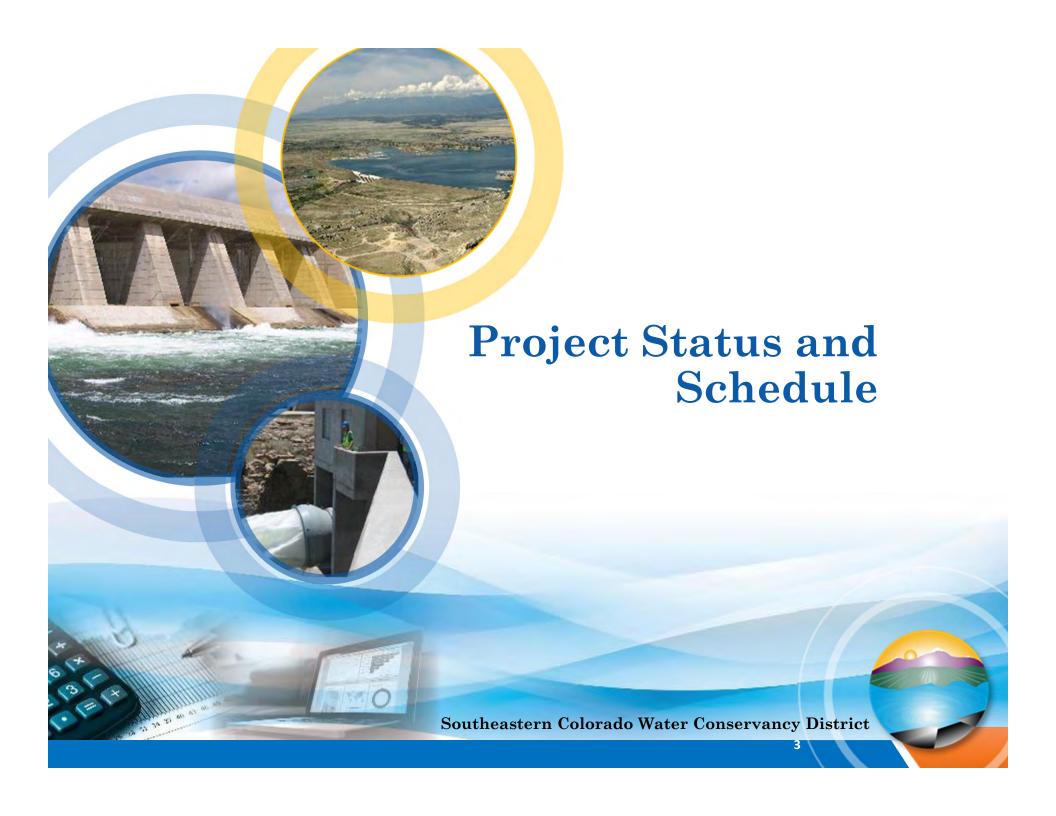


Agenda

- Purpose
- Project Status and Schedule
- Workshops 1-3: Recap
- Workshop 4: Rate Scenarios
 - Aggressive (1-year; One and Done)
 - Moderate (5-year Phase-In)
 - Gradual (10-year Phase-In)
- Scenario(s) for Rate Hearing
- Comments and Questions



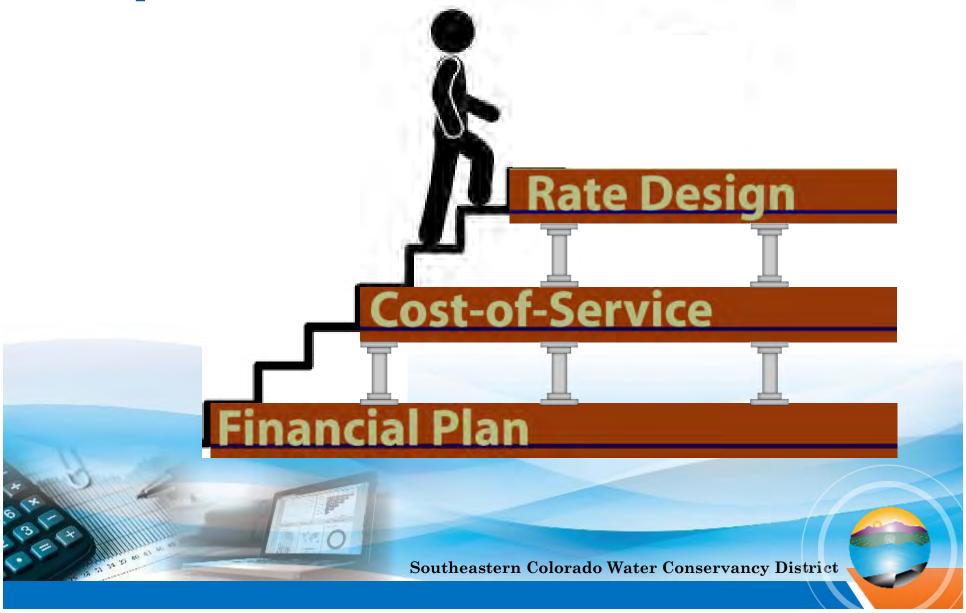


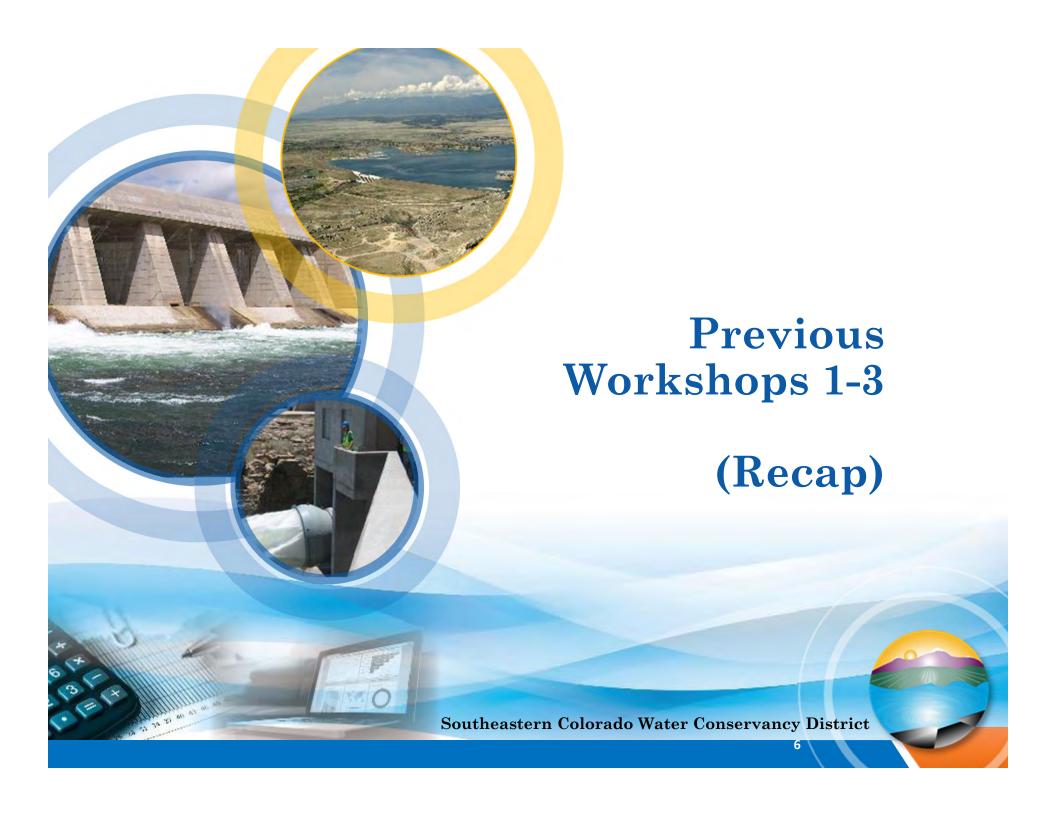
Project Schedule

JACOBS -										
The Southeastern Colorado Water Conservancy District	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
Financial Strategy and Sustainability Study										
Project Timeline										
Task										
Task 1 Initial Project Meeting										
Task 2 Data Collection and Analysis										
Task 3 Capital Improvement and Capital Project Plan										
Task 4 Revenue Requirements Analysis										
Task 5 Cost-of-Service Analysis										
Task 6 Rate Design Analysis										
Task 7 Comparison of Rates and Financial Performance Measures										
Task 8 Draft Report of Findings										
Task 9 The Southeastern District Board Meeting										
Task 10 Final Report and Presentations										
								Novemi	ber 2019 C	ompletion



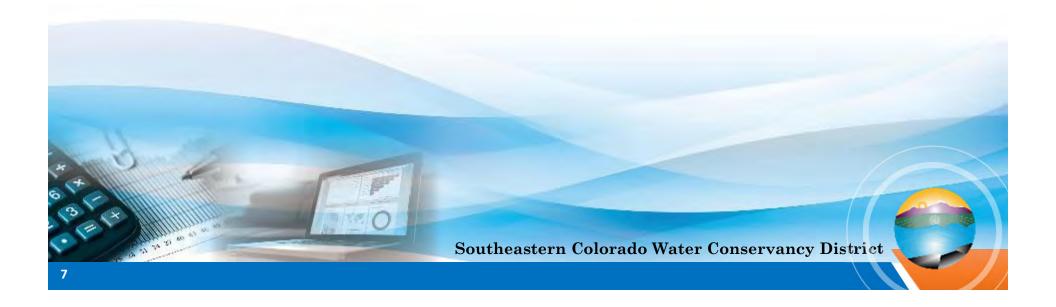
Each Step in a Rate Study Builds On the Prior Step in the Process



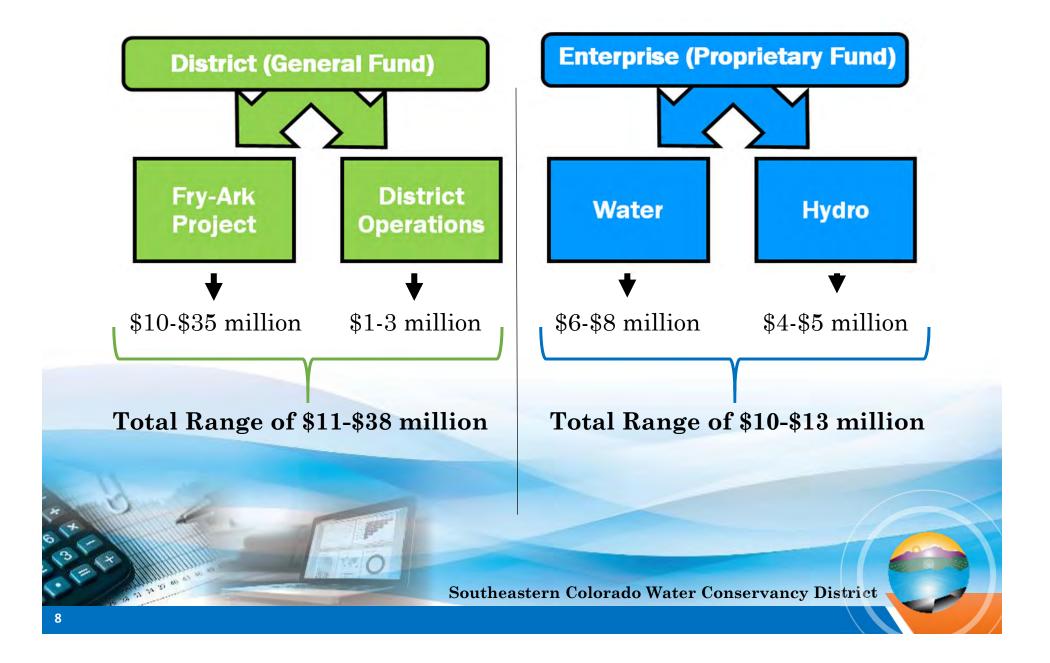


Workshop 1: Financial Plan - Summary

- Base Case projections forecast the unrestricted fund balances for the next 10 years.
- To maintain the Base Case, status quo, a doubling of rate and fee revenue is needed over the next 10 years.



Workshop 2: Reserves - Summary



Workshop 3: Cost of Service

- A cost of service basis was calculated for:
 - Project Water
 - Municipal Carry-Over Project Water (M&I)
 - Return Flows
 - Winter Water Storage (Irrigation)
 - If-and-When Storage (Excess Capacity)
- Surcharges were not studied and remain the same



Workshop 3: Cost of Service Calculation Changes

• Following a routine QA/QC review, changes to the cost of service calculations were identified. Updated results are as follows:

- Project Water

		Wo	rkshop 3	Wo	rkshop 4	Va	riance
Method	Customer Class		\$/AF		\$/AF		\$/AF
Uniform	M&I	\$	14.30	\$	14.29	\$	(0.01)
Onnorm	Irrigation	\$	14.30	\$	14.29	\$	(0.01)
Coli+	M&I	\$	14.89	\$	15.25	\$	0.36
Split	Irrigation	\$	13.58	\$	13.14	\$	(0.44)

Workshop 3: Cost of Service Calculation Changes

- Municipal Carryover

	Wo	rkshop 3	W	orkshop 4	Va	riance
		\$/AF		\$/AF	V,	S/AF
Total Opportunity Cost of Carryover Water	\$	11.58	\$	11.86	\$	0.28

- Return Flows

	Workshop 3	W	orkshop 4	Va	ariance
	\$/AF		\$/AF		\$/AF
M&I	18.65	\$	18.78	\$	0.13
Irrigation	16.92	\$	16.18	\$	(0.74)

- Winter Water Storage

\$5.72 (No change from Workshop 3)

- <u>If-and-When Storage (Excess Capacity)</u>

No water rate charge (No change from Workshop 3)

These updated values have been utilized in the rate design and analysis



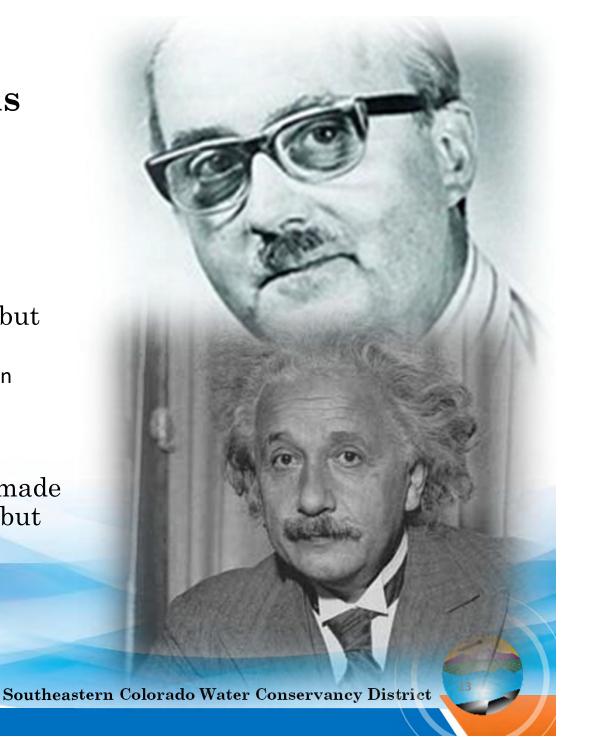
Overarching Goals of the Study

Look into the future

- -All models are wrong, but some are useful.
 - George E.P. Box, Statistician

Simplify

- Everything should be made as simple as it can be, but not simpler
 - Albert Einstein, Physicist



Purpose of this Workshop 4

- Present the Rate Design scenarios and results
- Receive comments from the Committee
 - Reasonableness of assumptions
 - Preferences for rate design and rate hearing
 - Timeframe for phase-in to new rates
- Determine the Rate Scenario(s) that will be presented to the Board at the first rate hearing



...Not the Purpose of this Workshop 4

....Not our purpose today to discuss:

- Financial plan or other revenue requirements (Workshop 1)
- District effectiveness and efficiency
- Reserves targets (Workshop 2)
- Cost of service (Workshop 3)



Cost of Service Proof Project Water Rate

Project Water Rate	Test Year	Revenue Requirement	Revenue Requirement	Revenue Requirement
	2020	District Operations Fund	Water Fund	Combined
Revenue Requirements	2020	\$ 3,235,550	\$ 3,632,892	\$ 6,868,442
Revenue Credits	2020	\$ 2,937,848	\$ 3,337,835	\$ 6,275,683
Net Cost of Service	2020	\$ 297,702	\$ 295,057	\$ 592,759
Project Water Sales Revenue	2020	\$ -	\$ 601,088	\$ 601,088
				1.4% difference due to rounding



Cost of Service (Theoretical) Forecast of Combined Net Revenues

Scenario	Year	N	et Revenue	Net Revenue	Net Revenue
		District	Operations Fund	Water Fund	Combined
Cost of Service (Theoretical)	2020	\$	(306,000)	\$ 27,000	\$ (279,000)
Cost of Service (Theoretical)	2021	\$	(226,000)	\$ 910,000	\$ 684,000
Cost of Service (Theoretical)	2022	\$	(141,000)	\$ 992,000	\$ 851,000
Cost of Service (Theoretical)	2023	\$	(209,000)	\$ 992,000	\$ 783,000
Cost of Service (Theoretical)	2024	\$	(259,000)	\$ 1,111,000	\$ 852,000
Cost of Service (Theoretical)	2025	\$	(243,000)	\$ 288,000	\$ 45,000
Cost of Service (Theoretical)	2026	\$	(295,000)	\$ 1,488,000	\$ 1,193,000
Cost of Service (Theoretical)	2027	\$	(280,000)	\$ 1,441,000	\$ 1,161,000
Cost of Service (Theoretical)	2028	\$	(333,000)	\$ 1,646,000	\$ 1,313,000
Cost of Service (Theoretical)	2029	\$	(317,000)	\$ 754,000	\$ 437,000

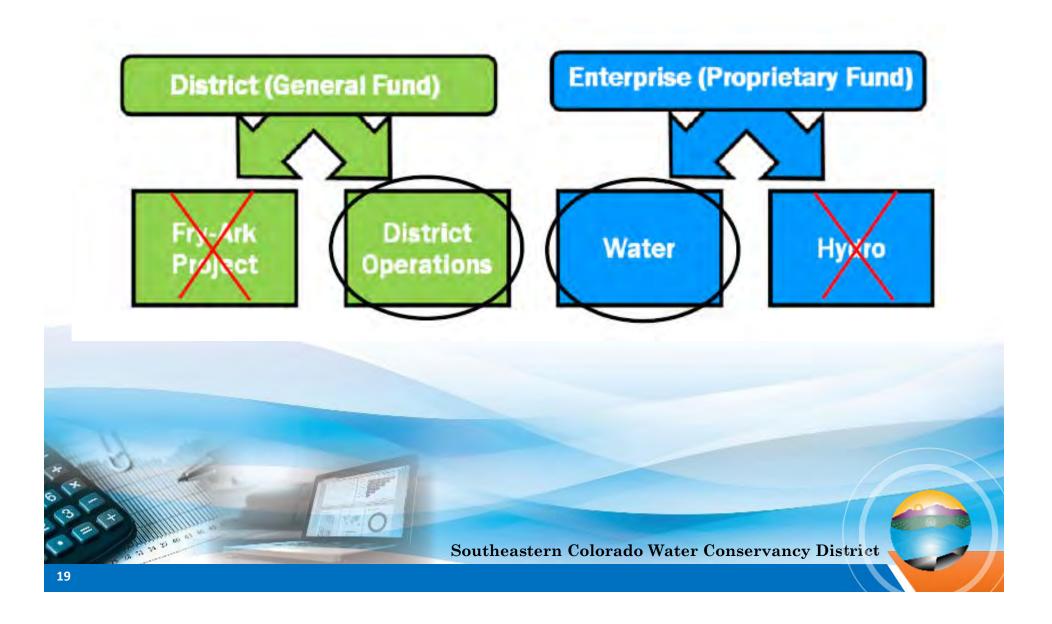


Rate Design Scenarios

- Aggressive Rate Phase-In Scenario (1-year phase-in)
- Moderate Rate Phase-In Scenario (5-year phase-in)
- Gradual Rate Phase-In Scenario (10-year phase-in)



Rate Design and Revenue Forecast



Global Assumptions for all Scenarios

- All surcharges remain unchanged
- Annual irrigation return flows (acre-feet) = 6,470
- Annual municipal return flows (acre-feet) = 1,000
- Annual winter water storage (acre-feet) = 42,000
- Annual carry-over storage (acre-feet) = 123,944



Global Assumptions for all Scenarios (continued)

- Carry-over rate phased in over five years, beginning in 2021 (no carry-over rate in 2020, 25% per year thereafter)
- Transfers of \$300,000 annually are made from the Water Fund to the District Operations Fund
- Annual rate increases of 5 percent per year for phase-in scenarios
- Split Allocation and Uniform rates only split allocation rates are included in this presentation



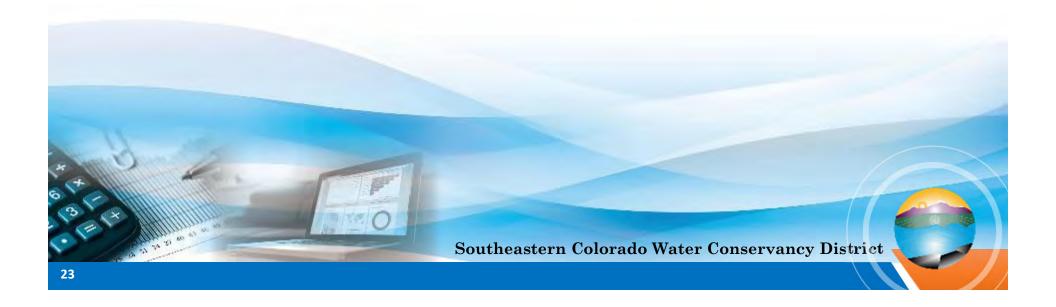
Aggressive Rate Phase-In Scenario

• Water rates increase to calculated cost of service rates in 2020 and remain flat thereafter ("one and done")

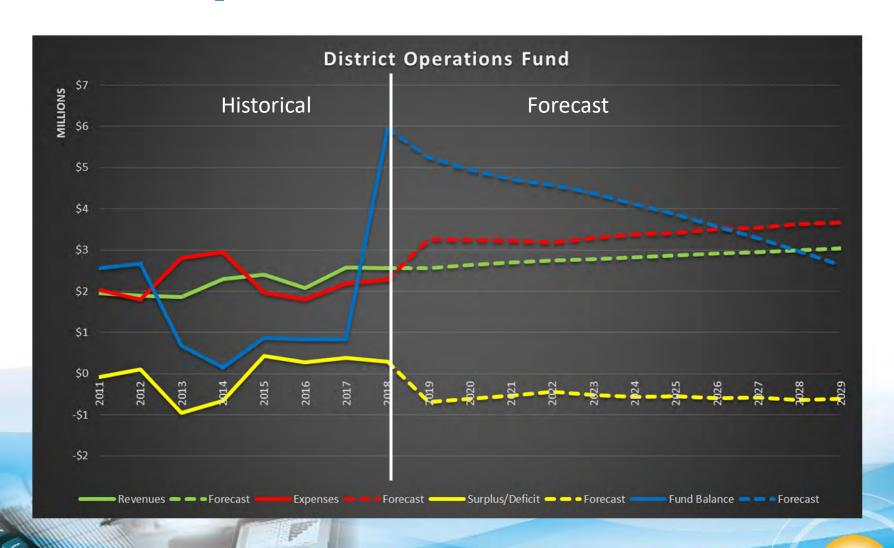
Description			<u> </u>		R	ates and Su	rch	narges - Year 2020)			
		Wate	r Rate	Safety of Dams		Water Activity	I	Environmental Stewardship	Au	gmentation	Tota	l Charge
Project Water Sales												
Irrigation		\$	13.14	\$ 0.50	\$	0.75	\$	0.75	\$	-	\$	15.14
Municipal		\$	15.25	\$ 0.50	\$	1.50	\$	0.75	\$	-	\$	18.00
Project Water Sales used for Well Augmentation												
Irrigation used for Well Augmentation		\$	13.14	\$ 0.50	\$	0.75	\$	0.75	\$	2.60	\$	17.74
Municipal used for Well Augmentation		\$	15.25	\$ 0.50	\$	1.50	\$	0.75	\$	2.60	\$	20.60
Storage Charges												
Winter Water Storage*		\$	5.72	\$ 0.25	\$	-	\$	0.75	\$	-	\$	6.72
Carry-Over Project Water		\$	-	\$ 1.00	\$	1.25	\$	0.75	\$	-	\$	3.00
If & When Storage												
In District		\$	-	\$ 0.50	\$	0.50	\$	0.75	\$	-	\$	1.75
Out of District		\$	-	\$ 2.00	\$	4.00	\$	0.75	\$	-	\$	6.75
Aurora		\$	-	\$ 	\$	10.00	\$	-	\$	-	\$	10.00
Project Water Return Flows	\											
Irrigation		\$	16.18	\$ 0.50	\$	-	\$	0.75	\$	-	\$	17.43
Municipal		\$	18.78	\$ 0.50	\$	-	\$	0.75	\$	-	\$	20.03

Aggressive Phase-In Scenario Water Rates Phase-in Schedule (Handout)

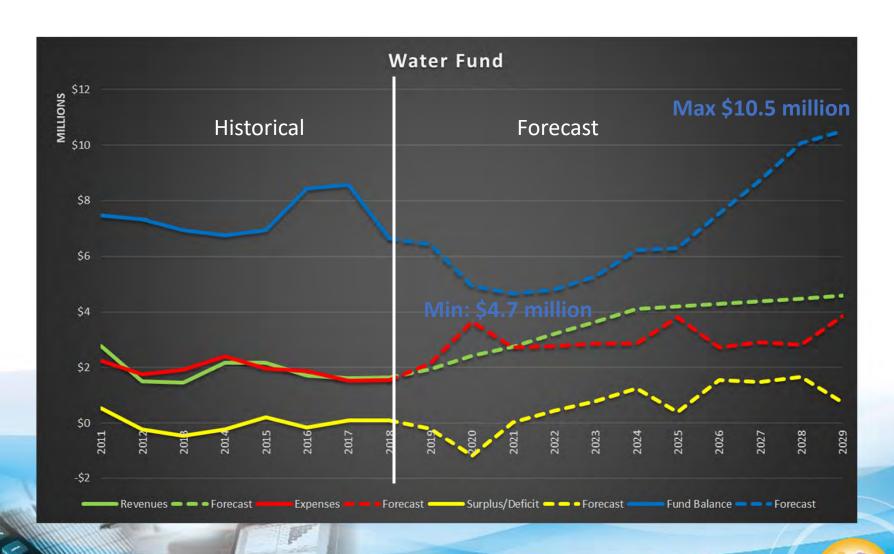
Parameter:		2020		2021		2022	2023	2024	2025	2026	2027	2028	2029
Water Rate	Agg	ressive Spl	it Ra	te Increa	se								
Irrigation	\$	13.14	\$	13.14	\$	13.14	\$ 13.14						
Municipal	\$	15.25	\$	15.25	\$	15.25	\$ 15.25						
Irrigation used for Well Augmentation	\$	13.14	\$	13.14	\$	13.14	\$ 13.14						
Municipal used for Well Augmentation	\$	15.25	\$	15.25	\$	15.25	\$ 15.25						
Winter Water Storage*	\$	2.92	\$	2.92	\$	2.92	\$ 2.92						
Carry-Over Project Water	\$	-	\$	2.97	\$	5.93	\$ 8.90	\$ 11.86	\$ 11.86	\$ 11.86	\$ 11.86	\$ 11.86	\$ 11.86
In District	\$	-	\$	-	\$	-	\$ -						
Out of District	\$	-	\$	-	\$	-	\$ -						
Aurora	\$	-	\$	-	\$	-	\$ -						
Irrigation Return Flows	\$	16.18	\$	16.18	\$	16.18	\$ 16.18						
Municipal Return Flows	\$	18.78	\$	18.78	\$	18.78	\$ 18.78						



Aggressive Rate Phase-In Scenario District Operations Fund Cash Flows



Aggressive Rate Phase-In Scenario Water Fund Cash Flows



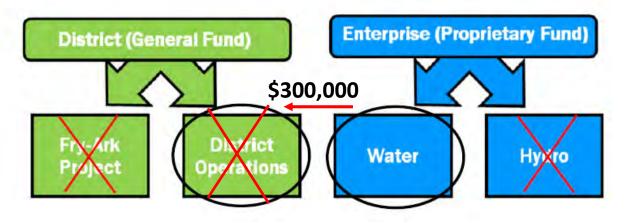
Aggressive Rate Phase-In Scenario Summary (Water Fund)

- 1-Year Rate Phase-in (to 2020)
 - Irrigation \$13.14
 - Municipal \$15.25
- Rate and Fee Revenue Increases (over 2019)
 - -33% in 2020
 - 128% by 2024
- Deficits are Eliminated in 2022
- 10 Year Net Revenue: \$4.1 million
- Minimum Fund Balance: \$4.7 million (2021)
- Maximum Fund Balance: \$10.5 million (2029)



Minimum and Maximum Fund Balances (Water Fund only)

• Water Fund Minimum Fund Balance: \$4.7 million (2021)



Water Fund Maximum Fund Balance: \$10.5 million (2029)



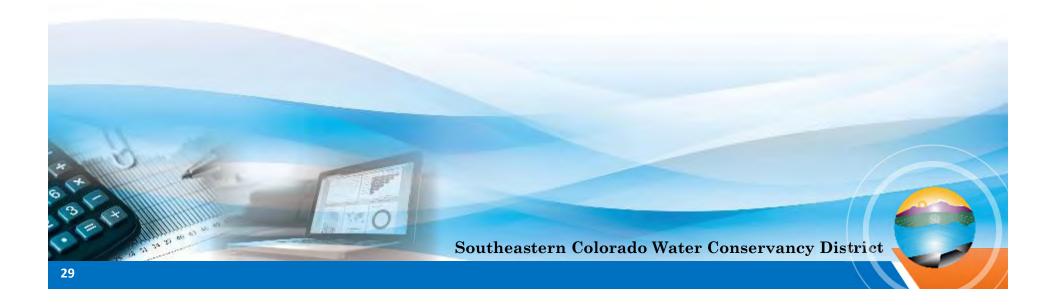
Moderate Rate Phase-In Scenario

- Water rates are phased into calculated cost of service rates over five-year period and remain flat thereafter
- Five percent increase is applied to the first five years of rates (2020-24)

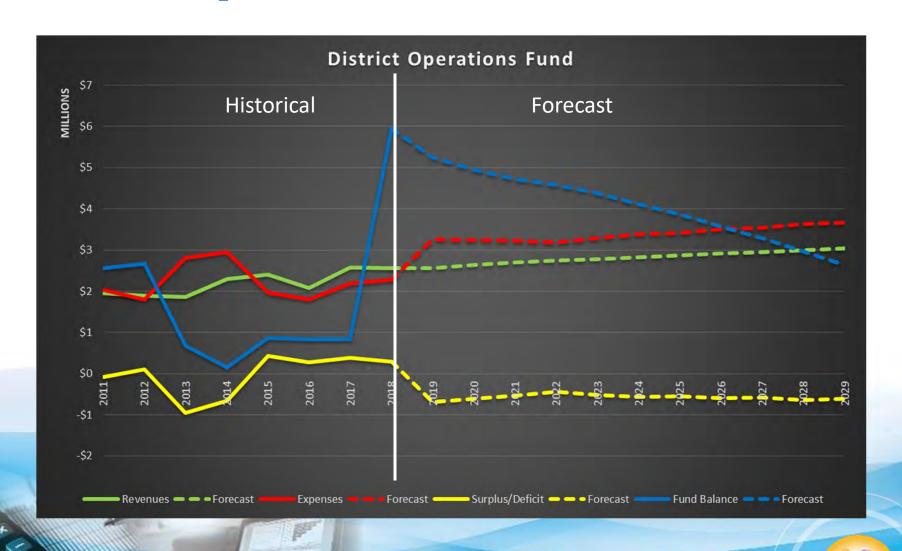
Description					Ra	ates and Su	rch	arges - Year 2020)			
	Wat	er Rate		ifety of Dams		Water Activity	E	Environmental Stewardship	Aug	mentation	Tot	al Charge
Project Water Sales			•									
Irrigation	\$	8.64	\$	0.50	\$	0.75	\$	0.75	\$	-	\$	10.64
Municipal	\$	9.08	\$	0.50	\$	1.50	\$	0.75	\$	-	\$	11.83
Project Water Sales used for Well Augmentation												
Irrigation used for Well Augmentation	\$	8.64	\$	0.50	\$	0.75	\$	0.75	\$	2.60	\$	13.24
Municipal used for Well Augmentation	\$	9.08	\$	0.50	\$	1.50	\$	0.75	\$	2.60	\$	14.43
Storage Charges Winter Water Storage*	\$	3.41	\$	0.25	\$	-	\$	0.75	\$	-	\$	4.41
Carry-Over Project Water	\$	-	\$	1.00	\$	1.25	\$	0.75	\$	-	\$	3.00
If & When Storage												
In District	\$	-	\$	0.50	\$	0.50	\$	0.75	\$	-	\$	1.75
Out of District	\$	-	\$	2.00	\$	4.00	\$	0.75	\$	-	\$	6.75
Aurora	\$	-	\$	-	\$	10.00	\$	-	\$	-	\$	10.00
Project Water Return Flows												
Irrigation	\$	8.44	\$	0.50	\$	-	\$	0.75	\$	-	\$	9.69
Municipal	\$	8.99	\$	0.50	\$	-	\$	0.75	\$	-	\$	10.24

Moderate Phase-In Scenario Water Rates Phase-In Schedule (Handout)

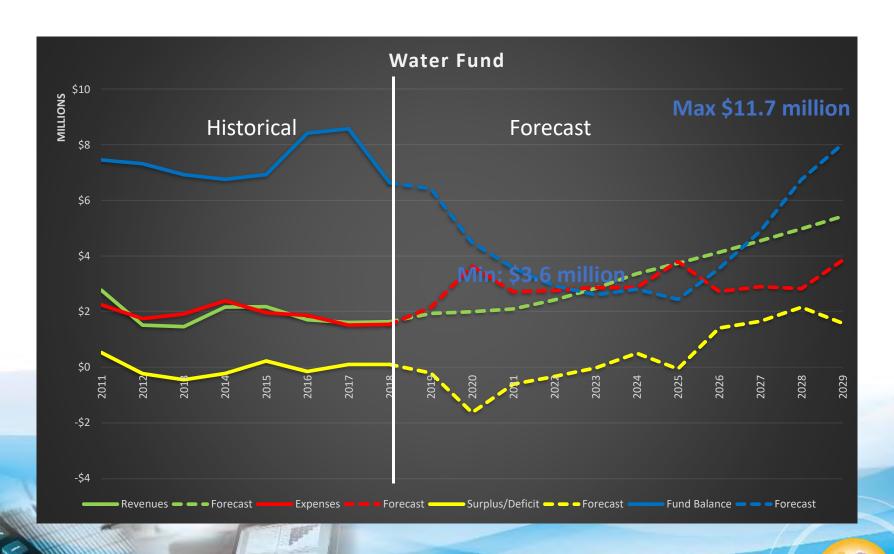
Parameter:		2020		2021		2022	2023	2024	2025	2026	2027	2028	2029
Water Rate	Mod	derate Spl	it Ra	te Increa	se								
Irrigation	\$	8.64	\$	10.37	\$	12.17	\$ 14.08	\$ 16.06	\$ 16.06	\$ 16.06	\$ 16.06	\$ 16.06	\$ 16.06
Municipal	\$	9.08	\$	11.27	\$	13.57	\$ 15.98	\$ 18.51	\$ 18.51	\$ 18.51	\$ 18.51	\$ 18.51	\$ 18.51
Irrigation used for Well Augmentation	\$	8.64	\$	10.37	\$	12.17	\$ 14.08	\$ 16.06	\$ 16.06	\$ 16.06	\$ 16.06	\$ 16.06	\$ 16.06
Municipal used for Well Augmentation	\$	9.08	\$	11.27	\$	13.57	\$ 15.98	\$ 18.51	\$ 18.51	\$ 18.51	\$ 18.51	\$ 18.51	\$ 18.51
Winter Water Storage*	\$	0.61	\$	1.25	\$	1.92	\$ 2.63	\$ 3.39	\$ 3.39	\$ 3.39	\$ 3.39	\$ 3.39	\$ 3.39
Carry-Over Project Water	\$	-	\$	1.28	\$	3.92	\$ 8.05	\$ 13.77	\$ 13.77	\$ 13.77	\$ 13.77	\$ 13.77	\$ 13.77
In District	\$	-	\$	-	\$	-	\$ -						
Out of District	\$	-	\$	-	\$	-	\$ -						
Aurora	\$	-	\$	-	\$	-	\$ -						
Irrigation Return Flows	\$	8.44	\$	11.01	\$	13.70	\$ 16.53	\$ 19.47	\$ 19.47	\$ 19.47	\$ 19.47	\$ 19.47	\$ 19.47
Municipal Return Flows	\$	8.99	\$	12.13	\$	15.42	\$ 18.88	\$ 22.49	\$ 22.49	\$ 22.49	\$ 22.49	\$ 22.49	\$ 22.49



Moderate Rate Phase-In Scenario District Operations Fund Cash Flows



Moderate Rate Phase-In Scenario Water Fund Cash Flows



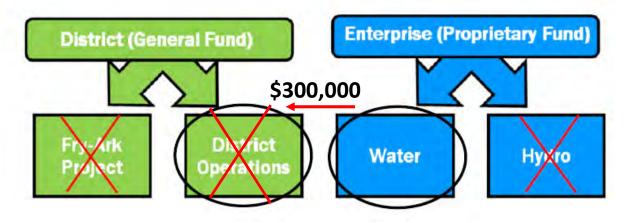
Moderate Rate Phase-In Scenario Water Fund Summary

- 5-Year Rate Phase In (to 2024)
 - Irrigation \$16.06
 - Municipal \$18.51
- Rate and Fee Revenue Increases (over 2019)
 - -8% in 2020
 - -154% by 2024
- Deficits are Eliminated in 2023
- 10 Year Net Revenue: \$5.2 million
- Minimum Fund Balance: \$3.6 million (2022)
- Maximum Fund Balance: \$11.7 million (2029)



Minimum and Maximum Fund Balances (Water Fund only)

• Water Fund Minimum Fund Balance: \$3.6 million (2022)



Water Fund Maximum Fund Balance: \$11.7 million (2029)



Gradual Rate Phase-In Scenario

- Water rates are phased into calculated cost of service rates over ten-year period
- Five percent increase is applied to each year's rate

Description				Ra	ates and Su	rch	arges - Year 2020)			
	Wat	ter Rate	afety of Dams		Water Activity	E	Environmental Stewardship	Au	ıgmentation	Tota	al Charge
Project Water Sales					-		-	•			
Irrigation	\$	7.99	\$ 0.50	\$	0.75	\$	0.75	\$	-	\$	9.99
Municipal	\$	8.22	\$ 0.50	\$	1.50	\$	0.75	\$	-	\$	10.97
Project Water Sales used for Well Augmentation											
Irrigation used for Well Augmentation	\$	7.99	\$ 0.50	\$	0.75	\$	0.75	\$	2.60	\$	12.59
Municipal used for Well Augmentation	\$	8.22	\$ 0.50	\$	1.50	\$	0.75	\$	2.60	\$	13.57
Storage Charges Winter Water Storage*	\$	3.11	\$ 0.25	\$	-	\$	0.75	\$	-	\$	4.11
Carry-Over Project Water	\$	-	\$ 1.00	\$	1.25	\$	0.75	\$	-	\$	3.00
If & When Storage											
In District	\$	-	\$ 0.50	\$	0.50	\$	0.75	\$	-	\$	1.75
Out of District	\$	-	\$ 2.00	\$	4.00	\$	0.75	\$	-	\$	6.75
Aurora	\$	-	\$ -	\$	10.00	\$	-	\$	-	\$	10.00
Project Water Return Flows											
Irrigation	\$	7.37	\$ 0.50	\$	-	\$	0.75	\$	-	\$	8.62
Municipal	\$	7.64	\$ 0.50	\$	-	\$	0.75	\$	_	\$	8.89

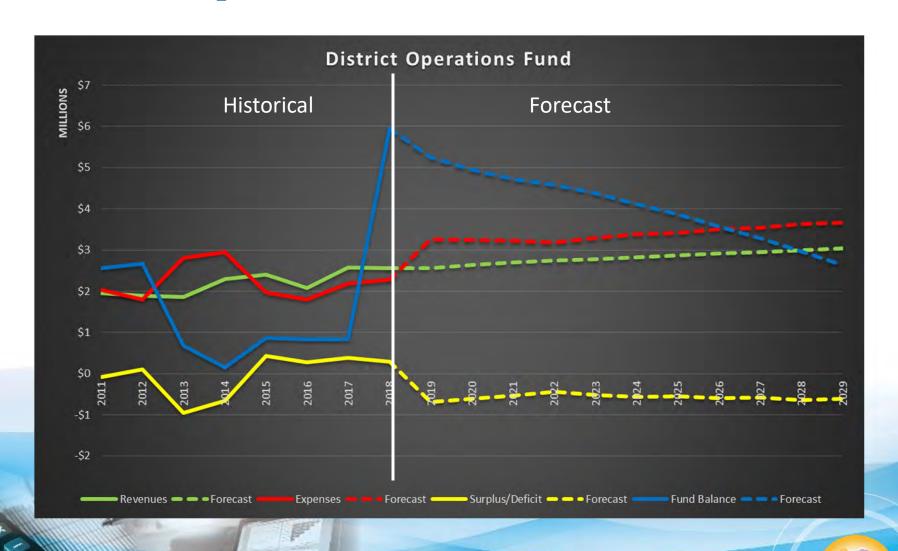
^{*\$2.80} transferred to the Bureau of Reclamation

Gradual Phase-In Scenario Water Rates Phase-in Schedule (Handout)

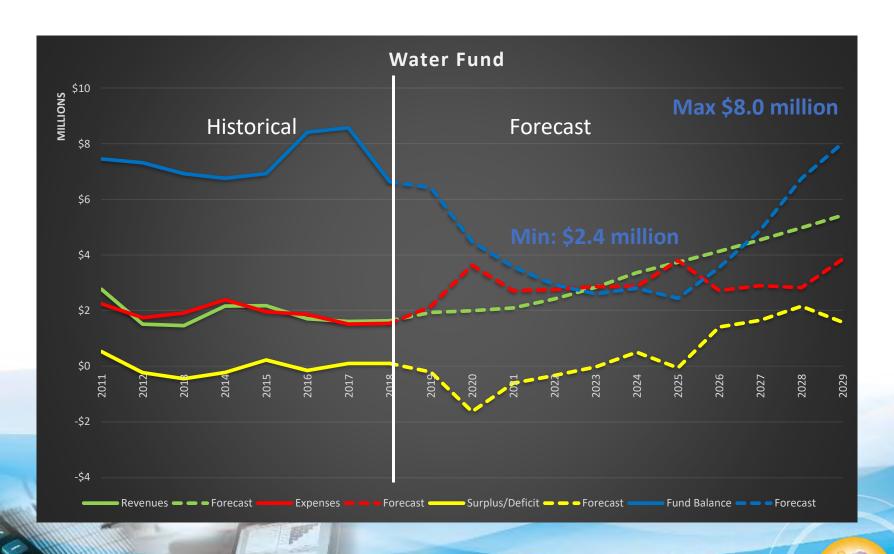
Parameter:		2020		2021	2022	2023		2024		2025		2026		2027		2028		2029
Water Rate	Gra	dual Salit	Pate	e Increase														
	Gra	•																
Irrigation	Ş	7.99	_\$	9.03			_\$	12.47	_ \$	13.74	_\$	15.06	_\$	16.46	_\$	17.92	_\$	19.50
Municipal	\$	8.22	\$	9.50	\$ 10.85	\$ 12.26	\$	13.75	\$	15.31	\$	16.95	\$	18.66	\$	20.47	\$	22.31
Irrigation used for Well Augmentation	\$	7.99	\$	9.03	\$ 10.12	\$ 11.27	\$	12.47	\$	13.74	\$	15.06	\$	16.46	\$	17.92	\$	19.50
Municipal used for Well Augmentation	\$	8.22	\$	9.50	\$ 10.85	\$ 12.26	\$	13.75	\$	15.31	\$	16.95	\$	18.66	\$	20.47	\$	22.31
Winter Water Storage*	\$	0.31	\$	0.63	\$ 0.96	\$ 1.31	\$	1.69	\$	2.07	\$	2.48	\$	2.91	\$	3.36	\$	3.85
Carry-Over Project Water	\$	-	\$	0.64	\$ 1.97	\$ 4.03	\$	6.90	\$	8.49	\$	10.16	\$	11.93	\$	13.78	\$	15.67
In District	\$	-	\$	-	\$ -	\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Out of District	\$	-	\$	-	\$ -	\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Aurora	\$	-	\$	-	\$ -	\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Irrigation Return Flows	\$	7.37	\$	8.81	\$ 10.32	\$ 11.91	\$	13.58	\$	15.33	\$	17.16	\$	19.09	\$	21.12	\$	23.22
Municipal Return Flows	\$	7.64	\$	9.37	\$ 11.18	\$ 13.09	\$	15.08	\$	17.18	\$	19.39	\$	21.70	\$	24.13	\$	26.66



Gradual Rate Phase-In Scenario District Operations Fund Cash Flows



Gradual Rate Phase-In Scenario Water Fund Cash Flows



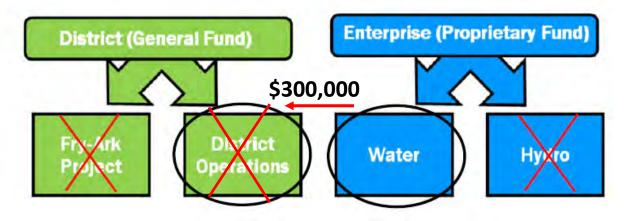
Gradual Rate Phase-In Scenario Summary

- 10-Year Rate Phase In (to 2029)
 - Irrigation \$19.50
 - Municipal \$22.31
- Rate and Fee Revenue Increases (over 2019)
 - -4% in 2020
 - 182% by 2029
- Deficits are Eliminated in 2026
- 10 Year Net Revenue: \$1.6 million
- Minimum Fund Balance: \$2.4 million (2025)
- Maximum Fund Balance: \$8.0 million (2029)



Minimum and Maximum Fund Balances (Water Fund only)

• Water Fund Minimum Fund Balance: \$2.4 million (2025)



• Water Fund Maximum Fund Balance: \$8.0 million (2029)



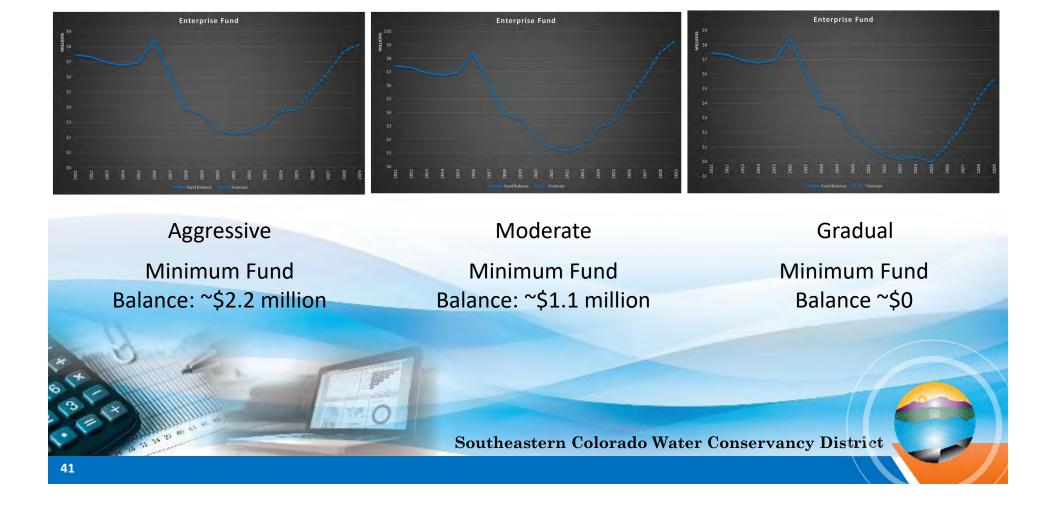
Summary of All Scenarios (Water Fund only)

	Aggressive	Moderate	Gradual
Criteria	1-Year	5-Year	10-Year
Rate Phase-in Last Year	2020	2024	2029
Irrigation Rate at 2029 (\$/AF)	\$13.14	\$16.06	\$19.50
Municipal Rate at 2029 (\$/AF)	\$15.25	\$18.51	\$22.31
Year 1 Revenue Increase	33%	8%	4%
Year 5 Revenue Increase	128%	154%	80%
Year 10 Revenue Increase	128%	154%	182%
Year Deficits Eliminated	2022	2023	2025
10 Year Net Revenue:	\$4.1 million	\$5.2 million	\$1.6 million
Minimum Fund Balance:	\$4.7 million (2020)	\$3.6 million (2022)	\$2.4 million (2025)
Maximum Fund Balance:	\$10.5 million (2029)	\$11.7 million (2029)	\$8.0 million (2029)



Summary of Enterprise Fund Reserves (Water Fund and Hydro Fund Combined)

 Recall that the Hydro Fund has a negative fund balance (roughly \$2.5 million)



Recommendation

All 3 Scenarios are reasonable, viable options Aggressive Scenario Benefits:

- Lowest rate (\$/AF)
- Carryover rate is phased-in over 5 years
- Smallest increase in revenue
- Minimizes near-term risks
- Simplicity





Did We Meet Our Objectives?

Objectives

- Present the Rate Design scenarios and results
- Receive comments from the Committee
- Determine the Rate Scenario(s) that will be presented to the Board at the first rate hearing





	Aggressive	Moderate	Gradual
Criteria	1-Year	5-Year	10-Year
Rate Phase-in Last Year	2020	2024	2029
Irrigation Rate at 2029 (\$/AF)	\$13.14	\$16.06	\$19.50
Municipal Rate at 2029 (\$/AF)	\$15.25	\$18.51	\$22.31
Year 1 Revenue Increase	33%	8%	4%
Year 5 Revenue Increase	128%	154%	80%
Year 10 Revenue Increase	128%	154%	182%
Year Deficits Eliminated	2022	2023	2025
10 Year Net Revenue:	\$4.1 million	\$5.2 million	\$1.6 million
Minimum Fund Balance:	\$4.7 million (2020)	\$3.6 million (2022)	\$2.4 million (2025)
Maximum Fund Balance:	\$10.5 million (2029)	\$11.7 million (2029)	\$8.0 million (2029)

Questions and Discussion Southeastern Colorado Water Conservancy District



END OF PRESENTATION

