### Rate Affordability

The Affordability Index (AI) for these rates appears in Table 17, page 109. The Affordability Index is also shown graphically in Chart 4, page 113.

The AI for the Model 3 rates is projected to rise to 0.46 percent in 2025. The AI for the Water Model 6 rates would go up to 0.54 percent in that year. Though that is higher, be aware, based on rate affordability, you still may not qualify for grants.

Table 18, page 110, shows "before and after" bills for customers at these rates. Compare this to The Water Model 3 Table 18, page 75.

### How to Implement the Water Model 6 Rates

To adopt these rates, follow the steps that start on page 17, except adopt the rates in the following table.

Table D: Rates From Water Model 6

Table D: System Development Fees; Minimum and Unit Charges; No Usage Allowance, Calculated by the Willard, MO, Water Rates Model 2024-6					
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	\$14.66	0.000	\$4.56	
All	Out-of-City	\$14.66	0.000	\$4.56	

### Closing

**Like the recommended rates, these rates will cover all costs and arrive at the appropriate reserves in ten years.**

## Comparing the Bill Effects of the Sewer Rate Alternatives

This report covers two alternative sewer rate structures. The following table makes the same comparisons as the table on page 11, except it compares sewer bills.

Table 18C - Bill Comparisons Between the Sewer Rate Alternatives

Table 18C - Bill Comparisons Between the Sewer Rate Alternatives						
This table compares the annual cost of 5,000 gallons of sewer service per month under the rates in the two rate structures.						
Customer, Rate Class or Meter Size	# Customers	Sewer Model 3 Annual Cost	Annual Cost	Sewer Model 4		
				Dollar Difference Compared to Model 3	Percentage Difference Compared to Model 3	
In-City Residential	248	\$816.56	\$864.76	\$48.20	6%	
In-City Commercial	5	\$816.56	\$864.76	\$48.20	6%	
Rural Residential	121	\$1,224.84	\$1,126.37	-\$98.46	-8%	
Rural Commercial	1	\$1,224.84	\$1,126.37	-\$98.46	-8%	

Note 1: You may interpret this table like this. Under the Sewer Model 4 rates, an In-City residential customer's annual bill would need to go up by \$48.20 so a Rural Residential customer's bill could go down by \$98.46.

Note 2: These comparisons are only for 5,000 gallons of use per month. Because the alternative rate structures are quite different from each other, the bill changes for other volumes of use would be quite different. To make those comparisons, refer to Table 18 of each of the two models.

Now, to the details of the models.

## Sewer Model 3 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 122, 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 130, bottom right corner of that table, I calculated the marginal cost of I&I at \$8.87 per 1,000 gallons. Then in the bottom right corner of Table 8, page 128, I calculated the total variable cost of I&I at \$198,001 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 124 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, but 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 the year 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, plus 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 sections 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 134, 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 0.98 percent. Table 18, page 135, shows "before and after" bills for customers using different volumes of sewer service.

## How to Implement the Sewer Model 3 Rates

These are the rates I recommend you adopt.

For sewer rate adjustments, follow the instructions for water rate adjustments that start on page 17, except adopt the rates shown in Table E that follows.

Table E: Rates From Sewer Model 3

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	\$24.85	0.000	\$8.64
All	Out-of-City	\$37.27	0.000	\$12.96

## 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.**

## Sewer Model 4 Discussion

Because Sewer Model 4 is the same as Sewer Model 3, except that the rate structure is different, only those things that are different in Sewer Model 4 are discussed here. Refer to the Sewer Model 3 Discussion section for all other issues.

### Minimum and Unit Charges

This model is like Sewer Model 3 except it assumes out of City customers' rates would be "capped" like this; the minimum charge would be 22 percent higher than the in-City minimum, and the unit charge would be 35 percent higher than the in-City unit charge.

### Rate Affordability

The Affordability Index (AI) for these rates appears in Table 17, page 144. The Affordability Index is also shown graphically in Chart 4, page 148.

The AI for the Sewer Model 3 rates is projected to rise to 0.98 percent in 2025. The AI for the Sewer Model 4 rates would go up to 1.03 percent in that year. Though that is higher, be aware, based on rate affordability, you still may not qualify for grants.

Table 18, page 145, shows "before and after" bills for customers at these rates. Compare this to The Sewer Model 3 Table 18, page 135.

### How to Implement the Sewer Model 4 Rates

To adopt these rates, follow the steps that start on page 17, except adopt the rates in the following table.

Table F: Rates From Sewer Model 4

Table F: System Development Fees; Minimum and Unit Charges; No Usage Allowance, Calculated by the Willard, MO, Sewer Rates Model 2024-4					
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	\$26.31	0.000	\$9.15	
All	Out-of-City	\$32.10	0.000	\$12.35	

### Closing

**Like the recommended rates, these rates will cover all costs and arrive at the appropriate reserves in ten years.**

## 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.

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.

### 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.

*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.

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.

#### **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 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.

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 is 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.
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

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.



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.

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

#### **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.

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.

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.

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.

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 2024-3

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.

September 19, 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.

CBGreatRates© Version 8.3

## 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 initial 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 <u>average</u> 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 be 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
<i>Chart 1 - Operating Ratio</i>	<i>Graph of operating ratio for 10 years as a result of the modeled rates and the current rates</i>
<i>Chart 2 - Coverage Ratio</i>	<i>Graph of coverage ratios for 10 years of the modeled rates and the current rates</i>
<i>Chart 3 - 5,000 Gallon Residential User's Bill</i>	<i>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</i>
<i>Chart 4 - Affordability Index</i>	<i>Graph of the affordability index for 10 years of the benchmark residential user's bill (used in grant and loan eligibility determinations)</i>
<i>Chart 5 - Working Capital vs Goal</i>	<i>Graph for 10 years of total (unobligated) cash assets at modeled rates compared to the goal for total cash assets</i>
<i>Chart 6 - Value of Cash Assets Before Inflation</i>	<i>Graph for 10 years of unobligated cash assets NOT adjusted for inflation at modeled rates and current rates</i>
<i>Chart 7 - Value of Cash Assets After Inflation</i>	<i>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.</i>
<i>Chart 8 - Sum of All Reserves</i>	<i>Graph of all reserves of all kinds at the modeled rates and at the current rates</i>

**Table 1 - Rates**  
**Willard, MO, Water Rates Model 2024-3**

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 2024-3

This table shows usage by all customers during the test year. Residential meter readings per year: 12  
 Test year = the one-year period being analyzed starts: 1/1/2023 Other customer readings per year: 12  
 Date this model created: 7/3/2024 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
No Charge ("Zero")	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%
	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 2024-3**

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 modified 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**

	Inflation/ Deflation (-) Factor	Analysis Year		Years Following the Analysis Year (for Which Results Have Been Projected)									
		Test Year	0 Year	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	7th Year	8th Year	9th Year	10th Year
		Starting 1/1/23	Starting 1/1/24	Starting 1/1/25	Starting 1/1/26	Starting 1/1/27	Starting 1/1/28	Starting 1/1/29	Starting 1/1/30	Starting 1/1/31	Starting 1/1/32	Starting 1/1/33	Starting 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	\$1,121,846	\$1,731,117	\$1,819,360	\$1,911,893	\$2,008,918	\$2,110,646	\$2,217,297	\$2,329,104	\$2,446,308	\$2,569,161	\$2,697,929
Additional Sales Revenues From New Customers		\$33	\$18,268	\$18,999	\$19,759	\$20,549	\$21,371	\$22,226	\$23,115	\$24,039	\$25,001	\$26,001
Total Calculated Revenues (User Charge Fees)	\$1,113,358	\$1,121,879	\$1,749,385	\$1,838,359	\$1,931,652	\$2,029,467	\$2,132,017	\$2,239,523	\$2,352,219	\$2,470,347	\$2,594,162	\$2,723,930

**Operating Incomes**

Water Sales - All (Including Taxes)	N.A.	\$1,052,825	\$1,054,283	\$1,643,933	\$1,727,544	\$1,815,213	\$1,907,132	\$2,003,500	\$2,104,526	\$2,210,429	\$2,321,436	\$2,437,788	\$2,559,733
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	\$7,011	\$10,932	\$11,488	\$12,071	\$12,682	\$13,323	\$13,995	\$14,699	\$15,437	\$16,211	\$17,022
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	-\$17,942	-\$2,544	-\$2,668	-\$2,797	-\$2,932	-\$3,074	-\$3,222	-\$3,378	-\$3,540	-\$3,710
Total Operating Incomes		\$1,199,359	\$1,169,355	\$1,779,176	\$1,879,292	\$1,968,113	\$2,061,283	\$2,158,795	\$2,261,454	\$2,368,361	\$2,480,633	\$2,598,344	\$2,721,783

**Table 4 - Operating Costs and Net Income**  
**Willard, MO, Water Rates Model 2024-3**

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	Years Following the Analysis Year (for Which Results Have Been Projected)									
			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
CHEMICALS-WATER	4.0%	\$9,104	\$9,570	\$10,057	\$10,589	\$11,105	\$11,688	\$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	\$12,460	\$13,094	\$13,758	\$14,455	\$15,185	\$15,951	\$16,754	\$17,595	\$18,477	\$19,401
REPAIRS AND MAINTENANCE-WATER	4.0%	\$82,506	\$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%	\$6,880	\$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%	\$33,225	\$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	0 Year	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	7th Year	8th Year	9th Year	10th Year
		Starting 1/1/23	Starting 1/1/24	Starting 1/1/25	Starting 1/1/26	Starting 1/1/27	Starting 1/1/28	Starting 1/1/29	Starting 1/1/30	Starting 1/1/31	Starting 1/1/32	Starting 1/1/33	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
<b>Total Operating Costs</b>		<b>\$1,198,225</b>	<b>\$1,168,690</b>	<b>\$1,188,422</b>	<b>\$1,236,494</b>	<b>\$1,299,905</b>	<b>\$1,337,301</b>	<b>\$1,467,457</b>	<b>\$1,466,753</b>	<b>\$1,512,732</b>	<b>\$1,572,043</b>	<b>\$1,652,210</b>	<b>\$1,707,529</b>
Net Income (or Loss)		\$1,135	\$665	\$590,755	\$642,798	\$668,208	\$723,982	\$691,338	\$794,701	\$855,630	\$908,590	\$946,134	\$1,014,254
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 are related to capital improvements, so those are handled in Table 5. The gold highlighted item has the same name as an expense in the CIP, but this cost is quite minor compared to the CIP costs, so I left this one in the expense table.

**Table 5 - Capital Improvement Program (CIP)**  
**Willard, MO, Water Rates Model 2024-3**

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
<b>Planned Spending, Debt-paid Portion of Projects (CIP costs to be funded with loans are shown in this section.)</b>												
City Well Located Main City	\$0	\$0	\$0	\$0	\$1,311,272	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Storage Tower	\$0	\$0	\$0	\$0	\$2,025,916	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Debt-paid Portion of Projects</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,311,272</b>	<b>\$2,025,916</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Planned Spending, Grant-paid Portion of Projects (CIP costs to be grant-funded are shown here.)</b>												
<b>Total Grant-paid Portion of Projects</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Planned Spending, Cash-paid Portion of Projects (CIP costs to be funded from reserves are shown here.)</b>												
Capital Assets (See City's Capital Improvements Plan for Details)	\$0	\$353,500	\$499,293	\$460,431	\$310,334	\$455,831	\$294,456	\$254,333	\$409,548	\$425,635	\$242,688	\$415,270
<b>Total Cash-paid Portion of Projects</b>	<b>\$0</b>	<b>\$353,500</b>	<b>\$499,293</b>	<b>\$460,431</b>	<b>\$310,334</b>	<b>\$455,831</b>	<b>\$294,456</b>	<b>\$254,333</b>	<b>\$409,548</b>	<b>\$425,635</b>	<b>\$242,688</b>	<b>\$415,270</b>
<b>Total CIP Costs</b>	<b>\$0</b>	<b>\$353,500</b>	<b>\$499,293</b>	<b>\$460,431</b>	<b>\$1,621,607</b>	<b>\$2,481,747</b>	<b>\$294,456</b>	<b>\$254,333</b>	<b>\$409,548</b>	<b>\$425,635</b>	<b>\$242,688</b>	<b>\$415,270</b>
<b>Debt Repayment</b>												
<b>Existing Debt Payments (Following is debt that was initiated during the test year or earlier.)</b>												
Water/Sewer 2014 and 2018 COPs, Water Portion	\$98,791	\$101,028	\$100,644	\$100,178	\$99,631	\$96,544	\$0	\$0	\$0	\$0	\$0	\$0
<b>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 10 years at a 5.0% interest rate.)</b>												
COP for Well						\$169,816	\$169,816	\$169,816	\$169,816	\$169,816	\$169,816	\$169,816
COP for Tower						\$262,365	\$262,365	\$262,365	\$262,365	\$262,365	\$262,365	\$262,365
<b>Total Debt Payments</b>	<b>\$98,791</b>	<b>\$101,028</b>	<b>\$100,644</b>	<b>\$100,178</b>	<b>\$99,631</b>	<b>\$266,360</b>	<b>\$432,181</b>	<b>\$432,181</b>	<b>\$432,181</b>	<b>\$432,181</b>	<b>\$432,181</b>	<b>\$432,181</b>
<b>Total CIP-related Payouts</b>	<b>\$98,791</b>	<b>\$454,528</b>	<b>\$599,936</b>	<b>\$560,609</b>	<b>\$1,721,238</b>	<b>\$2,748,106</b>	<b>\$726,637</b>	<b>\$686,514</b>	<b>\$841,729</b>	<b>\$857,816</b>	<b>\$674,869</b>	<b>\$847,451</b>
<i>(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.)</i>												
<b>CIP Fund Sources (Following are the sources and amounts of funds expected to pay for the above CIP schedule.)</b>												
<b>Cash Reserves (Internal Funds)</b>												
Debt and CIP Reserves Starting Balance	\$0	\$861,750	\$439,889	\$429,640	\$496,396	\$732,850	\$730,601	\$644,836	\$766,271	\$772,508	\$809,077	\$1,056,440
Working Capital Transferred in	\$960,541	\$15,432	\$580,889	\$618,762	\$636,502	\$705,284	\$626,260	\$795,053	\$832,640	\$878,935	\$906,051	\$986,595
Debt and CIP Reserves Interest Earned (or Paid)	\$0	\$17,235	\$8,798	\$8,593	\$9,928	\$14,657	\$14,612	\$12,897	\$15,325	\$15,450	\$16,182	\$21,129
<b>Total Available Internal Funds</b>	<b>\$960,541</b>	<b>\$894,418</b>	<b>\$1,029,576</b>	<b>\$1,056,995</b>	<b>\$1,142,816</b>	<b>\$1,452,791</b>	<b>\$1,371,473</b>	<b>\$1,452,785</b>	<b>\$1,614,237</b>	<b>\$1,666,893</b>	<b>\$1,731,309</b>	<b>\$2,064,163</b>
<b>Grant and Loan Proceeds (External Funds)</b>												
Grants Assumed in Second Sub-section Above	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COP for Well					\$1,311,272	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COP for Tower					\$2,025,916	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Available External Funds</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,311,272</b>	<b>\$2,025,916</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Available Funds</b>	<b>\$960,541</b>	<b>\$894,418</b>	<b>\$1,029,576</b>	<b>\$1,056,995</b>	<b>\$2,454,088</b>	<b>\$3,478,707</b>	<b>\$1,371,473</b>	<b>\$1,452,785</b>	<b>\$1,614,237</b>	<b>\$1,666,893</b>	<b>\$1,731,309</b>	<b>\$2,064,163</b>
<b>Outcomes (This CIP spending and funding plan will result in the following cash needs and ending balances each year.)</b>												
<b>Total Available Funds</b>	<b>\$960,541</b>	<b>\$894,418</b>	<b>\$1,029,576</b>	<b>\$1,056,995</b>	<b>\$2,454,088</b>	<b>\$3,478,707</b>	<b>\$1,371,473</b>	<b>\$1,452,785</b>	<b>\$1,614,237</b>	<b>\$1,666,893</b>	<b>\$1,731,309</b>	<b>\$2,064,163</b>
<b>Total CIP-related Payouts</b>	<b>\$98,791</b>	<b>\$454,528</b>	<b>\$599,936</b>	<b>\$560,609</b>	<b>\$1,721,238</b>	<b>\$2,748,106</b>	<b>\$726,637</b>	<b>\$686,514</b>	<b>\$841,729</b>	<b>\$857,816</b>	<b>\$674,869</b>	<b>\$847,451</b>
<b>Debt and CIP Reserves Ending Balances</b>	<b>\$861,750</b>	<b>\$439,889</b>	<b>\$429,640</b>	<b>\$496,396</b>	<b>\$732,850</b>	<b>\$730,601</b>	<b>\$644,836</b>	<b>\$766,271</b>	<b>\$772,508</b>	<b>\$809,077</b>	<b>\$1,056,440</b>	<b>\$1,216,712</b>

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 5B: City's Water Capital Improvements (with edits by GettingGreatRates.com to make transfer to the models easier and clearer)

<u>Year</u>	<u>Description</u>	<u>Capital Assets</u>	<u>Annual Sum</u>	<u>Capital Assets</u>	<u>Annual Sum</u>
		<u>Equip</u>	<u>Cash Paid</u>	<u>Equip</u>	<u>COP Paid</u>
2024	Water Imp.-Pipe Replacement	5,000	353,500		-
	Water Meters	60,000			
	5 Yr Water Loss Project	20,000			
	Meadows Water Tower Exterior	115,000			
	Langston water line	12,000			
	Mark Water Line/valve replace	25,000			
	Pole Barn	10,000			
	Public Works Building	75,000			
	Vehicle Lease Equipment	7,000			
	Badger Box	7,500			
	Missions Update	14,000			
Pipe Cutter Saw	3,000				
2025	Water Imp.-Pipe Replacement	100,000	484,750		
	Water Meters	60,000			
	Misc - TBD	1,000			
	5 Yr Water Loss Project	20,000			
	Meadows Water Tower Interior	135,000			
	Water Towers Restoration	150,000			
	Equipment	5,000			
	Jack Hammer Attachment (33 water-33% s Generator	3,750 10,000			

<u>Year</u>	<u>Description</u>	<u>Capital Assets</u>	<u>Annual Sum</u>	<u>Bigger Assets</u>	<u>Annual Sum</u>
		<u>Equip</u>	<u>Cash Paid</u>		<u>COP Paid</u>
2026	Water Imp.-Pipe Replacement	100,000	434,000		-
	Water Meters	60,000			
	Misc - TBD	1,000			
	School Water Tower Interior	135,000			
	Meadows Stand Storage	75,000			
	Meadows Well Pump	40,000			
	Computer (2) Equipment	3,000 20,000			
2027	Water Imp.-Pipe Replacement	100,000	284,000		1,200,000
	Water Meters	45,000			
	Misc - TBD	1,000			
	School Water Tower Exterior	115,000			
	City Well Located Main City			1,200,000	
	Computer (2)	3,000			
	Equipment	20,000			
2028	Water Imp.-Pipe Replacement	100,000	405,000		1,800,000
	Water Meters	45,000			
	Booster Water Pump	30,000			
	Small Water Tower Interior	135,000			
	Meadows Stand Storage	75,000			
	Water Storage Tower			1,800,000	
	Equipment	20,000			

<u>Year</u>	<u>Description</u>	<u>Capital Assets</u>	<u>Annual Sum</u>	<u>Bigger Assets</u>	<u>Annual Sum</u>
		<u>Equip</u>	<u>Cash Paid</u>		<u>COP Paid</u>
2029	Water Imp.-Pipe Replacement	100,000	254,000		-
	Water Meters	45,000			
	Equipment	20,000			
	Backhoe (50% water-50%sewer)	75,000			
	Missions Update	14,000			
2030	Water Imp.-Pipe Replacement	15,000	213,000		-
	Water Meters	45,000			
	Booster Water Pump	30,000			
	Meadows Stand Storage	100,000			
	Computer (2)	3,000			
	Equipment	20,000			
2031	Water Imp.-Pipe Replacement	150,000	333,000		-
	Meadows Water Tower Exterior	115,000			
	Water Meters	45,000			
	Computer (2)	3,000			
	Equipment	20,000			
2032	Water Imp.-Pipe Replacement	1,000	336,000		-
	Water Meters	50,000			
	Meadows Water Tower Interior	135,000			
	Booster Water Pump	30,000			
	Meadows Stand Storage	100,000			
	Equipment	20,000			

<u>Year</u>	<u>Description</u>	<u>Capital Assets</u>	<u>Annual Sum</u>	<u>Bigger Assets</u>	<u>Annual Sum</u>
		<u>Equip</u>	<u>Cash Paid</u>		<u>COP Paid</u>
2033	Water Imp.-Pipe Replacement	1,000	186,000		-
	Meadows Water Tower Exterior	115,000			
	Water Meters	50,000			
	Equipment	20,000			
2034	Water Imp.-Pipe Replacement	1,000	309,000		-
	Water Meters	50,000			
	School Water Tower Interior	135,000			
	Meadows Stand Storage	100,000			
	Computer (2)	3,000			
	Equipment	20,000			
			3,592,250		3,000,000

**Table 8 - Average Cost Classification**  
**Willard, MO, Water Rates Model 2024-3**

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.

Cost Items During the Basis Year	Cost During Basis Year	Fixed Cost %	Variable Cost %	The average rate structure basis year runs from: 1/1/2028 through 12/31/2028	
				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	39.1%	60.9%	\$11,378	\$17,722
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	39.1%	60.9%	\$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	39.1%	60.9%	\$0	\$0
Total CIP-related Payouts, Less Capacity Charges From Tables 14 & 16 (This value can be negative)	\$688,334	50.0%	50.0%	\$344,167	\$344,167
Grand Total Costs, Weighted Avg Percentages	\$2,025,634	39.1%	60.9%	\$792,950	\$1,232,684
<b>Bases for Cost to Serve Rate Structure</b>		100%		\$2,025,634	
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	\$16.86				
Average Variable Cost to Produce per 1,000 Gallons During Basis Year	\$5.24				
Gallons per Billing Cycle Used by Average Residential Customer	4,230				



## Table 9 - Marginal Cost Classification

### Willard, MO, Water Rates Model 2024-3

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	\$11,378	\$17,722	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)	\$344,167	\$344,167	50%	50%	\$172,083	\$172,083
Grand Total All Costs	\$792,950	\$1,232,684			\$266,619	\$426,110
		\$2,025,634				\$692,729
<b>Marginal Fixed and Variable Cost Bases</b> (For the Customer Type(s) Listed Above)					Monthly Marginal Fixed Cost per Customer	Marginal Variable Cost per 1,000 Gallons
					\$5.67	
Marginal Fixed Cost as a Percent of Total Fixed Cost:					34%	\$1.81
Marginal Variable Cost as a Percent of Total Variable Cost:						35%

**Table 10 - Initial Rate Adjustments and Resulting Revenues  
Willard, MO, Water Rates Model 2024-3**

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	\$12.57	0.000	\$3.91	\$341	\$23,890
	1,000	1,999	\$106,960	\$12.57	0.000	\$3.91	\$363	\$107,323
	2,000	2,999	\$113,522	\$12.57	0.000	\$3.91	\$359	\$113,881
	3,000	3,999	\$102,546	\$12.57	0.000	\$3.91	\$311	\$102,858
	4,000	4,999	\$80,409	\$12.57	0.000	\$3.91	\$239	\$80,648
	5,000	5,999	\$57,872	\$12.57	0.000	\$3.91	\$171	\$58,043
	6,000	6,999	\$38,422	\$12.57	0.000	\$3.91	\$114	\$38,536
	7,000	7,999	\$26,388	\$12.57	0.000	\$3.91	\$79	\$26,467
	8,000	8,999	\$16,823	\$12.57	0.000	\$3.91	\$52	\$16,875
	9,000	9,999	\$12,998	\$12.57	0.000	\$3.91	\$40	\$13,037
	10,000	19,999	\$37,001	\$12.57	0.000	\$3.91	\$119	\$37,120
	20,000	29,999	\$7,465	\$12.57	0.000	\$3.91	\$26	\$7,491
	30,000	39,999	\$2,720	\$12.57	0.000	\$3.91	\$10	\$2,730
	40,000	49,999	\$1,491	\$12.57	0.000	\$3.91	\$6	\$1,497
	50,000	59,999	\$795	\$12.57	0.000	\$3.91	\$3	\$798
	60,000	69,999	\$431	\$12.57	0.000	\$3.91	\$2	\$433
	70,000	79,999	\$322	\$12.57	0.000	\$3.91	\$1	\$323
	80,000	89,999	\$214	\$12.57	0.000	\$3.91	\$1	\$215
	90,000	99,999	\$182	\$12.57	0.000	\$3.91	\$1	\$182
	100,000	199,999	\$609	\$12.57	0.000	\$3.91	\$2	\$612
200,000	299,999	\$151	\$12.57	0.000	\$3.91	\$1	\$152	
300,000	399,999	\$0	\$12.57	0.000	\$3.91	\$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	\$12.57	0.000	\$3.91	\$39	\$9,805
	1,000	1,999	\$7,674	\$12.57	0.000	\$3.91	\$23	\$7,697
	2,000	2,999	\$4,399	\$12.57	0.000	\$3.91	\$15	\$4,414
	3,000	3,999	\$3,407	\$12.57	0.000	\$3.91	\$12	\$3,419
	4,000	4,999	\$2,707	\$12.57	0.000	\$3.91	\$10	\$2,716
	5,000	5,999	\$2,511	\$12.57	0.000	\$3.91	\$9	\$2,519
	6,000	6,999	\$2,038	\$12.57	0.000	\$3.91	\$8	\$2,046
	7,000	7,999	\$1,816	\$12.57	0.000	\$3.91	\$7	\$1,823
	8,000	8,999	\$1,869	\$12.57	0.000	\$3.91	\$7	\$1,876
	9,000	9,999	\$1,681	\$12.57	0.000	\$3.91	\$6	\$1,687
	10,000	19,999	\$12,527	\$12.57	0.000	\$3.91	\$49	\$12,575
	20,000	29,999	\$9,087	\$12.57	0.000	\$3.91	\$35	\$9,122
	30,000	39,999	\$6,768	\$12.57	0.000	\$3.91	\$26	\$6,795
	40,000	49,999	\$5,247	\$12.57	0.000	\$3.91	\$20	\$5,267
	50,000	59,999	\$3,510	\$12.57	0.000	\$3.91	\$14	\$3,524
	60,000	69,999	\$2,921	\$12.57	0.000	\$3.91	\$11	\$2,933
	70,000	79,999	\$2,087	\$12.57	0.000	\$3.91	\$8	\$2,095
	80,000	89,999	\$1,694	\$12.57	0.000	\$3.91	\$7	\$1,701
	90,000	99,999	\$1,521	\$12.57	0.000	\$3.91	\$6	\$1,527
	100,000	199,999	\$7,976	\$12.57	0.000	\$3.91	\$32	\$8,008
200,000	299,999	\$3,281	\$12.57	0.000	\$3.91	\$13	\$3,294	
300,000	399,999	\$1,396	\$12.57	0.000	\$3.91	\$6	\$1,402	
400,000	499,999	\$510	\$12.57	0.000	\$3.91	\$2	\$512	
500,000	599,999	\$110	\$12.57	0.000	\$3.91	\$0	\$110	
600,000	699,999	\$0	\$12.57	0.000	\$3.91	\$0	\$0	
Rural Residential, Irr, Water Only	0	999	\$10,615	\$18.86	0.000	\$5.87	\$250	\$10,866
	1,000	1,999	\$53,768	\$18.86	0.000	\$5.87	\$260	\$54,029
	2,000	2,999	\$60,558	\$18.86	0.000	\$5.87	\$270	\$60,828
	3,000	3,999	\$56,461	\$18.86	0.000	\$5.87	\$241	\$56,702
	4,000	4,999	\$46,031	\$18.86	0.000	\$5.87	\$192	\$46,223
	5,000	5,999	\$33,440	\$18.86	0.000	\$5.87	\$140	\$33,581
	6,000	6,999	\$24,735	\$18.86	0.000	\$5.87	\$104	\$24,838
	7,000	7,999	\$17,057	\$18.86	0.000	\$5.87	\$73	\$17,130
	8,000	8,999	\$12,804	\$18.86	0.000	\$5.87	\$55	\$12,860
	9,000	9,999	\$9,461	\$18.86	0.000	\$5.87	\$42	\$9,502
	10,000	19,999	\$35,981	\$18.86	0.000	\$5.87	\$168	\$36,149
	20,000	29,999	\$11,223	\$18.86	0.000	\$5.87	\$55	\$11,278
	30,000	39,999	\$4,622	\$18.86	0.000	\$5.87	\$23	\$4,645
	40,000	49,999	\$2,221	\$18.86	0.000	\$5.87	\$11	\$2,233
	50,000	59,999	\$1,329	\$18.86	0.000	\$5.87	\$7	\$1,336
	60,000	69,999	\$797	\$18.86	0.000	\$5.87	\$4	\$801
	70,000	79,999	\$664	\$18.86	0.000	\$5.87	\$4	\$667
80,000	89,999	\$434	\$18.86	0.000	\$5.87	\$2	\$436	
90,000	99,999	\$323	\$18.86	0.000	\$5.87	\$2	\$325	
100,000	199,999	\$1,201	\$18.86	0.000	\$5.87	\$7	\$1,207	
200,000	299,999	\$268	\$18.86	0.000	\$5.87	\$1	\$270	
300,000	399,999	\$0	\$18.86	0.000	\$5.87	\$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	\$18.86	0.000	\$5.87	\$5	\$517
	1,000	1,999	\$997	\$18.86	0.000	\$5.87	\$4	\$1,001
	2,000	2,999	\$847	\$18.86	0.000	\$5.87	\$4	\$850
	3,000	3,999	\$546	\$18.86	0.000	\$5.87	\$2	\$548
	4,000	4,999	\$266	\$18.86	0.000	\$5.87	\$1	\$268
	5,000	5,999	\$307	\$18.86	0.000	\$5.87	\$1	\$308
	6,000	6,999	\$275	\$18.86	0.000	\$5.87	\$1	\$276
	7,000	7,999	\$270	\$18.86	0.000	\$5.87	\$1	\$271
	8,000	8,999	\$323	\$18.86	0.000	\$5.87	\$1	\$325
	9,000	9,999	\$225	\$18.86	0.000	\$5.87	\$1	\$226
	10,000	19,999	\$880	\$18.86	0.000	\$5.87	\$4	\$884
	20,000	29,999	\$202	\$18.86	0.000	\$5.87	\$1	\$203
	30,000	39,999	\$85	\$18.86	0.000	\$5.87	\$0	\$85
	40,000	49,999	\$64	\$18.86	0.000	\$5.87	\$0	\$64
	50,000	59,999	\$28	\$18.86	0.000	\$5.87	\$0	\$28
	60,000	69,999	\$28	\$18.86	0.000	\$5.87	\$0	\$28
	70,000	79,999	\$28	\$18.86	0.000	\$5.87	\$0	\$28
80,000	89,999	\$28	\$18.86	0.000	\$5.87	\$0	\$28	
90,000	99,999	\$21	\$18.86	0.000	\$5.87	\$0	\$21	
100,000	199,999	\$0	\$18.86	0.000	\$5.87	\$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			\$4,548	
Total Blended Rate Revenues for the Year								\$1,121,846

**Table 17 - Financial Capacity Indicators and Reserves  
Willard, MO, Water Rates Model 2024-3**

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

	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	
<b>Capacity Indicators</b>													
Monthly Bill for a 5,000 gal per Month, Small Meter Residential Customer	\$26.72	\$32.12	\$33.41	\$34.74	\$36.13	\$37.58	\$39.08	\$40.65	\$42.27	\$43.96	\$45.72	\$47.55	
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%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.46%	0.45%	0.45%	0.45%	0.45%	
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.													
Monthly Bill for a 2,000 gal per Month, Low-Income Residential Customer	\$18.14	\$20.39	\$21.21	\$22.06	\$22.94	\$23.86	\$24.81	\$25.80	\$26.84	\$27.91	\$29.03	\$30.19	
Income at One-half the AMHI and Raising 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%	0.50%	0.61%	0.62%	0.63%	0.64%	0.65%	0.67%	0.68%	0.69%	0.71%	0.72%	
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 pay" and "no pay" 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	1.50	1.52	1.51	1.54	1.47	1.54	1.57	1.58	1.57	1.59	
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	0.25	0.18	0.21	0.00	0.14	0.23	0.28	0.28	0.37	
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	10.18	10.22	11.19	5.19	3.24	3.19	3.47	3.54	3.69	4.36	
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.													
<b>Reserves</b>													
	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	\$439,859	\$429,640	\$496,366	\$732,850	\$730,601	\$644,836	\$766,271	\$772,508	\$809,077	\$1,056,440	\$1,216,712
<b>Sum of All Reserves</b>	<b>\$1,558,518</b>	<b>\$1,460,862</b>	<b>\$1,024,204</b>	<b>\$1,023,850</b>	<b>\$1,114,633</b>	<b>\$1,382,803</b>	<b>\$1,399,251</b>	<b>\$1,378,564</b>	<b>\$1,499,648</b>	<b>\$1,528,874</b>	<b>\$1,595,098</b>	<b>\$1,882,545</b>	<b>\$2,070,477</b>

**Table 18 - Bills Before and After Rate Adjustments  
Willard, MO, Water Rates Model 2024-3**

The modeled rates will generate 48.6% 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.

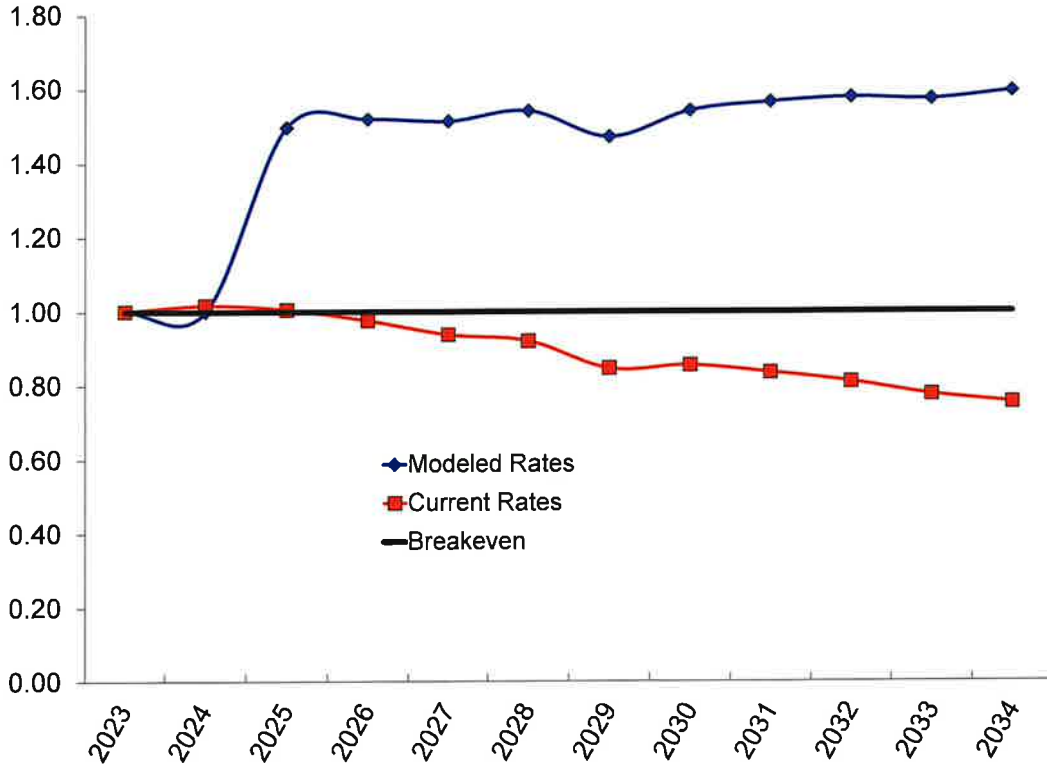
Customer, Rate Class or Meter Size	Gallons of Use	Customers Using at Least This Volume But Not the Next	Customers Using This Volume or Less	Bill at Now Current Rates	Bill at Modeled Rates	Modeled Bill Increase or Decrease (-)	Modeled Bill Percentage Increase or Decrease (-)
In-City Res, Irr, Water Only	0	142	142	\$15.28	\$12.57	-\$2.71	-18%
	1,000	283	425	\$15.28	\$16.48	\$1.20	8%
	2,000	397	822	\$18.14	\$20.39	\$2.25	12%
	3,000	408	1,230	\$21.00	\$24.30	\$3.30	16%
	4,000	338	1,567	\$23.86	\$28.21	\$4.35	18%
	5,000	248	1,816	\$26.72	\$32.12	\$5.40	20%
	6,000	162	1,977	\$29.58	\$36.03	\$6.45	22%
	7,000	110	2,087	\$32.44	\$39.94	\$7.50	23%
	8,000	64	2,152	\$35.30	\$43.85	\$8.55	24%
	9,000	51	2,202	\$38.16	\$47.76	\$9.60	25%
	10,000	121	2,323	\$41.02	\$51.67	\$10.65	26%
	20,000	16	2,339	\$69.62	\$90.77	\$21.15	30%
	30,000	5	2,344	\$98.22	\$129.87	\$31.65	32%
	40,000	2	2,346	\$126.82	\$168.97	\$42.15	33%
	50,000	1	2,347	\$155.42	\$208.07	\$52.65	34%
	60,000	0	2,348	\$184.02	\$247.17	\$63.15	34%
	70,000	0	2,348	\$212.62	\$286.27	\$73.65	35%
	80,000	0	2,348	\$241.22	\$325.37	\$84.15	35%
	90,000	0	2,348	\$269.82	\$364.47	\$94.65	35%
	100,000	1	2,349	\$298.42	\$403.57	\$105.15	35%
200,000	0	2,349	\$584.42	\$794.57	\$210.15	36%	
In-City Commercial, Irr, Water Only	0	59	59	\$15.28	\$12.57	-\$2.71	-18%
	1,000	30	89	\$15.28	\$16.48	\$1.20	8%
	2,000	13	102	\$18.14	\$20.39	\$2.25	12%
	3,000	9	111	\$21.00	\$24.30	\$3.30	16%
	4,000	6	117	\$23.86	\$28.21	\$4.35	18%
	5,000	5	122	\$26.72	\$32.12	\$5.40	20%
	6,000	3	125	\$29.58	\$36.03	\$6.45	22%
	7,000	2	127	\$32.44	\$39.94	\$7.50	23%
	8,000	3	131	\$35.30	\$43.85	\$8.55	24%
	9,000	3	133	\$38.16	\$47.76	\$9.60	25%
	10,000	11	144	\$41.02	\$51.67	\$10.65	26%
	20,000	7	152	\$69.62	\$90.77	\$21.15	30%
	30,000	5	157	\$98.22	\$129.87	\$31.65	32%
	40,000	5	162	\$126.82	\$168.97	\$42.15	33%
	50,000	2	164	\$155.42	\$208.07	\$52.65	34%
	60,000	2	167	\$184.02	\$247.17	\$63.15	34%
	70,000	1	168	\$212.62	\$286.27	\$73.65	35%
	80,000	1	169	\$241.22	\$325.37	\$84.15	35%
	90,000	1	170	\$269.82	\$364.47	\$94.65	35%
	100,000	3	172	\$298.42	\$403.57	\$105.15	35%
200,000	1	173	\$584.42	\$794.57	\$210.15	36%	
300,000	0	173	\$870.42	\$1,185.57	\$315.15	36%	

**Table 18 - Bills Before and After Rate Adjustments**

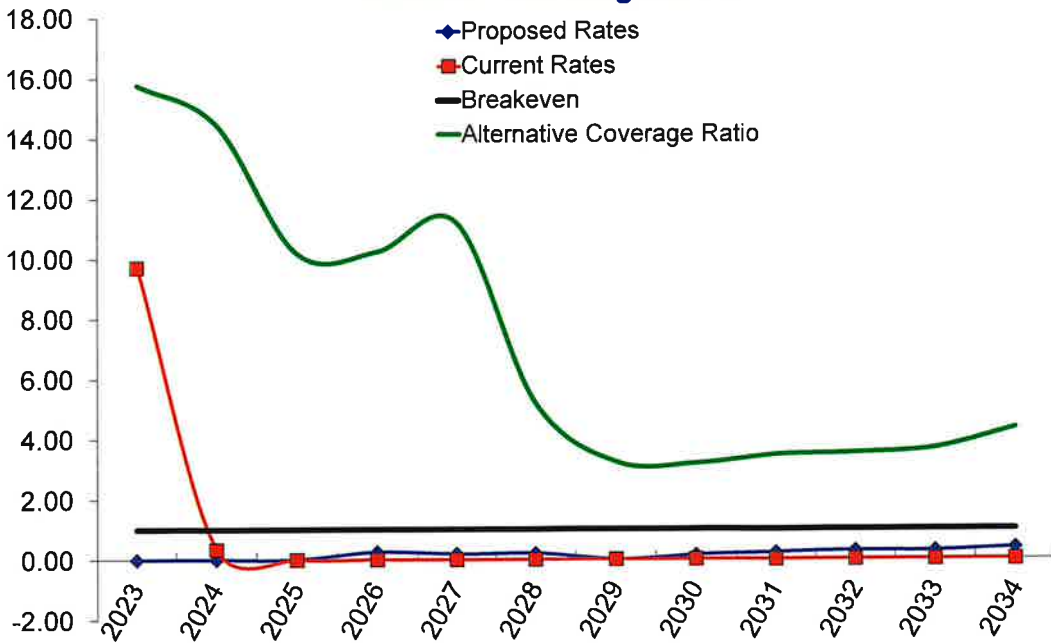
Customer, Rate Class or Meter Size	Gallons of Use	Customers Using at Least This Volume But Not the Next	Customers Using This Volume or Less	Bill at Now Current Rates	Bill at Modeled Rates	Modeled Bill Increase or Decrease (-)	Modeled Bill Percentage Increase or Decrease (-)
Rural Residential, Irr, Water Only	0	59	59	\$16.63	\$18.86	\$2.23	13%
	1,000	109	167	\$16.63	\$24.72	\$8.09	49%
	2,000	180	347	\$19.75	\$30.59	\$10.84	55%
	3,000	194	541	\$22.87	\$36.45	\$13.58	59%
	4,000	168	709	\$25.99	\$42.32	\$16.33	63%
	5,000	121	829	\$29.11	\$48.18	\$19.07	66%
	6,000	89	919	\$32.23	\$54.05	\$21.82	68%
	7,000	58	976	\$35.35	\$59.91	\$24.56	69%
	8,000	42	1,019	\$38.47	\$65.78	\$27.31	71%
	9,000	29	1,048	\$41.59	\$71.64	\$30.05	72%
	10,000	87	1,135	\$44.71	\$77.51	\$32.80	73%
	20,000	21	1,156	\$75.91	\$136.16	\$60.25	79%
	30,000	8	1,164	\$107.11	\$194.81	\$87.70	82%
	40,000	3	1,167	\$138.31	\$253.46	\$115.15	83%
	50,000	2	1,168	\$169.51	\$312.11	\$142.60	84%
	60,000	1	1,169	\$200.71	\$370.76	\$170.05	85%
	70,000	1	1,170	\$231.91	\$429.41	\$197.50	85%
80,000	0	1,170	\$263.11	\$488.06	\$224.95	85%	
90,000	0	1,170	\$294.31	\$546.71	\$252.40	86%	
100,000	1	1,171	\$325.51	\$605.36	\$279.85	86%	
200,000	0	1,171	\$637.51	\$1,191.86	\$554.35	87%	
Rural Commercial, Irr, Water Only	0	3	3	\$16.63	\$18.86	\$2.23	13%
	1,000	3	6	\$16.63	\$24.72	\$8.09	49%
	2,000	3	9	\$19.75	\$30.59	\$10.84	55%
	3,000	2	11	\$22.87	\$36.45	\$13.58	59%
	4,000	0	11	\$25.99	\$42.32	\$16.33	63%
	5,000	1	12	\$29.11	\$48.18	\$19.07	66%
	6,000	1	12	\$32.23	\$54.05	\$21.82	68%
	7,000	1	13	\$35.35	\$59.91	\$24.56	69%
	8,000	1	14	\$38.47	\$65.78	\$27.31	71%
	9,000	1	15	\$41.59	\$71.64	\$30.05	72%
	10,000	3	17	\$44.71	\$77.51	\$32.80	73%
20,000	0	18	\$75.91	\$136.16	\$60.25	79%	
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.	



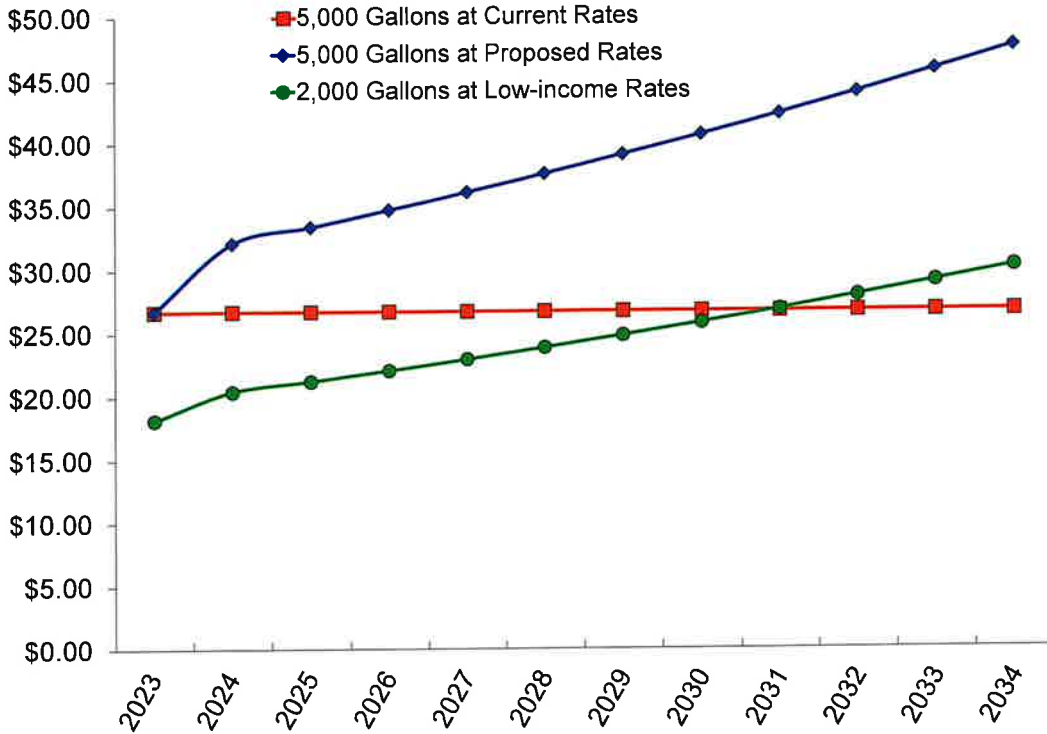
**Chart 1 - Operating Ratio**



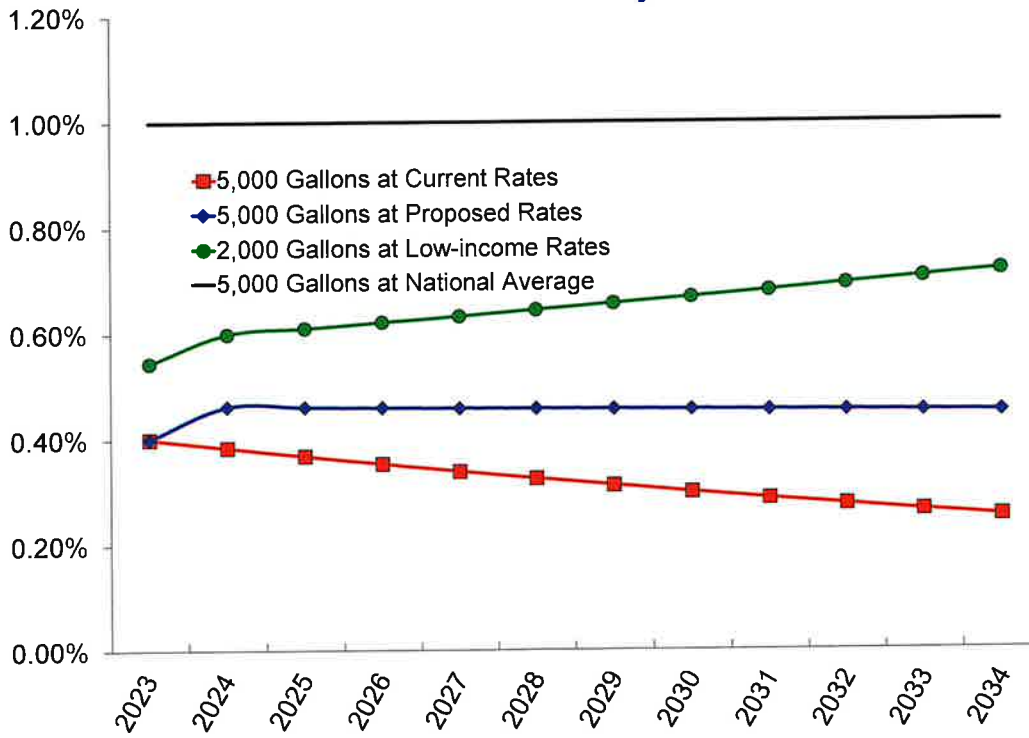
**Chart 2 - Coverage Ratio**



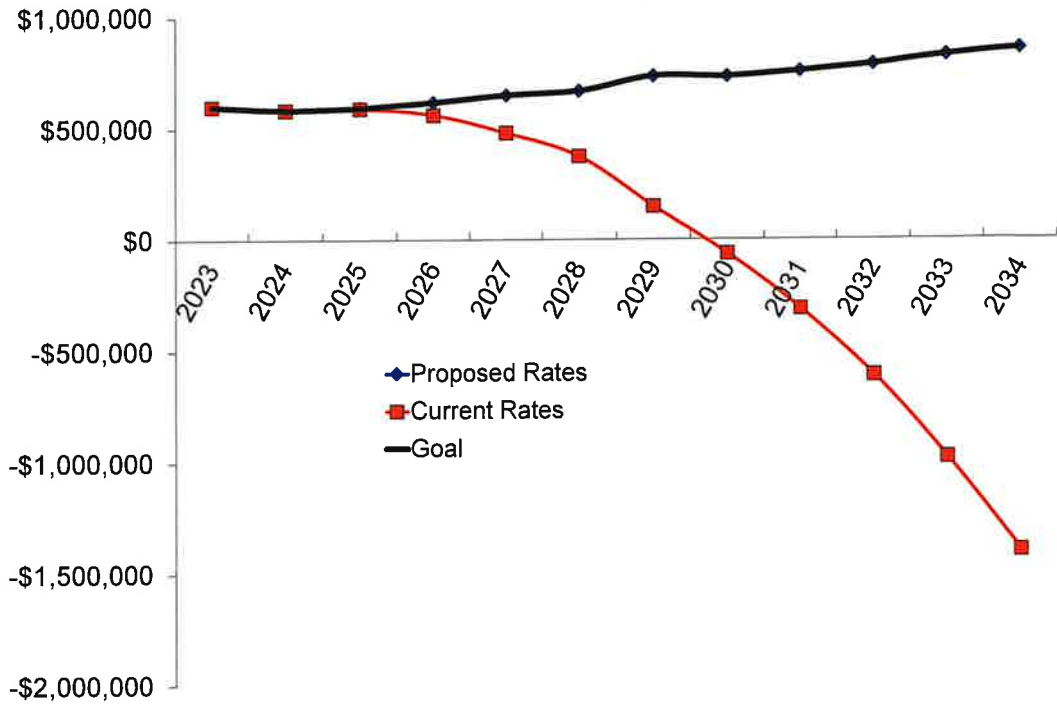
**Chart 3 - Residential Users' Bills**



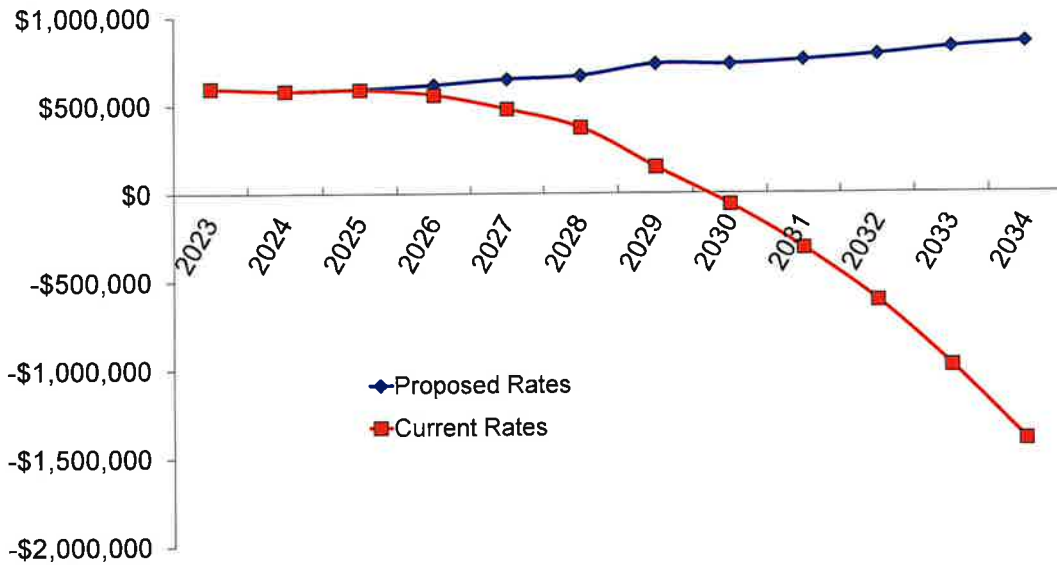
**Chart 4 - Affordability**



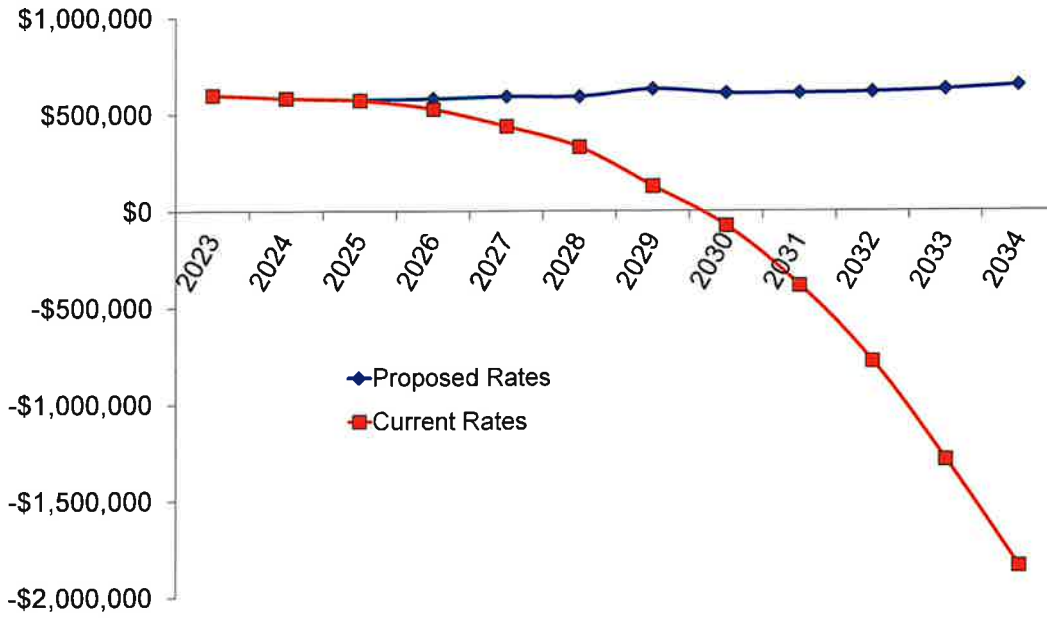
**Chart 5 - Working Capital vs Goal**



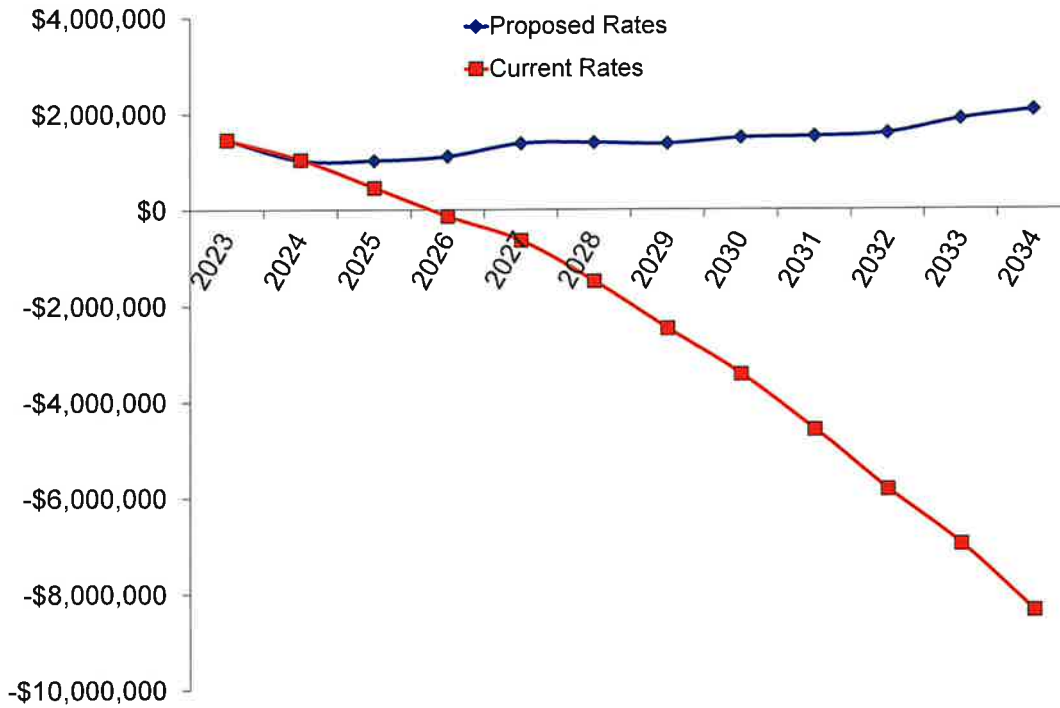
**Chart 6 - Value of Cash Assets Before Inflation**



**Chart 7 - Value of Cash Assets After Inflation**



**Chart 8 - Sum of All Reserves**



## Willard, MO, Water Rates Model 2024-4

This model like Water Model 3 except it assumes out of City customers' rates would be set at 10 percent higher than in City rates.

October 21, 2024

This rate analysis model was produced by

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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.

CBGreatRates© Version 8.3

## Table 10 - Initial Rate Adjustments and Resulting Revenues Willard, MO, Water Rates Model 2024-4

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

Premium for Out-of-City Service **110%**

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	\$14.18	0.000	\$4.41	\$385	\$23,933
	1,000	1,999	\$106,960	\$14.18	0.000	\$4.41	\$410	\$107,370
	2,000	2,999	\$113,522	\$14.18	0.000	\$4.41	\$405	\$113,927
	3,000	3,999	\$102,546	\$14.18	0.000	\$4.41	\$351	\$102,897
	4,000	4,999	\$80,409	\$14.18	0.000	\$4.41	\$270	\$80,679
	5,000	5,999	\$57,872	\$14.18	0.000	\$4.41	\$193	\$58,064
	6,000	6,999	\$38,422	\$14.18	0.000	\$4.41	\$129	\$38,551
	7,000	7,999	\$26,388	\$14.18	0.000	\$4.41	\$89	\$26,477
	8,000	8,999	\$16,823	\$14.18	0.000	\$4.41	\$58	\$16,882
	9,000	9,999	\$12,998	\$14.18	0.000	\$4.41	\$45	\$13,042
	10,000	19,999	\$37,001	\$14.18	0.000	\$4.41	\$135	\$37,135
	20,000	29,999	\$7,465	\$14.18	0.000	\$4.41	\$30	\$7,495
	30,000	39,999	\$2,720	\$14.18	0.000	\$4.41	\$11	\$2,732
	40,000	49,999	\$1,491	\$14.18	0.000	\$4.41	\$6	\$1,498
	50,000	59,999	\$795	\$14.18	0.000	\$4.41	\$3	\$798
	60,000	69,999	\$431	\$14.18	0.000	\$4.41	\$2	\$433
	70,000	79,999	\$322	\$14.18	0.000	\$4.41	\$1	\$323
	80,000	89,999	\$214	\$14.18	0.000	\$4.41	\$1	\$215
	90,000	99,999	\$182	\$14.18	0.000	\$4.41	\$1	\$182
	100,000	199,999	\$609	\$14.18	0.000	\$4.41	\$3	\$612
200,000	299,999	\$151	\$14.18	0.000	\$4.41	\$1	\$152	
300,000	399,999	\$0	\$14.18	0.000	\$4.41	\$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	\$14.18	0.000	\$4.41	\$44	\$9,810
	1,000	1,999	\$7,674	\$14.18	0.000	\$4.41	\$26	\$7,700
	2,000	2,999	\$4,399	\$14.18	0.000	\$4.41	\$16	\$4,416
	3,000	3,999	\$3,407	\$14.18	0.000	\$4.41	\$13	\$3,420
	4,000	4,999	\$2,707	\$14.18	0.000	\$4.41	\$11	\$2,718
	5,000	5,999	\$2,511	\$14.18	0.000	\$4.41	\$10	\$2,521
	6,000	6,999	\$2,038	\$14.18	0.000	\$4.41	\$8	\$2,047
	7,000	7,999	\$1,816	\$14.18	0.000	\$4.41	\$8	\$1,823
	8,000	8,999	\$1,869	\$14.18	0.000	\$4.41	\$8	\$1,877
	9,000	9,999	\$1,681	\$14.18	0.000	\$4.41	\$7	\$1,688
	10,000	19,999	\$12,527	\$14.18	0.000	\$4.41	\$55	\$12,582
	20,000	29,999	\$9,087	\$14.18	0.000	\$4.41	\$40	\$9,127
	30,000	39,999	\$6,768	\$14.18	0.000	\$4.41	\$30	\$6,798
	40,000	49,999	\$5,247	\$14.18	0.000	\$4.41	\$23	\$5,270
	50,000	59,999	\$3,510	\$14.18	0.000	\$4.41	\$16	\$3,525
	60,000	69,999	\$2,921	\$14.18	0.000	\$4.41	\$13	\$2,934
	70,000	79,999	\$2,087	\$14.18	0.000	\$4.41	\$9	\$2,096
	80,000	89,999	\$1,694	\$14.18	0.000	\$4.41	\$8	\$1,702
	90,000	99,999	\$1,521	\$14.18	0.000	\$4.41	\$7	\$1,527
	100,000	199,999	\$7,976	\$14.18	0.000	\$4.41	\$36	\$8,012
200,000	299,999	\$3,281	\$14.18	0.000	\$4.41	\$15	\$3,296	
300,000	399,999	\$1,396	\$14.18	0.000	\$4.41	\$6	\$1,402	
400,000	499,999	\$510	\$14.18	0.000	\$4.41	\$2	\$512	
500,000	599,999	\$110	\$14.18	0.000	\$4.41	\$0	\$110	
600,000	699,999	\$0	\$14.18	0.000	\$4.41	\$0	\$0	
Rural Residential, Irr, Water Only	0	999	\$10,615	\$15.60	0.000	\$4.85	\$207	\$10,822
	1,000	1,999	\$53,768	\$15.60	0.000	\$4.85	\$215	\$53,984
	2,000	2,999	\$60,558	\$15.60	0.000	\$4.85	\$223	\$60,781
	3,000	3,999	\$56,461	\$15.60	0.000	\$4.85	\$199	\$56,660
	4,000	4,999	\$46,031	\$15.60	0.000	\$4.85	\$159	\$46,190
	5,000	5,999	\$33,440	\$15.60	0.000	\$4.85	\$116	\$33,556
	6,000	6,999	\$24,735	\$15.60	0.000	\$4.85	\$86	\$24,821
	7,000	7,999	\$17,057	\$15.60	0.000	\$4.85	\$60	\$17,118
	8,000	8,999	\$12,804	\$15.60	0.000	\$4.85	\$46	\$12,850
	9,000	9,999	\$9,461	\$15.60	0.000	\$4.85	\$34	\$9,495
	10,000	19,999	\$35,981	\$15.60	0.000	\$4.85	\$139	\$36,120
	20,000	29,999	\$11,223	\$15.60	0.000	\$4.85	\$45	\$11,268
	30,000	39,999	\$4,622	\$15.60	0.000	\$4.85	\$19	\$4,641
	40,000	49,999	\$2,221	\$15.60	0.000	\$4.85	\$9	\$2,231
	50,000	59,999	\$1,329	\$15.60	0.000	\$4.85	\$6	\$1,334
	60,000	69,999	\$797	\$15.60	0.000	\$4.85	\$4	\$800
	70,000	79,999	\$664	\$15.60	0.000	\$4.85	\$3	\$666
80,000	89,999	\$434	\$15.60	0.000	\$4.85	\$2	\$436	
90,000	99,999	\$323	\$15.60	0.000	\$4.85	\$1	\$324	
100,000	199,999	\$1,201	\$15.60	0.000	\$4.85	\$5	\$1,206	
200,000	299,999	\$268	\$15.60	0.000	\$4.85	\$1	\$269	
300,000	399,999	\$0	\$15.60	0.000	\$4.85	\$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	\$15.60	0.000	\$4.85	\$4	\$516
	1,000	1,999	\$997	\$15.60	0.000	\$4.85	\$4	\$1,000
	2,000	2,999	\$847	\$15.60	0.000	\$4.85	\$3	\$850
	3,000	3,999	\$546	\$15.60	0.000	\$4.85	\$2	\$548
	4,000	4,999	\$266	\$15.60	0.000	\$4.85	\$1	\$267
	5,000	5,999	\$307	\$15.60	0.000	\$4.85	\$1	\$308
	6,000	6,999	\$275	\$15.60	0.000	\$4.85	\$1	\$276
	7,000	7,999	\$270	\$15.60	0.000	\$4.85	\$1	\$271
	8,000	8,999	\$323	\$15.60	0.000	\$4.85	\$1	\$325
	9,000	9,999	\$225	\$15.60	0.000	\$4.85	\$1	\$226
	10,000	19,999	\$880	\$15.60	0.000	\$4.85	\$3	\$883
	20,000	29,999	\$202	\$15.60	0.000	\$4.85	\$1	\$203
	30,000	39,999	\$85	\$15.60	0.000	\$4.85	\$0	\$85
	40,000	49,999	\$64	\$15.60	0.000	\$4.85	\$0	\$64
	50,000	59,999	\$28	\$15.60	0.000	\$4.85	\$0	\$28
	60,000	69,999	\$28	\$15.60	0.000	\$4.85	\$0	\$28
	70,000	79,999	\$28	\$15.60	0.000	\$4.85	\$0	\$28
80,000	89,999	\$28	\$15.60	0.000	\$4.85	\$0	\$28	
90,000	99,999	\$21	\$15.60	0.000	\$4.85	\$0	\$21	
100,000	199,999	\$0	\$15.60	0.000	\$4.85	\$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			\$4,546	
Total Blended Rate Revenues for the Year								\$1,121,844



**Table 17 - Financial Capacity Indicators and Reserves**  
**Willard, MO, Water Rates Model 2024-4**

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.

	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	
<b>Capacity Indicators</b>													
Customary Affordability Index	Monthly Bill for a 5,000 gal per Month, Small Meter Residential Customer	\$26.72	\$36.23	\$37.68	\$39.19	\$40.75	\$42.39	\$44.08	\$45.84	\$47.68	\$49.58	\$51.57	\$53.63
	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%	0.52%	0.52%	0.52%	0.52%	0.52%	0.51%	0.51%	0.51%	0.51%	0.51%	0.51%
	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	\$18.14	\$23.00	\$23.92	\$24.88	\$25.87	\$26.91	\$27.98	\$29.10	\$30.27	\$31.48	\$32.74	\$34.05
	Income at One-half the AMHI and Rising at One-half the Rate Above	\$39,975	\$40,628	\$41,698	\$42,567	\$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%	0.68%	0.69%	0.70%	0.71%	0.73%	0.74%	0.75%	0.77%	0.78%	0.80%	0.81%
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 payers" and "no payers" compared to others, so this indicator goes to the "business sense" of the rates modeled here. In other words, raise the customer's bill too much and they are more likely to pay late or not pay.													
<b>Estimated Operating Ratio: Current Rates First Column, Modeled Rates After That</b>													
	1.00	1.00	1.50	1.52	1.51	1.54	1.47	1.54	1.56	1.58	1.57	1.59	
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 other available reserves (shown below,) it has more ability to pay its operating costs than this calculation of OR implies.													
<b>Estimated Coverage Ratio: Current Rates First Column, Modeled Rates After That</b>													
	0.00	0.00	0.00	0.24	0.17	0.20	0.00	0.14	0.23	0.28	0.27	0.37	
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.													
<b>Alternative Coverage Ratio: Current Rates First Column, Modeled Rates After That</b>													
	15.78	14.46	10.18	10.21	11.17	5.18	3.23	3.18	3.46	3.52	3.67	4.33	
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.													
<b>Reserves</b>													
	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	\$439,687	\$428,852	\$494,732	\$730,270	\$727,030	\$640,208	\$760,515	\$765,548	\$800,835	\$1,046,834	\$1,205,854
<b>Sum of All Reserves</b>	<b>\$1,558,518</b>	<b>\$1,460,862</b>	<b>\$1,024,232</b>	<b>\$1,023,062</b>	<b>\$1,112,979</b>	<b>\$1,380,222</b>	<b>\$1,395,680</b>	<b>\$1,373,936</b>	<b>\$1,493,891</b>	<b>\$1,521,914</b>	<b>\$1,598,857</b>	<b>\$1,872,939</b>	<b>\$2,059,419</b>

**Table 18 - Bills Before and After Rate Adjustments  
Willard, MO, Water Rates Model 2024-4**

The modeled rates will generate 48.5% more revenue per year than the rates at the end of the test year.

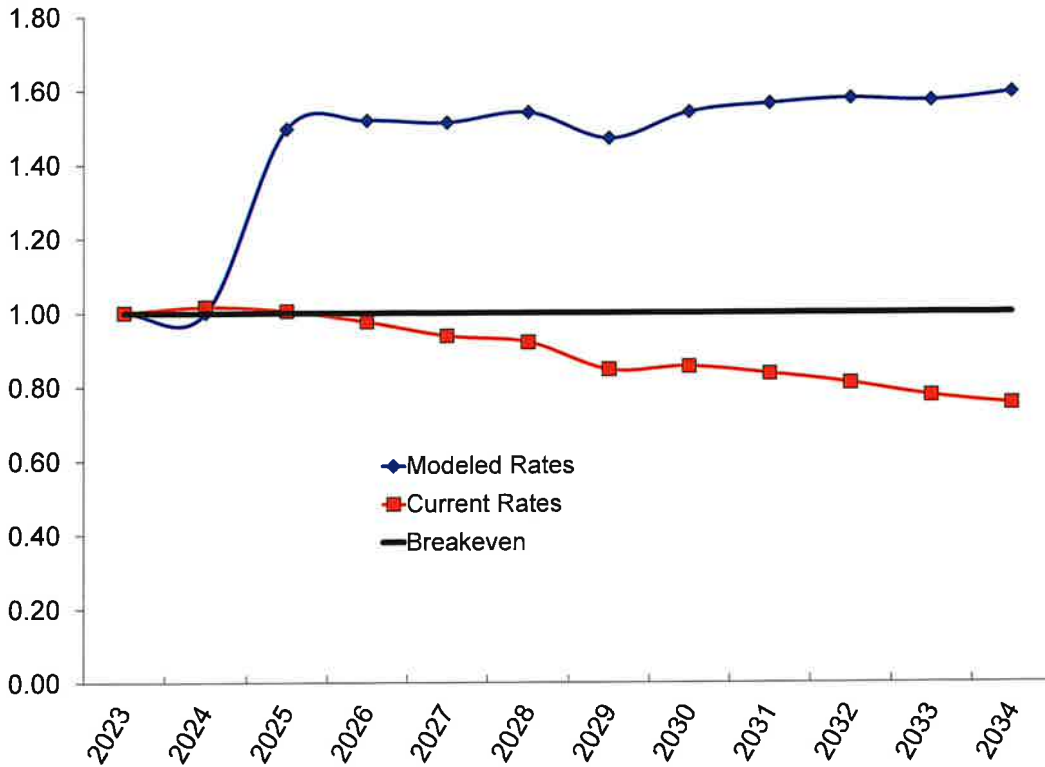
However, due to rate restructuring, individual bills would change as shown in the following table. Note: The actual rates to adopt or consider are included in the narrative report.

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	\$14.18	-\$1.10	-7%
	1,000	283	425	\$15.28	\$18.59	\$3.31	22%
	2,000	397	822	\$18.14	\$23.00	\$4.86	27%
	3,000	408	1,230	\$21.00	\$27.41	\$6.41	31%
	4,000	338	1,567	\$23.86	\$31.82	\$7.96	33%
	5,000	248	1,816	\$26.72	\$36.23	\$9.51	36%
	6,000	162	1,977	\$29.58	\$40.64	\$11.06	37%
	7,000	110	2,087	\$32.44	\$45.05	\$12.61	39%
	8,000	64	2,152	\$35.30	\$49.46	\$14.16	40%
	9,000	51	2,202	\$38.16	\$53.87	\$15.71	41%
	10,000	121	2,323	\$41.02	\$58.28	\$17.26	42%
	20,000	16	2,339	\$69.62	\$102.38	\$32.76	47%
	30,000	5	2,344	\$98.22	\$146.48	\$48.26	49%
	40,000	2	2,346	\$126.82	\$190.58	\$63.76	50%
	50,000	1	2,347	\$155.42	\$234.68	\$79.26	51%
	60,000	0	2,348	\$184.02	\$278.78	\$94.76	51%
	70,000	0	2,348	\$212.62	\$322.88	\$110.26	52%
	80,000	0	2,348	\$241.22	\$366.98	\$125.76	52%
	90,000	0	2,348	\$269.82	\$411.08	\$141.26	52%
100,000	1	2,349	\$298.42	\$455.18	\$156.76	53%	
200,000	0	2,349	\$584.42	\$896.18	\$311.76	53%	
In-City Commercial, Irr, Water Only	0	59	59	\$15.28	\$14.18	-\$1.10	-7%
	1,000	30	89	\$15.28	\$18.59	\$3.31	22%
	2,000	13	102	\$18.14	\$23.00	\$4.86	27%
	3,000	9	111	\$21.00	\$27.41	\$6.41	31%
	4,000	6	117	\$23.86	\$31.82	\$7.96	33%
	5,000	5	122	\$26.72	\$36.23	\$9.51	36%
	6,000	3	125	\$29.58	\$40.64	\$11.06	37%
	7,000	2	127	\$32.44	\$45.05	\$12.61	39%
	8,000	3	131	\$35.30	\$49.46	\$14.16	40%
	9,000	3	133	\$38.16	\$53.87	\$15.71	41%
	10,000	11	144	\$41.02	\$58.28	\$17.26	42%
	20,000	7	152	\$69.62	\$102.38	\$32.76	47%
	30,000	5	157	\$98.22	\$146.48	\$48.26	49%
	40,000	5	162	\$126.82	\$190.58	\$63.76	50%
	50,000	2	164	\$155.42	\$234.68	\$79.26	51%
	60,000	2	167	\$184.02	\$278.78	\$94.76	51%
	70,000	1	168	\$212.62	\$322.88	\$110.26	52%
	80,000	1	169	\$241.22	\$366.98	\$125.76	52%
	90,000	1	170	\$269.82	\$411.08	\$141.26	52%
100,000	3	172	\$298.42	\$455.18	\$156.76	53%	
200,000	1	173	\$584.42	\$896.18	\$311.76	53%	
300,000	0	173	\$870.42	\$1,337.18	\$466.76	54%	

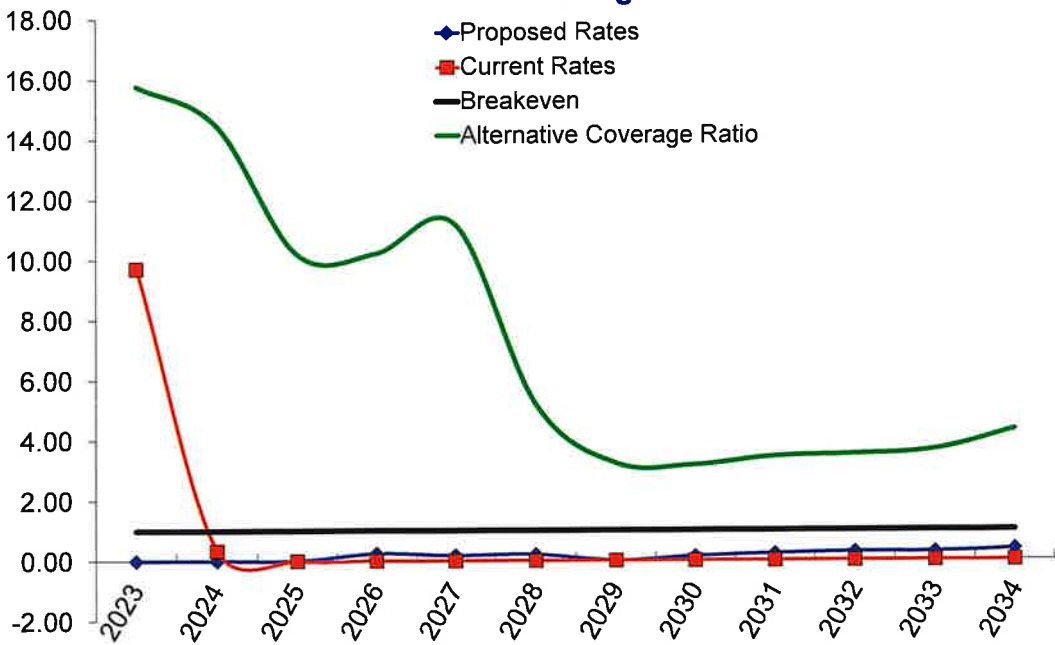
**Table 18 - Bills Before and After Rate Adjustments**

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	\$15.60	-\$1.03	-6%
	1,000	109	167	\$16.63	\$20.45	\$3.82	23%
	2,000	180	347	\$19.75	\$25.30	\$5.55	28%
	3,000	194	541	\$22.87	\$30.15	\$7.28	32%
	4,000	168	709	\$25.99	\$35.00	\$9.01	35%
	5,000	121	829	\$29.11	\$39.85	\$10.74	37%
	6,000	89	919	\$32.23	\$44.71	\$12.48	39%
	7,000	58	976	\$35.35	\$49.56	\$14.21	40%
	8,000	42	1,019	\$38.47	\$54.41	\$15.94	41%
	9,000	29	1,048	\$41.59	\$59.26	\$17.67	42%
	10,000	87	1,135	\$44.71	\$64.11	\$19.40	43%
	20,000	21	1,156	\$75.91	\$112.62	\$36.71	48%
	30,000	8	1,164	\$107.11	\$161.13	\$54.02	50%
	40,000	3	1,167	\$138.31	\$209.64	\$71.33	52%
	50,000	2	1,168	\$169.51	\$258.15	\$88.64	52%
	60,000	1	1,169	\$200.71	\$306.66	\$105.95	53%
	70,000	1	1,170	\$231.91	\$355.17	\$123.26	53%
	80,000	0	1,170	\$263.11	\$403.68	\$140.57	53%
	90,000	0	1,170	\$294.31	\$452.19	\$157.88	54%
	100,000	1	1,171	\$325.51	\$500.70	\$175.19	54%
200,000	0	1,171	\$637.51	\$985.80	\$348.29	55%	
Rural Commercial, Irr, Water Only	0	3	3	\$16.63	\$15.60	-\$1.03	-6%
	1,000	3	6	\$16.63	\$20.45	\$3.82	23%
	2,000	3	9	\$19.75	\$25.30	\$5.55	28%
	3,000	2	11	\$22.87	\$30.15	\$7.28	32%
	4,000	0	11	\$25.99	\$35.00	\$9.01	35%
	5,000	1	12	\$29.11	\$39.85	\$10.74	37%
	6,000	1	12	\$32.23	\$44.71	\$12.48	39%
	7,000	1	13	\$35.35	\$49.56	\$14.21	40%
	8,000	1	14	\$38.47	\$54.41	\$15.94	41%
	9,000	1	15	\$41.59	\$59.26	\$17.67	42%
	10,000	3	17	\$44.71	\$64.11	\$19.40	43%
	20,000	0	18	\$75.91	\$112.62	\$36.71	48%
	No Charge ("Zero")	0	2	2	\$0.00	\$0.00	\$0.00
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.	

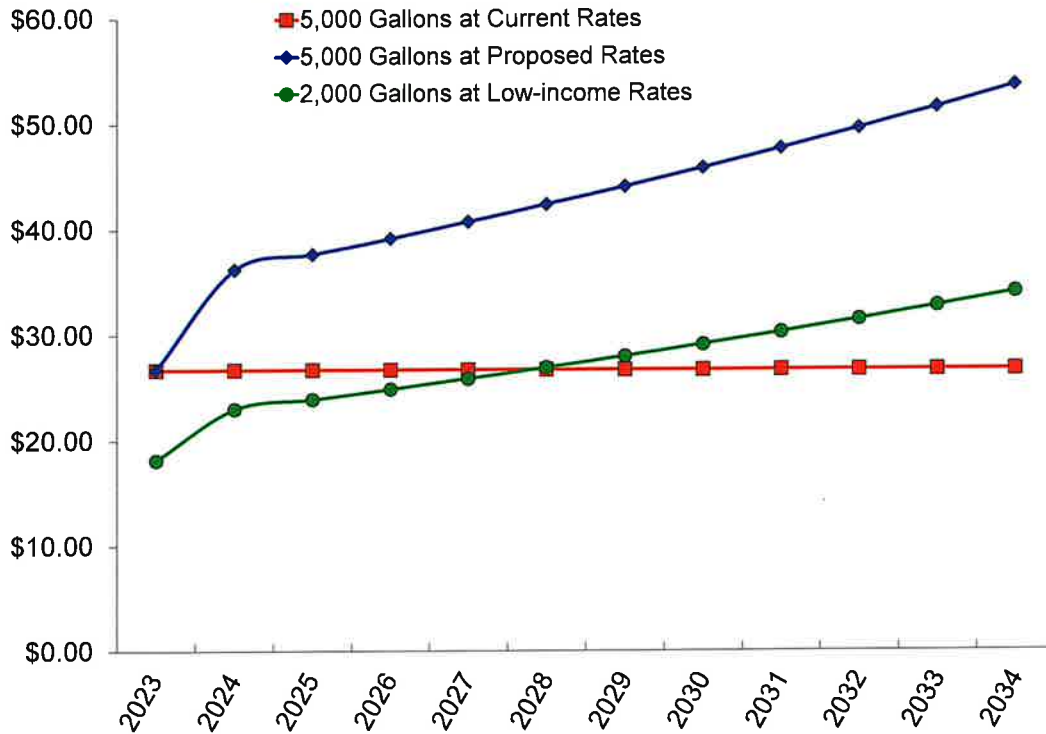
**Chart 1 - Operating Ratio**



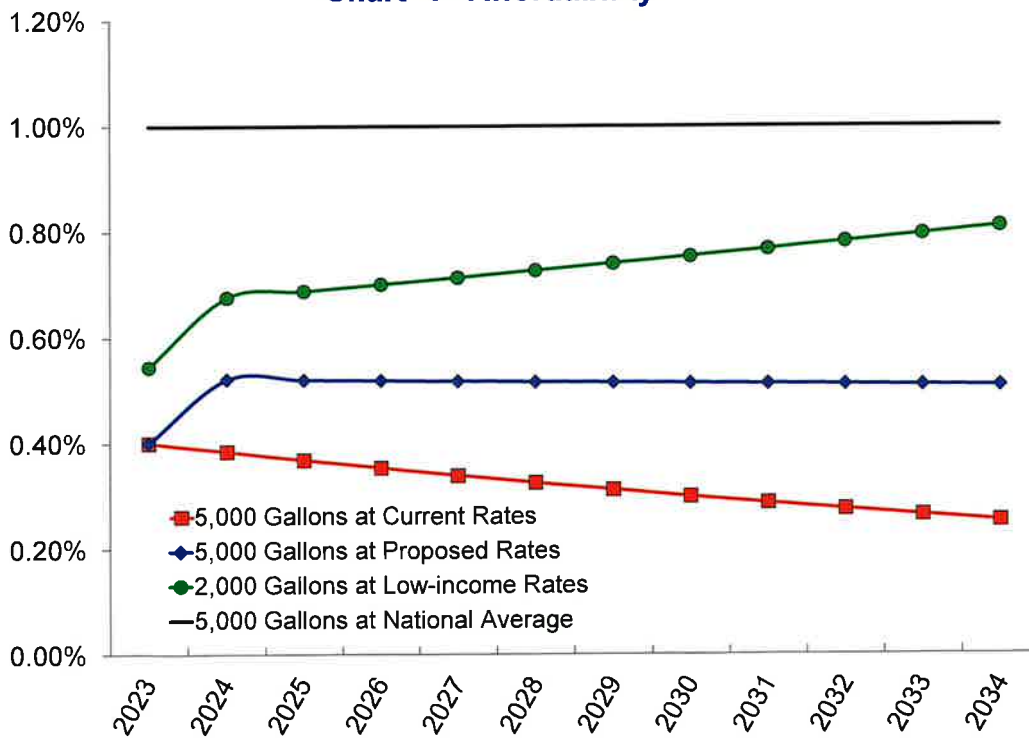
**Chart 2 - Coverage Ratio**



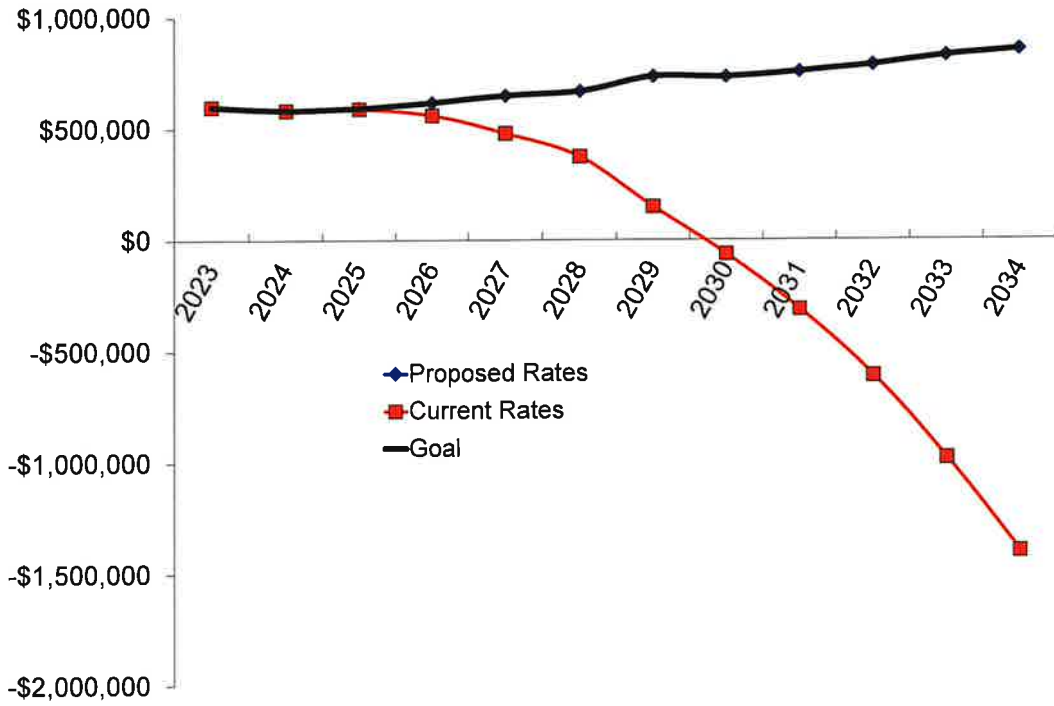
**Chart 3 - Residential Users' Bills**



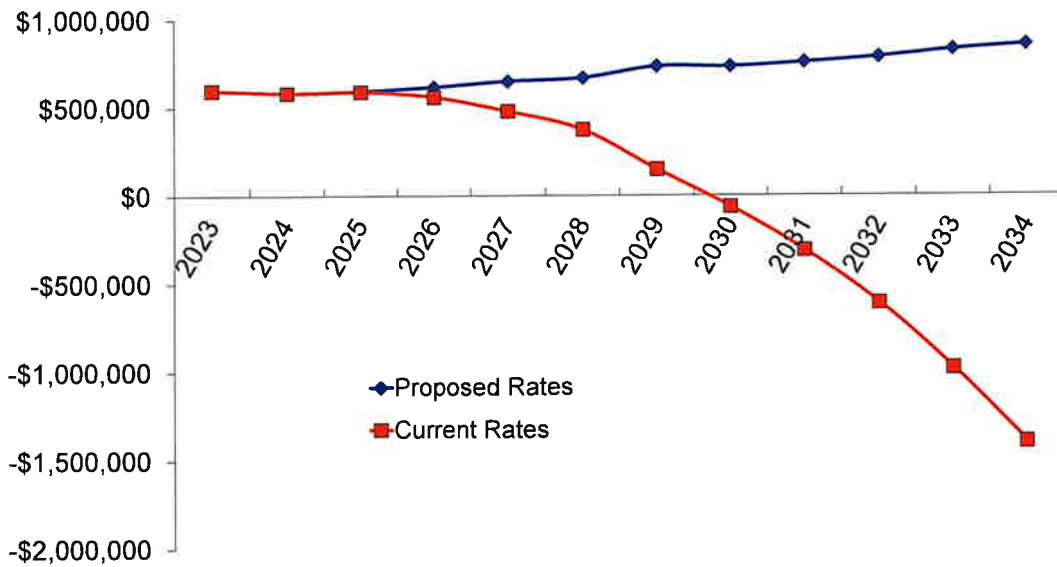
**Chart 4 - Affordability**



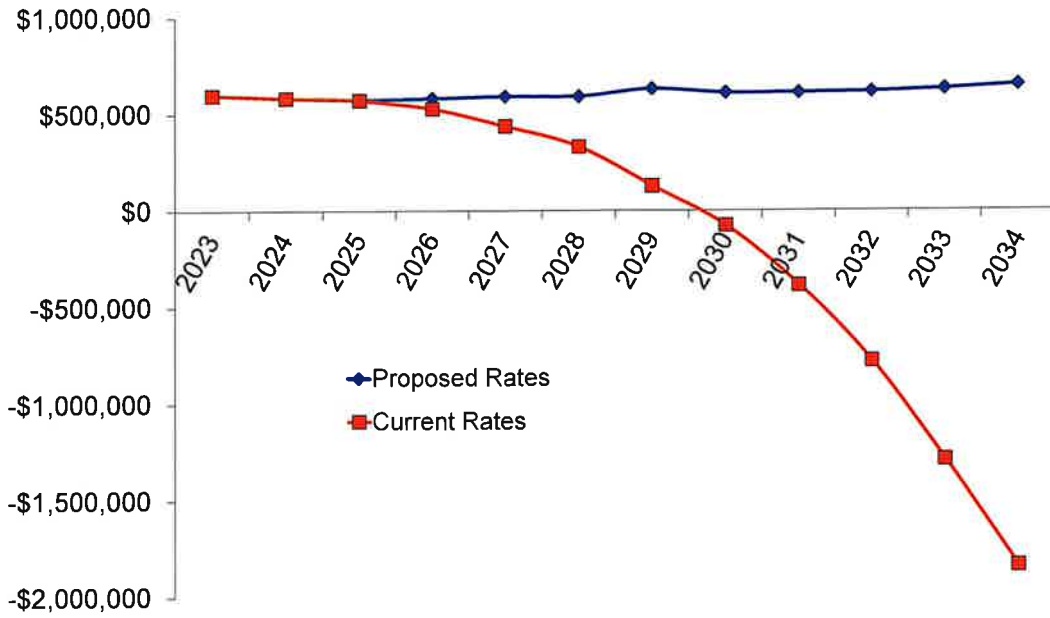
**Chart 5 - Working Capital vs Goal**



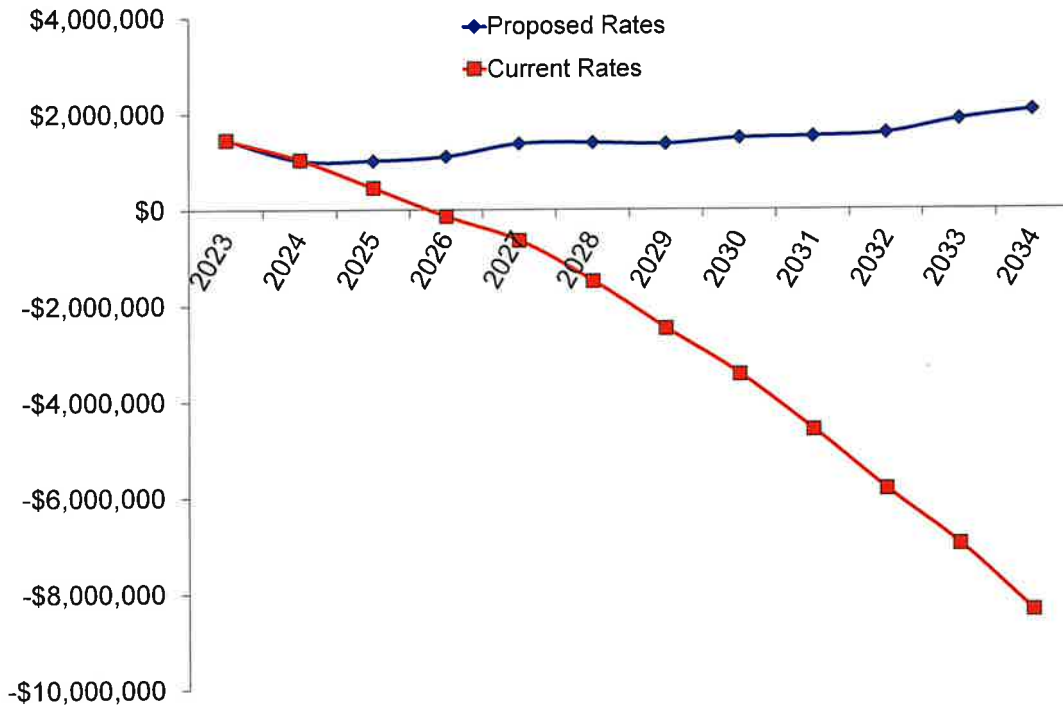
**Chart 6 - Value of Cash Assets Before Inflation**



**Chart 7 - Value of Cash Assets After Inflation**



**Chart 8 - Sum of All Reserves**







## Willard, MO, Water Rates Model 2024-5

This model is like Water Models 3 and 4 except it assumes out of City customers' rates would be "capped" like this; the minimum charge would be 41 percent higher than the in-City minimum, and the unit charge would be 37 percent higher than the in-City unit charge.

October 21, 2024

This rate analysis model was produced by

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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.

CBGreatRates© Version 8.3

## Table 10 - Initial Rate Adjustments and Resulting Revenues Willard, MO, Water Rates Model 2024-5

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

Premiums for Out-of-City Service 141% Minimum Charge 137% Unit Charge

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	\$12.99	0.000	\$4.04	\$353	\$23,901
	1,000	1,999	\$106,960	\$12.99	0.000	\$4.04	\$376	\$107,336
	2,000	2,999	\$113,522	\$12.99	0.000	\$4.04	\$371	\$113,893
	3,000	3,999	\$102,546	\$12.99	0.000	\$4.04	\$322	\$102,868
	4,000	4,999	\$80,409	\$12.99	0.000	\$4.04	\$247	\$80,656
	5,000	5,999	\$57,872	\$12.99	0.000	\$4.04	\$176	\$58,048
	6,000	6,999	\$38,422	\$12.99	0.000	\$4.04	\$118	\$38,540
	7,000	7,999	\$26,388	\$12.99	0.000	\$4.04	\$81	\$26,470
	8,000	8,999	\$16,823	\$12.99	0.000	\$4.04	\$53	\$16,877
	9,000	9,999	\$12,998	\$12.99	0.000	\$4.04	\$41	\$13,039
	10,000	19,999	\$37,001	\$12.99	0.000	\$4.04	\$123	\$37,124
	20,000	29,999	\$7,465	\$12.99	0.000	\$4.04	\$27	\$7,492
	30,000	39,999	\$2,720	\$12.99	0.000	\$4.04	\$10	\$2,731
	40,000	49,999	\$1,491	\$12.99	0.000	\$4.04	\$6	\$1,497
	50,000	59,999	\$795	\$12.99	0.000	\$4.04	\$3	\$798
	60,000	69,999	\$431	\$12.99	0.000	\$4.04	\$2	\$433
	70,000	79,999	\$322	\$12.99	0.000	\$4.04	\$1	\$323
	80,000	89,999	\$214	\$12.99	0.000	\$4.04	\$1	\$215
	90,000	99,999	\$182	\$12.99	0.000	\$4.04	\$1	\$182
	100,000	199,999	\$609	\$12.99	0.000	\$4.04	\$2	\$612
200,000	299,999	\$151	\$12.99	0.000	\$4.04	\$1	\$152	
300,000	399,999	\$0	\$12.99	0.000	\$4.04	\$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	\$12.99	0.000	\$4.04	\$40	\$9,806
	1,000	1,999	\$7,674	\$12.99	0.000	\$4.04	\$24	\$7,698
	2,000	2,999	\$4,399	\$12.99	0.000	\$4.04	\$15	\$4,415
	3,000	3,999	\$3,407	\$12.99	0.000	\$4.04	\$12	\$3,419
	4,000	4,999	\$2,707	\$12.99	0.000	\$4.04	\$10	\$2,717
	5,000	5,999	\$2,511	\$12.99	0.000	\$4.04	\$9	\$2,520
	6,000	6,999	\$2,038	\$12.99	0.000	\$4.04	\$8	\$2,046
	7,000	7,999	\$1,816	\$12.99	0.000	\$4.04	\$7	\$1,823
	8,000	8,999	\$1,869	\$12.99	0.000	\$4.04	\$7	\$1,877
	9,000	9,999	\$1,681	\$12.99	0.000	\$4.04	\$6	\$1,687
	10,000	19,999	\$12,527	\$12.99	0.000	\$4.04	\$50	\$12,577
	20,000	29,999	\$9,087	\$12.99	0.000	\$4.04	\$37	\$9,123
	30,000	39,999	\$6,768	\$12.99	0.000	\$4.04	\$27	\$6,795
	40,000	49,999	\$5,247	\$12.99	0.000	\$4.04	\$21	\$5,268
	50,000	59,999	\$3,510	\$12.99	0.000	\$4.04	\$14	\$3,524
	60,000	69,999	\$2,921	\$12.99	0.000	\$4.04	\$12	\$2,933
	70,000	79,999	\$2,087	\$12.99	0.000	\$4.04	\$8	\$2,095
	80,000	89,999	\$1,694	\$12.99	0.000	\$4.04	\$7	\$1,701
	90,000	99,999	\$1,521	\$12.99	0.000	\$4.04	\$6	\$1,527
	100,000	199,999	\$7,976	\$12.99	0.000	\$4.04	\$33	\$8,009
200,000	299,999	\$3,281	\$12.99	0.000	\$4.04	\$14	\$3,295	
300,000	399,999	\$1,396	\$12.99	0.000	\$4.04	\$6	\$1,402	
400,000	499,999	\$510	\$12.99	0.000	\$4.04	\$2	\$512	
500,000	599,999	\$110	\$12.99	0.000	\$4.04	\$0	\$110	
600,000	699,999	\$0	\$12.99	0.000	\$4.04	\$0	\$0	
Rural Residential, Irr, Water Only	0	999	\$10,615	\$18.32	0.000	\$5.53	\$237	\$10,852
	1,000	1,999	\$53,768	\$18.32	0.000	\$5.53	\$247	\$54,016
	2,000	2,999	\$60,558	\$18.32	0.000	\$5.53	\$258	\$60,816
	3,000	3,999	\$56,461	\$18.32	0.000	\$5.53	\$231	\$56,692
	4,000	4,999	\$46,031	\$18.32	0.000	\$5.53	\$185	\$46,215
	5,000	5,999	\$33,440	\$18.32	0.000	\$5.53	\$134	\$33,575
	6,000	6,999	\$24,735	\$18.32	0.000	\$5.53	\$99	\$24,834
	7,000	7,999	\$17,057	\$18.32	0.000	\$5.53	\$70	\$17,127
	8,000	8,999	\$12,804	\$18.32	0.000	\$5.53	\$53	\$12,857
	9,000	9,999	\$9,461	\$18.32	0.000	\$5.53	\$40	\$9,501
	10,000	19,999	\$35,981	\$18.32	0.000	\$5.53	\$160	\$36,141
	20,000	29,999	\$11,223	\$18.32	0.000	\$5.53	\$52	\$11,275
	30,000	39,999	\$4,622	\$18.32	0.000	\$5.53	\$22	\$4,644
	40,000	49,999	\$2,221	\$18.32	0.000	\$5.53	\$11	\$2,232
	50,000	59,999	\$1,329	\$18.32	0.000	\$5.53	\$7	\$1,335
	60,000	69,999	\$797	\$18.32	0.000	\$5.53	\$4	\$801
	70,000	79,999	\$664	\$18.32	0.000	\$5.53	\$3	\$667
	80,000	89,999	\$434	\$18.32	0.000	\$5.53	\$2	\$436
	90,000	99,999	\$323	\$18.32	0.000	\$5.53	\$2	\$324
	100,000	199,999	\$1,201	\$18.32	0.000	\$5.53	\$6	\$1,207
200,000	299,999	\$268	\$18.32	0.000	\$5.53	\$1	\$269	
300,000	399,999	\$0	\$18.32	0.000	\$5.53	\$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	\$18.32	0.000	\$5.53	\$4	\$517
	1,000	1,999	\$997	\$18.32	0.000	\$5.53	\$4	\$1,001
	2,000	2,999	\$847	\$18.32	0.000	\$5.53	\$3	\$850
	3,000	3,999	\$546	\$18.32	0.000	\$5.53	\$2	\$548
	4,000	4,999	\$266	\$18.32	0.000	\$5.53	\$1	\$267
	5,000	5,999	\$307	\$18.32	0.000	\$5.53	\$1	\$308
	6,000	6,999	\$275	\$18.32	0.000	\$5.53	\$1	\$276
	7,000	7,999	\$270	\$18.32	0.000	\$5.53	\$1	\$271
	8,000	8,999	\$323	\$18.32	0.000	\$5.53	\$1	\$325
	9,000	9,999	\$225	\$18.32	0.000	\$5.53	\$1	\$226
	10,000	19,999	\$880	\$18.32	0.000	\$5.53	\$4	\$884
	20,000	29,999	\$202	\$18.32	0.000	\$5.53	\$1	\$203
	30,000	39,999	\$85	\$18.32	0.000	\$5.53	\$0	\$85
	40,000	49,999	\$64	\$18.32	0.000	\$5.53	\$0	\$64
	50,000	59,999	\$28	\$18.32	0.000	\$5.53	\$0	\$28
	60,000	69,999	\$28	\$18.32	0.000	\$5.53	\$0	\$28
70,000	79,999	\$28	\$18.32	0.000	\$5.53	\$0	\$28	
80,000	89,999	\$28	\$18.32	0.000	\$5.53	\$0	\$28	
90,000	99,999	\$21	\$18.32	0.000	\$5.53	\$0	\$21	
100,000	199,999	\$0	\$18.32	0.000	\$5.53	\$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			\$4,546	
							Total Blended Rate Revenues for the Year	\$1,121,844

**Table 17 - Financial Capacity Indicators and Reserves  
Willard, MO, Water Rates Model 2024-5**

The 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.

	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	
<b>Capacity Indicators</b>													
Customary Affordability Index	Monthly Bill for a 5,000 gal per Month, Small Meter Residential Customer	\$26.72	\$33.19	\$34.52	\$35.90	\$37.34	\$38.83	\$40.38	\$42.00	\$43.68	\$45.42	\$47.24	\$49.13
	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%	0.48%	0.48%	0.48%	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%	0.47%
	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	\$18.14	\$21.07	\$21.91	\$22.79	\$23.70	\$24.65	\$25.64	\$26.68	\$27.73	\$28.84	\$29.99	\$31.19
	Income at One-half the AMHI and Raising at One-half the Rate Above	\$39,975	\$40,626	\$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%	0.62%	0.63%	0.64%	0.65%	0.67%	0.68%	0.69%	0.70%	0.72%	0.73%	0.74%
	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 payers" and "no payers" 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.												
<b>Estimated Operating Ratio: Current Rates First Column, Modeled Rates After That</b>													
	1.00	1.00	1.50	1.52	1.51	1.54	1.47	1.54	1.56	1.58	1.57	1.59	
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.													
<b>Estimated Coverage Ratio: Current Rates First Column, Modeled Rates After That</b>													
	0.00	0.00	0.00	0.24	0.17	0.20	0.00	0.14	0.23	0.28	0.27	0.37	
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.													
<b>Alternative Coverage Ratio: Current Rates First Column, Modeled Rates After That</b>													
	15.78	14.46	10.18	10.21	11.17	5.18	3.23	3.18	3.46	3.52	3.67	4.33	
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.													
<b>Reserves</b>													
	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	\$439,887	\$428,806	\$494,635	\$730,119	\$726,822	\$639,938	\$760,179	\$765,143	\$800,355	\$1,046,274	\$1,205,010
<b>Sum of All Reserves</b>	<b>\$1,558,518</b>	<b>\$1,460,862</b>	<b>\$1,024,232</b>	<b>\$1,023,017</b>	<b>\$1,112,882</b>	<b>\$1,380,072</b>	<b>\$1,395,472</b>	<b>\$1,373,667</b>	<b>\$1,493,556</b>	<b>\$1,521,509</b>	<b>\$1,588,377</b>	<b>\$1,872,380</b>	<b>\$2,056,778</b>

**Table 18 - Bills Before and After Rate Adjustments**  
**Willard, MO, Water Rates Model 2024-5**

The modeled rates will generate 48.5% more revenue per year than the rates at the end of the test year.

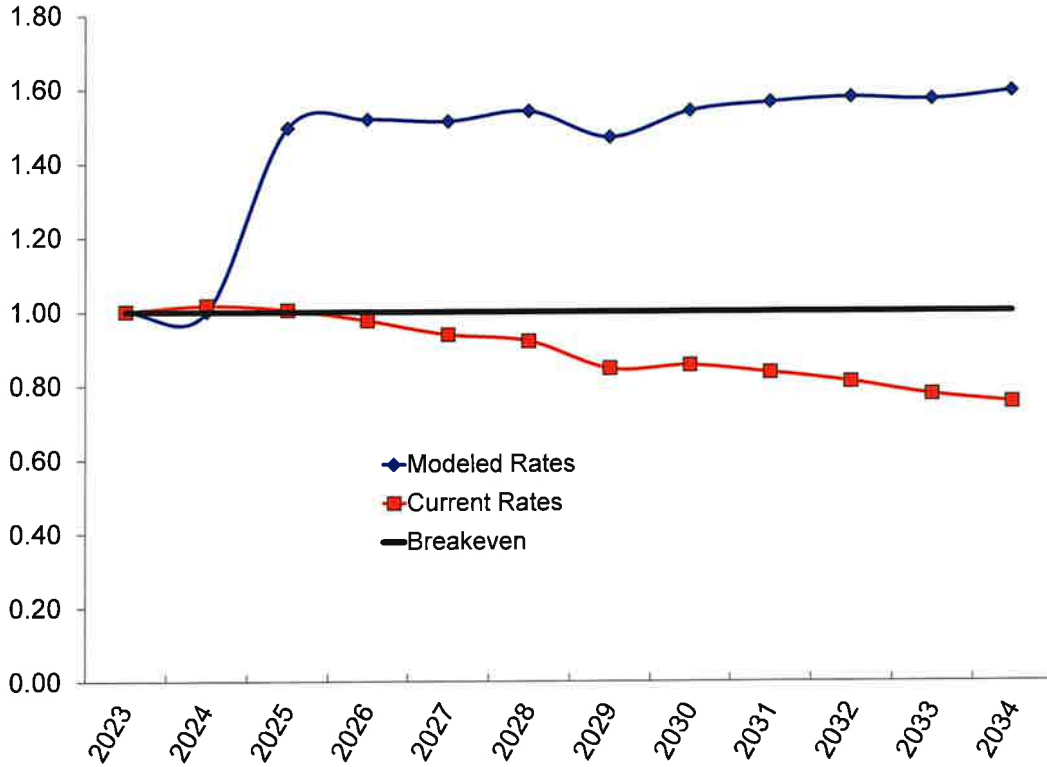
However, due to rate restructuring, individual bills would change as shown in the following table. Note: The actual rates to adopt or consider are included in the narrative report.

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	\$12.99	-\$2.29	-15%
	1,000	283	425	\$15.28	\$17.03	\$1.75	11%
	2,000	397	822	\$18.14	\$21.07	\$2.93	16%
	3,000	408	1,230	\$21.00	\$25.11	\$4.11	20%
	4,000	338	1,567	\$23.86	\$29.15	\$5.29	22%
	5,000	248	1,816	\$26.72	\$33.19	\$6.47	24%
	6,000	162	1,977	\$29.58	\$37.23	\$7.65	26%
	7,000	110	2,087	\$32.44	\$41.27	\$8.83	27%
	8,000	64	2,152	\$35.30	\$45.31	\$10.01	28%
	9,000	51	2,202	\$38.16	\$49.35	\$11.19	29%
	10,000	121	2,323	\$41.02	\$53.39	\$12.37	30%
	20,000	16	2,339	\$69.62	\$93.79	\$24.17	35%
	30,000	5	2,344	\$98.22	\$134.19	\$35.97	37%
	40,000	2	2,346	\$126.82	\$174.59	\$47.77	38%
	50,000	1	2,347	\$155.42	\$214.99	\$59.57	38%
	60,000	0	2,348	\$184.02	\$255.39	\$71.37	39%
	70,000	0	2,348	\$212.62	\$295.79	\$83.17	39%
	80,000	0	2,348	\$241.22	\$336.19	\$94.97	39%
	90,000	0	2,348	\$269.82	\$376.59	\$106.77	40%
	100,000	1	2,349	\$298.42	\$416.99	\$118.57	40%
200,000	0	2,349	\$584.42	\$820.99	\$236.57	40%	
In-City Commercial, Irr, Water Only	0	59	59	\$15.28	\$12.99	-\$2.29	-15%
	1,000	30	89	\$15.28	\$17.03	\$1.75	11%
	2,000	13	102	\$18.14	\$21.07	\$2.93	16%
	3,000	9	111	\$21.00	\$25.11	\$4.11	20%
	4,000	6	117	\$23.86	\$29.15	\$5.29	22%
	5,000	5	122	\$26.72	\$33.19	\$6.47	24%
	6,000	3	125	\$29.58	\$37.23	\$7.65	26%
	7,000	2	127	\$32.44	\$41.27	\$8.83	27%
	8,000	3	131	\$35.30	\$45.31	\$10.01	28%
	9,000	3	133	\$38.16	\$49.35	\$11.19	29%
	10,000	11	144	\$41.02	\$53.39	\$12.37	30%
	20,000	7	152	\$69.62	\$93.79	\$24.17	35%
	30,000	5	157	\$98.22	\$134.19	\$35.97	37%
	40,000	5	162	\$126.82	\$174.59	\$47.77	38%
	50,000	2	164	\$155.42	\$214.99	\$59.57	38%
	60,000	2	167	\$184.02	\$255.39	\$71.37	39%
	70,000	1	168	\$212.62	\$295.79	\$83.17	39%
	80,000	1	169	\$241.22	\$336.19	\$94.97	39%
	90,000	1	170	\$269.82	\$376.59	\$106.77	40%
	100,000	3	172	\$298.42	\$416.99	\$118.57	40%
200,000	1	173	\$584.42	\$820.99	\$236.57	40%	
300,000	0	173	\$870.42	\$1,224.99	\$354.57	41%	

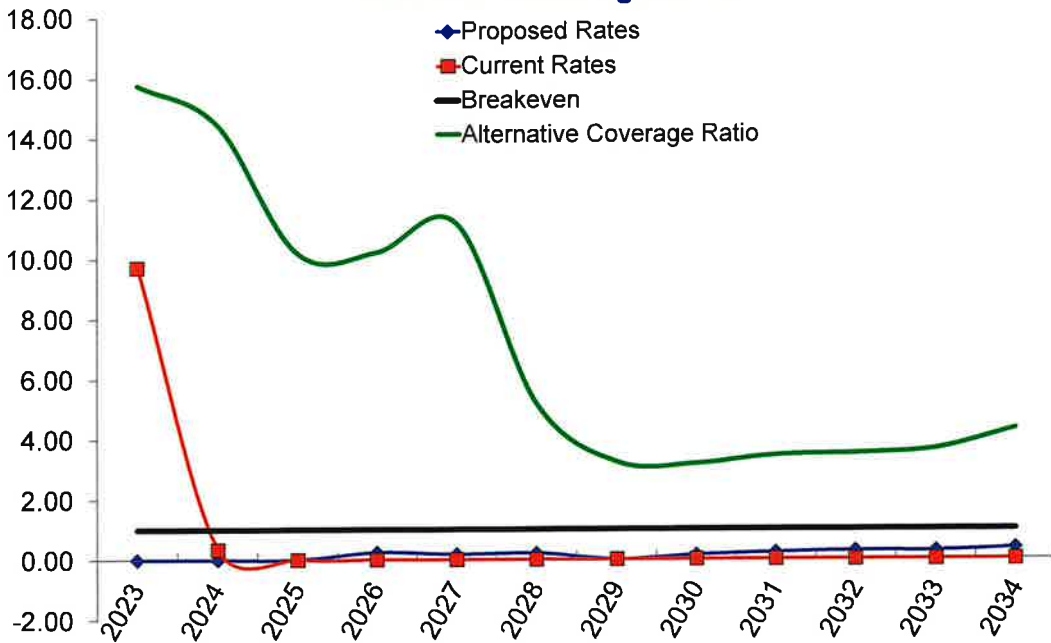
**Table 18 - Bills Before and After Rate Adjustments**

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	\$18.32	\$1.69	10%
	1,000	109	167	\$16.63	\$23.85	\$7.22	43%
	2,000	180	347	\$19.75	\$29.39	\$9.64	49%
	3,000	194	541	\$22.87	\$34.92	\$12.05	53%
	4,000	168	709	\$25.99	\$40.46	\$14.47	56%
	5,000	121	829	\$29.11	\$45.99	\$16.88	58%
	6,000	89	919	\$32.23	\$51.53	\$19.30	60%
	7,000	58	976	\$35.35	\$57.06	\$21.71	61%
	8,000	42	1,019	\$38.47	\$62.60	\$24.13	63%
	9,000	29	1,048	\$41.59	\$68.13	\$26.54	64%
	10,000	87	1,135	\$44.71	\$73.67	\$28.96	65%
	20,000	21	1,156	\$75.91	\$129.01	\$53.10	70%
	30,000	8	1,164	\$107.11	\$184.36	\$77.25	72%
	40,000	3	1,167	\$138.31	\$239.71	\$101.40	73%
	50,000	2	1,168	\$169.51	\$295.06	\$125.55	74%
	60,000	1	1,169	\$200.71	\$350.41	\$149.70	75%
	70,000	1	1,170	\$231.91	\$405.75	\$173.84	75%
80,000	0	1,170	\$263.11	\$461.10	\$197.99	75%	
90,000	0	1,170	\$294.31	\$516.45	\$222.14	75%	
100,000	1	1,171	\$325.51	\$571.80	\$246.29	76%	
200,000	0	1,171	\$637.51	\$1,125.28	\$487.77	77%	
Rural Commercial, Irr, Water Only	0	3	3	\$16.63	\$18.32	\$1.69	10%
	1,000	3	6	\$16.63	\$23.85	\$7.22	43%
	2,000	3	9	\$19.75	\$29.39	\$9.64	49%
	3,000	2	11	\$22.87	\$34.92	\$12.05	53%
	4,000	0	11	\$25.99	\$40.46	\$14.47	56%
	5,000	1	12	\$29.11	\$45.99	\$16.88	58%
	6,000	1	12	\$32.23	\$51.53	\$19.30	60%
	7,000	1	13	\$35.35	\$57.06	\$21.71	61%
	8,000	1	14	\$38.47	\$62.60	\$24.13	63%
	9,000	1	15	\$41.59	\$68.13	\$26.54	64%
	10,000	3	17	\$44.71	\$73.67	\$28.96	65%
20,000	0	18	\$75.91	\$129.01	\$53.10	70%	
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**

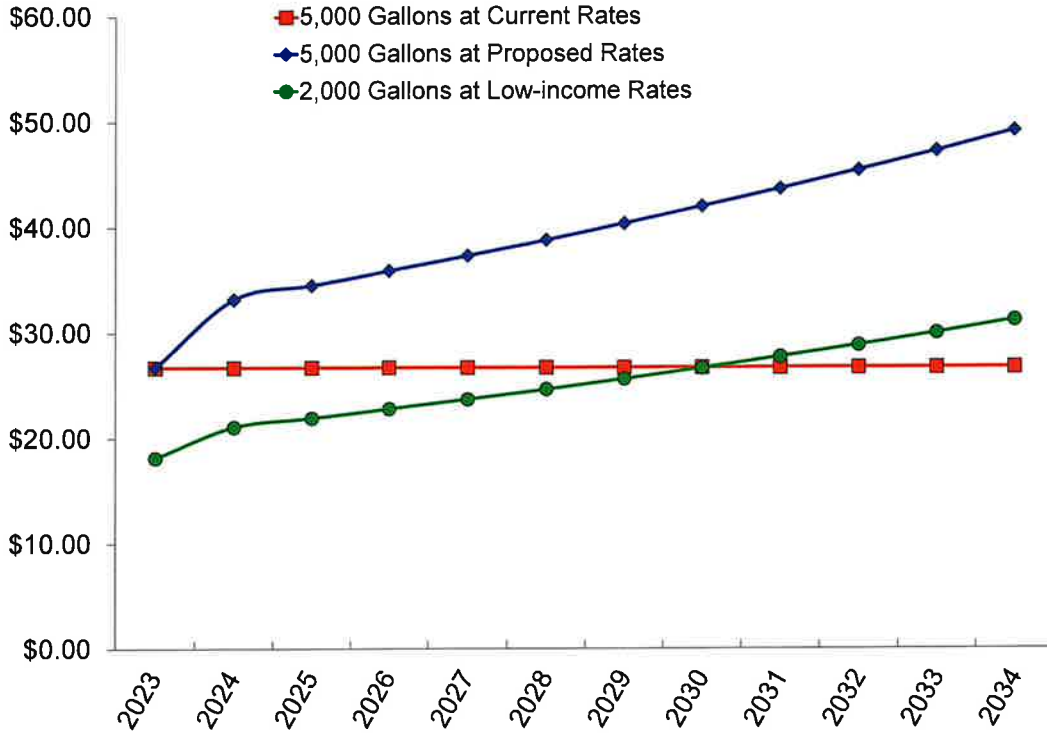


**Chart 2 - Coverage Ratio**

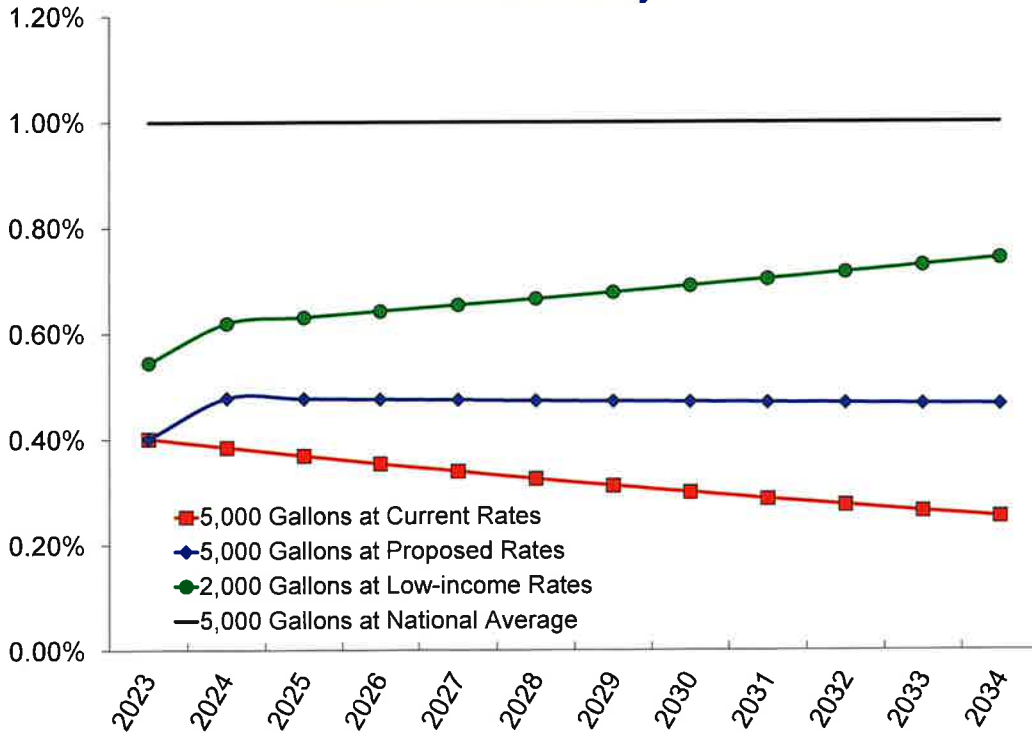




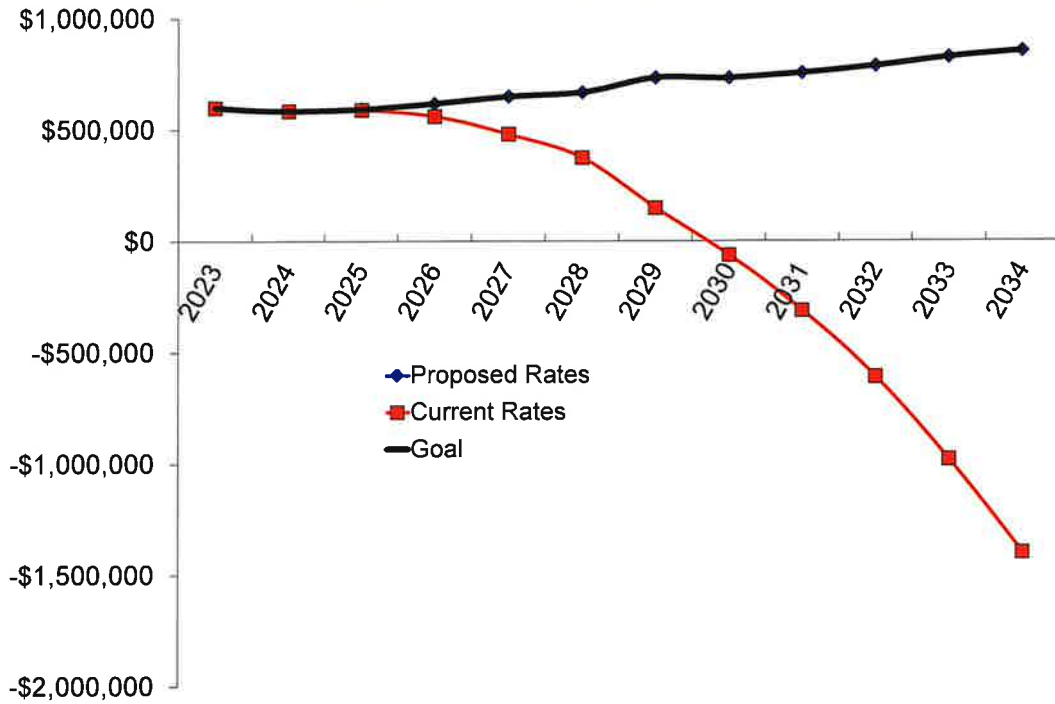
**Chart 3 - Residential Users' Bills**



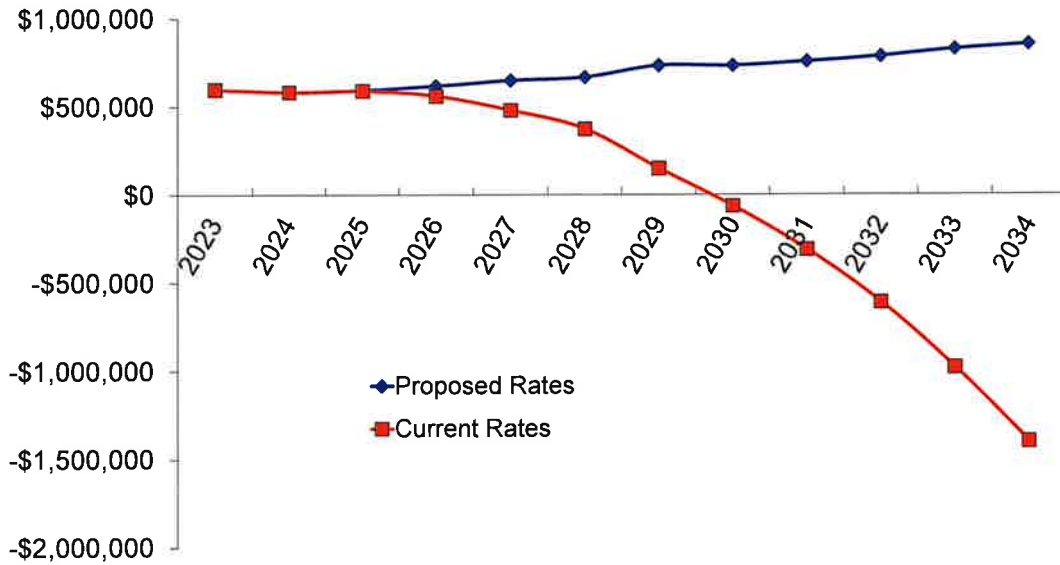
**Chart 4 - Affordability**



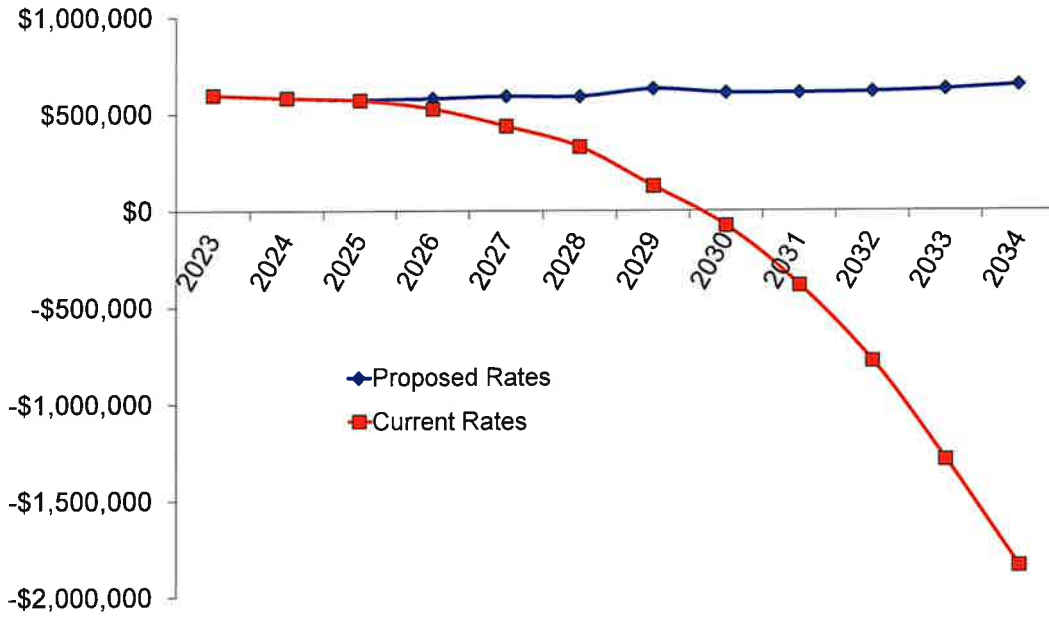
**Chart 5 - Working Capital vs Goal**



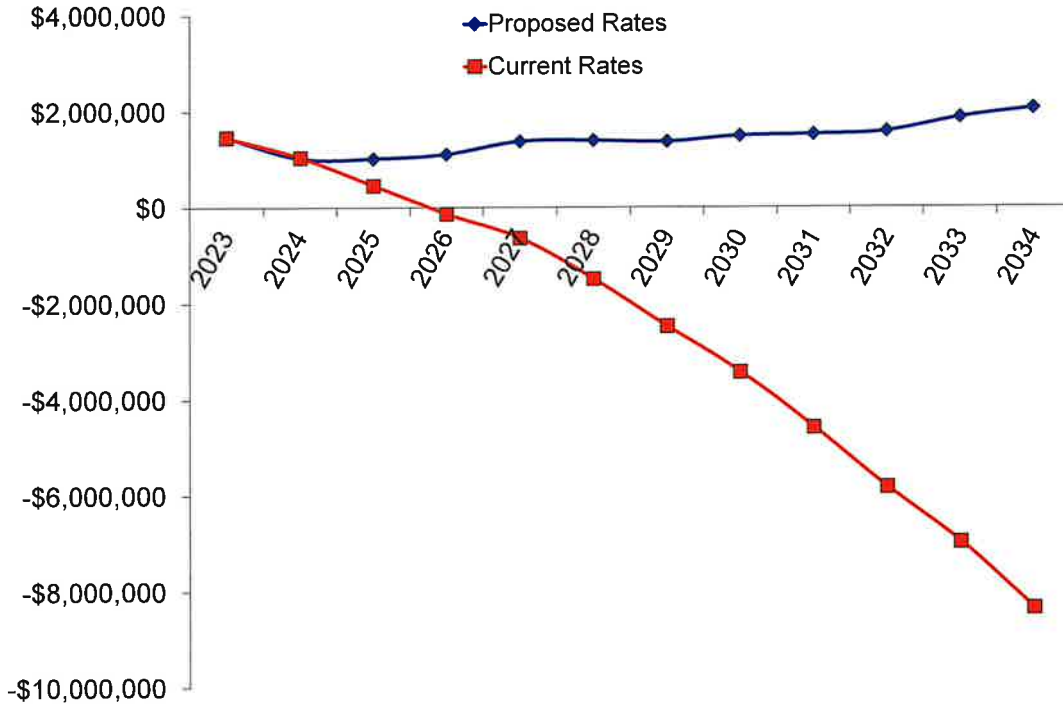
**Chart 6 - Value of Cash Assets Before Inflation**



**Chart 7 - Value of Cash Assets After Inflation**



**Chart 8 - Sum of All Reserves**





## Willard, MO, Water Rates Model 2024-6

This model like Water Models 3, 4 and 5 except it assumes out of City customers' rates would be the same as in-City rates.

October 21, 2024

This rate analysis model was produced by

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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.

CBGreatRates© Version 8.3

**Table 10 - Initial Rate Adjustments and Resulting Revenues  
Willard, MO, Water Rates Model 2024-6**

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	\$14.66	0.000	\$4.56	\$398	\$23,947
	1,000	1,999	\$106,960	\$14.66	0.000	\$4.56	\$424	\$107,384
	2,000	2,999	\$113,522	\$14.66	0.000	\$4.56	\$419	\$113,941
	3,000	3,999	\$102,546	\$14.66	0.000	\$4.56	\$363	\$102,909
	4,000	4,999	\$80,409	\$14.66	0.000	\$4.56	\$279	\$80,688
	5,000	5,999	\$57,872	\$14.66	0.000	\$4.56	\$199	\$58,071
	6,000	6,999	\$38,422	\$14.66	0.000	\$4.56	\$133	\$38,555
	7,000	7,999	\$26,388	\$14.66	0.000	\$4.56	\$92	\$26,480
	8,000	8,999	\$16,823	\$14.66	0.000	\$4.56	\$60	\$16,884
	9,000	9,999	\$12,998	\$14.66	0.000	\$4.56	\$46	\$13,044
	10,000	19,999	\$37,001	\$14.66	0.000	\$4.56	\$139	\$37,140
	20,000	29,999	\$7,465	\$14.66	0.000	\$4.56	\$31	\$7,496
	30,000	39,999	\$2,720	\$14.66	0.000	\$4.56	\$12	\$2,732
	40,000	49,999	\$1,491	\$14.66	0.000	\$4.56	\$7	\$1,498
	50,000	59,999	\$795	\$14.66	0.000	\$4.56	\$3	\$798
	60,000	69,999	\$431	\$14.66	0.000	\$4.56	\$2	\$433
	70,000	79,999	\$322	\$14.66	0.000	\$4.56	\$1	\$323
	80,000	89,999	\$214	\$14.66	0.000	\$4.56	\$1	\$215
	90,000	99,999	\$182	\$14.66	0.000	\$4.56	\$1	\$182
	100,000	199,999	\$609	\$14.66	0.000	\$4.56	\$3	\$612
200,000	299,999	\$151	\$14.66	0.000	\$4.56	\$1	\$152	
300,000	399,999	\$0	\$14.66	0.000	\$4.56	\$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	\$14.66	0.000	\$4.56	\$45	\$9,811
	1,000	1,999	\$7,674	\$14.66	0.000	\$4.56	\$27	\$7,701
	2,000	2,999	\$4,399	\$14.66	0.000	\$4.56	\$17	\$4,416
	3,000	3,999	\$3,407	\$14.66	0.000	\$4.56	\$14	\$3,421
	4,000	4,999	\$2,707	\$14.66	0.000	\$4.56	\$11	\$2,718
	5,000	5,999	\$2,511	\$14.66	0.000	\$4.56	\$10	\$2,521
	6,000	6,999	\$2,038	\$14.66	0.000	\$4.56	\$9	\$2,047
	7,000	7,999	\$1,816	\$14.66	0.000	\$4.56	\$8	\$1,824
	8,000	8,999	\$1,869	\$14.66	0.000	\$4.56	\$8	\$1,877
	9,000	9,999	\$1,681	\$14.66	0.000	\$4.56	\$7	\$1,688
	10,000	19,999	\$12,527	\$14.66	0.000	\$4.56	\$57	\$12,583
	20,000	29,999	\$9,087	\$14.66	0.000	\$4.56	\$41	\$9,128
	30,000	39,999	\$6,768	\$14.66	0.000	\$4.56	\$31	\$6,799
	40,000	49,999	\$5,247	\$14.66	0.000	\$4.56	\$24	\$5,270
	50,000	59,999	\$3,510	\$14.66	0.000	\$4.56	\$16	\$3,526
	60,000	69,999	\$2,921	\$14.66	0.000	\$4.56	\$13	\$2,934
	70,000	79,999	\$2,087	\$14.66	0.000	\$4.56	\$10	\$2,096
	80,000	89,999	\$1,694	\$14.66	0.000	\$4.56	\$8	\$1,702
	90,000	99,999	\$1,521	\$14.66	0.000	\$4.56	\$7	\$1,528
	100,000	199,999	\$7,976	\$14.66	0.000	\$4.56	\$37	\$8,013
200,000	299,999	\$3,281	\$14.66	0.000	\$4.56	\$16	\$3,297	
300,000	399,999	\$1,396	\$14.66	0.000	\$4.56	\$7	\$1,403	
400,000	499,999	\$510	\$14.66	0.000	\$4.56	\$2	\$512	
500,000	599,999	\$110	\$14.66	0.000	\$4.56	\$1	\$110	
600,000	699,999	\$0	\$14.66	0.000	\$4.56	\$0	\$0	
Rural Residential, Irr, Water Only	0	999	\$10,615	\$14.66	0.000	\$4.56	\$194	\$10,810
	1,000	1,999	\$53,768	\$14.66	0.000	\$4.56	\$202	\$53,971
	2,000	2,999	\$60,558	\$14.66	0.000	\$4.56	\$210	\$60,768
	3,000	3,999	\$56,461	\$14.66	0.000	\$4.56	\$187	\$56,648
	4,000	4,999	\$46,031	\$14.66	0.000	\$4.56	\$150	\$46,181
	5,000	5,999	\$33,440	\$14.66	0.000	\$4.56	\$109	\$33,550
	6,000	6,999	\$24,735	\$14.66	0.000	\$4.56	\$81	\$24,815
	7,000	7,999	\$17,057	\$14.66	0.000	\$4.56	\$57	\$17,114
	8,000	8,999	\$12,804	\$14.66	0.000	\$4.56	\$43	\$12,847
	9,000	9,999	\$9,461	\$14.66	0.000	\$4.56	\$32	\$9,493
	10,000	19,999	\$35,981	\$14.66	0.000	\$4.56	\$131	\$36,112
	20,000	29,999	\$11,223	\$14.66	0.000	\$4.56	\$43	\$11,266
	30,000	39,999	\$4,622	\$14.66	0.000	\$4.56	\$18	\$4,640
	40,000	49,999	\$2,221	\$14.66	0.000	\$4.56	\$9	\$2,230
	50,000	59,999	\$1,329	\$14.66	0.000	\$4.56	\$5	\$1,334
	60,000	69,999	\$797	\$14.66	0.000	\$4.56	\$3	\$800
	70,000	79,999	\$664	\$14.66	0.000	\$4.56	\$3	\$666
	80,000	89,999	\$434	\$14.66	0.000	\$4.56	\$2	\$436
	90,000	99,999	\$323	\$14.66	0.000	\$4.56	\$1	\$324
	100,000	199,999	\$1,201	\$14.66	0.000	\$4.56	\$5	\$1,206
200,000	299,999	\$268	\$14.66	0.000	\$4.56	\$1	\$269	
300,000	399,999	\$0	\$14.66	0.000	\$4.56	\$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	\$14.66	0.000	\$4.56	\$4	\$516
	1,000	1,999	\$997	\$14.66	0.000	\$4.56	\$3	\$1,000
	2,000	2,999	\$847	\$14.66	0.000	\$4.56	\$3	\$850
	3,000	3,999	\$546	\$14.66	0.000	\$4.56	\$2	\$548
	4,000	4,999	\$266	\$14.66	0.000	\$4.56	\$1	\$267
	5,000	5,999	\$307	\$14.66	0.000	\$4.56	\$1	\$308
	6,000	6,999	\$275	\$14.66	0.000	\$4.56	\$1	\$276
	7,000	7,999	\$270	\$14.66	0.000	\$4.56	\$1	\$271
	8,000	8,999	\$323	\$14.66	0.000	\$4.56	\$1	\$325
	9,000	9,999	\$225	\$14.66	0.000	\$4.56	\$1	\$226
	10,000	19,999	\$880	\$14.66	0.000	\$4.56	\$3	\$883
	20,000	29,999	\$202	\$14.66	0.000	\$4.56	\$1	\$203
	30,000	39,999	\$85	\$14.66	0.000	\$4.56	\$0	\$85
	40,000	49,999	\$64	\$14.66	0.000	\$4.56	\$0	\$64
	50,000	59,999	\$28	\$14.66	0.000	\$4.56	\$0	\$28
	60,000	69,999	\$28	\$14.66	0.000	\$4.56	\$0	\$28
	70,000	79,999	\$28	\$14.66	0.000	\$4.56	\$0	\$28
80,000	89,999	\$28	\$14.66	0.000	\$4.56	\$0	\$28	
90,000	99,999	\$21	\$14.66	0.000	\$4.56	\$0	\$21	
100,000	199,999	\$0	\$14.66	0.000	\$4.56	\$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			\$4,549	
Total Blended Rate Revenues for the Year								\$1,121,848



**Table 17 - Financial Capacity Indicators and Reserves  
Willard, MO, Water Rates Model 2024-6**

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.

	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	
<b>Capacity Indicators</b>													
Monthly Bill for a 5,000 gal per Month, Small Meter Residential Customer	\$26.72	\$37.46	\$39.95	\$40.52	\$42.14	\$43.83	\$45.58	\$47.40	\$49.30	\$51.27	\$53.32	\$55.45	
AMHrl 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%	0.54%	0.54%	0.54%	0.54%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	
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.													
Monthly Bill for a 2,000 gal per Month, Low-income Residential Customer	\$18.14	\$23.78	\$24.73	\$25.72	\$26.75	\$27.82	\$28.94	\$30.09	\$31.30	\$32.55	\$33.85	\$35.21	
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%	0.70%	0.71%	0.72%	0.74%	0.75%	0.77%	0.78%	0.79%	0.81%	0.82%	0.84%	
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	1.50	1.52	1.51	1.54	1.47	1.54	1.57	1.58	1.57	1.59	
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	0.25	0.19	0.21	0.00	0.14	0.23	0.29	0.28	0.37	
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	10.18	10.23	11.20	5.20	3.24	3.20	3.48	3.55	3.70	4.37	
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.													
<b>Reserves</b>													
	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	\$648,953	\$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	\$648,953	\$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	\$439,891	\$430,161	\$497,480	\$734,558	\$732,964	\$647,899	\$770,081	\$777,114	\$814,531	\$1,062,797	\$1,224,030
Sum of All Reserves	\$1,558,518	\$1,460,862	\$1,024,236	\$1,024,372	\$1,115,727	\$1,384,510	\$1,401,614	\$1,381,627	\$1,503,458	\$1,533,490	\$1,600,553	\$1,688,802	\$2,077,795

**Table 18 - Bills Before and After Rate Adjustments  
Willard, MO, Water Rates Model 2024-6**

The modeled rates will generate 48.6% more revenue per year than the rates at the end of the test year.

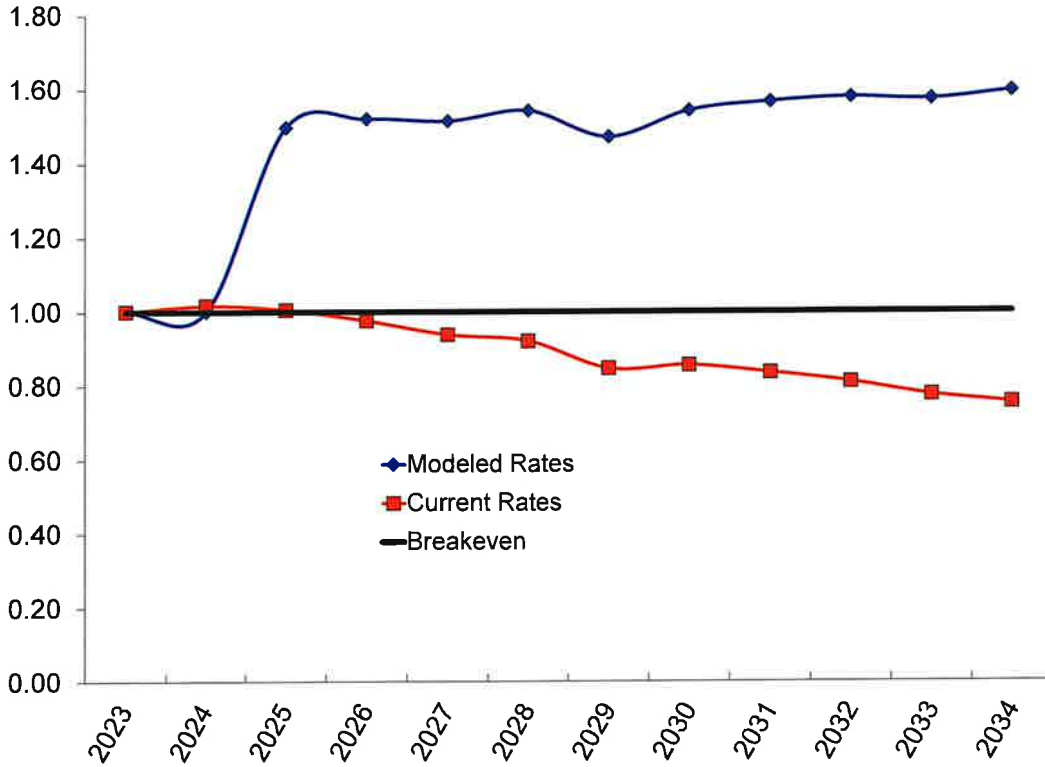
However, due to rate restructuring, individual bills would change as shown in the following table. Note: The actual rates to adopt or consider are included in the narrative report.

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	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	\$14.66	-\$0.62	-4%
	1,000	283	425	\$15.28	\$19.22	\$3.94	26%
	2,000	397	822	\$18.14	\$23.78	\$5.64	31%
	3,000	408	1,230	\$21.00	\$28.34	\$7.34	35%
	4,000	338	1,567	\$23.86	\$32.90	\$9.04	38%
	5,000	248	1,816	\$26.72	\$37.46	\$10.74	40%
	6,000	162	1,977	\$29.58	\$42.02	\$12.44	42%
	7,000	110	2,087	\$32.44	\$46.58	\$14.14	44%
	8,000	64	2,152	\$35.30	\$51.14	\$15.84	45%
	9,000	51	2,202	\$38.16	\$55.70	\$17.54	46%
	10,000	121	2,323	\$41.02	\$60.26	\$19.24	47%
	20,000	16	2,339	\$69.62	\$105.86	\$36.24	52%
	30,000	5	2,344	\$98.22	\$151.46	\$53.24	54%
	40,000	2	2,346	\$126.82	\$197.06	\$70.24	55%
	50,000	1	2,347	\$155.42	\$242.66	\$87.24	56%
	60,000	0	2,348	\$184.02	\$288.26	\$104.24	57%
	70,000	0	2,348	\$212.62	\$333.86	\$121.24	57%
	80,000	0	2,348	\$241.22	\$379.46	\$138.24	57%
	90,000	0	2,348	\$269.82	\$425.06	\$155.24	58%
	100,000	1	2,349	\$298.42	\$470.66	\$172.24	58%
200,000	0	2,349	\$584.42	\$926.66	\$342.24	59%	
In-City Commercial, Irr, Water Only	0	59	59	\$15.28	\$14.66	-\$0.62	-4%
	1,000	30	89	\$15.28	\$19.22	\$3.94	26%
	2,000	13	102	\$18.14	\$23.78	\$5.64	31%
	3,000	9	111	\$21.00	\$28.34	\$7.34	35%
	4,000	6	117	\$23.86	\$32.90	\$9.04	38%
	5,000	5	122	\$26.72	\$37.46	\$10.74	40%
	6,000	3	125	\$29.58	\$42.02	\$12.44	42%
	7,000	2	127	\$32.44	\$46.58	\$14.14	44%
	8,000	3	131	\$35.30	\$51.14	\$15.84	45%
	9,000	3	133	\$38.16	\$55.70	\$17.54	46%
	10,000	11	144	\$41.02	\$60.26	\$19.24	47%
	20,000	7	152	\$69.62	\$105.86	\$36.24	52%
	30,000	5	157	\$98.22	\$151.46	\$53.24	54%
	40,000	5	162	\$126.82	\$197.06	\$70.24	55%
	50,000	2	164	\$155.42	\$242.66	\$87.24	56%
	60,000	2	167	\$184.02	\$288.26	\$104.24	57%
	70,000	1	168	\$212.62	\$333.86	\$121.24	57%
	80,000	1	169	\$241.22	\$379.46	\$138.24	57%
	90,000	1	170	\$269.82	\$425.06	\$155.24	58%
	100,000	3	172	\$298.42	\$470.66	\$172.24	58%
200,000	1	173	\$584.42	\$926.66	\$342.24	59%	
300,000	0	173	\$870.42	\$1,382.66	\$512.24	59%	

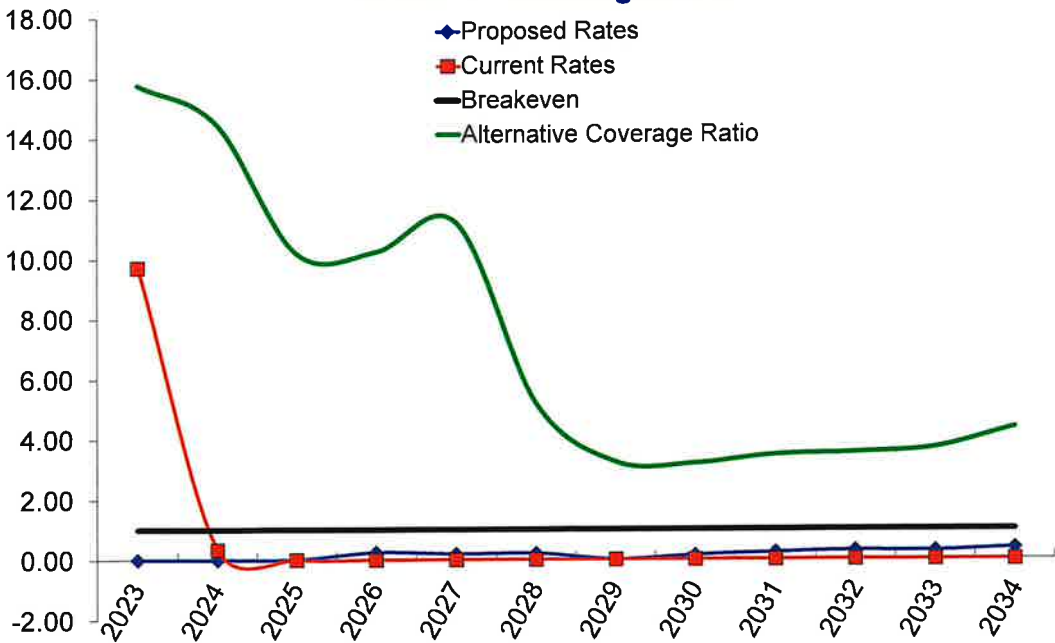
**Table 18 - Bills Before and After Rate Adjustments**

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	\$14.66	-\$1.97	-12%
	1,000	109	167	\$16.63	\$19.22	\$2.59	16%
	2,000	180	347	\$19.75	\$23.78	\$4.03	20%
	3,000	194	541	\$22.87	\$28.34	\$5.47	24%
	4,000	168	709	\$25.99	\$32.90	\$6.91	27%
	5,000	121	829	\$29.11	\$37.46	\$8.35	29%
	6,000	89	919	\$32.23	\$42.02	\$9.79	30%
	7,000	58	976	\$35.35	\$46.58	\$11.23	32%
	8,000	42	1,019	\$38.47	\$51.14	\$12.67	33%
	9,000	29	1,048	\$41.59	\$55.70	\$14.11	34%
	10,000	87	1,135	\$44.71	\$60.26	\$15.55	35%
	20,000	21	1,156	\$75.91	\$105.86	\$29.95	39%
	30,000	8	1,164	\$107.11	\$151.46	\$44.35	41%
	40,000	3	1,167	\$138.31	\$197.06	\$58.75	42%
	50,000	2	1,168	\$169.51	\$242.66	\$73.15	43%
	60,000	1	1,169	\$200.71	\$288.26	\$87.55	44%
	70,000	1	1,170	\$231.91	\$333.86	\$101.95	44%
80,000	0	1,170	\$263.11	\$379.46	\$116.35	44%	
90,000	0	1,170	\$294.31	\$425.06	\$130.75	44%	
100,000	1	1,171	\$325.51	\$470.66	\$145.15	45%	
200,000	0	1,171	\$637.51	\$926.66	\$289.15	45%	
Rural Commercial, Irr, Water Only	0	3	3	\$16.63	\$14.66	-\$1.97	-12%
	1,000	3	6	\$16.63	\$19.22	\$2.59	16%
	2,000	3	9	\$19.75	\$23.78	\$4.03	20%
	3,000	2	11	\$22.87	\$28.34	\$5.47	24%
	4,000	0	11	\$25.99	\$32.90	\$6.91	27%
	5,000	1	12	\$29.11	\$37.46	\$8.35	29%
	6,000	1	12	\$32.23	\$42.02	\$9.79	30%
	7,000	1	13	\$35.35	\$46.58	\$11.23	32%
	8,000	1	14	\$38.47	\$51.14	\$12.67	33%
	9,000	1	15	\$41.59	\$55.70	\$14.11	34%
	10,000	3	17	\$44.71	\$60.26	\$15.55	35%
20,000	0	18	\$75.91	\$105.86	\$29.95	39%	
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.	

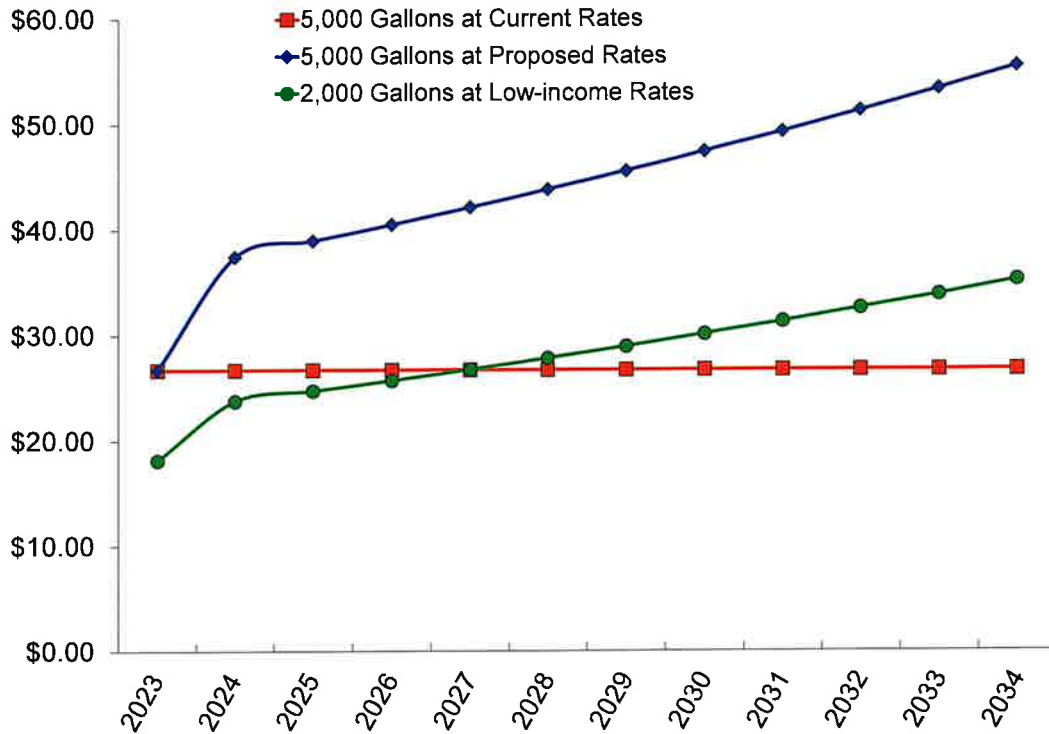
**Chart 1 - Operating Ratio**



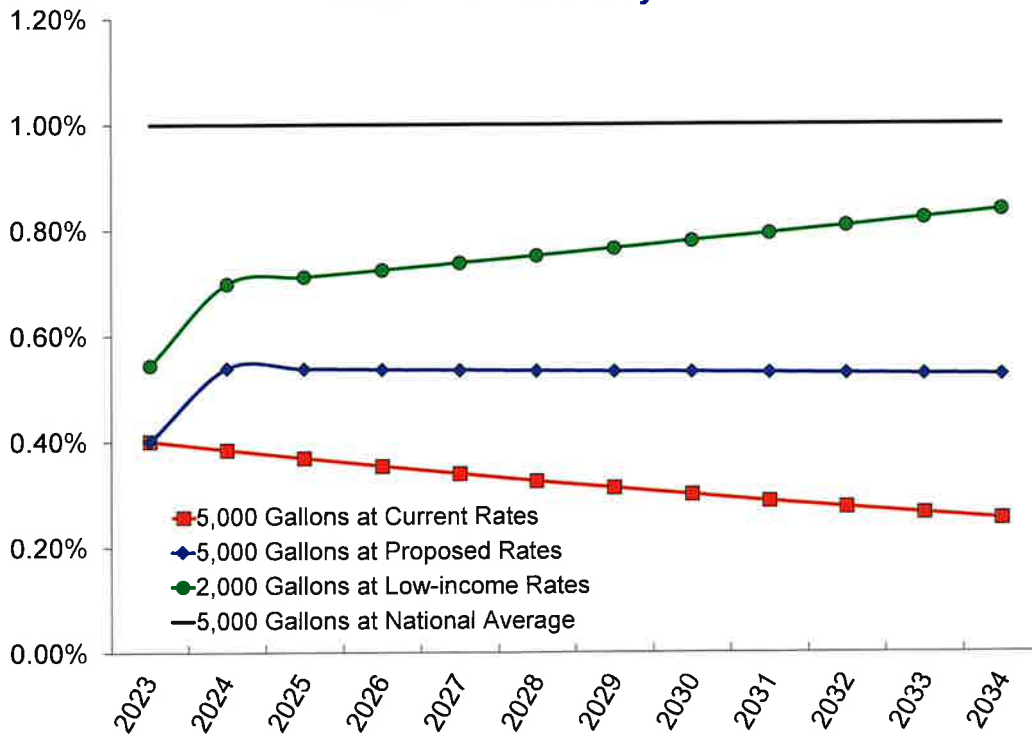
**Chart 2 - Coverage Ratio**



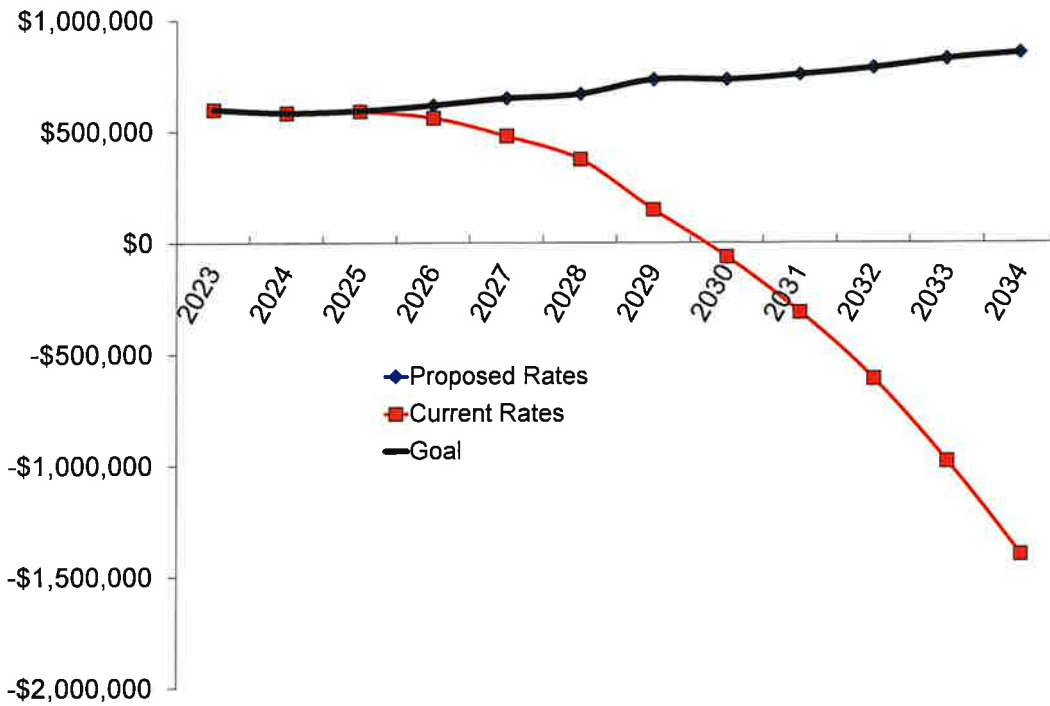
**Chart 3 - Residential Users' Bills**



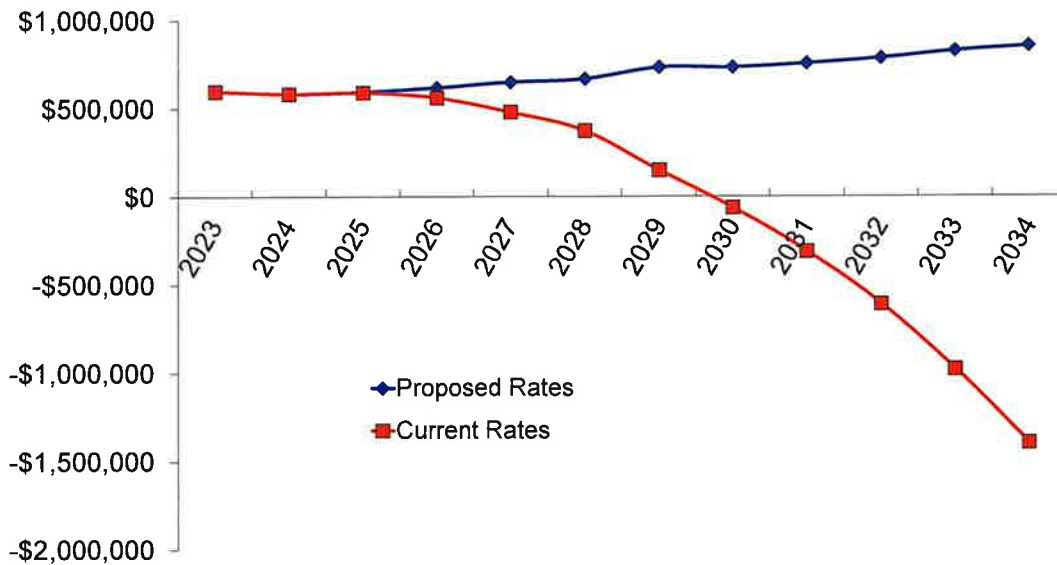
**Chart 4 - Affordability**



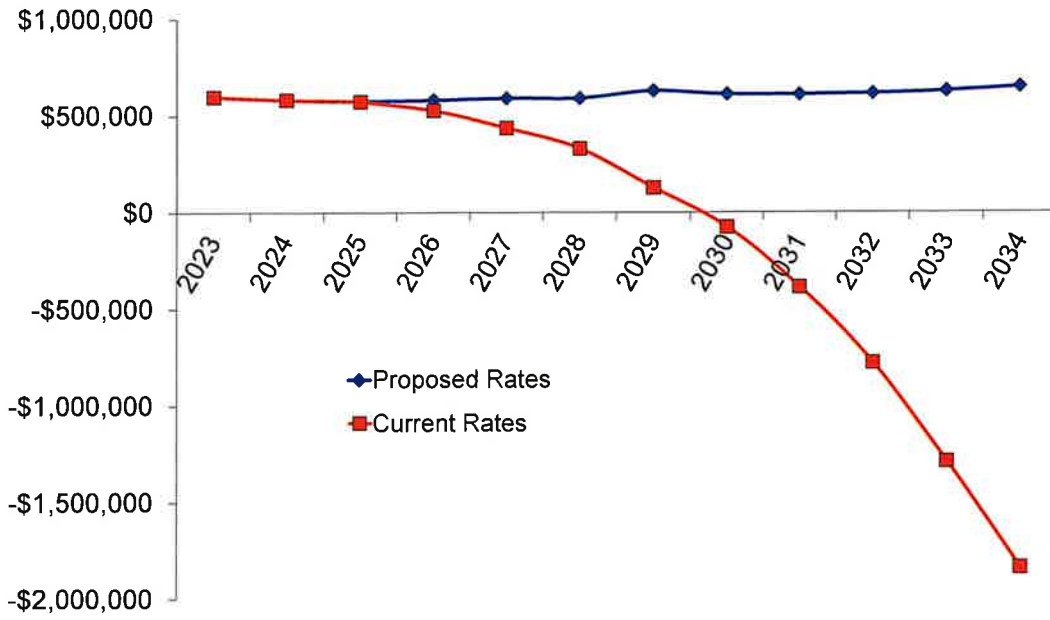
**Chart 5 - Working Capital vs Goal**



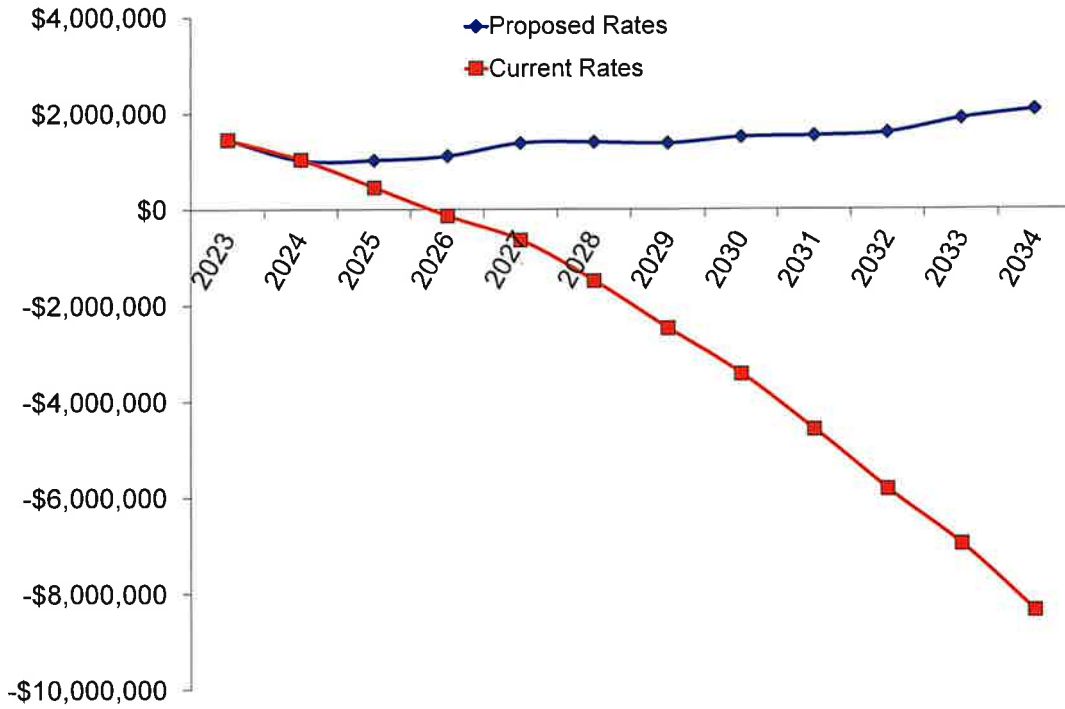
**Chart 6 - Value of Cash Assets Before Inflation**



**Chart 7 - Value of Cash Assets After Inflation**



**Chart 8 - Sum of All Reserves**







## Willard, MO, Sewer Rates Model 2024-3

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.

October 21, 2024

This rate analysis model was produced by

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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.

CBGreatRates© Version 8.3

**Table 1 - Rates**  
**Willard, MO, Sewer Rates Model 2024-3**

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	0.940	\$26.21	0.000	\$5.85
	1,000	1,999	0.872	\$26.21	0.000	\$5.85
	2,000	2,999	0.793	\$26.21	0.000	\$5.85
	3,000	3,999	0.733	\$26.21	0.000	\$5.85
	4,000	4,999	0.698	\$26.21	0.000	\$5.85
	5,000	5,999	0.682	\$26.21	0.000	\$5.85
	10,000	19,999	3.713	\$26.21	0.000	\$5.85
	800,000	800,001	0.000	\$26.21	0.000	\$5.85
In-City Commercial	0	999	0.662	\$26.21	0.000	\$5.85
	1,000	1,999	0.736	\$26.21	0.000	\$5.85
	2,000	2,999	0.845	\$26.21	0.000	\$5.85
	3,000	3,999	0.878	\$26.21	0.000	\$5.85
	4,000	4,999	0.911	\$26.21	0.000	\$5.85
	5,000	5,999	0.905	\$26.21	0.000	\$5.85
	10,000	19,999	8.422	\$26.21	0.000	\$5.85
	800,000	800,001	0.000	\$26.21	0.000	\$5.85
Rural Residential	0	999	0.950	\$28.52	0.000	\$6.36
	1,000	1,999	0.902	\$28.52	0.000	\$6.36
	2,000	2,999	0.821	\$28.52	0.000	\$6.36
	3,000	3,999	0.765	\$28.52	0.000	\$6.36
	4,000	4,999	0.734	\$28.52	0.000	\$6.36
	5,000	5,999	0.739	\$28.52	0.000	\$6.36
	10,000	19,999	4.827	\$28.52	0.000	\$6.36
	800,000	800,001	0.000	\$28.52	0.000	\$6.36
Rural Commercial	0	999	0.840	\$36.47	0.000	\$6.36
	1,000	1,999	0.777	\$36.47	0.000	\$6.36
	2,000	2,999	0.734	\$36.47	0.000	\$6.36
	3,000	3,999	0.794	\$36.47	0.000	\$6.36
	4,000	4,999	0.963	\$36.47	0.000	\$6.36
	5,000	5,999	0.910	\$36.47	0.000	\$6.36
	10,000	19,999	4.081	\$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 2024-3

This table shows usage by all customers during the test year. Residential meter readings per year: 12  
 Test year = the one-year period being analyzed starts: 1/1/2023 Other customer readings per year: 12  
 Date this model created: 10/21/2024 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	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%
			119,228,139	2,349	63.2%	53.4%
In-City Commercial	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%	
			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	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%
			74,124,000	1,171	31.5%	33.2%
Rural Commercial	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%
			1,140,000	18	0.5%	0.5%
Grand Totals:			223,076,139	3,719	100%	100%

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

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**

42 Number new Sewer connections made during test year  
 \$1,063 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	Analysis Year		Years Following the Analysis Year (for Which Results Have Been Projected)									
		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
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%	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	3,761	3,804	3,846	3,888	3,931	3,973	4,016	4,058	4,100	4,143	4,185
Customers Added or Lost (-) Each Year	N.A.	42.4	42.4	42.4	42.4	42.4	42.4	42.4	42.4	42.4	42.4	42.4	42.4
Customer Growth or Loss (-) Rate	N.A.	1.14%	1.13%	1.12%	1.10%	1.09%	1.08%	1.07%	1.06%	1.05%	1.03%	1.02%	1.01%
Test Year (Actual) and Projected Future Years' Sales, in Gallons	N.A.	223,076,139	225,620,344	228,164,549	230,708,755	233,252,960	235,797,165	238,341,370	240,885,576	243,429,781	245,973,986	248,518,191	251,062,397

**Calculated User Charge Fees, Accounting for New Customers and Future Rate Increases Over the Years**

Actual or Calculated Sales Revenues		\$2,301,618	\$2,304,964	\$3,667,497	\$3,856,728	\$4,055,230	\$4,263,440	\$4,481,820	\$4,710,848	\$4,951,028	\$5,202,884	\$5,466,968	\$5,743,853
Additional Sales Revenues From New Customers			\$71	\$40,895	\$42,531	\$44,232	\$46,002	\$47,842	\$49,755	\$51,746	\$53,815	\$55,968	\$58,207
Total Calculated Revenues (User Charge Fees)		\$2,301,618	\$2,305,035	\$3,708,392	\$3,899,259	\$4,099,462	\$4,309,442	\$4,529,661	\$4,760,603	\$5,002,773	\$5,256,700	\$5,522,936	\$5,802,060
<b>Operating Incomes</b>													
Sewer Sales - All (Including Taxes)	N.A.	\$1,481,554	\$1,483,754	\$2,387,096	\$2,509,957	\$2,638,828	\$2,773,993	\$2,915,748	\$3,064,406	\$3,220,291	\$3,383,743	\$3,555,120	\$3,734,792
PENALTY INCOME-SEWER	N.A.	\$27,531	\$27,842	\$28,152	\$28,463	\$28,773	\$29,084	\$29,394	\$29,704	\$30,015	\$30,325	\$30,636	\$30,946
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	\$40,083	\$40,083	\$40,083	\$40,083	\$40,083	\$40,083	\$40,083	\$40,083	\$40,083	\$40,083
INTEREST INCOME-SEWER	N.A.	\$37,738	\$3,619	\$3,544	\$8,314	\$8,744	\$9,264	\$9,669	\$10,554	\$12,552	\$11,801	\$11,887	\$12,598
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
<b>Total Operating Incomes</b>		\$1,677,528	\$1,587,059	\$2,530,720	\$2,658,662	\$2,786,273	\$2,924,268	\$3,066,739	\$3,216,592	\$3,374,786	\$3,537,798	\$3,709,570	\$3,890,264

**Table 4 - Operating Costs and Net Income  
Willard, MO, Sewer Rates Model 2024-3**

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	Years Following the Analysis Year (for Which Results Have Been Projected)									
			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	\$15,681	\$16,490	\$17,339	\$18,229	\$19,163	\$20,142	\$21,169	\$22,246	\$23,375	\$24,559	\$25,800
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	\$4,712	\$4,955	\$5,210	\$5,478	\$5,758	\$6,053	\$6,361	\$6,685	\$7,024	\$7,380	\$7,753
POSTAGE-SEWER	4.0%	\$12,491	\$13,137	\$13,815	\$14,526	\$15,271	\$16,054	\$16,874	\$17,734	\$18,636	\$19,582	\$20,574	\$21,614
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	\$23,884	\$25,116	\$26,409	\$27,765	\$29,187	\$30,678	\$32,243	\$33,883	\$35,602	\$37,406	\$39,296
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	\$3,242	\$3,409	\$3,585	\$3,769	\$3,962	\$4,164	\$4,376	\$4,599	\$4,833	\$5,077	\$5,334
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
<b>SPRINGFIELD SEWER CHARGES- SEWER (with 6% increases for 2 years, then 4% increases per year)</b>	<b>6.0%</b>	<b>\$504,554</b>	<b>\$514,518</b>	<b>\$526,694</b>	<b>\$637,812</b>	<b>\$683,536</b>	<b>\$732,451</b>	<b>\$784,776</b>	<b>\$840,742</b>	<b>\$900,599</b>	<b>\$964,612</b>	<b>\$1,033,065</b>	<b>\$1,106,260</b>
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	\$87,168	\$91,665	\$96,383	\$101,332	\$106,522	\$111,966	\$117,674	\$123,661	\$129,937	\$136,518	\$143,418
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
<b>Total Operating Costs</b>		<b>\$2,466,389</b>	<b>\$1,594,600</b>	<b>\$1,662,797</b>	<b>\$1,748,727</b>	<b>\$1,852,785</b>	<b>\$1,933,813</b>	<b>\$2,110,797</b>	<b>\$2,510,341</b>	<b>\$2,360,226</b>	<b>\$2,377,360</b>	<b>\$2,519,540</b>	<b>\$2,641,352</b>
Net Income (or Loss)		-\$788,862	-\$7,541	\$867,923	\$909,935	\$935,488	\$990,455	\$955,942	\$706,251	\$1,014,559	\$1,160,437	\$1,190,031	\$1,248,912
Working Capital Goal: 50%	In Dollars, That is:	\$1,233,195	\$797,300	\$831,399	\$874,363	\$926,393	\$966,906	\$1,055,399	\$1,255,170	\$1,180,113	\$1,168,680	\$1,259,770	\$1,320,676

Notes: The Springfield treatment contract expense, highlighted gold and later green, 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 are related to capital improvements, so those are handled in Table 5.

**Table 5 - Capital Improvement Program (CIP)  
Willard, MO, Sewer Rates Model 2024-3**

This table depicts capital improvements and their funding costs reflect inflation	Years Following the Analysis Year (for Which Improvement Projects, Costs, Funding, etc. Have Been Projected)											
	Analysis Year											
	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
<b>Planned Spending, Debt-paid Portion of Projects (CIP costs to be funded with loans are shown in this section.)</b>												
94 Lift Station/Force Main	\$0	\$0	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Meadows 50% Construction	\$0	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waste Water Treatment Plant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,878,328
<b>Total Debt-paid Portion of Projects</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,878,328</b>
<b>Planned Spending, Grant-paid Portion of Projects (CIP costs to be grant-funded are shown here.)</b>												
94 Lift Station/Force Main (EPA Grant)	\$0	\$2,756,152	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Meadows 50% Construction (ARPA Grant)	\$0	\$482,750	\$17,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Grant-paid Portion of Projects</b>	<b>\$0</b>	<b>\$3,238,902</b>	<b>\$17,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Planned Spending, Cash-paid Portion of Projects (CIP costs to be funded from reserves are shown here.)</b>												
94 Lift Station/Force Main	\$0	\$222,168	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Assets (See City's Capital Improvements Plan for Details)	\$0	\$213,500	\$276,813	\$491,197	\$232,751	\$236,357	\$346,623	\$672,251	\$384,951	\$266,022	\$274,002	\$286,254
<b>Total Cash-paid Portion of Projects</b>	<b>\$0</b>	<b>\$435,668</b>	<b>\$276,813</b>	<b>\$491,197</b>	<b>\$232,751</b>	<b>\$236,357</b>	<b>\$346,623</b>	<b>\$672,251</b>	<b>\$384,951</b>	<b>\$266,022</b>	<b>\$274,002</b>	<b>\$286,254</b>
<b>Total CIP Costs</b>	<b>\$0</b>	<b>\$3,674,570</b>	<b>\$1,494,063</b>	<b>\$491,197</b>	<b>\$232,751</b>	<b>\$236,357</b>	<b>\$346,623</b>	<b>\$672,251</b>	<b>\$384,951</b>	<b>\$266,022</b>	<b>\$274,002</b>	<b>\$27,164,582</b>
<b>Debt Repayment</b>												
Existing Debt Payments (Following is debt that was initiated during the test year or earlier.)												
Water/Sewer 2014 and 2018 COPs, Sewer Portion	\$320,091	\$322,853	\$323,944	\$324,803	\$320,506	\$318,594	\$223,075	\$223,863	\$224,256	\$219,543	\$219,719	\$219,572
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 10 years at a 5.0% interest rate.)												
COP for 94 Lift Station, Meadows				\$155,405	\$155,405	\$155,405	\$155,405	\$155,405	\$155,405	\$155,405	\$155,405	\$155,405
Total Debt Payments	\$320,091	\$322,853	\$323,944	\$480,209	\$475,912	\$473,999	\$378,480	\$379,268	\$379,661	\$374,949	\$375,124	\$374,977
<b>Total CIP-related Payouts</b>	<b>\$320,091</b>	<b>\$3,997,423</b>	<b>\$1,818,006</b>	<b>\$971,405</b>	<b>\$708,663</b>	<b>\$710,356</b>	<b>\$725,103</b>	<b>\$1,051,519</b>	<b>\$764,612</b>	<b>\$640,970</b>	<b>\$649,127</b>	<b>\$27,539,559</b>
(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.)												
<b>CIP Fund Sources (Following are the sources and amounts of funds expected to pay for the above CIP schedule.)</b>												
Cash Reserves (Internal Funds)												
Debt and CIP Reserves Starting Balance	\$0	-\$320,091	-\$1,085,014	-\$1,316,556	-\$1,447,322	-\$1,301,473	-\$1,087,917	-\$967,329	-\$1,531,716	-\$1,237,346	-\$751,193	-\$296,402
Working Capital Transferred in	\$0	\$0	\$390,914	\$866,970	\$883,459	\$949,941	\$867,450	\$506,479	\$1,089,616	\$1,151,870	\$1,118,941	\$1,188,006
Debt and CIP Reserves Interest Earned (or Paid)	\$0	-\$6,402	-\$21,700	-\$26,331	-\$28,946	-\$26,029	-\$21,758	-\$19,347	-\$30,634	-\$24,747	-\$15,024	-\$5,928
<b>Total Available Internal Funds</b>	<b>\$0</b>	<b>-\$326,492</b>	<b>-\$715,800</b>	<b>-\$475,917</b>	<b>-\$592,810</b>	<b>-\$377,561</b>	<b>-\$242,226</b>	<b>-\$480,196</b>	<b>-\$472,734</b>	<b>-\$110,223</b>	<b>\$352,724</b>	<b>\$27,764,003</b>
Grant and Loan Proceeds (External Funds)												
EPA and ARPA Grants for Lift Station and Meadows, Not Determined for WWTP	\$0	\$3,238,902	\$17,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Originated in 10th Year	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,878,328
<b>Total Available External Funds</b>	<b>\$0</b>	<b>\$3,238,902</b>	<b>\$17,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,878,328</b>
<b>Total Available Funds</b>	<b>\$0</b>	<b>\$2,912,410</b>	<b>\$501,450</b>	<b>-\$475,917</b>	<b>-\$592,810</b>	<b>-\$377,561</b>	<b>-\$242,226</b>	<b>-\$480,196</b>	<b>-\$472,734</b>	<b>-\$110,223</b>	<b>\$352,724</b>	<b>\$27,764,003</b>
<b>Outcomes (This CIP spending and funding plan will result in the following cash needs and ending balances each year.)</b>												
<b>Total Available Funds</b>	<b>\$0</b>	<b>\$2,912,410</b>	<b>\$501,450</b>	<b>-\$475,917</b>	<b>-\$592,810</b>	<b>-\$377,561</b>	<b>-\$242,226</b>	<b>-\$480,196</b>	<b>-\$472,734</b>	<b>-\$110,223</b>	<b>\$352,724</b>	<b>\$27,764,003</b>
<b>Total CIP-related Payouts</b>	<b>\$320,091</b>	<b>\$3,997,423</b>	<b>\$1,818,006</b>	<b>\$971,405</b>	<b>\$708,663</b>	<b>\$710,356</b>	<b>\$725,103</b>	<b>\$1,051,519</b>	<b>\$764,612</b>	<b>\$640,970</b>	<b>\$649,127</b>	<b>\$27,539,559</b>
<b>Debt and CIP Reserves Ending Balances</b>	<b>-\$320,091</b>	<b>-\$1,085,014</b>	<b>-\$1,316,556</b>	<b>-\$1,447,322</b>	<b>-\$1,301,473</b>	<b>-\$1,087,917</b>	<b>-\$967,329</b>	<b>-\$1,531,716</b>	<b>-\$1,237,346</b>	<b>-\$751,193</b>	<b>-\$296,402</b>	<b>\$224,444</b>

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 5B: City's Sewer Capital Improvements (with edits by GettingGreatRates.com to make transfer to the models easier and clearer)

<u>Year</u>	<u>Description</u>	<u>Capital Assets</u>	<u>Annual Sum</u>		<u>Annual Sum</u>
		<u>Equip</u>	<u>Cash Paid</u>	<u>Bigger Assets</u>	<u>COP Paid</u>
2024	I&I	50,000	213,500		760,460
	Sewer Improvements	50,000			
	94 Lift Station/Force Main			277,710	
	Meadows 50% Construction			482,750	
	Pole Barn 40x20	10,000			
	Public Works Building	75,000			
	Vehicle Lease Equipment	7,000			
	Badger Box	7,500			
Missions Update	14,000				
2025	I&I	50,000	268,750		3,402,230
	Sewer Improvements	100,000			
	B-Lift Station Rewire	40,000			
	94 Lift Station/Force Main			2,984,980	
	Meadows 50% Construction			417,250	
	Replacement Pump-Lift Station	40,000			
	Easements	20,000			
	Equipment	5,000			
Jack Hammer Attachment (33 water-3	3,750				
Generator	10,000				
2026	I&I	50,000	463,000		
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	D-Lift Station	250,000			
	Computer (2)	3,000			
	Equipment	20,000			

Year	Description	Capital Assets	Annual Sum	Bigger Assets	Annual Sum
		Equip	Cash Paid		COP Paid
2027	I&I	50,000	213,000		-
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	Computer (2)	3,000			
	Equipment	20,000			
2028	I&I	50,000	210,000		-
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	Equipment	20,000			
2029	I&I	50,000	299,000		-
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	Equipment	20,000			
	Backhoe (50% water-50%sewer) Missions Update	75,000 14,000			
2030	I&I	50,000	563,000		-
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	Computer (2)	3,000			
	Equipment Jetter/Vac Truck	20,000 350,000			
2031	I&I	50,000	313,000		-
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	Computer (2)	3,000			
	Equipment Sewer Camera	20,000 100,000			

<u>Year</u>	<u>Description</u>	<u>Capital Assets</u>	<u>Annual Sum</u>		<u>Annual Sum</u>
		<u>Equip</u>	<u>Cash Paid</u>	<u>Bigger Assets</u>	<u>COP Paid</u>
2032	I&I	50,000	210,000		-
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	Equipment	20,000			
2033	I&I	50,000	210,000		-
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	Equipment	20,000			
2034	I&I	50,000	213,000		20,000,000
	Sewer Improvements	100,000			
	Replacement Pump-Lift Station	40,000			
	Waste Water Treatment Plant			20,000,000	
	Computer (2)	3,000			
	Equipment	20,000			
			3,176,250		24,162,690

**Table 8 - Average Cost Classification**  
**Willard, MO, Sewer Rates Model 2024-3**

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	\$19,163	50.0%	50.0%	\$9,581	\$9,581
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	\$5,758	100.0%	0.0%	\$5,758	\$0
POSTAGE-SEWER	\$16,054	100.0%	0.0%	\$16,054	\$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	36.4%	63.6%	\$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	\$29,187	36.4%	63.6%	\$10,624	\$18,563
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	\$3,962	50.0%	50.0%	\$1,981	\$1,981
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	\$732,451	0.0%	100.0%	\$0	\$732,451
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	\$106,522	0.0%	100.0%	\$0	\$106,522
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	36.4%	63.6%	\$0	\$0
Annual Payment to R&R Reserve (Table 7)	\$0	50.0%	50.0%	\$0	\$0
User Charge Analysis Services	\$0	36.4%	63.6%	\$0	\$0
Total CIP-related Payouts, Less Capacity Charges From Tables 14 & 16 (This value can be negative)	\$670,273	50.0%	50.0%	\$335,136	\$335,136
<b>Grand Total Costs, Weighted Avg Percentages</b>	<b>\$2,604,086</b>	<b>36.5%</b>	<b>63.5%</b>	<b>\$950,988</b>	<b>\$1,653,098</b>

<b>Bases for Cost to Serve Rate Structure</b>		100%	\$2,604,086
Number Customers During Basis Year	3,931	Inflow and Infiltration for the test year is Estimated at	0%
Billed Volume, in Gallons, During Basis Year	235,797,165	Inflow and Infiltration is Estimated at This % of Average Cost (Marginal Cost)	66%
Average Fixed Cost per User per Month During Basis Year	\$20.16	At Recommended Unit Charge Rates, Resulting Marginal Cost of Unbilled-for Water	-\$321,108
Average Variable Cost to Produce per 1,000 Gallons During Basis Year	\$7.01	Test Year Customer Volume, in Gallons	223,076,139
Gallons per Billing Cycle Used by Average Residential Customer	4,230	+ Test Year Inflow and Infiltration, in Gallons	-80,977,539
		Total Test Year Volume, in Gallons, From Master Meter Readings	142,098,600

**Table 9 - Marginal Cost Classification**  
**Willard, MO, Sewer Rates Model 2024-3**

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	\$9,581	\$9,581	100%	100%	\$9,581	\$9,581
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	\$5,758	\$0	0%	0%	\$0	\$0
POSTAGE-SEWER	\$16,054	\$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	\$10,624	\$18,563	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	\$1,981	\$1,981	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	\$732,451	100%	100%	\$0	\$732,451
TELEPHONE-SEWER	\$2,698	\$0	0%	0%	\$0	\$0
INTERNET-SEWER	\$7,113	\$0	0%	0%	\$0	\$0
UTILITIES ELECTRIC-SEWER	\$0	\$106,522	100%	100%	\$0	\$106,522
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)	\$335,136	\$335,136	50%	50%	\$167,568	\$167,568
Grand Total All Costs	\$950,988	\$1,653,098			\$309,342	\$1,093,851
		\$2,604,086				\$1,403,193
<b>Marginal Fixed and Variable Cost Bases (For the Customer Type(s) Listed Above)</b>					Monthly Marginal Fixed Cost per Customer	Marginal Variable Cost per 1,000 Gallons
					\$6.56	
Marginal Fixed Cost as a Percent of Total Fixed Cost:					33%	\$4.64
Marginal Variable Cost as a Percent of Total Variable Cost:						66%

**Table 10 - Initial Rate Adjustments and Resulting Revenues  
Willard, MO, Sewer Rates Model 2024-3**

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	\$44,435	\$24.85	0.000	\$8.64	\$741	\$45,176
	1,000	1,999	\$223,557	\$24.85	0.000	\$8.64	\$776	\$224,333
	2,000	2,999	\$231,452	\$24.85	0.000	\$8.64	\$756	\$232,208
	3,000	3,999	\$206,138	\$24.85	0.000	\$8.64	\$649	\$206,787
	4,000	4,999	\$160,554	\$24.85	0.000	\$8.64	\$496	\$161,051
	5,000	5,999	\$115,221	\$24.85	0.000	\$8.64	\$353	\$115,575
	6,000	6,999	\$76,693	\$24.85	0.000	\$8.64	\$237	\$76,930
	7,000	7,999	\$52,746	\$24.85	0.000	\$8.64	\$164	\$52,909
	8,000	8,999	\$33,970	\$24.85	0.000	\$8.64	\$108	\$34,079
	9,000	9,999	\$26,177	\$24.85	0.000	\$8.64	\$83	\$26,260
	10,000	19,999	\$75,950	\$24.85	0.000	\$8.64	\$252	\$76,202
	20,000	29,999	\$15,841	\$24.85	0.000	\$8.64	\$57	\$15,898
	30,000	39,999	\$5,839	\$24.85	0.000	\$8.64	\$22	\$5,861
In-City Commercial	0	999	\$22,435	\$24.85	0.000	\$8.64	\$80	\$22,515
	1,000	1,999	\$17,505	\$24.85	0.000	\$8.64	\$49	\$17,554
	2,000	2,999	\$10,002	\$24.85	0.000	\$8.64	\$31	\$10,033
	3,000	3,999	\$7,734	\$24.85	0.000	\$8.64	\$25	\$7,759
	4,000	4,999	\$6,134	\$24.85	0.000	\$8.64	\$21	\$6,155
	5,000	5,999	\$5,691	\$24.85	0.000	\$8.64	\$19	\$5,710
	6,000	6,999	\$4,610	\$24.85	0.000	\$8.64	\$16	\$4,627
	7,000	7,999	\$4,103	\$24.85	0.000	\$8.64	\$15	\$4,118
	8,000	8,999	\$4,231	\$24.85	0.000	\$8.64	\$15	\$4,246
	9,000	9,999	\$3,802	\$24.85	0.000	\$8.64	\$14	\$3,815
	10,000	19,999	\$28,274	\$24.85	0.000	\$8.64	\$106	\$28,380
	20,000	29,999	\$20,503	\$24.85	0.000	\$8.64	\$78	\$20,581
	30,000	39,999	\$15,271	\$24.85	0.000	\$8.64	\$58	\$15,329
	40,000	49,999	\$11,847	\$24.85	0.000	\$8.64	\$44	\$11,891
	50,000	59,999	\$7,913	\$24.85	0.000	\$8.64	\$30	\$7,944
	60,000	69,999	\$6,591	\$24.85	0.000	\$8.64	\$25	\$6,616
	70,000	79,999	\$4,706	\$24.85	0.000	\$8.64	\$18	\$4,724
	80,000	89,999	\$3,817	\$24.85	0.000	\$8.64	\$15	\$3,832
90,000	99,999	\$3,428	\$24.85	0.000	\$8.64	\$13	\$3,441	
100,000	199,999	\$17,966	\$24.85	0.000	\$8.64	\$71	\$18,037	
200,000	299,999	\$7,389	\$24.85	0.000	\$8.64	\$29	\$7,418	
300,000	399,999	\$3,143	\$24.85	0.000	\$8.64	\$12	\$3,156	
400,000	499,999	\$1,149	\$24.85	0.000	\$8.64	\$5	\$1,153	
500,000	599,999	\$248	\$24.85	0.000	\$8.64	\$1	\$249	
600,000	699,999	\$0	\$24.85	0.000	\$8.64	\$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	\$20,022	\$37.27	0.000	\$12.96	\$544	\$20,566
	1,000	1,999	\$113,500	\$37.27	0.000	\$12.96	\$559	\$114,059
	2,000	2,999	\$124,138	\$37.27	0.000	\$12.96	\$570	\$124,708
	3,000	3,999	\$114,077	\$37.27	0.000	\$12.96	\$504	\$114,581
	4,000	4,999	\$92,386	\$37.27	0.000	\$12.96	\$401	\$92,787
	5,000	5,999	\$67,186	\$37.27	0.000	\$12.96	\$293	\$67,478
	6,000	6,999	\$49,690	\$37.27	0.000	\$12.96	\$216	\$49,906
	7,000	7,999	\$34,513	\$37.27	0.000	\$12.96	\$153	\$34,666
	8,000	8,999	\$25,984	\$37.27	0.000	\$12.96	\$116	\$26,100
	9,000	9,999	\$19,327	\$37.27	0.000	\$12.96	\$88	\$19,414
	10,000	19,999	\$75,021	\$37.27	0.000	\$12.96	\$359	\$75,380
	20,000	29,999	\$23,783	\$37.27	0.000	\$12.96	\$118	\$23,901
30,000	39,999	\$9,863	\$37.27	0.000	\$12.96	\$50	\$9,913	
Rural Commercial	0	999	\$1,237	\$37.27	0.000	\$12.96	\$10	\$1,246
	1,000	1,999	\$2,337	\$37.27	0.000	\$12.96	\$9	\$2,346
	2,000	2,999	\$1,993	\$37.27	0.000	\$12.96	\$7	\$2,000
	3,000	3,999	\$1,278	\$37.27	0.000	\$12.96	\$5	\$1,283
	4,000	4,999	\$604	\$37.27	0.000	\$12.96	\$3	\$607
	5,000	5,999	\$705	\$37.27	0.000	\$12.96	\$3	\$708
	6,000	6,999	\$631	\$37.27	0.000	\$12.96	\$3	\$634
	7,000	7,999	\$623	\$37.27	0.000	\$12.96	\$3	\$625
	8,000	8,999	\$758	\$37.27	0.000	\$12.96	\$3	\$761
	9,000	9,999	\$526	\$37.27	0.000	\$12.96	\$2	\$528
	10,000	19,999	\$2,049	\$37.27	0.000	\$12.96	\$8	\$2,058
	20,000	29,999	\$463	\$37.27	0.000	\$12.96	\$2	\$465
30,000	39,999	\$190	\$37.27	0.000	\$12.96	\$1	\$191	
Total Rate Revenue at Current Rates			\$2,295,329	Total Rate Revenue at Modeled Rates			\$9,635	
Total Blended Rate Revenues for the Year								\$2,304,964

**Table 17 - Financial Capacity Indicators and Reserves**  
**Willard, MO, Sewer Rates Model 2024-3**

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.

	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		
<b>Capacity Indicators</b>														
<b>Customary Affordability Index</b>	Monthly Bill for a 5,000 gal per Month, Small Meter Residential Customer	\$55.46	\$68.05	\$70.77	\$73.60	\$76.54	\$79.60	\$82.79	\$86.10	\$89.54	\$93.13	\$96.85	\$100.73	
	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	
	<b>Affordability Index:</b> Current Rates First Column, Modeled Rates After That	0.83%	0.98%	0.98%	0.97%	0.97%	0.97%	0.97%	0.96%	0.96%	0.96%	0.96%	0.96%	
	<b>National Average Affordability Index:</b> 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.													
<b>Low-income, Low-volume Affordability Index</b>	Monthly Bill for a 2,000 gal per Month, Low-income Residential Customer	\$37.91	\$42.13	\$43.81	\$45.56	\$47.39	\$49.28	\$51.25	\$53.30	\$55.44	\$57.65	\$59.96	\$62.36	
	Income at One-half the AMHI and Raising 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	
	<b>Affordability for Low-income, Low-volume:</b> Current Rates First Column, Modeled Rates After That	1.14%	1.34%	1.26%	1.28%	1.31%	1.33%	1.36%	1.38%	1.41%	1.43%	1.46%	1.48%	
	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 payers" and "no payers" compared to others, so this indicator goes to the "business sense" of the rates modeled here. In other words, raise the customer's bill too much and they are more likely to pay late or not pay.													
<b>Estimated Operating Ratio:</b> Current Rates First Column, Modeled Rates After That	0.68	1.00	1.52	1.52	1.50	1.51	1.45	1.28	1.43	1.49	1.47	1.47		
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.														
<b>Estimated Coverage Ratio:</b> Current Rates First Column, Modeled Rates After That	0.00	0.00	0.11	0.07	0.02	0.05	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.														
<b>Alternative Coverage Ratio:</b> Current Rates First Column, Modeled Rates After That	3.60	0.13	-2.26	-1.01	-1.20	-0.79	-0.32	0.23	-0.73	-0.15	1.17	2.57		
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.														
<b>Reserves</b>	Balance Ending on 12/31/22													
	Cash and Cash Equivalents	\$1,150,793	\$361,931	\$354,390	\$831,399	\$874,363	\$926,393	\$966,906	\$1,055,399	\$1,255,170	\$1,180,113	\$1,188,680	\$1,259,770	\$1,320,676
	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	\$354,390	\$831,399	\$874,363	\$926,393	\$966,906	\$1,055,399	\$1,255,170	\$1,180,113	\$1,188,680	\$1,259,770	\$1,320,676
	Total Cash Assets Discounted for Inflation (Future Unrestricted Purchasing Power)	\$1,150,793	\$361,931	\$354,390	\$806,457	\$822,689	\$845,493	\$855,995	\$906,307	\$1,045,522	\$953,511	\$931,620	\$957,716	\$1,004,019
	Repair & Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debt and CIP Reserves	\$0	-\$320,091	-\$1,085,014	-\$1,316,556	-\$1,447,322	-\$1,301,473	-\$1,087,917	-\$967,329	-\$1,531,716	-\$1,237,346	-\$751,193	-\$296,402	\$224,444
<b>Sum of All Reserves</b>	\$1,150,793	\$41,840	-\$730,624	-\$485,157	-\$572,959	-\$375,080	-\$121,011	\$88,069	-\$276,545	-\$57,233	\$437,487	\$963,397	\$1,545,120	

**Table 18 - Bills Before and After Rate Adjustments  
Willard, MO, Sewer Rates Model 2024-3**

The modeled rates will generate 53.2% more revenue per year than the rates at the end of the test year.

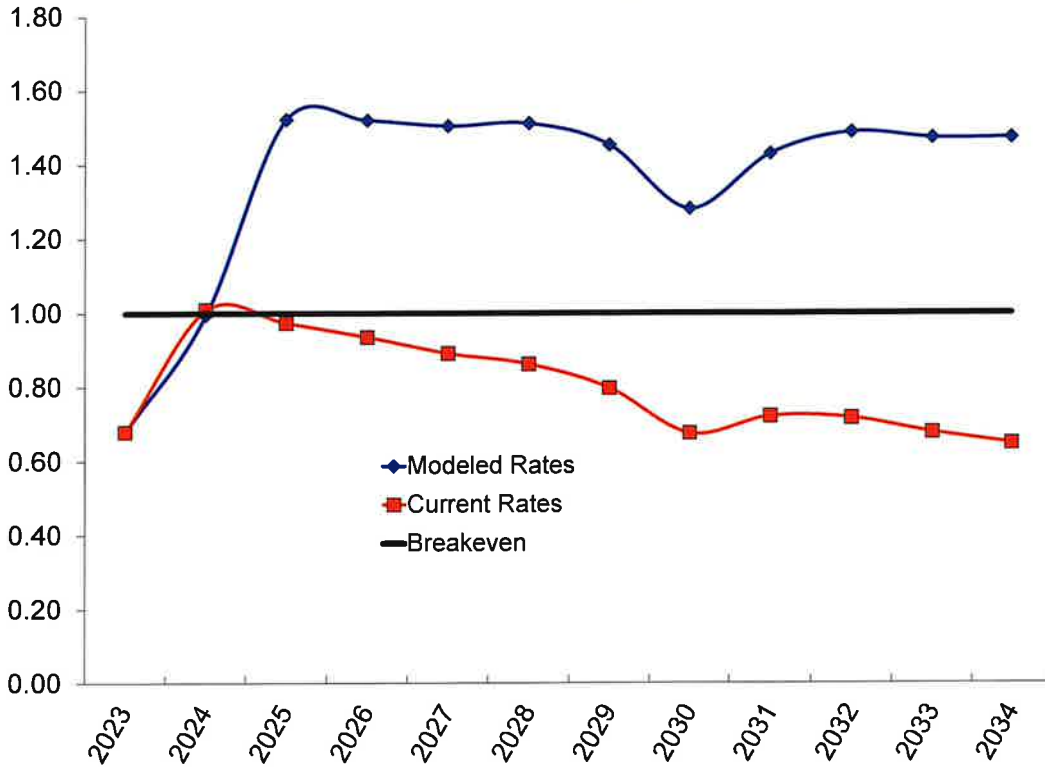
However, due to rate restructuring, individual bills would change as shown in the following table. Note: The actual rates to adopt or consider are included in the narrative report.

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	142	142	2,349	\$26.21	\$24.85	-\$1.36	-5%
	1,000	283	425	2,207	\$32.06	\$33.49	\$1.43	4%
	2,000	397	822	1,924	\$37.91	\$42.13	\$4.22	11%
	3,000	408	1,230	1,526	\$43.76	\$50.77	\$7.01	16%
	4,000	338	1,567	1,119	\$49.61	\$59.41	\$9.80	20%
	5,000	248	1,816	781	\$55.46	\$68.05	\$12.59	23%
	6,000	162	1,977	533	\$61.31	\$76.69	\$15.38	25%
	7,000	110	2,087	371	\$67.16	\$85.33	\$18.17	27%
	8,000	64	2,152	261	\$73.01	\$93.97	\$20.96	29%
	9,000	51	2,202	197	\$78.86	\$102.61	\$23.75	30%
	10,000	121	2,323	146	\$84.71	\$111.25	\$26.54	31%
	20,000	16	2,339	25	\$143.21	\$197.65	\$54.44	38%
30,000	5	2,344	9	\$201.71	\$284.05	\$82.34	41%	
In-City Commercial	0	59	59	174	\$26.21	\$24.85	-\$1.36	-5%
	1,000	30	89	115	\$32.06	\$33.49	\$1.43	4%
	2,000	13	102	85	\$37.91	\$42.13	\$4.22	11%
	3,000	9	111	72	\$43.76	\$50.77	\$7.01	16%
	4,000	6	117	63	\$49.61	\$59.41	\$9.80	20%
	5,000	5	122	57	\$55.46	\$68.05	\$12.59	23%
	6,000	3	125	52	\$61.31	\$76.69	\$15.38	25%
	7,000	2	127	49	\$67.16	\$85.33	\$18.17	27%
	8,000	3	131	46	\$73.01	\$93.97	\$20.96	29%
	9,000	3	133	43	\$78.86	\$102.61	\$23.75	30%
	10,000	11	144	41	\$84.71	\$111.25	\$26.54	31%
	20,000	7	152	29	\$143.21	\$197.65	\$54.44	38%
	30,000	5	157	22	\$201.71	\$284.05	\$82.34	41%
	40,000	5	162	17	\$260.21	\$370.45	\$110.24	42%
	50,000	2	164	11	\$318.71	\$456.85	\$138.14	43%
	60,000	2	167	9	\$377.21	\$543.25	\$166.04	44%
	70,000	1	168	7	\$435.71	\$629.65	\$193.94	45%
	80,000	1	169	6	\$494.21	\$716.05	\$221.84	45%
90,000	1	170	5	\$552.71	\$802.45	\$249.74	45%	
100,000	3	172	4	\$611.21	\$888.85	\$277.64	45%	
200,000	1	173	1	\$1,196.21	\$1,752.85	\$556.64	47%	
300,000	0	173	1	\$1,781.21	\$2,616.85	\$835.64	47%	

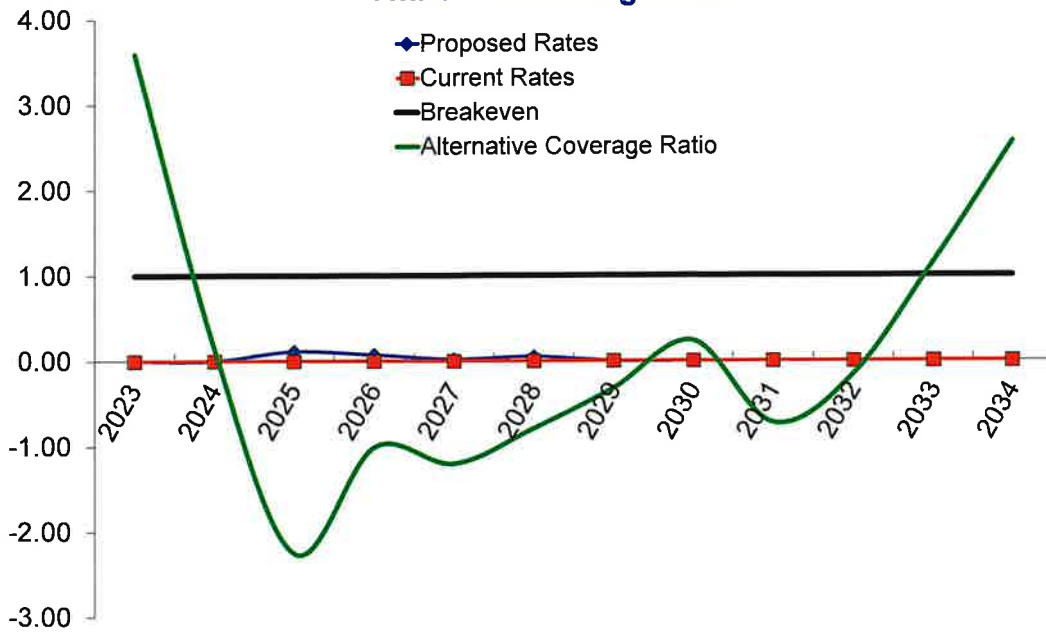
**Table 18 - Bills Before and After Rate Adjustments**

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	59	59	1,171	\$28.52	\$37.27	\$8.75	31%
	1,000	109	167	1,112	\$34.88	\$50.23	\$15.35	44%
	2,000	180	347	1,004	\$41.24	\$63.19	\$21.95	53%
	3,000	194	541	824	\$47.61	\$76.15	\$28.54	60%
	4,000	168	709	630	\$53.97	\$89.11	\$35.14	65%
	5,000	121	829	462	\$60.33	\$102.07	\$41.74	69%
	6,000	89	919	342	\$66.70	\$115.03	\$48.33	72%
	7,000	58	976	252	\$73.06	\$127.99	\$54.93	75%
	8,000	42	1,019	194	\$79.42	\$140.95	\$61.53	77%
	9,000	29	1,048	152	\$85.79	\$153.91	\$68.12	79%
	10,000	87	1,135	123	\$92.15	\$166.87	\$74.72	81%
	20,000	21	1,156	36	\$155.78	\$296.47	\$140.69	90%
	30,000	8	1,164	15	\$219.41	\$426.07	\$206.66	94%
Rural Commercial	0	3	3	18	\$36.47	\$37.27	\$0.80	2%
	1,000	3	6	15	\$42.83	\$50.23	\$7.40	17%
	2,000	3	9	12	\$49.20	\$63.19	\$13.99	28%
	3,000	2	11	9	\$55.56	\$76.15	\$20.59	37%
	4,000	0	11	7	\$61.92	\$89.11	\$27.19	44%
	5,000	1	12	7	\$68.29	\$102.07	\$33.78	49%
	6,000	1	12	6	\$74.65	\$115.03	\$40.38	54%
	7,000	1	13	5	\$81.01	\$127.99	\$46.98	58%
	8,000	1	14	5	\$87.37	\$140.95	\$53.58	61%
	9,000	1	15	4	\$93.74	\$153.91	\$60.17	64%
	10,000	3	17	3	\$100.10	\$166.87	\$66.77	67%
20,000	0	18	1	\$163.73	\$296.47	\$132.74	81%	
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.	

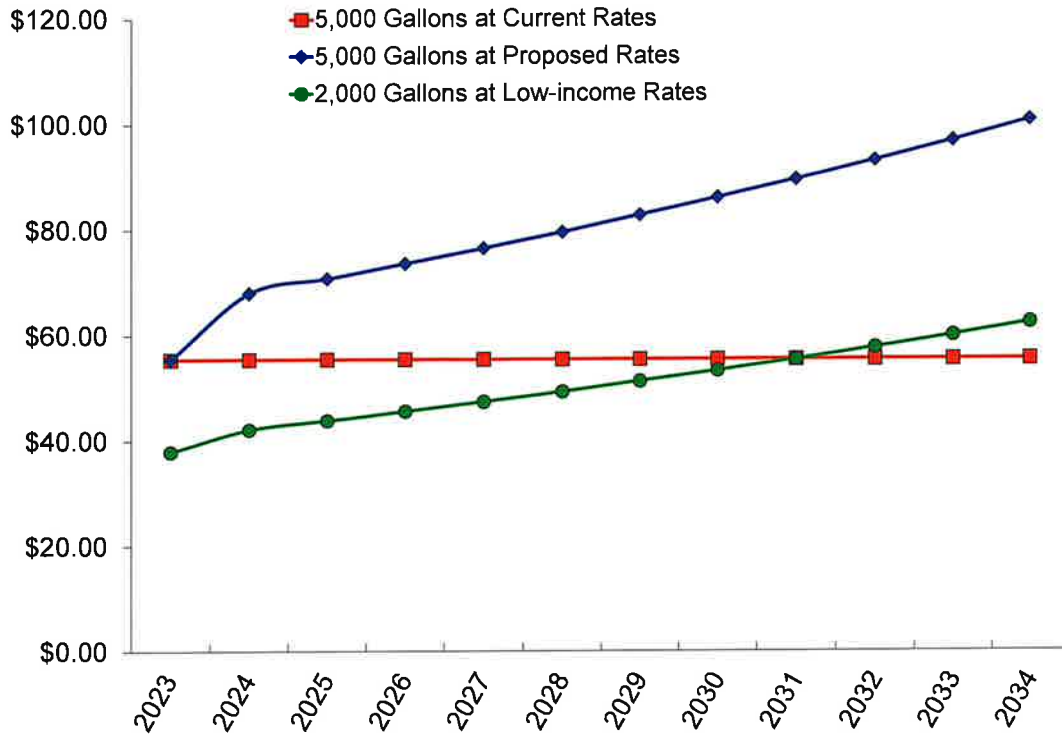
**Chart 1 - Operating Ratio**



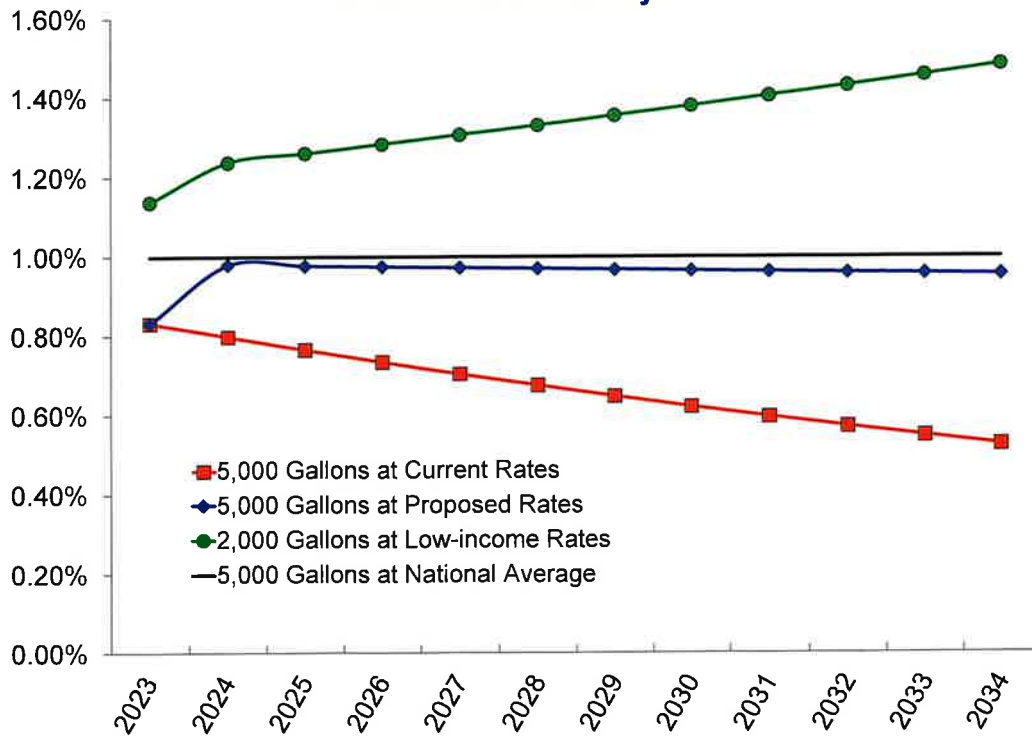
**Chart 2 - Coverage Ratio**



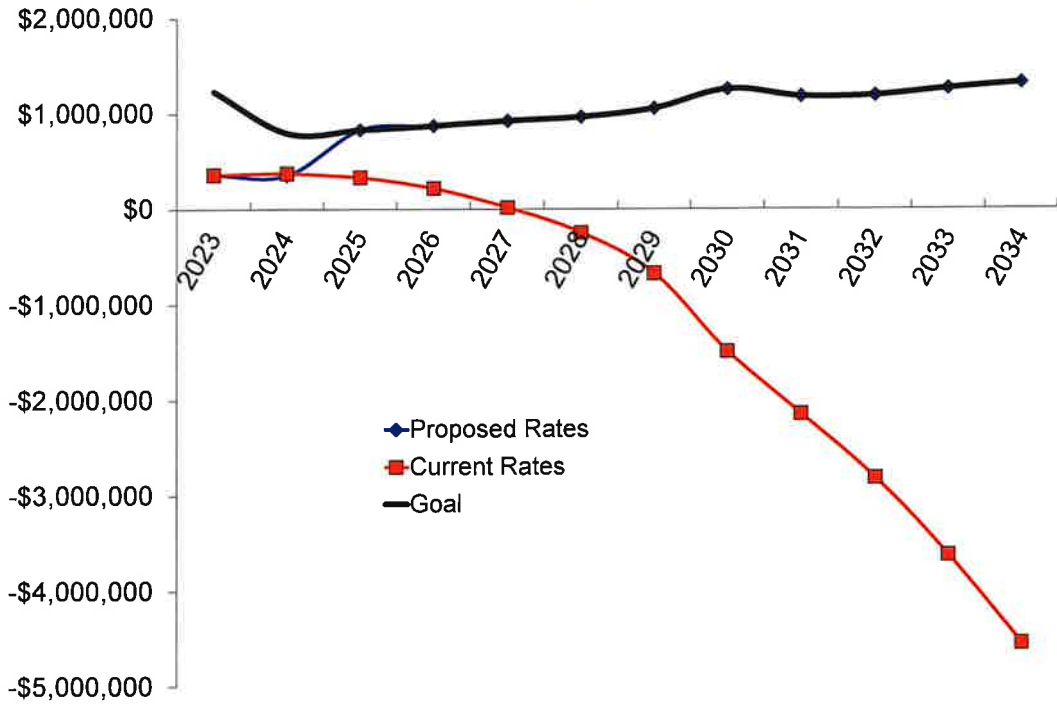
**Chart 3 - Residential Users' Bills**



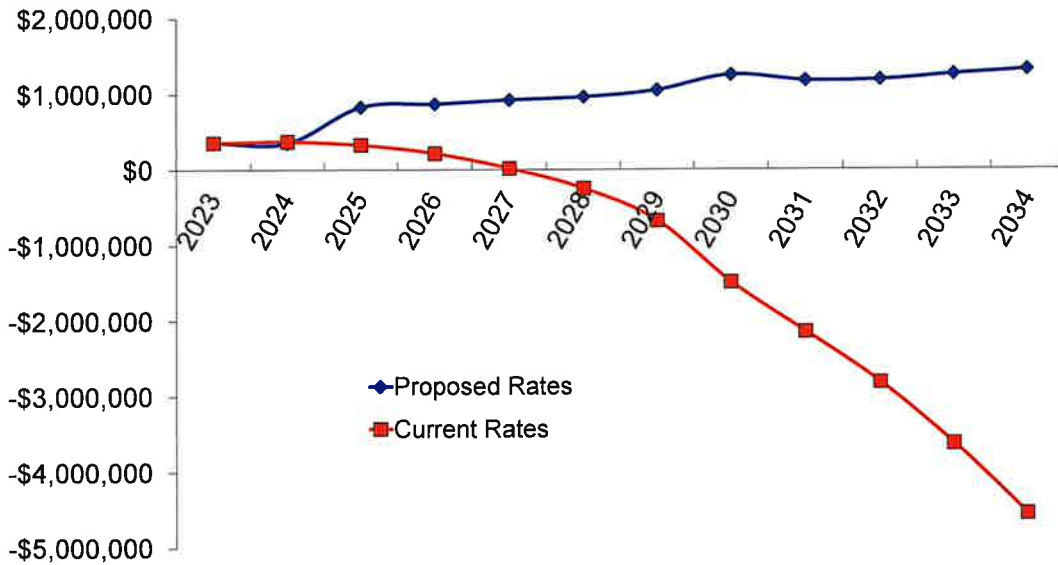
**Chart 4 - Affordability**



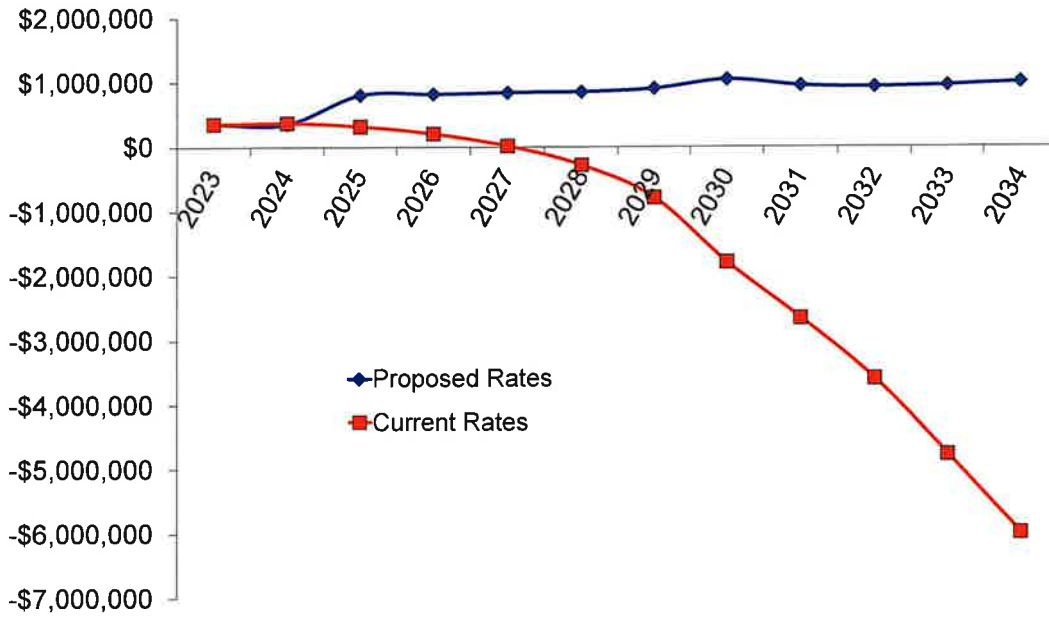
**Chart 5 - Working Capital vs Goal**



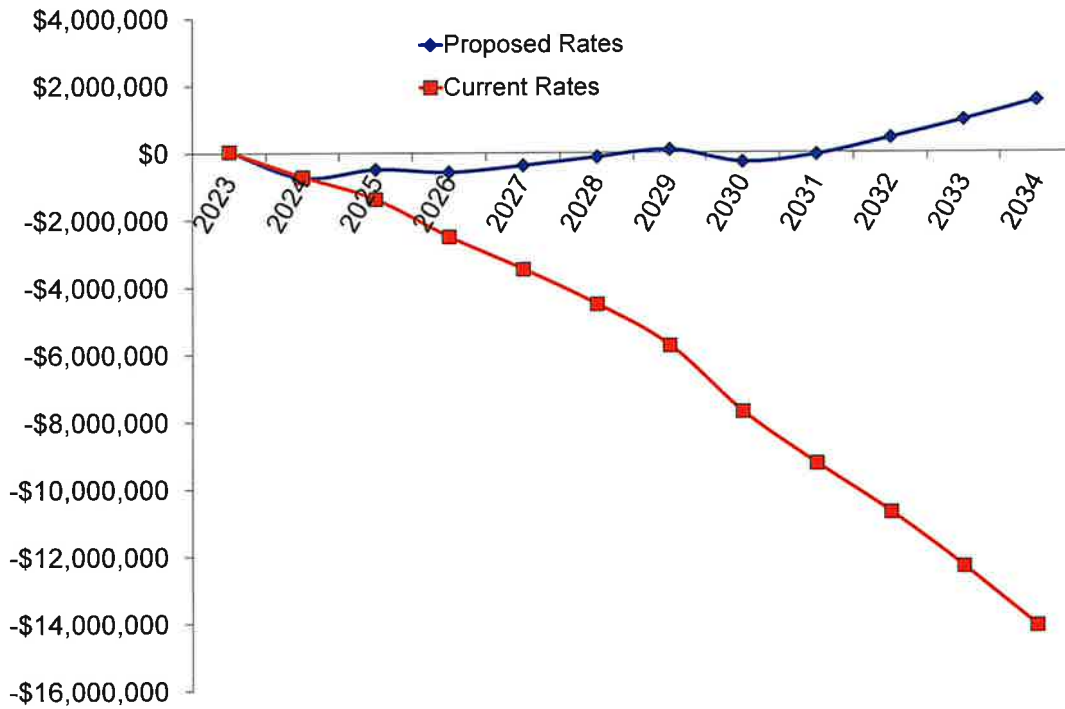
**Chart 6 - Value of Cash Assets Before Inflation**



**Chart 7 - Value of Cash Assets After Inflation**



**Chart 8 - Sum of All Reserves**





## Willard, MO, Sewer Rates Model 2024-4

This model is like Sewer Model 3 except it assumes out of City customers' rates would be "capped" like this; the minimum charge would be 22 percent higher than the in-City minimum, and the unit charge would be 35 percent higher than the in-City unit charge.

October 21, 2024

This rate analysis model was produced by

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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.

CBGreatRates© Version 8.3

**Table 10 - Initial Rate Adjustments and Resulting Revenues  
Willard, MO, Sewer Rates Model 2024-4**

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	\$44,435	\$26.31	0.000	\$9.15	\$784	\$45,220
	1,000	1,999	\$223,557	\$26.31	0.000	\$9.15	\$822	\$224,379
	2,000	2,999	\$231,452	\$26.31	0.000	\$9.15	\$801	\$232,252
	3,000	3,999	\$206,138	\$26.31	0.000	\$9.15	\$687	\$206,826
	4,000	4,999	\$160,554	\$26.31	0.000	\$9.15	\$526	\$161,080
	5,000	5,999	\$115,221	\$26.31	0.000	\$9.15	\$374	\$115,595
	6,000	6,999	\$76,693	\$26.31	0.000	\$9.15	\$251	\$76,944
	7,000	7,999	\$52,746	\$26.31	0.000	\$9.15	\$173	\$52,919
	8,000	8,999	\$33,970	\$26.31	0.000	\$9.15	\$115	\$34,085
	9,000	9,999	\$26,177	\$26.31	0.000	\$9.15	\$88	\$26,265
	10,000	19,999	\$75,950	\$26.31	0.000	\$9.15	\$267	\$76,217
	20,000	29,999	\$15,841	\$26.31	0.000	\$9.15	\$60	\$15,901
30,000	39,999	\$5,839	\$26.31	0.000	\$9.15	\$23	\$5,862	
In-City Commercial	0	999	\$22,435	\$26.31	0.000	\$9.15	\$85	\$22,520
	1,000	1,999	\$17,505	\$26.31	0.000	\$9.15	\$52	\$17,557
	2,000	2,999	\$10,002	\$26.31	0.000	\$9.15	\$33	\$10,035
	3,000	3,999	\$7,734	\$26.31	0.000	\$9.15	\$26	\$7,761
	4,000	4,999	\$6,134	\$26.31	0.000	\$9.15	\$22	\$6,156
	5,000	5,999	\$5,691	\$26.31	0.000	\$9.15	\$20	\$5,712
	6,000	6,999	\$4,610	\$26.31	0.000	\$9.15	\$17	\$4,628
	7,000	7,999	\$4,103	\$26.31	0.000	\$9.15	\$16	\$4,119
	8,000	8,999	\$4,231	\$26.31	0.000	\$9.15	\$16	\$4,247
	9,000	9,999	\$3,802	\$26.31	0.000	\$9.15	\$14	\$3,816
	10,000	19,999	\$28,274	\$26.31	0.000	\$9.15	\$112	\$28,386
	20,000	29,999	\$20,503	\$26.31	0.000	\$9.15	\$82	\$20,586
	30,000	39,999	\$15,271	\$26.31	0.000	\$9.15	\$61	\$15,332
	40,000	49,999	\$11,847	\$26.31	0.000	\$9.15	\$47	\$11,894
	50,000	59,999	\$7,913	\$26.31	0.000	\$9.15	\$32	\$7,945
	60,000	69,999	\$6,591	\$26.31	0.000	\$9.15	\$26	\$6,617
	70,000	79,999	\$4,706	\$26.31	0.000	\$9.15	\$19	\$4,726
	80,000	89,999	\$3,817	\$26.31	0.000	\$9.15	\$16	\$3,832
90,000	99,999	\$3,428	\$26.31	0.000	\$9.15	\$14	\$3,442	
100,000	199,999	\$17,966	\$26.31	0.000	\$9.15	\$75	\$18,041	
200,000	299,999	\$7,389	\$26.31	0.000	\$9.15	\$31	\$7,420	
300,000	399,999	\$3,143	\$26.31	0.000	\$9.15	\$13	\$3,157	
400,000	499,999	\$1,149	\$26.31	0.000	\$9.15	\$5	\$1,154	
500,000	599,999	\$248	\$26.31	0.000	\$9.15	\$1	\$249	
600,000	699,999	\$0	\$26.31	0.000	\$9.15	\$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	\$20,022	\$32.10	0.000	\$12.35	\$512	\$20,534
	1,000	1,999	\$113,500	\$32.10	0.000	\$12.35	\$521	\$114,021
	2,000	2,999	\$124,138	\$32.10	0.000	\$12.35	\$523	\$124,661
	3,000	3,999	\$114,077	\$32.10	0.000	\$12.35	\$459	\$114,536
	4,000	4,999	\$92,386	\$32.10	0.000	\$12.35	\$364	\$92,749
	5,000	5,999	\$67,186	\$32.10	0.000	\$12.35	\$265	\$67,451
	6,000	6,999	\$49,690	\$32.10	0.000	\$12.35	\$196	\$49,886
	7,000	7,999	\$34,513	\$32.10	0.000	\$12.35	\$140	\$34,653
	8,000	8,999	\$25,984	\$32.10	0.000	\$12.35	\$106	\$26,090
	9,000	9,999	\$19,327	\$32.10	0.000	\$12.35	\$81	\$19,407
	10,000	19,999	\$75,021	\$32.10	0.000	\$12.35	\$332	\$75,353
	20,000	29,999	\$23,783	\$32.10	0.000	\$12.35	\$110	\$23,893
	30,000	39,999	\$9,863	\$32.10	0.000	\$12.35	\$47	\$9,910
Rural Commercial	0	999	\$1,237	\$32.10	0.000	\$12.35	\$9	\$1,246
	1,000	1,999	\$2,337	\$32.10	0.000	\$12.35	\$8	\$2,345
	2,000	2,999	\$1,993	\$32.10	0.000	\$12.35	\$7	\$2,000
	3,000	3,999	\$1,278	\$32.10	0.000	\$12.35	\$5	\$1,282
	4,000	4,999	\$604	\$32.10	0.000	\$12.35	\$3	\$607
	5,000	5,999	\$705	\$32.10	0.000	\$12.35	\$3	\$708
	6,000	6,999	\$631	\$32.10	0.000	\$12.35	\$3	\$633
	7,000	7,999	\$623	\$32.10	0.000	\$12.35	\$3	\$625
	8,000	8,999	\$758	\$32.10	0.000	\$12.35	\$3	\$761
	9,000	9,999	\$526	\$32.10	0.000	\$12.35	\$2	\$528
	10,000	19,999	\$2,049	\$32.10	0.000	\$12.35	\$8	\$2,057
	20,000	29,999	\$463	\$32.10	0.000	\$12.35	\$2	\$465
	30,000	39,999	\$190	\$32.10	0.000	\$12.35	\$1	\$191
Total Rate Revenue at Current Rates			\$2,295,329	Total Rate Revenue at Modeled Rates			\$9,634	
Total Blended Rate Revenues for the Year								\$2,304,964

**Table 17 - Financial Capacity Indicators and Reserves**  
**Willard, MO, Sewer Rates Model 2024-4**

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.

	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		
<b>Capacity Indicators</b>														
Customary Affordability Index	Monthly Bill for a 5,000 gal per Month, Small Meter Residential Customer	\$55.46	\$72.06	\$74.95	\$77.94	\$81.06	\$84.30	\$87.68	\$91.18	\$94.83	\$98.62	\$102.57	\$106.67	
	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%	1.03%	1.03%	1.03%	1.03%	1.02%	1.02%	1.02%	1.02%	1.01%	1.01%	
	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	\$44.61	\$46.40	\$48.25	\$50.18	\$52.19	\$54.28	\$56.45	\$58.71	\$61.06	\$63.50	\$66.04	
	Income at One-half the AMHI and Rising at One-half the Rate Above	\$39,975	\$40,928	\$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%	1.31%	1.34%	1.36%	1.38%	1.41%	1.44%	1.46%	1.49%	1.52%	1.54%	1.57%	
	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 payers" and "no payers" 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	1.00	1.52	1.52	1.50	1.51	1.45	1.28	1.43	1.49	1.47	1.47	
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	0.11	0.07	0.02	0.05	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		3.60	0.13	-2.26	-1.01	-1.20	-0.79	-0.32	0.23	-0.73	-0.16	1.16	2.56	
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	\$354,389	\$831,399	\$874,363	\$926,393	\$966,906	\$1,055,399	\$1,255,170	\$1,180,113	\$1,188,680	\$1,259,770	\$1,320,676
	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	\$354,389	\$831,399	\$874,363	\$926,393	\$966,906	\$1,055,399	\$1,255,170	\$1,180,113	\$1,188,680	\$1,259,770	\$1,320,676
	Total Cash Assets Discounted for Inflation (Future Unrestricted Purchasing Power)	\$1,150,793	\$361,931	\$354,389	\$806,457	\$822,689	\$845,493	\$855,995	\$906,307	\$1,045,522	\$953,511	\$931,620	\$957,716	\$1,004,019
	Repair & Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debt and CIP Reserves	\$0	-\$320,091	-\$1,085,014	-\$1,316,710	-\$1,447,641	-\$1,301,968	-\$1,088,601	-\$968,214	-\$1,532,816	-\$1,238,675	-\$752,767	-\$298,237	\$222,333
Sum of All Reserves		\$1,150,793	\$41,840	-\$730,624	-\$485,311	-\$573,278	-\$375,575	-\$121,694	\$87,184	-\$277,645	-\$58,562	\$435,613	\$961,533	\$1,543,009

**Table 18 - Bills Before and After Rate Adjustments  
Willard, MO, Sewer Rates Model 2024-4**

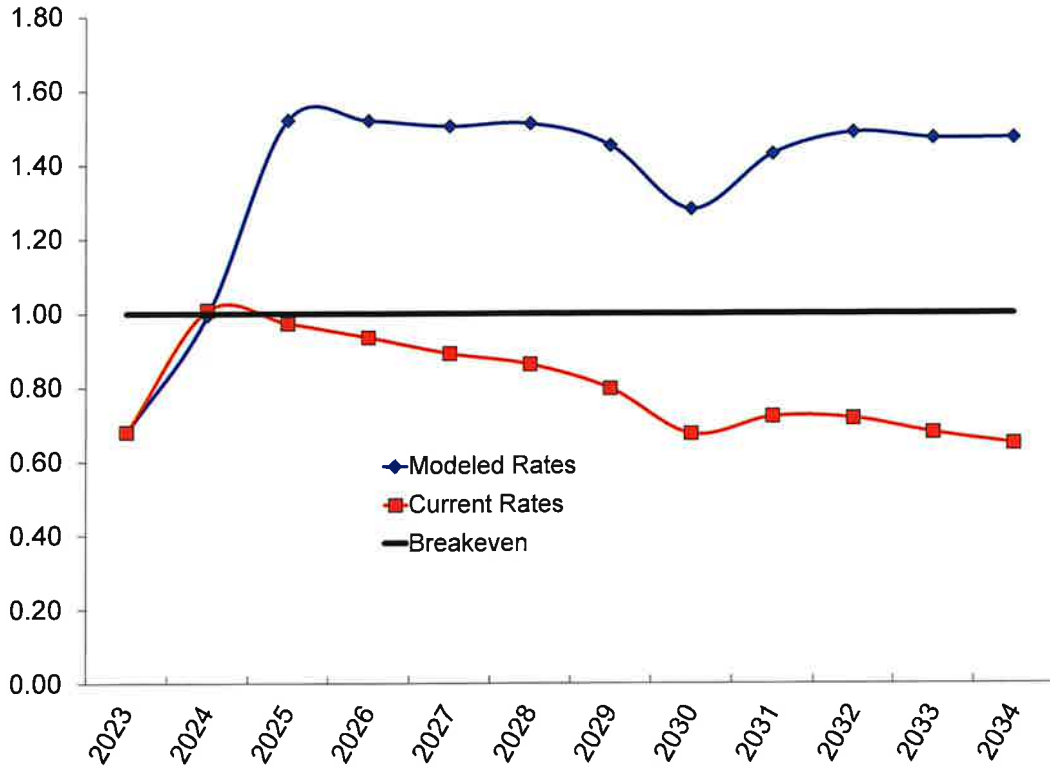
The modeled rates will generate 53.2% more revenue per year than the rates at the end of the test year. However, due to rate restructuring, individual bills would change as shown in the following table. Note: The actual rates to adopt or consider are included in the narrative report.

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	142	142	2,349	\$26.21	\$26.31	\$0.10	0%
	1,000	283	425	2,207	\$32.06	\$35.46	\$3.40	11%
	2,000	397	822	1,924	\$37.91	\$44.61	\$6.70	18%
	3,000	408	1,230	1,526	\$43.76	\$53.76	\$10.00	23%
	4,000	338	1,567	1,119	\$49.61	\$62.91	\$13.30	27%
	5,000	248	1,816	781	\$55.46	\$72.06	\$16.60	30%
	6,000	162	1,977	533	\$61.31	\$81.21	\$19.90	32%
	7,000	110	2,087	371	\$67.16	\$90.36	\$23.20	35%
	8,000	64	2,152	261	\$73.01	\$99.51	\$26.50	36%
	9,000	51	2,202	197	\$78.86	\$108.66	\$29.80	38%
	10,000	121	2,323	146	\$84.71	\$117.81	\$33.10	39%
	20,000	16	2,339	25	\$143.21	\$209.31	\$66.10	46%
30,000	5	2,344	9	\$201.71	\$300.81	\$99.10	49%	
In-City Commercial	0	59	59	174	\$26.21	\$26.31	\$0.10	0%
	1,000	30	89	115	\$32.06	\$35.46	\$3.40	11%
	2,000	13	102	85	\$37.91	\$44.61	\$6.70	18%
	3,000	9	111	72	\$43.76	\$53.76	\$10.00	23%
	4,000	6	117	63	\$49.61	\$62.91	\$13.30	27%
	5,000	5	122	57	\$55.46	\$72.06	\$16.60	30%
	6,000	3	125	52	\$61.31	\$81.21	\$19.90	32%
	7,000	2	127	49	\$67.16	\$90.36	\$23.20	35%
	8,000	3	131	46	\$73.01	\$99.51	\$26.50	36%
	9,000	3	133	43	\$78.86	\$108.66	\$29.80	38%
	10,000	11	144	41	\$84.71	\$117.81	\$33.10	39%
	20,000	7	152	29	\$143.21	\$209.31	\$66.10	46%
	30,000	5	157	22	\$201.71	\$300.81	\$99.10	49%
	40,000	5	162	17	\$260.21	\$392.31	\$132.10	51%
	50,000	2	164	11	\$318.71	\$483.81	\$165.10	52%
	60,000	2	167	9	\$377.21	\$575.31	\$198.10	53%
	70,000	1	168	7	\$435.71	\$666.81	\$231.10	53%
	80,000	1	169	6	\$494.21	\$758.31	\$264.10	53%
	90,000	1	170	5	\$552.71	\$849.81	\$297.10	54%
	100,000	3	172	4	\$611.21	\$941.31	\$330.10	54%
200,000	1	173	1	\$1,196.21	\$1,856.31	\$660.10	55%	
300,000	0	173	1	\$1,781.21	\$2,771.31	\$990.10	56%	

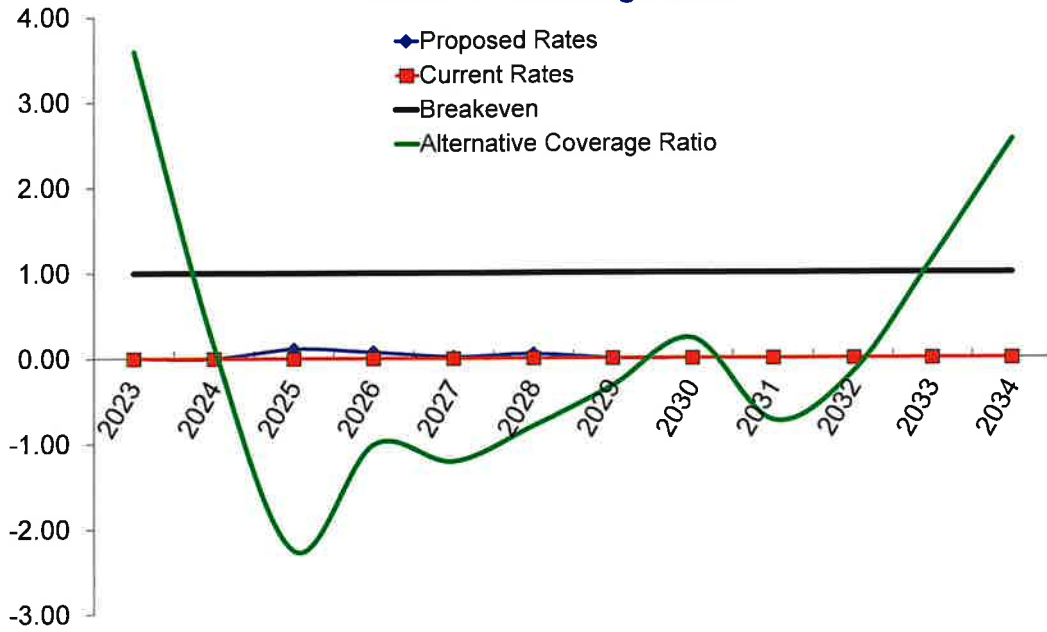
**Table 18 - Bills Before and After Rate Adjustments**

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	59	59	1,171	\$28.52	\$32.10	\$3.58	13%
	1,000	109	167	1,112	\$34.88	\$44.45	\$9.57	27%
	2,000	180	347	1,004	\$41.24	\$56.81	\$15.56	38%
	3,000	194	541	824	\$47.61	\$69.16	\$21.55	45%
	4,000	168	709	630	\$53.97	\$81.51	\$27.54	51%
	5,000	121	829	462	\$60.33	\$93.86	\$33.53	56%
	6,000	89	919	342	\$66.70	\$106.22	\$39.52	59%
	7,000	58	976	252	\$73.06	\$118.57	\$45.51	62%
	8,000	42	1,019	194	\$79.42	\$130.92	\$51.50	65%
	9,000	29	1,048	152	\$85.79	\$143.27	\$57.49	67%
	10,000	87	1,135	123	\$92.15	\$155.63	\$63.48	69%
	20,000	21	1,156	36	\$155.78	\$279.15	\$123.37	79%
	30,000	8	1,164	15	\$219.41	\$402.68	\$183.27	84%
Rural Commercial	0	3	3	18	\$36.47	\$32.10	-\$4.37	-12%
	1,000	3	6	15	\$42.83	\$44.45	\$1.62	4%
	2,000	3	9	12	\$49.20	\$56.81	\$7.61	15%
	3,000	2	11	9	\$55.56	\$69.16	\$13.60	24%
	4,000	0	11	7	\$61.92	\$81.51	\$19.59	32%
	5,000	1	12	7	\$68.29	\$93.86	\$25.58	37%
	6,000	1	12	6	\$74.65	\$106.22	\$31.57	42%
	7,000	1	13	5	\$81.01	\$118.57	\$37.56	46%
	8,000	1	14	5	\$87.37	\$130.92	\$43.55	50%
	9,000	1	15	4	\$93.74	\$143.27	\$49.54	53%
	10,000	3	17	3	\$100.10	\$155.63	\$55.53	55%
20,000	0	18	1	\$163.73	\$279.15	\$115.42	70%	
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.	

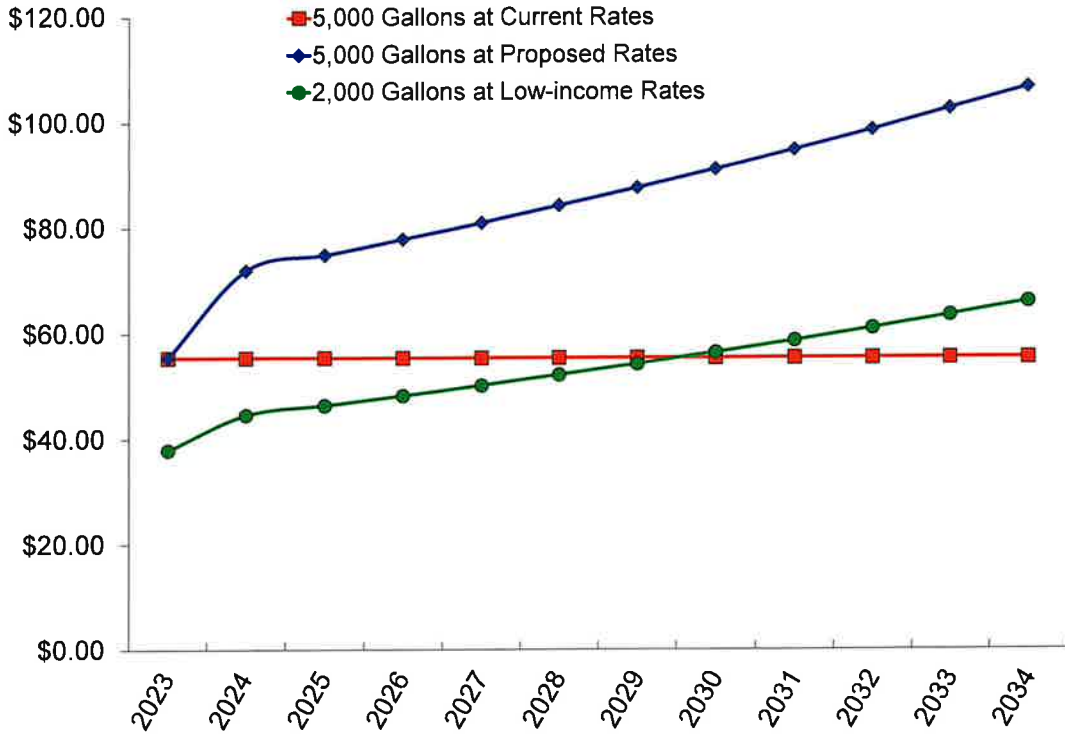
**Chart 1 - Operating Ratio**



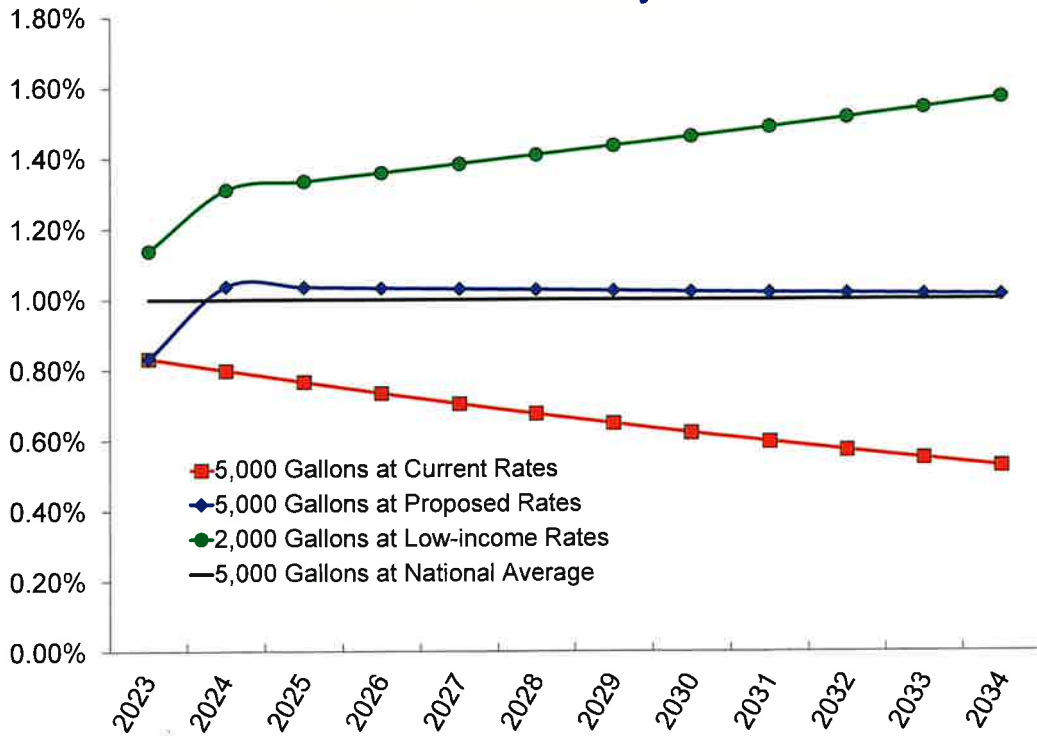
**Chart 2 - Coverage Ratio**



**Chart 3 - Residential Users' Bills**

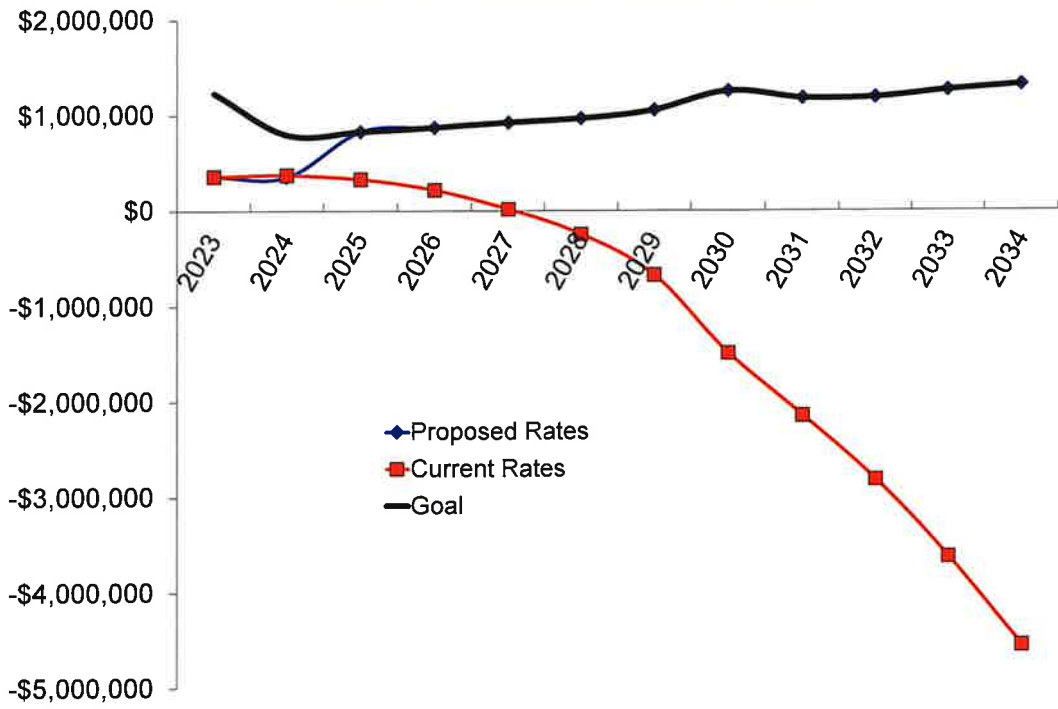


**Chart 4 - Affordability**

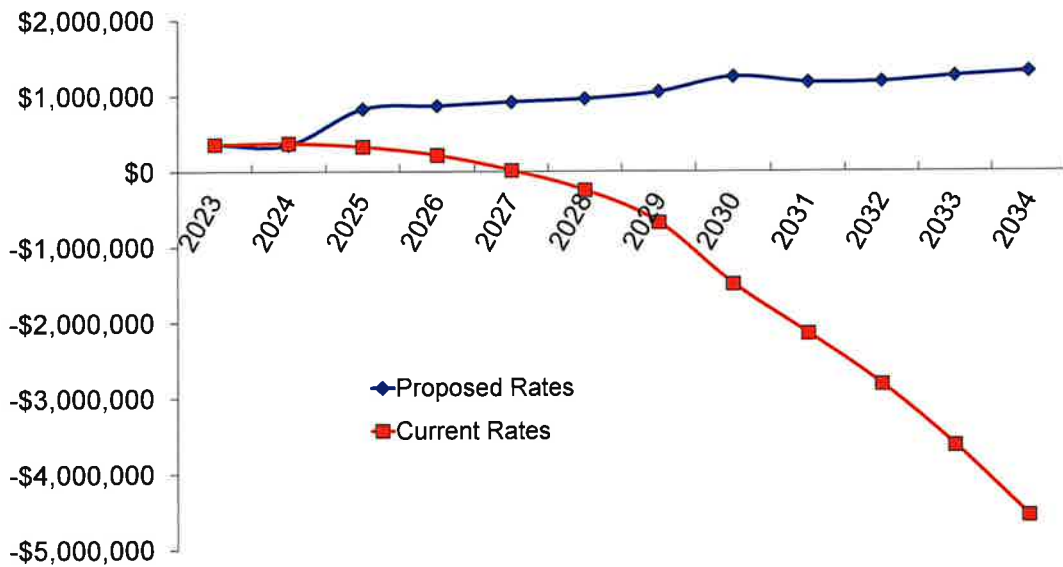




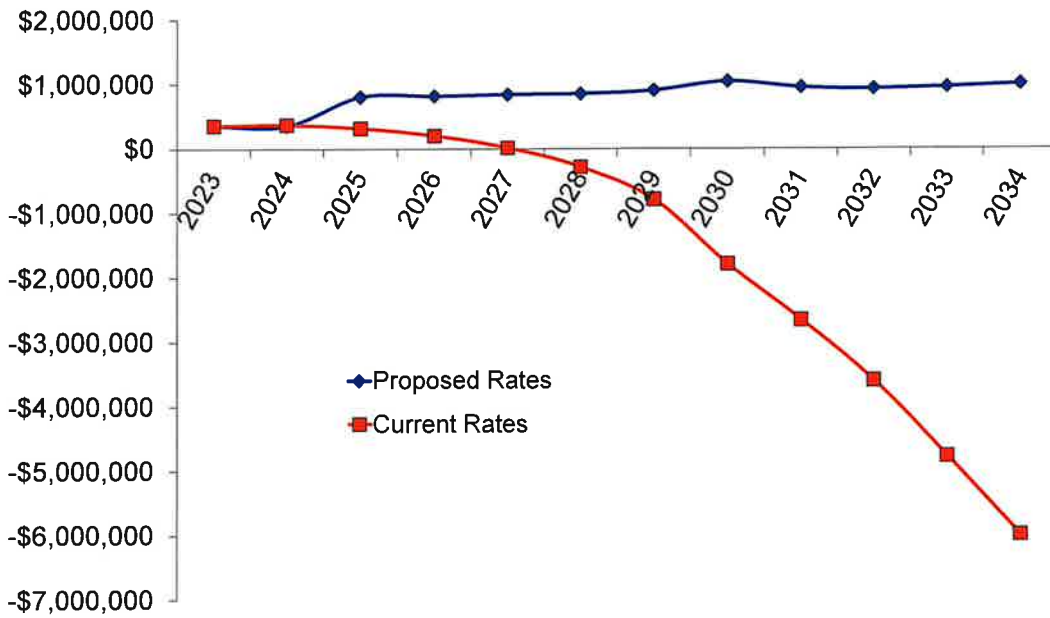
**Chart 5 - Working Capital vs Goal**



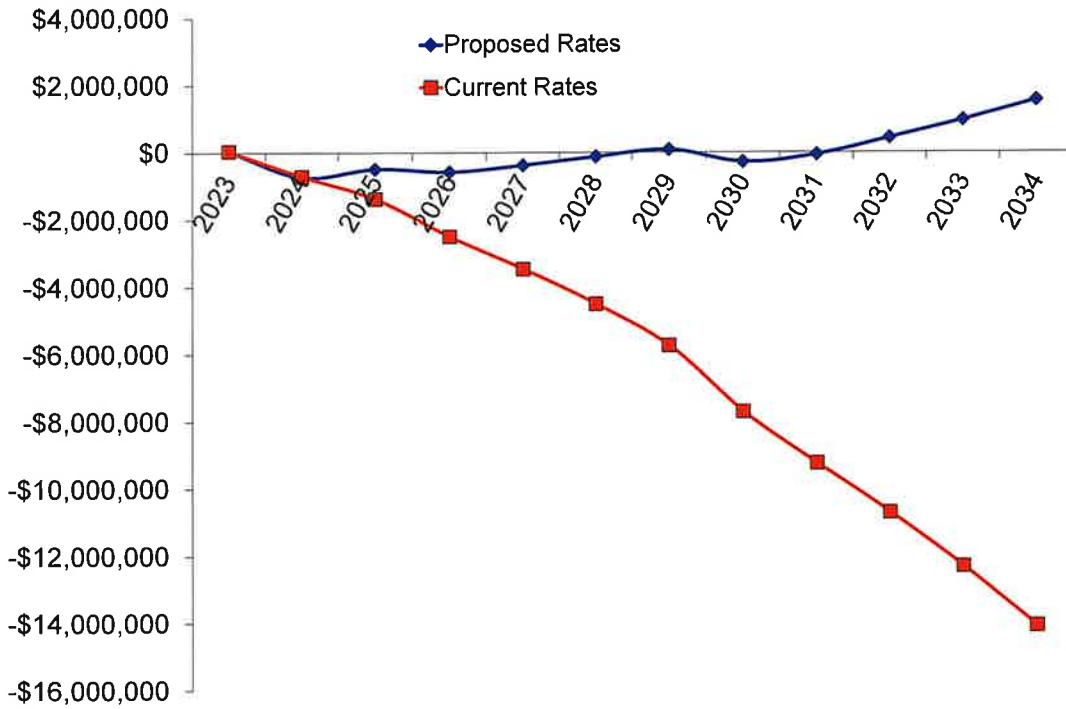
**Chart 6 - Value of Cash Assets Before Inflation**



**Chart 7 - Value of Cash Assets After Inflation**



**Chart 8 - Sum of All Reserves**



# 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

## **An Ordinance of the City of Willard, Missouri, Amending Title VII Utilities, Chapter 710, Sewer Use and Sewer Rates, Article VII Wastewater Charges and Rates**

FIRST READ: 10/28/2024

SECOND READ: 10/28/2024

BILL NO.: 24-47

ORDINANCE NO.: 241028A

**AN ORDINANCE OF THE CITY OF WILLARD, MISSOURI, AMENDING TITLE VII UTILITIES, CHAPTER 710, SEWER USE AND SEWER RATES, ARTICLE VII WASTEWATER CHARGES AND RATES**

WHEREAS, the City of Willard owns and operates a wastewater collection and treatment system permitted by the State of Missouri; and

WHEREAS, the City of Willard has caused to be conducted a rate analysis to determine whether the current rate structure is adequate to cover operating and maintenance costs for the water system of the City of Willard; and

WHEREAS, the results of which have caused the City of Willard to determine a need to amend Chapter 710 of the Municipal Code to update the sewer rates for both in-City and non-City customers to ensure the proper maintenance and operation of the municipal sewer system;

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

**Section 1:** The City does hereby amend **Title VII Utilities, Chapter 710 Sewer Use and Sewer Rates, Article VII Wastewater Charges and Rates** of the Municipal Code of the City of Willard, effective **October 28, 2024**, as follows:

- a. There shall be assessed to each **in-City user** of the Publicly Owned Treatment Works (POTW) a **minimum charge of twenty-five dollars and sixty-seven cents (\$25.67)** per month, and a **volume charge of eleven dollars and seventy-two cents (\$11.72) per one thousand (1,000) gallons** or fractional part thereof, with no usage allowance.
- b. There shall be assessed to each **non-City user** of the POTW a **minimum charge of thirty-eight dollars and fifty cents (\$38.50)** per month, and to each non-City user, a **volume charge of seventeen dollars and fifty-eight cents (\$17.58) per one thousand (1,000) gallons** or fractional part thereof, with no usage allowance.

These rates shall be reviewed annually before the end of each fiscal year.

Recommendations for any rate adjustments shall be presented to the Board of Aldermen as part of the upcoming fiscal year's budget consideration. Any proposed rate changes

shall thereafter be timely presented in a public hearing, allowing for their implementation at the beginning of the upcoming fiscal year or as soon thereafter as feasible.

**Section 2:** Definitions: An **in-City user** shall be defined as a user located within the incorporated city limits at the time of billing. A **non-City user** shall be defined as a user located outside the incorporated city limits at the time of billing.

**Section 3:** In addition to the above charges, all other provisions of Chapter 710 not specifically amended by this ordinance shall remain in full force and effect.

**Section 4:** The terms of this ordinance shall take effect from and after its passage by the Board of Aldermen and approval by the Mayor.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri on the **28<sup>th</sup>** day of **October 2024**.

Approved as to Form: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Troy Smith, Mayor

Attested By: \_\_\_\_\_

Janice Gargus, City Clerk

**BLANK RATES DRAFT TO BE UPDATED IF NEW RATES ARE APPLIED**

**FIRST READ: 10/28/2024**

**SECOND READ: 10/28/2024**

**BILL NO.: 24-47**

**ORDINANCE NO.: 241028A**

**AN ORDINANCE OF THE CITY OF WILLARD, MISSOURI, AMENDING TITLE VII UTILITIES, CHAPTER 710, SEWER USE AND SEWER RATES, ARTICLE VII WASTEWATER CHARGES AND RATES**

WHEREAS, the City of Willard owns and operates a wastewater collection and treatment system permitted by the State of Missouri; and

WHEREAS, the City of Willard has caused to be a conducted a rate analysis to determine whether the current rate structure is adequate to cover operating and maintenance costs for the water system of the City of Willard; and

WHEREAS, the results of which have caused the City of Willard to determine a need to amend Chapter 710 of the Municipal Code to update the sewer rates for both in-City and non-City customers to ensure the proper maintenance and operation of the municipal sewer system;

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

**Section 1:** The City does hereby amend **Title VII Utilities, Chapter 710 Sewer Use and Sewer Rates, Article VII Wastewater Charges and Rates** of the Municipal Code of the City of Willard, effective **October 28, 2024**, as follows:

- a. There shall be assessed to each **in-City user** of the Publicly Owned Treatment Works (POTW) a **minimum charge of** \_\_\_\_\_ (**\$ .** ) per month, and a **volume charge of** \_\_\_\_\_ (**\$ .** ) **per one thousand (1,000) gallons** or fractional part thereof, with no usage allowance.
- b. There shall be assessed to each **non-City user** of the POTW a **minimum charge of** \_\_\_\_\_ (**\$ .** ) per month, and to each non-City user, a **volume charge of** \_\_\_\_\_ (**\$ .** ) **per one thousand (1,000) gallons** or fractional part thereof, with no usage allowance.

These rates shall be reviewed annually before the end of each fiscal year. Recommendations for any rate adjustments shall be presented to the Board of Aldermen as part of the upcoming fiscal year's budget consideration. Any proposed rate changes shall thereafter be timely presented in a public hearing, allowing for their implementation at the beginning of the upcoming fiscal year or as soon thereafter as feasible.

**Section 2:** Definitions: An **in-City user** shall be defined as a user located within the incorporated city limits at the time of billing. A **non-City user** shall be defined as a user located outside the incorporated city limits at the time of billing.

**Section 3:** In addition to the above charges, all other provisions of Chapter 710 not specifically amended by this ordinance shall remain in full force and effect.

**Section 4:** The terms of this ordinance shall take effect from and after its passage by the Board of Aldermen and approval by the Mayor.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri on the **28<sup>th</sup>** day of **October 2024**.

Approved as to Form: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Troy Smith, Mayor

Attested By: \_\_\_\_\_

Janice Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



Agenda Item #14

## **An Ordinance Revising and Replacing Section 400.200 of the City Code**



**AN ORDINANCE REVISING AND REPLACING SECTION 400.200 OF THE CITY CODE**

**WHEREAS**, Schools are encouraged and allowed in the R-1 zone and,

**WHEREAS**, proper signage is important for the identification and identity of the school and,

**WHEREAS**, signage for schools may exceed the size defined by the R-1 zone,

**WHEREAS**, a variance may be needed to address the issue,

**NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF THE CITY OF WILLARD, AS FOLLOWS:**

**SECTION 1. REPEAL SECTION 400.200**

Section 400.200 is hereby repealed in its entirety

**SECTION 2. REPLACEMENT OF SECTION 400.200**

Section 400.200 is hereby replace with the following:

**Section 400.200 Appeals Pertaining To Zoning Regulations.**  
**[Ord. No. 020227 §1(3.7), 2-27-2002]**

- A. *Appeal From Administrative Order.* The Board of Adjustment shall hear and decide appeals where it is alleged there is error in any order, requirement, decision or determination made by an Administrative Official in the enforcement of the applicable zoning provisions of this Chapter.
- B. *When Appeals May Be Taken.* An appeal may be taken to the Board of Adjustment by any person aggrieved, by any neighborhood organization as defined in Section 32.105, RSMo., representing such person, or by an officer, department, board or agency of the City of Willard affected by a decision of an Administrative Official. An appeal must be made within fifteen (15) days after the date of the decision or order appealed. Appeals shall be taken by filing with the City Clerk a written notice of appeal specifying the grounds for the appeal. The City Clerk shall enter the date of filing on the notice of appeal and shall transmit to the Chair of the Board of Adjustment the notice of appeal and all papers and materials constituting the record upon which the action appealed from was taken.
- C. *When Appeals To Stay Proceedings.* A notice of appeal properly filed as herein provided shall stay all proceedings in furtherance of the action appealed from, unless the officer from whom the appeal is taken certifies to the Board of Adjustment, after the notice of appeal has been filed, that by reason of acts stated in the certificate a stay would, in the opinion of the officer, cause imminent peril to life or property. In such a case, proceedings shall not be stayed otherwise than by a restraining order which may be granted by the Board of Adjustment or by a proper court order.
- D. *Hearing On Appeals.* The Board of Adjustment shall hold a public hearing on all appeals in accordance with the provisions of Section **400.360(A)**.
- E. *Board Of Adjustment Decision On Appeal.*

1. A motion to reverse, affirm or modify the order, requirement or decision appealed from shall include, so far as practical, a written statement of the specific reasons or findings of fact that support the motion. The concurring vote of four (4) members of the Board of Adjustment shall be necessary to reverse any order, requirement or decision or to decide in favor of the applicant on any matter upon which it is required to pass.
2. Within thirty (30) days after the hearing on an appeal, the Board of Adjustment shall file with the City its findings of fact and decision with respect to the appeal. The City Clerk shall transmit by mail a copy of the decision to the appellant and to each other person who requests in writing to be notified.

**Section 400.200 Variances Pertaining To Zoning Regulations.**  
**[Ord. No. 020227 §1(3.8), 2-27-2002]**

- A. *Jurisdiction And Authority.* The Board of Adjustment shall exercise the authority to vary the strict or literal terms of the applicable zoning provisions of this Chapter in accordance with the standards set forth in Subsection (C). A variance is the remedy created by this power and is part of the Board's appellate jurisdiction. It is a discretionary privilege which is granted because strict and literal enforcement of certain provisions of this Chapter would, due to special conditions peculiar to a particular property, result in unusual difficulty or hardship.
- B. *Authorized Variances.* Variances from the zoning regulations and restrictions contained in this Chapter may be granted by the Board of Adjustment in the following instances:
  1. A variance of the applicable bulk regulations for buildings and structures, including maximum height, lot coverage, floor area ratio, required yard areas and other required open space.
  2. A variance of the applicable minimum requirements for lot size, width and depth and setbacks from lot lines.
  3. A variance of the applicable off-street parking and off-street loading requirements and ratios.
  4. A variance of the landscaping and buffer yard requirements.
  5. A variance for sign requirements in a R-I Zone for schools
- C. *Standards For Grant Of Variance.* The Board of Adjustment may grant a variance if it concludes that strict enforcement of the ordinance would result in practical difficulties or undue hardship for the applicant and, by granting the variance, the spirit of the ordinance will be observed, public safety and welfare will be secured and substantial justice will be done. The Board of Adjustment may reach these conclusions if it finds in writing that:
  1. The particular physical surroundings, shape or topographical condition of the specific property involved would result in undue hardship upon the owner as distinguished from a mere inconvenience if the strict letter of the regulations were carried out;
  2. The conditions of which the applicant complains is one suffered by the applicant and would not be applicable to other property in the same zoning classification;
  3. The property in question cannot yield a reasonable return or the applicant cannot make reasonable use of his/her property if strict compliance with the regulations is required;
  4. The hardship relates to the applicant's land, rather than personal circumstances;
  5. The alleged hardship has not been created by any person presently having an interest in the property;

6. The granting of the variance will not be detrimental to the public welfare or injurious to other property or improvements in the area in which the property is located; and
  7. The variance will not nullify the intent and purpose of the Willard Land Development Regulations and the Willard Comprehensive Plan.
  8. *School signage is needed and deemed reasonable for the application.*
- D. *Application For Variance.* An application for a variance shall be submitted to the City Clerk. The City Clerk shall transmit the application and all papers and materials constituting the record to the Board of Adjustment.
- E. *Hearing On Variances.* The Board of Adjustment shall hold a public hearing on any application for variance in accordance with the provisions of Section **400.360(A)**.
- F. *Board Of Adjustment Decision On Variances.*
1. In deciding on variances, the Board of Adjustment shall take a separate vote on each of the seven (7) required findings stated in Subsection (C). The affirmative vote of four (4) members of the Board shall be required on each separate finding. Insofar as is practical, a motion to make an affirmative finding on each of the requirements shall include a written statement of the specific reasons or findings of fact supporting the motion.
  2. A motion to deny a variance may be made on the basis that any one (1) or more of the seven (7) requirements set forth in Subsection (C) are not satisfied or that the application is incomplete. Such motion, insofar as is practical, shall include a written statement of the specific reasons or findings of fact that support the motion. A motion to deny a variance is adopted as the Board of Adjustment's decision if supported by more than one (1) affirmative vote.
  3. In granting a variance, the Board of Adjustment may impose such reasonable conditions to ensure that the use of the property to which the variance applies will be as compatible as practical with surrounding properties.
  4. A variance may be issued for a specified or indefinite duration.
  5. The nature of the variance shall be entered upon the permit. All such conditions are enforceable in the same manner as any applicable requirement of this Chapter.

**Section 400.210 Recordation of Order of The Board of Adjustment.**  
**[Ord. No. 020227 §1(3.9), 2-27-2002]**

Whenever the Board of Adjustment shall have acted upon an appeal, request or variance, the Board shall cause its order granting or denying said appeal or application to be recorded in the records of the Greene County Recorder of Deeds. However, no order shall be recorded until the order has become final by the passage of thirty (30) days from the date said order is filed with the City Clerk without an action being filed in a court of competent jurisdiction challenging the issuance of said order or until a court of competent jurisdiction upholds said order if it is challenged within the thirty (30) day period.

**Section 400.220 Judicial Review — Board of Adjustment Action.**  
**[Ord. No. 020227 §1(3.10), 2-27-2002]**

Any person aggrieved, any neighborhood organization as defined in Section 32.105, RSMo., by any decision of the Board of Adjustment made under the provisions of this Article may seek judicial review of such decision in accordance with the provisions of Section 89.110, RSMo.

**Section 400.230 Appeals Pertaining To Subdivision Regulations.**  
**[Ord. No. 020227 §1(3.11), 2-27-2002]**

- A. *Jurisdiction.* The Board of Aldermen shall hear and decide:
1. Appeals where it is alleged there is error in any order, requirement, decision or determination made by an Administrative Official in the interpretation of the applicable subdivision regulations of this Chapter or the requisite standards of Chapter **405**, Design Standards for Public Improvements.
  2. Appeals of the decision of the Planning and Zoning Commission disapproving a site plan for simple land development or disapproving an application for minor subdivision or disapproving a preliminary plat or final plat for major subdivision pursuant to the requirements of this Chapter.
- B. *When Appeals May Be Taken.* An appeal under the provisions of Subsection **(A)(1)** above may be taken to the Board of Aldermen by any person aggrieved. Appeals must be made in accordance with the following:
1. *Appeal from administrative order.* An appeal of any order, requirement, decision or determination made by an Administrative Official must be made within fifteen (15) business days after the date of the decision or order appealed.
  2. *Appeal from decision of Planning and Zoning Commission.* An appeal of any decision of the Planning and Zoning Commission must be made within sixty (60) days of the date of the decision appealed.
  3. *Filing of appeals.* Appeals shall be taken by filing with the City Clerk a written notice of appeal specifying the grounds for the appeal. The City Clerk shall enter the date of filing on the notice of appeal and shall transmit to the Board of Aldermen the notice of appeal and all papers and materials constituting the record upon which the action appealed from was taken.
- C. *Board Of Aldermen Decision On Appeal.*
1. Action by the Board of Aldermen to reverse or modify a decision of an Administrative Official shall require an affirmative vote of not less than two-thirds (2/3) of the entire membership of the Board.
  2. Action by the Board of Aldermen to override a decision of the Planning and Zoning Commission disapproving any development plan for simple land development, application for minor subdivision or preliminary or final plat for major subdivision shall be made in accordance with the provisions for appeals prescribed in the following applicable Sections of this Chapter:
    - a. For simple land development in accordance with Section 400.990(7).
    - b. For minor subdivision in accordance with Section **400.1020(C)**.
    - c. For major subdivision preliminary plat in accordance with Section **400.1080(E)**.
    - d. For major subdivision final plat in accordance with Section **400.1110(C)**.

**Section 400.240 Variances Pertaining To Subdivision Regulations.**  
**[Ord. No. 020227 §1(3.12), 2-27-2002]**

- A. *Purpose And Intent.* It is the purpose and intent of this variance procedure to provide relief from unusual hardship, inequitable construction procedures or public improvement design standards which may be impractical and other conditions which occur with a specific parcel of land, but do not occur in the normal subdivision and land development process.

- B. *Authority.* The Board of Aldermen shall exercise the authority to vary the strict or literal terms of the subdivision requirements of this Chapter and the requisite improvement standards of Chapter **405**, Design Standards for Public Improvements in accordance with the procedures and standards set forth in Subsection (C). The Board of Aldermen shall not consider a variance unless and until it has received in writing the recommendation of the Planning and Commission.
- C. *Standards For Grant Of Variance.* No variance shall be granted unless it is found that:
1. There are special and unusual circumstances or conditions affecting said property such that the strict application of the regulations from which the variance is requested would deprive the owner of reasonable use of said property and is not the mere grant of a privilege;
  2. The variance is necessary for the preservation and enjoyment of a substantial property right of the owner;
  3. The granting of the variance would not be detrimental to the public safety, convenience or welfare or be injurious to other property in the vicinity; and
  4. The granting of the variance would not be in conflict with the intent of the subdivision and platting provisions of this Chapter.
- D. *Application Procedure.* An application for a variance shall be submitted to the City Clerk. The application shall indicate the specific provisions from which a variance is requested and the reasons for such request. Variance requests shall be reviewed in accordance with the following procedures:
1. Applications for variances may be submitted for Commission review concurrently with the final plat for minor subdivision or with the preliminary plat for major subdivision or with the site plan for simple land development requiring public improvements. Following public hearing, the Commission shall review and make recommendation on the variance request concurrently with action on the final plat if a minor subdivision or preliminary plat if a major subdivision or the site plan if a simple land development.
  2. Requests for variances independent of plat review or site plan review shall show just cause why such request was not made at the time of plat review or development plan review. Public hearing shall be held on all such requests in accordance with the requirements of Section **400.360(B)**.
- E. *Hearing On Variances.* The Planning and Zoning Commission shall hold a public hearing on all variance requests. Notice of hearing shall be made in accordance with the provisions of Section **400.360(B)**.
- F. *Decision On Variances.*
1. *Commission action.* After the public hearing has been completed, the Commission shall make recommendation to approve or deny the variance request. The recommendations of the Commission shall be made in accordance with the findings required in Subsection (C). Insofar as is practical, a motion to recommend approval or denial of a variance shall include a written statement of the specific reasons or findings of fact supporting the motion. The record of the Commission's findings and recommendation shall be sent to the Board of Aldermen within thirty (30) days of the Commission's decision.
  2. *Board of Aldermen action.* The Board of Aldermen shall approve or disapprove the request for variance. The decision of the Board of Aldermen shall be made in accordance with the findings required in Subsection (C). Insofar as is practical, a motion to recommend approval or denial of a variance shall include a written statement of the specific reasons or findings of fact supporting the motion.

G. *Recordation Of Variance.* When the Board of Aldermen has approved a variance from the regulations in accordance with this Section, the variance shall be recorded in the records of the Greene County Recorder of Deeds. However, no variance shall be recorded until the variance has become final by the passage of thirty (30) days from the date said variance is filed with the City Clerk without an action being filed in a court of competent jurisdiction challenging the approval of said variance or until a court of competent jurisdiction upholds said variance if it is challenged within the thirty (30) day period.

**Section 400.250 Appeal of Order of Tree Board.  
[Ord. No. 020227 §1(3.13), 2-27-2002]**

- A. *Authority.* The Board of Aldermen shall hear and decide appeals to any order or ruling of the Tree Board. Action by the Board of Aldermen to reverse or modify a ruling or order of the Tree Board shall require the affirmative vote of a majority of the Board of Aldermen.
- B. *When Appeals May Be Taken.* An appeal of any order or ruling of the Tree Board must be made within fifteen (15) working days after the date of the ruling or order appealed.
- C. *Filing Of Appeals.* Appeals shall be taken by filing with the City Clerk a written notice of appeal specifying the grounds for the appeal. The City Clerk shall enter the date of filing on the notice of appeal and shall transmit to the Board of Aldermen the notice of appeal and all papers and materials constituting the record upon which the action appealed from was taken.

**Section 400.260 When Appeals and Variances Not Allowed.  
[Ord. No. 020227 §1(3.14), 2-27-2002]**

No appeal, request or variance application to the Board of Adjustment and no appeal or variance application to the Board of Aldermen shall be allowed with respect to the same request prior to the expiration of six (6) months from the date of the ruling of the Board of Adjustment or the date of the ruling of the Board of Aldermen unless a substantial change of circumstances or conditions can be demonstrated by the applicant.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri, on the **11<sup>th</sup> day of November 2024.**

Approved as to Form: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Troy Smith, Mayor

Attested By: \_\_\_\_\_

Janice Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



Agenda Item #15

## **An Ordinance Revising and Replacing Section 400.470 of the City Code**

**First Reading: 10/28/24**  
**Bill No: 24-51**

**Second Reading: 11/12/24**  
**Ordinance No: 241111A**

**AN ORDINANCE REVISING AND REPLACING SECTION 400.470 OF THE CITY CODE**

**WHEREAS**, the C-2 zone is under review and,

**WHEREAS**, current zoning needs changes, and

**NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF THE CITY OF WILLARD, AS FOLLOWS:**

**SECTION 1. REPEAL SECTION 400.470**

Section 400.470 is hereby repealed in its entirety

**SECTION 2. REPLACEMENT OF SECTION 400.470**

**Section 400.470. "C-2" General Business District. [Ord. No. 020227 §1(5.8), 2-27-2002; Ord. No. 021111 §1, 11-11-2002]**

A. *Permitted Uses.* The "C-2" District is designed for those business and commercial uses that draw their customers from motorists on the highway or for whom location on a highway or arterial street is necessary. The district also provides for the location of commercial activities that involve outdoor storage of materials and goods. The following uses are permitted in the "C-2" General Business District:

1. All uses permitted in the "C-1" Neighborhood Commercial District.
2. Agriculture implements & sales and service.
3. Arcades and game rooms, bowling alleys, theaters, skating rinks and other such similar places of commercial entertainment, provided that no such building or premises is closer than one hundred (100) feet to the boundary of any residence district.
4. Banks and financial institutions, including automatic teller machines and drive-through facilities.
5. Boat sales and rental.
- ~~6. Car wash.~~
6. Clinics, dental laboratories and similar medical service facilities.
7. Funeral home.
8. Greenhouse, nursery or garden stores, on-premises sales permitted.
9. Health and fitness centers, including dance studios.
10. Hardware, home improvement and builder supply stores.



11. Heating, air-conditioning and plumbing stores.
12. Library, museum, art gallery and similar uses.
13. Liquor store and tavern.
14. Manufactured home sales and rental, but not including the use of a manufactured home as a residence.
15. Monument sales, outside storage permitted.
16. Motels and hotels, when located on a State or Federal highway.
17. New or used automobile, recreational vehicle or motorcycle sales and service facilities, outside storage permitted, but excluding the wrecking of motor vehicles.
18. Offices, clerical, research and services not related to goods and merchandise, such as offices of attorneys, physicians, engineers, accountants, insurance agents, stock brokers, travel agents, telecommunications and Internet services and government.
19. Off-street parking facilities.
20. Pest control services.
21. Public and private parks, playgrounds and golf courses, including miniature golf courses and driving ranges.
22. Restaurants, including drive-in facilities.
23. General retail sales and rental of goods, merchandise and equipment.<sup>1</sup>
24. Residential dwellings existing at the time the district was mapped.
25. Service stations or gas stations, including repair shops.
26. Schools, professional, business and trade.
27. Veterinarian, animal hospital or kennel, provided that no such building, kennel or exercise runway is closer than three hundred (300) feet to the boundary of any residence district.
28. Towers, other than wireless facilities, less than one hundred (100) feet in height and related facilities, provided telecommunication towers comply with Article VI, Section 400.600.
29. Type I wireless facilities in accordance with Article VI, Section 400.600.
30. Type III wireless facilities in accordance with Article VI, Section 400.600, provided wireless towers sixty (60) feet or greater in height allow collocation of at least one (1) additional provider's facilities.
31. Type IV wireless facilities in accordance with Article VI, Section 400.600, provided wireless towers are set back from any residential district at least two (2) feet for every one (1) foot of tower height and allow collocation of at least one (1) additional provider's facilities or at least two (2) additional provider's facilities if the tower height is one hundred twenty (120) feet or greater.

32. Water reservoirs, water standpipes and elevated and ground-level water storage tanks.

33. (Reserved)

34. Medical marijuana dispensaries. [Ord. No. 190923, 9-23-2019]

35. Medical marijuana testing facility. [Ord. No. 190923, 9-23-2019]

B. Conditional Uses. Certain non-conforming uses may be located within the district by written permission by the Board of Aldermen after written notice to all landowners within one hundred eighty-five (185) feet of the proposed use, followed by a public hearing; provided, that in the Board of Aldermen's judgment, such use will not seriously injure the appropriate use of neighboring property and will conform to the general intent and purpose of this

1. **Editor's Note: Former Subsection (A)(25), regarding personal self-service storage facilities, which immediately followed, was repealed 12-20-2018 by Ord. No. 181220E. Remaining Subsections were renumbered from (A)(26) — (A)(34) to (A)(25) — (A)(33).**

Chapter, and, further provided that such use shall comply with the height, area and other regulations of the district in which they may be located, as well as any additional restrictions as may be ordered. [Ord. No. 181220E, 12-20-2018; Ord. No. 201214A, 12-28-2020]

C. *Lot Size, Bulk And Open Space Requirements.*

Minimum lot area	None
Minimum lot width	None
Minimum lot depth	None
Maximum structure height	45 feet
Maximum floor area ratio	1.0

**Minimum Yard Requirements**

Front yard	25 feet
Rear yard	None
Side yard	None
Maximum building coverage (including accessory structures)	50%

D. *Open Space Requirements.* Not less than twenty percent (20%) of the total lot area shall be devoted to open space including required yards and buffer yards. Open space shall not include areas covered by buildings or structures, parking, loading and other paved areas and internal streets. Open space shall contain living ground cover.

E. *Design Requirements.*

1. A site plan meeting the requirements of Article XIV shall be submitted and approved for all uses.
2. All development shall meet the buffer yard and landscaping requirements in accordance with Article VIII.
3. All off-street parking, vehicular use and loading areas shall be screened from residential uses in accordance with Article VIII.
4. Refuse storage areas, storage for maintenance, mechanical and electrical equipment or other equipment incidental to uses shall be screened from view.
5. Lighting shall be designed so as to reflect away from adjacent residential districts.
6. All parking and loading areas shall be provided in accordance with the requirements set forth in Article IX.
7. All outdoor storage, except the storage of motor vehicles in operating condition, shall be enclosed by screening. Off-street parking and loading spaces and the storage of motor vehicles in operating condition shall be enclosed when such use abuts a residence

district or is separated from a residence district by only an alley.

- F. Standard For Medical Marijuana Dispensary And Testing Facilities. No building shall be constructed, altered or used as a medical marijuana dispensary or testing facility without complying with the following regulations of this Subsection: **[Ord. No. 190923, 9-23-2019]**
1. Distance Requirement. No medical marijuana dispensary or testing facility shall be located within three hundred (300) feet of a then-existing elementary or secondary school, or child day-care center. Measurements shall be made from the center threshold of the main public entrances of such premises by the most direct walking route. There shall be no distance requirement for a church.
  2. On-Site Usage Prohibited. No marijuana may be smoked, ingested, or otherwise consumed on the premises of a medical marijuana dispensary or testing facility building.
  3. Hours Of Operation. All sales or distribution of medical marijuana and any other products at medical marijuana dispensaries shall take place between the hours of 8:00 A.M. and 10:00 P.M.
  4. Display Of License Required. The medical marijuana dispensary or testing facility license issued by the State of Missouri shall be displayed in a prominent place in plain view near the front entrance of the facility.
  5. Zoning Limitations. Medical marijuana dispensaries or testing facilities shall be limited to the C-2 General Business District located in the City of Willard.
  6. Site Plan Review. Any plans for a medical marijuana dispensary or testing facility shall meet the requirements of Article III, Section 400.340, and Article XIV, Section 400.1160, of the Willard Municipal Code and all related building codes currently adopted by the City of Willard.
  7. Waste generated by facilities shall be disposed of in accordance with requirements promulgated by the Department of Health and Senior Services and other applicable Federal, State and local laws, whichever shall be more restrictive, to prevent exposure to the public or create a nuisance.
  8. Odor Control. No facility shall emit any odor of marijuana which is capable of being smelled by a person of ordinary senses outside of the boundary of the lot on which the facility is located. If a facility is located in a multiple-tenant building, the facility shall not emit any odor of marijuana which is capable of being detected by a person of ordinary senses outside of the tenant space in which the facility is located.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri on the 11<sup>th</sup> day of November 2024.

Approved as to Form: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Troy Smith, Mayor

Attested By: \_\_\_\_\_

Janice Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



Agenda Item #16

## An Ordinance Revising and Replacing Section 400.480 of the City Code

**AN ORDINANCE REVISING AND REPLACING SECTION 400.480 OF THE CITY CODE**

**WHEREAS**, the M-1 zone needs a revision and,

**WHEREAS**, current zoning does not define needed items,

**NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF THE CITY OF WILLARD, AS FOLLOWS:**

**SECTION 1. REPEAL SECTION 400.480**

Section 400.480 is hereby repealed in its entirety

**SECTION 2. REPLACEMENT OF SECTION 400.480**

Section 400.890 is hereby replace with the following:

Section 400.480 "**M-1" Light Industrial District.**

- A. *Purpose.* The "M-1" Light Industrial District is intended to allow for industrial operations and related activities that do not create nuisances and hazards. Industrial operations and activities are permitted provided they are conducted inside a building, although outdoor storage is permitted subject to limitations. The following uses are permitted in the "M-1" District:
- 1a. Any use permitted in a C-2 Zoning District. [**Ord. No. 130610D §1, 6-10-2013**]
  - 1b. Accessory uses in accordance with Article VI, Section 400.520. [**Ord. No. 130610D §1, 6-10-2013**]
  2. Ambulance service offices or garages.
  3. Any storage, manufacturing, processing, assembly, packaging, servicing, testing or repair of goods and materials and business and sales offices accessory thereto.
  4. Any establishment which provides supplies and/or services primarily to commercial and industrial customers, such as sign shops, janitorial services, packaging or shipping services, photocopying, publishing, blueprinting and similar uses.
  5. Bakeries.
  6. Funeral homes, mortuaries and crematoriums.
  7. Governmental buildings and uses.
  8. Heating, air-conditioning and plumbing sales and service.
  9. Hardware, home improvement and building supply stores.
  10. Heavy machinery and equipment sales, rental and service.

11. Laundry, dry cleaning and carpet cleaning services.
  12. Manufactured home sales and rental, but not including the use of a manufactured home as a residence.
  13. Pest control services.
  14. Police and fire stations.
  15. Recording studios.
  16. Schools, business, industrial and trade.
  17. Retail sales of products produced by the principal use, provided that the gross amount of floor area devoted to sales and display does not exceed twenty-five percent (25%) of the gross floor area of the structure.
  18. Veterinary clinics, animal hospitals and kennels.
  19. Warehousing, storage and distribution centers.
  20. Type I wireless facilities in accordance with Article VI, Section 400.600.
  21. Type III wireless facilities in accordance with Article VI Section 400.600, provided wireless towers sixty (60) feet or greater in height allow collocation of at least one (1) additional provider's facilities.
  22. Type IV wireless facilities in accordance with Article VI, Section 400.600, provided wireless towers are set back from any residential district at least two (2) feet for every one (1) foot of tower height and allow collocation of at least one (1) additional provider's facilities or at least two (2) additional provider's facilities if the tower height is one hundred twenty (120) feet or greater.
  23. Towers, other than wireless facilities, less than one hundred (100) feet in height and related facilities in accordance with Article VI, Section 400.600.
  24. Water reservoirs, water standpipes and elevated and ground-level water storage tanks.
  25. Television and radio studios with transmitting facilities.
  26. (Reserved)
  27. Medical marijuana cultivation facility. [Ord. No. 190923, 9-23-2019]
  28. Medical marijuana-infused products manufacturing facility. [Ord. No. 190923, 9-23-2019]
  29. Personal Self Storage Facilities: A building or buildings, commonly referred to as mini-storage, composed of individual, self-contained units available on a rental basis for storage of business and household goods, usually on a short-term basis (often month-to-month).
  30. Car Wash
- B. Conditional Uses. Certain non-conforming uses may be located within the district by written permission by the Board of Aldermen after written notice to all landowners within one hundred eighty-five (185) feet of the proposed use, followed by a public hearing; provided, that in the Board of Aldermen's judgment, such use will not seriously injure the appropriate use of neighboring property and will conform to the general intent and purpose of this Chapter, and, further provided that such use shall comply with the height, area and other regulations of the district in which they may be located, as well as any additional restrictions as may be ordered. [Ord. No. 181220E, 12-20-2018; Ord. No. 201214A,



12-28-2020]

C. *Use Limitations.*

1. There shall be no offensive noise, dust, smoke, odors, heat or glare noticeable at or beyond the property line.
2. All operations and activities, except off-street parking, loading and storage, shall be conducted wholly inside a building or buildings.
3. Storage may be maintained outside a building in side yards or rear yards if such storage area is screened from public streets and from other property, except property located in an "M-2" District. All outdoor storage shall be at least one hundred (100) feet from any residence district.
4. No building shall be used for residential purposes, except that a guard or caretaker employed on the premises and his/her family, may reside on the premises.

D. *Lot Size, Bulk And Open Space Requirements.*

Minimum lot area	None
Minimum lot width	None
Minimum lot depth	None
Maximum structure height	50 feet
Maximum floor area ratio	0.50

**Minimum Yard Requirements**

Front yard	25 feet
Rear yard	30 feet
Side yard	20 feet
Maximum lot coverage	50%

E. *Open Space Requirements.* Not less than fifteen percent (15%) of the total lot area shall be devoted to open space including required yards and buffer yards. Open space shall not include areas covered by buildings or structures, parking, loading and other paved areas and internal streets. Open space shall contain living ground cover.

F. *Design Requirements.*

1. A site plan meeting the requirements of Article **XIV** shall be submitted and approved for all uses.
2. All development shall meet the buffer yard and landscaping requirements in accordance with Article **VIII**.
3. All off-street parking, vehicular use and loading areas shall be screened from residential uses in accordance with Article **VIII**.

4. Refuse storage areas and mechanical and electrical equipment shall be screened from view.
5. Lighting shall be designed so as to reflect away from adjacent residential districts.
6. All parking and loading areas shall be provided in accordance with the requirements set forth in Article IX.
- G. Standards For Medical Marijuana-Infused Products Manufacturing And Cultivation Facilities. No building shall be constructed, altered or used as a medical marijuana-infused products manufacturing or cultivation facility without complying with the following regulations of this Subsection: **[Ord. No. 190923, 9-23-2019]**
  1. Distance Requirement. Measurements shall be made from the center threshold of the main public entrances of such premises by the most direct walking route.
    - a. Type 1. No extraction facility using combustible or hazardous gases shall be located within one thousand (1,000) feet of a then-existing elementary or secondary school, or child day-care center. There shall be no distance requirement for a church.
    - b. Type 2. No post-extraction or cultivation facilities that do not use combustible or hazardous gases shall be located within five hundred (500) feet of a then-existing elementary or secondary school, or child day-care center. There shall be no distance requirement for a church.
  2. Operations Or Storage. All operations and all storage of materials, products, or equipment shall be within a fully secured area inside the building structure.
  3. On-Site Usage Prohibited. No marijuana may be smoked, ingested, or otherwise consumed on the premises of any medical marijuana-infused products manufacturing or cultivation facility.
  4. Display Of License Required. The medical marijuana-infused products manufacturing or cultivation facility license issued by the State of Missouri shall be displayed in a prominent place in plain view near the front entrance of the facility.
  5. Site Plan Review Required. Any plans for a medical marijuana-infused products or cultivation facility shall meet the requirements of Article III, Section 400.340, and Article XIV, Section 400.1160, of the Willard Municipal Code and all related building codes currently adopted by the City of Willard.
  6. Waste generated by facilities shall be disposed of in accordance with requirements promulgated by the Department of Health and Senior Services and other applicable Federal, State and local laws, whichever shall be more restrictive, to prevent exposure to the public or create a nuisance.
  7. Odor Control. No facility shall emit any odor of marijuana which is capable of being smelled by a person of ordinary senses outside of the boundary of the lot on which the facility is located. If a facility is located in a multiple-tenant building, the testing facility shall not emit any odor of marijuana which is capable of being detected by a person of ordinary senses outside of the tenant space in which the facility is located.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri, on the **11<sup>th</sup> day of November 2024.**

Approved as to Form: \_\_\_\_\_  
Nate Dally, City Attorney

Approved By: \_\_\_\_\_  
Troy Smith, Mayor

Attested By: \_\_\_\_\_  
Janice Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



Agenda Item #17

## **An Ordinance Revising and Replacing Section 400.510 of the City Code**

**First Reading: 10/28/24**

**Second Reading: 11/12/24**

**Bill No: 24-53**

**Ordinance No: 241111C**

**AN ORDINANCE REVISING AND REPLACING SECTION 400.510 OF THE CITY CODE.**

**WHEREAS**, the city needs diversity of housing to sustain growth, and,

**WHEREAS**, the city wants to incentivize the infill of property, and

**WHEREAS**, mixed use zoning allows for diversity of development,

**NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF THE CITY OF WILLARD,  
AS FOLLOWS:**

**SECTION 1. REPEAL SECTION 400.510**

Section 400.510 is hereby repealed in its entirety

**SECTION 2. REPLACEMENT OF SECTION 400.510**

Section 400.510 is hereby replaced with the following:

**Section 400.510 - MIXED USE DISTRICT (MU)**

**Authority:** Upon enactment of an ordinance by the Board of Aldermen, a development plan for a Mixed-Use District may be approved in any district in the City of Willard, subject to the procedures and standards in this Section.

- A. **Purpose:** The intent of the **Mixed Use (MU) District** is to encourage more creative and imaginative design than generally is not possible under conventional zoning regulations. It is intended to permit, upon application and upon approval of site and use plans, the creation of MU districts. MU Zones have been established to encourage creative and efficient planning and development of land within our community by providing greater flexibility in the use of and placement of buildings and structures on the land, the consolidation and preservation of community-valued view corridors, open spaces and trails. Proposed developments should be designed to maximize the integration of improvements into the natural and proposed landscape, thereby minimizing the visual impact on both view corridors/viewsheds as well as from property to property within the community. These MU provisions are intended to create a more attractive, walkable, desirable environment within the City.

**B. REZONE APPROVAL PROCESS:**

**Application for zone change:** Any person desiring to develop property under the provisions of this article shall first file an application for a zone change on the standard form provided by the City.

**Staff developer review:** *Prior* to the review of the MU Development plan and text by the Planning Commission, the applicant shall schedule a meeting with the planning department. **Staff Developer Meetings will be held on Wednesdays and require a week scheduling notice.** Upon receiving an appointment notice, the planning department will invite all necessary staff and other agencies for the scheduled applicant meeting. The zone change application shall include a conceptual plan and

supporting text materials which describe the proposed land uses, density and the proposal's relationship to the City comprehensive plan, as well as elevations of proposed buildings within the development. After the Staff Developer Meeting, the staff shall furnish to the applicant any comments regarding the zone change request that may help the applicant in preparing the request for submission. Staff shall hold such meetings with the applicant as are deemed necessary for proper review.

**Public Hearing By Planning Commission, With Review And Recommendation:** The Planning Commission will schedule a public hearing to consider the proposed zone change and shall review the conceptual plan, supporting text materials and staff comments for compliance with applicable general plan policies. The Planning Commission shall also make recommendations concerning the zone change request which will be forwarded to the Board of Aldermen

1. **Review by Board of Aldermen:** The Board of Aldermen will receive the recommendations of the Planning Commission and schedule a public meeting to consider official action on the zone change request.
2. **Decision Of Board of Aldermen:** The Board of Aldermen may approve, modify and approve, or deny the zone change request.

**C. PERMITTED USES:**

- "Home occupations", as defined in **Section 400.540** of this title.
- Multiple-family residential uses.
- Single-family residential uses.
- Townhouse and condominiums

Any combination of the above uses, **or other uses** that may be determined by the Planning Commission to be compatible and in harmony with each other according to the designated and approved development.

**D. GENERAL REQUIREMENTS:**

1. **Application And Plan:** The applicant will submit an application for a zone change on the standard zone change application form of the City, along with a site conceptual development plan, as outlined in this article, for a Mixed Use Development
2. **Planning Staff Review:** *Prior* to the review of the Preliminary Development plan and text by the Planning Commission, the applicant shall schedule a meeting with the planning department. **Staff Developer Meetings will be held on Wednesdays and require a week scheduling notice.** Upon receiving an appointment notice, the planning department will invite all necessary staff and other agencies for the scheduled applicant meeting. After the Staff Developer Meeting, the staff shall furnish to the applicant any comments regarding the zone change request that may help the applicant in preparing the request for submission. Staff shall hold such meetings with the applicant as are deemed necessary for proper review.
3. **Conceptual Development Plan:** All requests shall be accompanied by a colored site development plan and written text for the entire property proposed to be developed.
4. **Ownership:** A planned unit development shall be in single or corporate ownership at the time of application, or the subject of an application filed jointly by all owners of the property.
5. **Open Spaces:** Preservation, maintenance and ownership of open spaces within the development shall be accomplished by:
  - a. Dedication of land as a public park or parkway system; or
  - b. Granting to the City a permanent open space easement on or over the said private open spaces to guarantee that the open space will remain perpetually in common use, with ownership and maintenance being the responsibility of a homeowner's association

- established with articles of association and bylaws which are satisfactory to the Board of Aldermen; or
- c. Creating and complying with bylaws which provide for the payment of common expenses for the upkeep of the common areas and facilities.

**E. CONTENT OF WRITTEN TEXT/SITE PLAN:**

**Use Of Land:** The applicant shall prepare a site plan and written text that show and clearly explain the projected use of land including percentages of land devoted to various types of land use, such as building coverage, parking area, landscaped area, etc.

**Buildings:** The text shall indicate the type, character and proposed height of all buildings. The plot plan, elevations and perspective drawings shall be prepared by the applicant to help the Planning Commission and Board of Aldermen better understand the proposal. (Elevations may not be required when applying for a residential - single lot development.)

**Density:** The density in terms of dwelling units per gross acre of land shall be indicated.

**Common And Open Spaces:** The location of any proposed school sites, churches, parks and other common or open spaces shall be identified.

**Phasing Plan:** A phasing plan, if the development is proposed to be developed in phases, shall be submitted.

**Topography:** Topography at contour intervals of two feet (2') shall be submitted.

**Natural Features:** Schematic diagram showing significant natural features such as stands of trees, sinkholes, wetlands, rock outcroppings, etc.

**Landscape Plan:** A landscape plan showing the general location of the lawn area, shrubs, trees and fencing shall be submitted. (This may be part of the site or plot plan.) All landscaping shall be maintained by the governing body of the subdivision. All plants and trees shall be cared for and properly maintained. Any dead plants or trees shall be replaced within 30 days per **Section 400 Article VIII**

**Developable Area Reserved For Landscaping:** The amount of developable land area reserved for landscaping shall be indicated (with a minimum of 20 percent of the site area developed as landscaping).

**Utilities Underground:** All utilities shall be underground unless otherwise approved by the Planning Commission. Transformer equipment shall be screened from the streets and from adjacent properties.

**Refuse Storage Areas:** Refuse storage areas shall be screened so that materials stored within these areas shall not be visible from access streets, freeways and adjacent properties. Storage or refuse areas shall not be located within required building setbacks nor within utility easements.

**Lighting Plan:** The plans submitted shall include a general lighting plan indicating the location of lights to be installed on site. Design shall follow **Section 400.1370**

**Turning Spaces:** Safe and convenient turning space shall be provided for cars, sewer vehicles, refuse collection vehicles, fire-fighting equipment, etc., at the end of private drives and dead-end streets.

**Traffic Conditions:** A traffic analysis and street study shall be done by a certified engineer showing the effect of the development on traffic conditions on new and abutting streets shall be shown. The traffic analysis must extend from the proposed subdivision to the nearest arterial. The analysis shall be done on all accesses to the project and note loads on all affected streets. Existing traffic counts may be estimated from a study of the area served by the subject road or by counting vehicles consistent with good engineering practice.

**Layout:** The layout of the site with respect to locations and dimensions of vehicular and pedestrian entrances, exits, driveways and walkways.

**Off Street Parking:** The arrangement and adequacy of off-street parking facilities & guest Parking per **Article IX**

**Offsite Improvement Guarantees:** See section 400.1460

**Planning Objectives:** The text material shall set forth planning objectives to be accomplished through the development of the project and show that the requested MU zoning is in conformance with the City general plan and complies with the requested zoning designation.

**Public Improvements:** All public improvements shall comply with **Section 400.1430**

**Improvements:** Location, grades, widths, and type of improvements proposed for all streets.

**Line Locations:** A plan showing the location of all water, sewer and drainage lines in and through the project.

**Deed Restrictions; Covenants:** Copies of all deed restrictions, restrictive covenants, bylaws, architectural controls or other requirements that may be appurtenant to the proposed development.

**Signage:** The size, location, design and nature of signs, if any, and the intensity and direction of area flood lighting shall be detailed in the text materials. Lighting shall be in accordance with **Section 400.Article X**

**Grading And Drainage Plan:** A grading and drainage plan shall be submitted with the site development plan. A **SWPPP** Plan shall be provided detailing silt fencing, track pads and stormwater drain protection.

**Stormwater Plan:** An engineered stormwater plan will be produced by a registered engineer to evaluate potential flows and develop a stormwater drainage plan. Detention, retention and release shall be determined through this reporting. The stormwater drainage report shall be conducted in accordance with and shall include all applicable information, maps, calculations and other materials as specified in Chapter **405** Design Standards for Public Improvements, **Article V**, Stormwater Design Standards — General Provisions.

If the proposed development is located within a flood hazard area, the stormwater drainage report shall provide all applicable information as specified in the **Article XVII**, Section 400.1520 (Floodplain Management Regulations).

**Geotechnical Report:** A geotechnical report identifying any possible flood, slope, faulting, soils or other related hazards on the site shall be submitted with the application

## **F. DEVELOPMENT GOALS:**

The procedures herein established are intended to substitute procedural protections for substantive regulations in recognition of the fact that traditional density, bulk, spacing and use regulations, which may be useful in protecting the character of substantially developed areas, may impose inappropriate and unduly rigid restrictions upon the development or redevelopment of parcels which lend themselves to an individual, planned approach. In addition, a development plan should be designed to ensure that the following general goals will be achieved

1. The proposed development may differ from the provisions of the other zoning districts of this Chapter but are congruent with the spirit and intent of this Chapter and the Willard Comprehensive Plan.
2. The development will efficiently utilize the available land and will protect and preserve, to the extent possible, natural features of the land such as trees, streams and topographic features.
3. The development shall provide for harmonious and coherent site and building design that creates a sense of place.
4. The development will be in an area in which transportation, Police and fire protection, other public facilities and public utilities, including sewerage, are or will be available and adequate



for the uses proposed; provided however, that the applicant may make provision for such facilities or utilities which are not presently available.

5. In determining whether a proposed MU District should be approved, the Planning and Zoning Commission and the Board of Aldermen should consider the extent to which the proposed development plan is consistent with the Willard Comprehensive Plan and the other adopted plans and policies of the City.
6. To achieve these purposes, the requirements for a MU District may vary from and be either more or less restrictive than the requirements of other district regulations in this Article.

G. ***Effect Of MU District Approval.*** Approval of a MU Zoning District shall constitute an amendment to the zoning ordinance. Designation of a property as a MU District in accordance with an approved development plan shall supersede all existing and prior zoning classifications. Such property shall for zoning purposes be identified by the letters MU followed by an identifying number.

H. ***Procedure.*** Conceptual Development Applications for MU District designation shall be submitted pursuant to a three-step review process as specified in this Section. The process shall include:

1. Staff Developer Review Completed
2. A Conceptual Development Plan; and
3. A Final Development Plan.

#### I. APPLICATION FOR CONCEPTUAL DEVELOPMENT PLAN

**In addition to this section, Conceptual Development Plans shall follow Sections 400.510.D, E & J for design criteria**

**Building Coverage:** The land coverage by all buildings shall not exceed Sixty percent (60%) of the net lot or parcel acreage unless approved by the Board of Aldermen.

**Open Space:** Open space is defined as landscaping, approved trails, parks, park connectors, recreation areas, and designated open space. Detention areas, floodplains, and non developable land shall not be counted in the open space requirement

**Minimum Lot Size:** The minimum lot size in single-family residential subdivisions with private individual lots (no common area within lots) is Seven thousand (7,000) square feet; provided, **that at least twenty percent (20%) of the total project is developed and maintained as common open landscape or recreation area.** Areas of density greater than 3 houses per acre may be reviewed in accordance with this chapter

**Starting Density:** 3 houses per acre

**J. Bonus Density:** The density of a planned unit mixed use development shall conform to the density limitations of the general plan, except that the Board of Aldermen upon recommendation of the Planning Commission may approve a density greater than the general plan designation where the following findings are made:

1. The proposed dwellings are platted for individual ownership of the dwelling units, and
2. The density and building scale of the proposed units are similar in scale to an adjoining developed parcel or is considered in scale with the surrounding area and fits harmoniously into the neighborhood, **but in no case shall exceed six (6.2) dwelling units per acre.**

To be considered for density increases, the applicant will include, as part of the development design, any of the following credits:

- **Landscaping Along Periphery Of Development:** A common area landscaped strip of twenty five feet (25') shall be created along the periphery of the development and surrounds at least Seventy percent (70%) of the development. Walking paths, benches and gathering places may be integrated into this open space. An approved subdivision sign shall be constructed within the landscaping strip. All open space and landscaping shall be maintained regularly. Any landscaping plants that die shall be replaced within 30 days. All landscaping will be owned and maintained by the HOA or designated party.
  - **An increase of half a dwelling unit to one dwelling unit per acre may be added to the minimum density for the development.**
  
- **Tree Lined Streets:** Tree lined streets for all streets (internal and periphery) to provide shade for sidewalks and to reduce solar heat gain. If all streets within the development, on both sides of the streets, will have a landscape strip between the curb and sidewalk planted with shade trees at forty-five-foot (45') spacing or less, with trees that are of twenty four inch (24") box containers with a minimum of one and one-half inch (1½") caliper, All tree installations shall follow **Section 400.770** for installation and setbacks. Trees shall be maintained until established, dead trees shall be replaced within 30 days of notice. All trees shall be maintained by the HOA or designated party.
  - **An increase of half a dwelling unit to one dwelling unit per acre may be added to the minimum density for the development**
  - **Qualifying trees-400.510.K.3.C - APPROVED LANDSCAPING PLANTS.docx**
  
- **Walking Trail of 12' of concrete to be installed:** Where designated, a walking trail shall be established and designed to provide access to open space and connectivity to adjacent properties. Trails shall be installed in accordance with the City of Willard trails specifications and master trails plan. All approved trails and easements shall be dedicated to the City of Willard for maintenance and upkeep
  - **An increase of one dwelling unit per acre may be added to the minimum density for the development**
  
- **Interconnectivity** Interconnectivity of existing subdivisions is a priority. The connection of surrounding subdivisions to the new development is important. Credit will be given for the cost of installation of 1500 feet of Five foot (5) sidewalk within the city right of way of an existing subdivision.
  - **An increase of half a dwelling unit to one dwelling unit per acre may be added to the minimum density for the development**
  
- **Increased Recreational Facilities:** Additional designated approved recreational amenities, above the requirements as already set forth for planned unit development, may receive an increase in density, as approved by the Planning Commission and Board of Aldermen in accordance with this chapter.
  - **An increase of half a dwelling unit to one dwelling unit per acre may be added to the minimum density for the development**
  
- **Architectural design:** If the project is submitted and approved for architectural design standards designated by the City of Willard. This includes multiple floor plans and sliding

square footage. Adding affordable housing options and ADA Accessible units as part of the project will add to your possible total.

- **An increase of half a dwelling unit to one dwelling unit per acre may be added to the minimum density for the development**
- **Pocket Parks and Park Connectors:** In accordance with section 405.115 the developer may establish a pocket park with available public connections for the entertainment and utilization of the public. Design and installation shall follow Willard Park standards. upon approval of conceptual design.
- **An increase of half a dwelling unit to one dwelling unit per acre may be added to the minimum density for the development**
- **Mixed Use:** The project will be evaluated on its use of multiple zones i.e. residential, commercial, R-3 etc. Project will be graded on use and design of mixed uses.
- **Combined Uses:** Bonus points will be awarded from use of combined uses within the project. Points will be given on design criteria, layout, height, location and accessibility.
- **An increase of half a dwelling unit to one dwelling unit per acre may be added to the minimum density for the development**

#### **K- Preferred Developers**

Upon submission of the conceptual development plan, the project will be graded on the following items.

1. **Diversity of Design**
2. **Bonus Density**
3. **Active Transportation and Interconnectivity**
4. **Recreation Areas**
5. **Mixed Use**

Preferred developers will be eligible for

- **Expedited Permitting Processes**
- **Preferred Plan Review**
- **Block Inspection Times**
- **Standard Permits on Homes**

**L. Setbacks:** The setbacks for all Planned Unit Developments will be as follows:

- a. **Front Yard:** Front yard setbacks shall be a minimum of twenty feet (20'). ~~The street side of corner lots, shall be the same as the front yard setback.~~ Approved Corner lot side setbacks may be adjusted to be less than 20 feet if the property meets the intersection sight triangle requirements
- b. **Building, Parking Required:** The front yard setback area shall not be used for long term parking of any motor vehicles, or for required additional visitor parking, except for the driveway directly in front of the garage or carport of the dwelling unit.

c. **Side Setbacks:** Side yard setbacks on interior lot lines shall be a minimum of five feet (5') on one side and ten feet (10') on the opposite side for all dwellings, with a minimum of fifteen feet (15') between homes. Side yard setbacks on exterior lot lines (boundary lines) shall be a minimum of ten feet (10').

d. **Rear Setbacks:** Rear yard setbacks shall be a minimum of ten feet (10').

\*Setbacks differing from the above standards will require approval of the Board of Aldermen. In all cases building and fire codes will be satisfied.

3. **Parking Requirements:** The parking requirements of **Section 400 Article IX** of this title shall apply.
4. **Signs And Advertising:** The requirements of **Article X** of this code shall apply, except that in large residential planned unit developments (*those containing more than 200 dwelling units*), *the Planning Commission may approve an overall sign scheme for the project which may exceed the restrictions.*
5. **Height Restrictions:** No building shall be erected to a height greater than thirty-five feet (35') **unless specifically approved as part of the mixed-use plan**
6. **Size Requirement:** Each Planned Unit Development Zone shall contain a minimum of ~~twenty thousand (28,000) square feet and four (4) dwelling units.~~ 7000 square feet
7. **Open Space Requirement:** All planned unit developments shall have a minimum of Forty percent (40%) of the developable site area developed and maintained as landscaped or natural open space. **Floodways unless altered (LOMAR) and slopes that exceed a specific percentage are not considered developable.** The applicant of the requested MU Zone shall show what areas are to be landscaped and what areas are to be left in a natural state. The Board of Aldermen shall determine if the proposed landscaped areas and the areas proposed to be left in a natural state will satisfy the Forty percent (40%) landscape or natural open space requirement. In any event, all landscaped and open green space areas shall be kept in a weed free condition. All proposed structures, future structures, roads and parking areas are excluded from the calculations used to satisfy this requirement.
8. **Time Limitations:** Building permits for construction within MU Zones must be obtained within eighteen (18) months of the approval of a zone change to planned unit development - single lots. If eighteen (18) months elapsed without the issuance of building permits for the construction of the approved plans within the MU Zone, all conceptual and preliminary plan approvals shall be deemed null and void, unless an extension is granted. The applicant shall request an extension on an approved development plan prior to the expiration of the eighteen (18) month time limit. The Planning Director may approve a six (6) month extension on an approved development plan. In the case that a second six (6) month extension is needed, the applicant shall request a second extension on the approved development plan prior to the expiration of the first six (6) month extension time limit. The Board of Aldermen will approve or deny the requested second extension on the development plan. In the case that an approved development plan does expire, the zoning of the property shall remain a planned unit development, but no construction will be allowed on the property until a new plan is submitted and approved by the Planning Commission and the Board of Aldermen.
9. **Recreation Or Playground Areas:** In developments with five (5) or more units, there shall be provided usable recreation or playground areas with a total minimum area of one thousand (1,000) square feet for five (5) units and an additional two hundred (200) square feet for each unit over five (5) units. No side measurement of each usable recreation or playground area shall be less than twenty feet (20') in width/length. At least fifty percent (50%) of the usable area shall be in the form of open playground and green space.

M. **Planning Commission Submittal-** Upon completion of the Staff Developer Review and submittal of the Conceptual Development application, the Director of Development shall forward to the Planning and Zoning Commission for public hearing as required by **Section 400.360** with written comments with respect to the proposed planned development and shall also provide such recommendations as may

inform and assist the applicant in preparing an application for approval of a MU District. The Planning commission may Refuse, Modify or Accept proposed submittal per Section **400.510.F.1-6**

- N. **Board of Aldermen Submittal:** After giving the notice required by Section **400.360** of the Willard Land Development Regulations, a public hearing on the proposed conceptual development plan shall be set, advertised and conducted by the Board of Aldermen within forty-five (45) days of action or failure to act by the Planning and Zoning Commission. Within thirty (30) days following the conclusion of the public hearing, unless a delay is requested by the applicant, the Board of Aldermen may Approve with or without modifications, Deny, or Refer Preliminary Development Plan back to the Planning Commission for further consideration.
- O. **Installation of Approved Utilities according to the Conceptual Development Plan**
1. All utilities and infrastructure shall be installed and inspected for compliance to city codes or
    - a. **Per Section 400.1430** the developer may bond for infrastructure of the development to delay installation. In no case will the Final Development Plan or Final Plat be approved without the installation of all defined utilities.
  2. As built drawings shall be submitted and approved to be in accordance with city statute.
  3. **Per Section 400.1450** a warranty bond in the amount approved by the board of aldermen to guarantee that the developer will correct all defects in such improvements or facilities that occur within two (2) years after the offer of dedication of such facilities or improvements is accepted by the City.
- P. **Final Action by the Planning Commission:** The Planning and Zoning Commission shall review the proposed final development plan for compliance to conformity of the approved conceptual plan. The final development plan shall be inspected to ensure that all conditions, regulations, ordinances, and codes have been satisfied as requested. If the final development plan has been found to be in compliance the planning commission shall recommend approval of a MU District and approval of the final development plan.
- Q. **Final Action by Board of Aldermen.** Within forty-five (45) days following the submission by the applicant or referral from the Planning and Zoning Commission of a complete application for the Final Development Plan or such longer period as may be agreed to by the applicant, the Board of Aldermen shall review the plan with respect to its conformity to the approved conceptual development plan; with respect to the merit or lack of merit of any departure of the final development plan from the conceptual development plan; and with respect to compliance of the final development plan with any conditions imposed by approval of the conceptual, State and City codes, ordinances and regulations. If the Final Development Plan is found to be in compliance the Board of Aldermen shall approve the Plan. The Board of Aldermen's action shall constitute final approval of the final development plan.

In any case, where the Board of Aldermen finds that the final development plan lacks substantial conformity to the preliminary development plan and does not merit approval, it shall not be approved. The failure of the Board of Aldermen to act within the aforesaid period shall be deemed a denial of the final development plan as submitted.

- R. **Building And Other Permits.** Upon, but not before, receiving notice that the final development plan has been approved and upon application by the applicant, all appropriate officials of the City may issue building and other permits to the applicant for development, construction and other work in the area encompassed by the approved final development plan; provided however, that no such permit shall be issued unless the appropriate official is first satisfied that the requirements of any codes or ordinances of the City have been met which are applicable to the permit sought.
- S. **Adjustments To Plan During Development.** During the construction of a planned development, the Board of Aldermen may authorize minor adjustments to the final development plan when such

adjustments appear necessary considering technical or engineering considerations first discovered during actual development. Such minor adjustments must be brought to the Board of Aldermen's attention and must be voted on to be approved and made a part of the final development plan.

- T. ***Amendments To Final Development Plan.*** In addition to the minor adjustments authorized by Subsection (K) above, an approved final development plan may be amended, varied or altered in the same manner and subject to the same limitations as any other regulation established by this Article. In addition, an approved final development plan may be amended or altered pursuant to the procedures established by this Section for its original approval.
- U. ***Compliance With Final Development Plan.*** The construction and operation of a planned development shall be in compliance with the approved final development plan at all times.

#### **400.511 - MULTIPLE FAMILY DEVELOPMENT STANDARDS:**

**A. Multifamily MU shall follow sections D, E, and L for design along with the following:**

1. The density and building scale of the proposed units are similar in scale to an adjoining developed parcel or is considered in scale with the surrounding area and fits harmoniously into the neighborhood, as determined by the Board of Aldermen but in no case shall exceed a twenty five percent (25%) dwelling units per acre increase as stated in the general plan
2. **Setbacks:** The setbacks for all planned unit developments - multiple family will be as follows, unless an approved setback alternative plan is granted by the Planning Commission and approved by the City Council:
  - a. **Front Yard:** Front yard setbacks shall be a minimum of twenty feet (20'). The street side of corner lots shall be the same as the front yard setback.
  - b. **Building, Parking Required:** The front yard setback area shall not be used for long term parking of any motor vehicles, or for required additional visitor parking, except for the driveway directly in front of the garage or carport of the dwelling unit.
  - c. **Side And Rear Setbacks:** Side and rear setbacks on interior lot lines shall be a minimum of ten feet (10') for all dwellings.
3. **Group Dwellings:** In group dwellings, no two (2) buildings may be located closer together than ten feet (10') for one- story buildings, fifteen feet (15') for two-story buildings, and twenty feet (20') for approved three-story (or more) buildings.
4. **Two-Story Buildings:** For two-story (or more) buildings, the side and rear setbacks shall be at least twenty-five feet (25') along the boundary of a Single-Family Zone, and twenty feet

**B. PLAN REVIEW CONFERENCE:**

1. **Required:** Following the approval of the Planned Unit Development - Residential Zone change and upon request for issuance of any building permit therein, the developer and contractor and the planning staff shall meet to review the requirements of the zone change and to make sure that the developer and contractor are aware of the conditions under which the zone change was granted.
2. **Plans Stamped and Signed:** At the plan review conferences, the plans will be stamped and signed by the staff, developer and contractor as the official set of construction plans from which the work will be performed.
3. **Changes or Modifications:** Any changes or modifications to the approved plan for development during the period of construction shall first be re-submitted to the planning staff for approval and if deemed significant and at the discretion of the staff, returned to the Planning Commission for their review and recommendations and to the Board of Aldermen for a public meeting to consider official action on the zone change as provided for in section S. of this article.

**Section 400.510.K.3.C - APPROVED LANDSCAPING PLANTS**  
**TREE AND SHRUB SUGGESTIONS FOR PROPERTIES WITHIN THE CITY OF WILLARD**

**LARGE TREES:**

Bald Cypress, *Taxodium distichum*,  
Black Oak, *Quercus veluntina*  
Bur Oak, *Quercus macrocarpa*  
Chinkapin Oak, *Quercus muehlenbergii*  
Northern Red Oak, *Quercus rubra*  
Swamp White Oak, *Quercus bicolor*  
White Oak, *Quercus alba*  
Willow Oak, *Quercus phellos*  
Tulip (Yellow) Poplar, *Liriodendron tulipifera*  
American Basswood, *Tilia Americana*  
Northern Catalpa, *Catalpa speciosa*  
Sugar Maple, *Acer saccharum*  
London Plane Tree, *Platanus x acerifolia*  
Ginko, *Ginko biloba*  
Blackgum, *Nyssa sylvatica*  
Kentucky Coffee Tree, *Gymnocladus dioica*  
Norway Spruce, *Picea abies*  
Pecan, *Carya illinoensis*

**SMALL TO MEDIUM TREES**

Persimmon, *Diospyrus virginiana*  
Flowering Dogwood, *Cornus florida*  
Blackhaw, *Viburnum prunifolium*  
Ohio Buckeye, *Aesculus glabra*  
Red Buckeye, *Aesculus pavia*  
Redbud, *Cercis Canadensis*  
Serviceberry, *Amelanchier arborea*  
American Holly, *Ilex opaca*  
Deciduous Holly, *Ilex decidua*

Flowering Crabapple (*Malus*-cultivars)  
Sassafras, *Sassafras albidum*  
Zelkova serrata  
Black or Rusty Blackhaw, *Nyssa sylvatica*  
Eastern Wahoo, *Euonymus Atropurpureus*  
Hawthorn (Numerous species and cultivars)

### **SHRUBS**

Rhododendrons-Numerous species will grow here, but they must be planted in shaded sites.

Barberry  
Buddleja (Butterfly Bush)  
Lilac  
Spiraea (Numerous species)  
Quince  
Forsythia  
Hydrangea (Native is very hardy)  
Ribes (Aromatic spineless)  
Viburnum (Numerous species, Leatherleaf is a good one)  
Weigela

### **Prohibited Trees/Shrubs**

More importantly than preferred trees would be a strict prohibition on trees categorized as invasive by the Missouri Department of Conservation.

As of January 2022, the Missouri Department of Conservation (MDC) had identified the following as the top ten most invasive trees in Missouri:

1. Callery Pear (*Pyrus calleryana*): Also known as Bradford Pear or Cleveland Select
2. Tree of Heaven (*Ailanthus altissima*)
3. Siberian Elm (*Ulmus pumila*)
4. Japanese Honeysuckle (*Lonicera japonica*)
5. Autumn Olive (*Elaeagnus umbellata*)
6. Common Buckthorn (*Rhamnus cathartica*)
7. Chinese Privet (*Ligustrum sinense*)
8. Amur Honeysuckle (*Lonicera maackii*)
9. European Buckthorn (*Rhamnus frangula*)
10. Russian Olive (*Elaeagnus angustifolia*)



Read and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri, on the 11<sup>th</sup> day of November 2024.

Approved as to Form: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Troy Smith, Mayor

Attested By: \_\_\_\_\_

Janice Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



## Agenda Item #18

### **An Ordinance Revising and Replacing Section 400.890 of the City Code**

**First Reading: 10/28/24**  
**Bill No: 24-54**

**Second Reading: 11/12/24**  
**Ordinance No: 241111D**

**AN ORDINANCE REVISING AND REPLACING SECTION 400.890 OF THE CITY CODE**

**WHEREAS**, Schools are encouraged and allowed in the R-1 zone and,

**WHEREAS**, proper signage is important for the identification and identity of the school and,

**NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF THE CITY OF WILLARD, AS FOLLOWS:**

**SECTION 1. REPEAL SECTION 400.890**

Section 400.890 is hereby repealed in its entirety

**SECTION 2. REPLACEMENT OF SECTION 400.890**

Section 400.890 is hereby replace with the following:

**Section 400.890 Signs Permitted in "R-1," "R-2" and "R-4" Residence Districts.**

- A. Unless otherwise provided in Section **400.860**, the following signs shall be permitted in the "R-1," "R-2" and "R-4" Residence Districts:
1. One (1) non-illuminated name plate or sign for each dwelling unit, not exceeding one (1) square foot in area, indicating the name of the occupant. Such signs must be attached to the principal structure, be parallel with the wall to which it is attached, and no part of said sign may extend into any required yard setback.
  2. One (1) non-illuminated name plate or identification sign not exceeding twelve (12) square feet in area for buildings other than dwellings, provided that said sign shall be attached to and parallel with the front wall of the building.
  3. One (1) white, illuminated, on-premises church or school bulletin board not exceeding eighteen (18) square feet in area.
  4. Non-illuminated real estate sale or lease sign or signs not exceeding a total area of twelve (12) square feet pertaining to the sale or rental of the property on which said sign is located.
  5. Signage for schools including wall, illuminated and pedestal signs not exceeding 40 square feet

Read twice and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri, on the **11<sup>th</sup> day of November 2024.**

Approved as to Form by: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Troy Smith, Mayor

Attested By: \_\_\_\_\_

Janice Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



## Agenda Item #19

### **An Ordinance Revising and Replacing Section 705.090 of the City Code**

**First Reading: 10/28/24**

**Second Reading: 11/12/24**

**Bill No: 24-55**

**Ordinance No: 241111E**

**AN ORDINANCE REVISING AND REPLACING SECTION 705.090 OF THE CITY CODE**

**WHEREAS,** The city has approved new connection fees and

**WHEREAS,** connection and capacity table were added to the section

**NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF THE CITY OF WILLARD, AS FOLLOWS:**

**SECTION 1. REVISE SECTION 705.090**

**Section 705.090** is hereby revised

**Section 705.095** is hereby added

**SECTION 2. REVISION OF SECTION 705.090**

**Section 705.090. Connection To System — Fees. [Ord. No. 071113B §11, 11-13-2007; Ord. No. 092710 §1, 8-13-2010; Ord. No. 100913 §12, 9-13-2010]**

- A. No connections with a water main shall be made by any person other than a City employee. All such connections shall be made by or under the supervision of the Public Works Director. Applications for such connections must be made to the City Clerk.
- B. No fee shall be paid for the connection, as each new owner of a site where there has not previously been a water meter installed shall pay the City the costs for the meter. Fees for the installation of said meter shall be paid according to the schedule established below. The cost for the meter and the cost of installation shall be paid prior to obtaining water service. **[Ord. No. 210111B, 1-11-2021]**

<b>Meter Size</b>	<b>Fee</b>
¾ inch	\$ 650.00
1 inch	\$ 750.00
2 inches	\$1,550.00
4 inches	\$5,500.00
6 inches	\$9,950.00

These charges shall be for installation of the meter pit and all necessary hardware, including the appropriate meter size. In the event the request is only for the standard ¾" meter, the charge will be six hundred fifty dollars (\$650.00). For all meter installations larger than 2", shall be high low meter sets.

- C. Any person outside the City limits that requests permission to connect to the Waterworks

System must: (1) file an application for a special connection permit; and (2) execute and file with the Recorder of Deeds an irrevocable consent to annex into the City limits pertaining to their property. **[Ord. No. 201214E, 12-28-2020]**

**Section 705.095 Water Capacity Fees**

Meter Size	Capacity Fee
1 inch	\$800.00
2 inches	\$1,700.00
4 inches	\$4,100.00
6 inches	\$9,600.00
Over 6 inches	Priced per Project

- A. For all information regarding capacity and facility fees See Section 500.115

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri, on the **11<sup>th</sup> day of November 2024.**

Approved as to Form: \_\_\_\_\_  
Nate Dally, City Attorney

Approved By: \_\_\_\_\_  
Troy Smith, Mayor

Attested By: \_\_\_\_\_  
Janice Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



Agenda Item #20

## **An Ordinance Revising and Replacing Section 705.125 of the City Code**



**First reading: 10/28/24**

**Second Reading: 11/12/24**

**Bill No.: 24-56**

**Ordinance No.: 241111F**

**AN ORDINANCE REVISING AND REPLACING SECTION 705.125 OF THE CITY CODE**

**Section 705.110. Plumbing To Be in Compliance with Ordinances Before Water Turned On in New Construction. [Ord. No. 071113B §14, 11-13-2007; Ord. No. 100913 §15, 9-13-2010; Ord. No. 140922C §1, 9-22-2014; Ord. No. 161114F §1, 11-28-2016]**

- A. No water shall be turned on for service in new construction in which the plumbing does not comply with the ordinances of the City; provided that water may be turned on for construction work in unfinished buildings, subject to the provisions of this Article.
- B. All plumbing fixtures and methods of installation shall comply with the requirements of the applicable City ordinances.

**Section 705.120. Prohibited Use of Water from System Unless Metered. [Ord. No. 071113B §15, 11-13-2007; Ord. No. 092710 §1, 8-13-2010; Ord. No. 100913 §16, 9-13-2010]**

- A. It is hereby declared unlawful and an offense for any person or persons to knowingly use water from the said municipal system unless said water is metered as provided herein.
- B. No water from the City water supply shall be turned on for service into any premises by any person but the Director of Public Works or some person authorized by him to perform this service, except in case of emergency.
- C. No person shall attach a device to a water line to receive water without benefit of a meter installed by the City. Also, no person shall damage or destroy City owned property such as the water meter or the electronic radio transmitter. Such will be a direct violation of this Article and will be subject to a citation and fine as defined in Section 705.160.

**Section 705.125 Bulk Water**

- A. All bulk water shall be metered using a hydrant meter in conjunction with an approved double check valve, air gap or approved backflow device.**
- B. Meter rental: A \$1300.00 deposit shall be given for the use of the bulk water meter. The user shall define the project duration up to a maximum of 4 weeks. The user will then pay \$50.00 per week for the rental of the bulk meter**

**Section 705.130. Water Not To Be Resold or Distributed. [Ord. No. 071113B §16, 11-13-2007; Ord. No. 100913 §17, 9-13-2010]**

No water shall be resold or distributed by the recipient thereof for the City supply to any premises other than that for which application has been made and the meter installed, except in case of emergency.

**Section 705.140. Water Meters Installed Remain Property of City — Unlawful To Damage, Etc., Property of Water System. [Ord. No. 071113B §17, 11-13-2007; Ord. No. 100913 §18, 9-13-2010]**

All water meters installed as herein provided are hereby declared to be and to remain the exclusive property of the City of Willard, Missouri, and it is hereby declared unlawful and an offense for any persons to damage, destroy, steal, or tamper with in any manner whatsoever with any water meter or with any other part of said water system.

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri on the **11<sup>th</sup> day of November 2024.**

Approved as to Form by: \_\_\_\_\_

Nate Dally, City Attorney

Approved By: \_\_\_\_\_

Troy Smith, Mayor

Attested By: \_\_\_\_\_

Janie Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



Agenda Item #21

## **An Ordinance Revising and Replacing Section 710.475 of the City Code**

**First Reading: 10/28/24**  
**Bill No: 24-57**

**Second Reading: 11/12/24**  
**Ordinance No:241111G**

**AN ORDINANCE REVISING AND REPLACING SECTION 710.475 OF THE CITY CODE**

**WHEREAS,** The city has approved new capacity fees and

**WHEREAS,** connection and capacity table were added to the section

**NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF THE CITY OF WILLARD, AS FOLLOWS:**

**SECTION 1. REVISE SECTION 710.475**

Section **710.475** is hereby revised

**SECTION 2. REVISION OF SECTION 710.475**

**Section 710.475. Sewer-Impact Capacity Fees. [Ord. No. 190408E, 4-22-2019]**

- A. Schedule Established. Notwithstanding any other provision of this Code to the contrary, there is hereby established a charge to every new or expanded user of the POTW of the City, which is in addition to the other fees and charges under this Article. An expanded user of the POTW is a user which increases the size or number of water meters serving its property or premises. The sewer impact fee will be in accordance with the following sewer impact fee schedule and shall be based on the water meter(s) size serving the property or premises. [Ord. No. 220228C, 2-28-2022]

<b>Sewer Capacity Fee Schedule</b>	
<b>Meter Size (inches)</b>	<b>Capacity Fee</b>
3/4	\$1,000.00
1	\$3,000.00
2	\$7,200.00
4	\$22,500.00
6	\$45,500.00
Anything larger than 6 inches	Fees to be determined upon request

- B. New Users. New users of the POTW will not be assessed a sewer capacity fee in the following instances:
  - 1. ~~If an unexpired building permit was in existence for the user's property or premises on September 19, 1990.~~

2. If the user's property or premises was served by the POTW, or if the new user occupied a structure in and had previously been assessed for a joint sanitary sewer district, on the effective date of the ordinance from which this Section derives.
  3. If there was a break in sewer service to the user's property or premises for less than two (2) years.
  4. If the metered water usage on the user's property or premises is solely for the purpose of fire protection or landscape irrigation.
- C. Rules And Regulations. The Director will have authority to establish rules and regulations pertaining to sewer impact fees set forth in this Section in order to carry out the intent of the Section. Such rules and regulations must be placed on file with the City Clerk ten (10) days before they become effective. A permit to connect to the POTW shall not be issued by the City or any other agency acting on behalf of the City with respect to the issuance of permits to connect to the sewer system, unless the sewer impact fee set forth in this Section has been paid.
- D. Increase In Size or Number of Water Meters. Any user who increases the size or number of water meters serving its property or premises shall pay a fee equal to the difference between the sewer impact fee for the meter which existed prior to the increase, and the sewer impact fee for the newly installed meter.

**Section 710.476 Sewer Connection Fee Table**

<b>Sewer Connection Table</b>	
<b>Meter Size</b>	<b>Connection Fee</b>
3/4"	\$200.00
1"	\$350.00
2"	\$500.00
4"	\$850.00
6"	\$1,050.00
8"	\$1,550.00
Over 8"	Priced per Project

**For all sewer capacity and facility information See Section 500.115**

Read two times and passed at a meeting of the Board of Aldermen of the City of Willard, Missouri on the 11<sup>th</sup> day of November 2024.

Approved as to Form: \_\_\_\_\_  
Nate Dally, City Attorney

Approved By: \_\_\_\_\_  
Troy Smith, Mayor

Attested By: \_\_\_\_\_  
Janice Gargus, City Clerk

# CITY OF WILLARD, MISSOURI

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



## Agenda Item #22

### Sanitary Sewer Project Status

**CITY OF WILLARD**  
**INTERNAL MEMORANDUM**

**DATE:** October 28, 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:

- Allgeier Martin estimates 30 days to complete plans and specifications.
- Permit applications (MDNR, Greene County Environmental Resources and USACOE) are 50% complete.
- In process of preparing Semi-Annual Progress report to the USEPA, updating milestones.

MEADOWS CONNECTION TO CITY OF SPRINGFIELD

Status of components:

- Construction Permit application has been submitted to the Missouri Department of Natural Resources.
- Surveying is complete.
- Permit application has been made to the U.S. Army Corp of Engineers.
- Permit application has been made to Greene County Environmental Resources.
- A written commitment from the City of Springfield is still to be finalized.
- Easement legal descriptions are basically complete.
- We are in discussion with the US Army Corp of Engineers and the US Fish and Wildlife Service involving endangered wildlife. These discussions will determine whether streams can be open cut or if they must be bored.