



CITY OF FORT LAUDERDALE

APPROVED

**BUDGET ADVISORY BOARD MEETING
CITY OF FORT LAUDERDALE
100 NORTH ANDREWS AVENUE
8th FLOOR CONFERENCE ROOM
FORT LAUDERDALE, FLORIDA, 33301
NOVEMBER 20, 2019 – 6:00 P.M.**

Board Member	Attendance	10/2019 through 9/2020 Cumulative Attendance	
		Present	Absent
Brian Donaldson, Chair	P	2	0
Johnnie Smith, Vice Chair	P	2	0
Ross Cammarata	P	2	0
Jeff Lowe	P	2	0
Michael Marshall	P	2	0
Robert McGrath	P	2	0
Prabhuling Patel	P	2	0
Adam Sabin	P	2	0
Christopher Williams	P	2	0
John Xanthos	A	1	1

Also Attending

- Kyle Stevens, Stantec Consulting Inc.
- Laura Reece, Budget Director
- John Herbst, City Auditor
- Dr. Nancy Gassman, Assistant Public Works Director
- Aneisha Daniel, Deputy Director Public Works
- Omar Castellon, City Engineer
- Charmaine Crawford, Budget Department and Board Liaison
- Lisa Tayar, Prototype Inc. Recording Secretary

Communications to the City Commission

None

Purpose: To Provide the City with input regarding the taxpayers’ perspective in the development of the annual operating budget; to review projections and estimates from the City Manager regarding revenues and expenditures for upcoming fiscal year; to advise the City Commission on service levels and priorities and fiscal solvency; and to submit recommendations to the City Commission no later than August 15 of each year regarding a budget for the upcoming fiscal year.

I. Call to Order

The meeting of the Budget Advisory Board was called to order at 6:00 p.m.

II. Roll Call

Roll was called, and it was determined a quorum was present.

**III. Approval of Meeting Minutes
A. October 16, 2019**

Motion made by Mr. Smith, seconded by Mr. Williams, to approve the minutes of the Board's October 16, 2019 meeting. In a voice vote, motion passed unanimously.

IV. Floor Open for Neighbor Input

None

V. Old Business

None

VI. New Business

A. Revenue Sufficiency Models FY 2020 - FY2030 ~ Stantec Consulting Inc.

Kyle Stevens, Stantec Consulting Inc., reviewed the Power Point presentation, a copy of which is attached to these minutes for the public record.

Chair Donaldson recalled that the Board had recommended in June that the City impose Fire Assessments that would provide full cost recovery - \$316, and the City Commission had agreed. Mr. Stevens said they had also factored in the sunseting of CRAs, leaving the City to provide maintenance.

Mr. Stevens said they considered several things to determine when a fund was outside the desired performance and for the General Fund, the amount of money left in the bank was one. The City was still in a good range for reserves now, but over time, as expenses inflated and revenues stabilized, they would use up reserve balance and in 2022, they would be below the desired target, and he would recommend corrective action, such as a millage increase.

Ms. Reece said the City Commission had decided to fund the Water/Sewer fund using ratepayers because there were other communities that used the City's water and did not pay City taxes.

Mr. Stevens said they had built in the industry standard of a three-month minimum reserve in the Water/Sewer Fund. They targeted \$20 million in cash for capital investment but they would also need debt financing of \$200 million every five years. Chair Donaldson said the debt service would cause the water and sewer bills to increase every five years. Mr. Stevens stated they used financing because the payments were lower and because spreading out the cost over time was more equitable. Mr. Stevens stated this model would optimize how much debt was issued, based upon how much cash was available in the fund.

Mr. Stevens said their financial takeaway for this fund was that there would be increased pressure in the future. He explained that they had compared the rate increases and these were in alignment with what they were seeing nationally.

Mr. Stevens noted that the City was also one partner in a regional sewer treatment plant and this was accounted for in a separate enterprise fund. There were five partners and the City contributed approximately 80% of the total. He stated the City did not have direct control over this fund.

Mr. Stevens had given a presentation to the City Commission the previous evening on stormwater rates, including customer impacts.

Mr. Stevens said they had renegotiated some solid waste hauling contracts, resulting in higher rates to maintain the Sanitation Fund. A 25% increase had gone into effect in 2019, but they needed an additional 4% inflationary increase to maintain the target and stabilize cash flow over time.

Dr. Gassman explained they had three different cart collection services: trash; yard waste and recycling. The cost for recycling had increased, but it was still cheaper to maintain a recycling program. She stated while the service contract amounts were fixed, the market value of recyclables changed daily and there were additional recycling contamination charges.

A. Water and Sewer New Rate Structure ~ Stantec Consulting Inc.

Mr. Stevens reviewed a Power Point presentation, a copy of which is attached to these minutes for the public record. He reported their recommendation was to take a phased approach to recognizing the results, moving the water rate up at 3.6% and wastewater at 7%. Once they were in alignment, which he anticipated would take place in five years or so, they could revert to 5% across the board. He explained that water user rates had a fixed monthly charge and a water usage charge. Chair Donaldson asked if the City fixed and usage charges were average and Mr. Stevens said they were. If they increased the fixed part of the bill, consumers' incentive to conserve was increased. Chair Donaldson thought they may need to consider raising the fixed portion of the rate

to generate more than 20%, perhaps with a goal of 25%. Mr. Stevens stated this was happening industry-wide.

Chair Donaldson asked if the BAB would have an opinion on rate increases in 2020 and Ms. Reece stated the rate structure adopted by the City Commission had built-in 3% water and 7% sewer increases and if the Commission did not act, this would continue to increase by those amounts. Mr. Stevens said there would be zero revenue increases in 2020, but reallocations would result in changes to bills. Mr. Stevens reviewed the volumetric tiers and said the impact would be approximately a 1.3% increase for most single-family homes. Top-tier users would see significantly larger increases. He reviewed possible impact fees and said they recommended the City charge these. They also recommended working with wholesalers to determine a way to collect impact fees from their users.

B. Water and Sewer Bond Projects Update ~ Public Works Department

Omar Castellon, City Engineer, provided a Power Point presentation, a copy of which is attached to these minutes for the public record.

Mr. Castellon said the \$45 million was to maintain the Fiveash facility; it would cost approximately \$200 million to \$400 million to build a new facility in three to five years.

Chair Donaldson asked if they would need another bond prior to 2023 because of how fast that were moving. Mr. Castellon stated some projects were very complicated and would take years to complete. Chair Donaldson wanted the public to know the impact on future budgets and if they were on target. Mr. Castellon said they were on target; if they strayed from the target, they had plans to address that.

Mr. Castellon described the terms of the consent order the City was subject to with the State Department of Environmental Protection to complete certain wastewater projects.

Aneisha Daniel, Deputy Director of Public Works, said they were in the process of rebuilding the CIP budget and they would evaluate future year projects to determine if new cost estimates were needed and their timing.

Chair Donaldson requested an update on project timing and costs in the spring.

Mr. Sabin asked who decided on the projects' priority and Mr. Castellon said this was the responsibility of the Engineering Department and Operations.

Mr. Lowe asked about spend-down requirements in the bond and Mr. Herbst said they typically did not go for the full value all at once because they knew they could not get the funds out as quickly as they liked. They had looked at the CIP, which was subject to

change every year, and once they had hard numbers, they would go out to bid. They used best estimates, but only budgeted at the final stage.

Chair Donaldson thanked staff and Mr. Stevens for all the information provided.

C. Confirmed Joint City Commission Workshop Dates

- i. **Tuesday, March 3, 2020**
- ii. **Tuesday, June 16, 2020**
- iii. **Tuesday, August 18, 2020**

VII. Communications to/from the City Commission

None

VIII. Board Member Comments

None

IX. Adjourn

Upon motion duly made and seconded, the meeting was adjourned at 8:01 p.m.



Fort Lauderdale, FL

Water and Sewer
Rate Study

Follow up Discussion

May 21, 2019

*Mike Burton
Kyle Stevens*

Background

- Water and sewer systems are combined within a single enterprise fund and supported by user rates
- The City applies an annual 5.00% indexing adjustment to its water and sewer rates
- Stantec has reviewed the financial sustainability of the combined system annually since 2013 and supported the 2018 bond issuance
- Current rate structure and impact fees have not been updated in over ten years

Rate Study Overview

Key Elements

- 1 Revenue Sufficiency
- 2 Cost of Service
- 3 User Rates
- 4 Impact Fees

Basic Parameters

- 10 year financial forecasting model
 - Updated annually as part of the budget process
- Reflects the most current data and assumptions:
 - FY 2019 budget (Revenues & Expenses)
 - 5-Year capital spending per public works
 - Billing data and account growth forecast
 - Forecasted debt issuance every 5 years (FY 2023)
 - ROI Phase out over a 4 year period (FY 2021)
- Analysis will be updated as part of FY 2020 budget

Key Cost Drivers/Changes

- Large increase in Central Region R/R (capital)
- Increase in debt of \$200M in FY 23 and FY 28
- Significant unplanned force main failure
- Establish annual cash funded capital of \$20M+

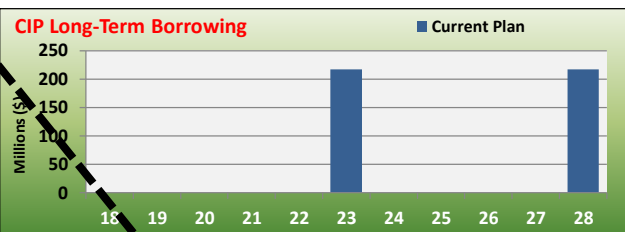
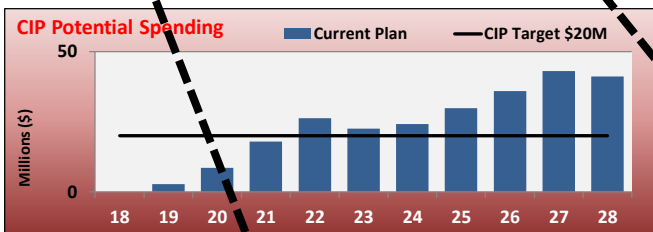
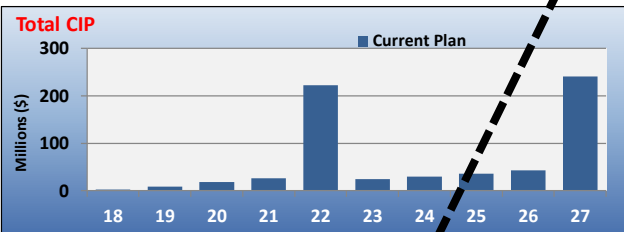
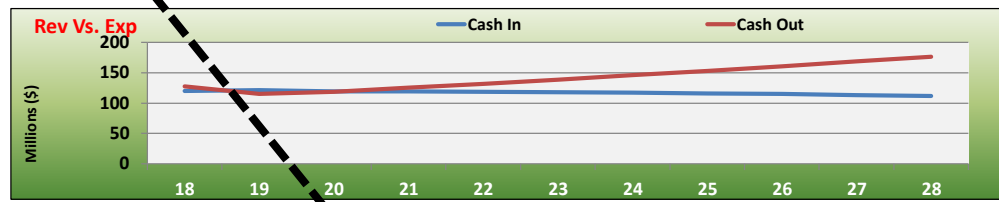
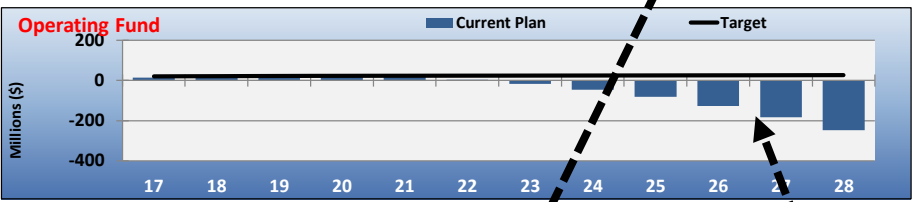


FY 2019 Financial Forecast (No Rate Adjustment, Includes ROI Phase Out)

Revenue
Sufficiency

FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

SAVE	CALC	ROLL	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Cumulative Change	
		Override	5.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	FY 2023	FY 2028
			5.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5.00%	4.96%
		Override	5.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	PS FY20	98.0%
			5.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	OMF FY20	100.0%
		Rate Covenant	2.14	1.97	1.86	1.80	1.72	1.26	1.09	1.02	0.95	0.89	0.65		



0.00% Rate increase

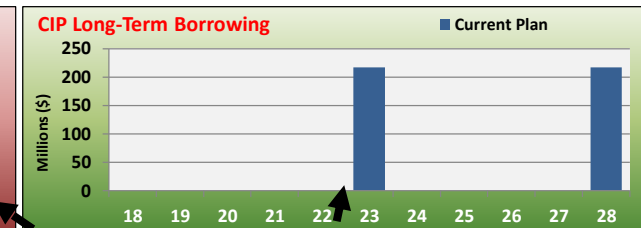
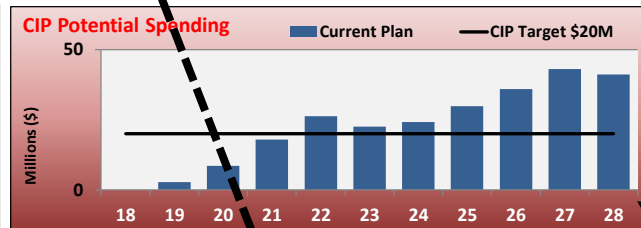
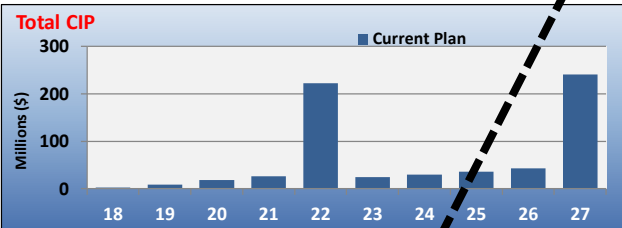
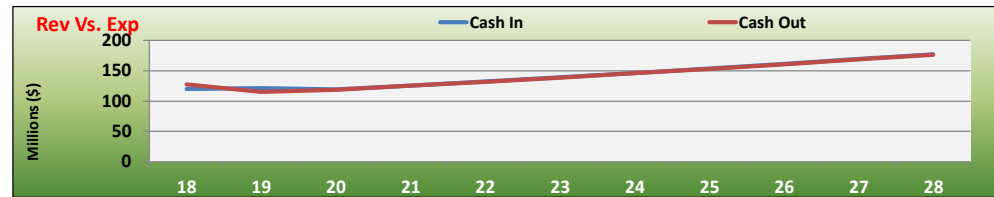
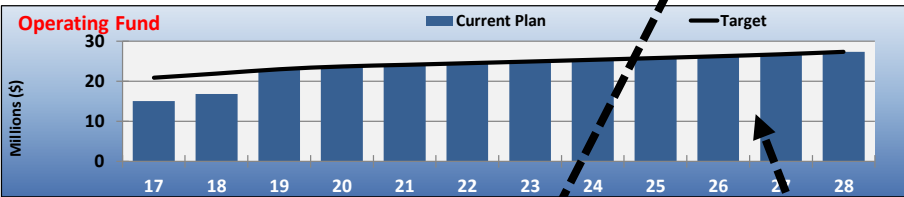
Minimum Reserves Depleted

Coverage Impaired

FY 2019 Financial Forecast (Recommended Plan Includes ROI Phase Out)

FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

SAVE	CALC	ROLL	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Cumulative Change	
		Override	5.00%	5.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	FY 2023	FY 2028
			5.00%	5.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	21.66%	55.19%
		Override	5.00%	5.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	PS FY20	98.0%
			5.00%	5.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	OMF FY20	100.0%
		Rate Covenant	2.14	1.97	1.86	2.02	2.19	1.80	1.77	1.90	2.04	2.24	1.95		



5.00% Rate increase needed FY 21 Forward

Minimum Reserves Maintained

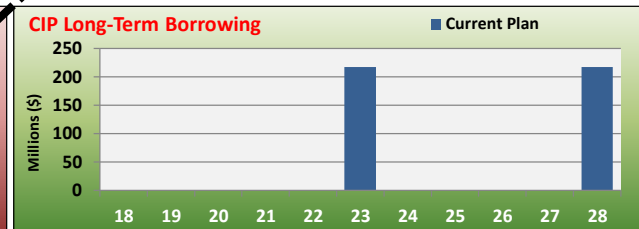
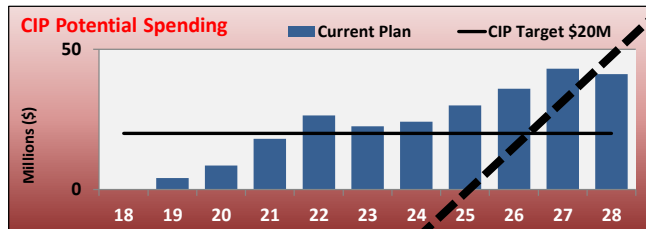
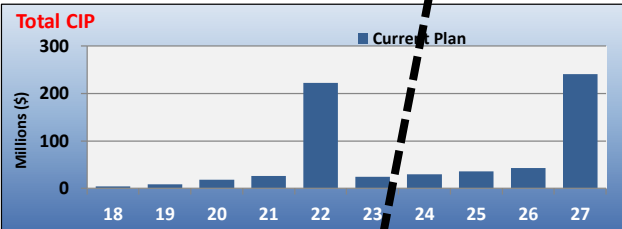
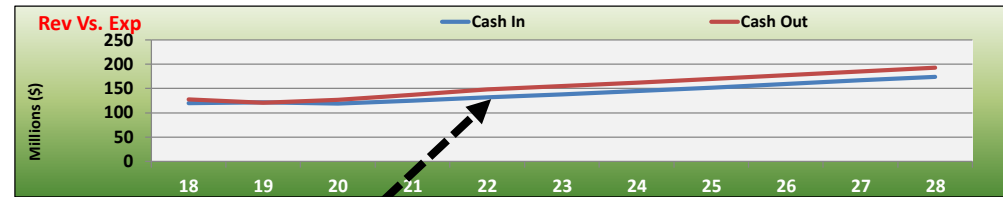
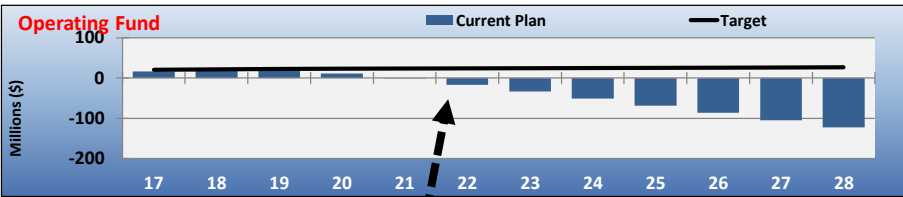
Full Funding Cash CIP and New Debt



FY 2019 Financial Forecast (No ROI Phase Out)

FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

SAVE	CALC	ROLL	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Cumulative Change	
Override ▶				5.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	FY 2023	FY 2028
Water Rate Increases			0.00%	5.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	21.66%	55.19%
Override ▶				5.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	PS FY20 ▶	98.0%
Sewer Rate Increases			0.00%	5.00%	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	OMF FY20 ▶	100.0%
Rate Covenant			2.14	1.97	1.86	2.01	2.17	1.78	1.74	1.87	1.99	2.18	1.90	CIP Cash %	20%
														Add Debt Cap.	N



Impaired Fund
Balance

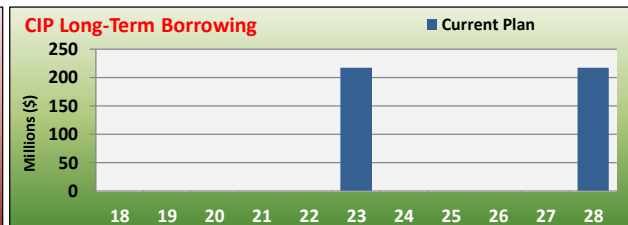
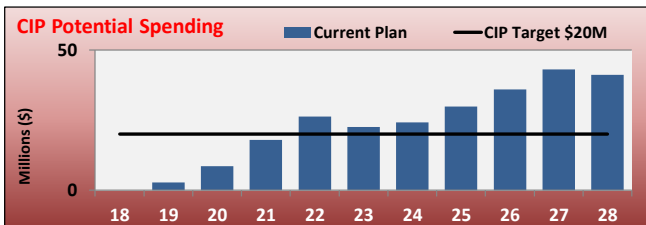
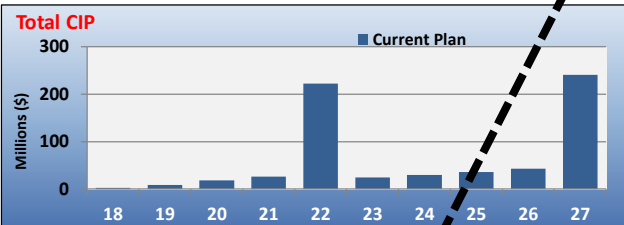
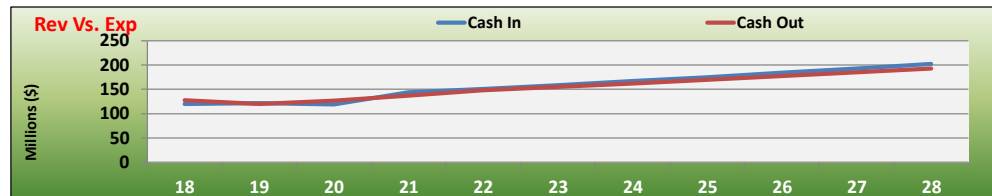
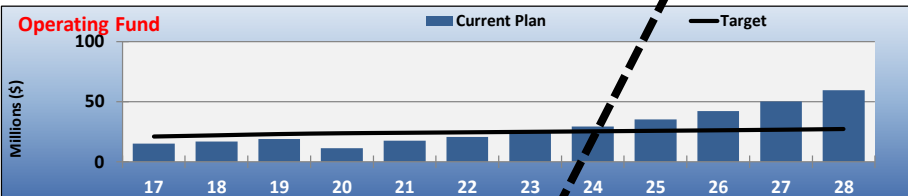
Unbalanced Cash
Flow



FY 2019 Financial Forecast (No ROI Phase Out)

FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY

SAVE	CALC	ROLL	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Cumulative Change	
		Override	5.00%	5.00%	0.00%	19.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	FY 2023	FY 2028
			5.00%	5.00%	0.00%	19.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	37.73%	75.92%
		Override	5.00%	5.00%	0.00%	19.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	PS FY20	98.0%
			5.00%	5.00%	0.00%	19.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	OMF FY20	100.0%
		Rate Covenant	2.14	1.97	1.86	2.63	2.83	2.31	2.26	2.41	2.58	2.82	2.45		



19.00%
Rate Increase
FY 2021

ROI phase out has resulted in no increase in FY 2020 and a 14% lower rate increase in FY 2021

Rate Study Overview

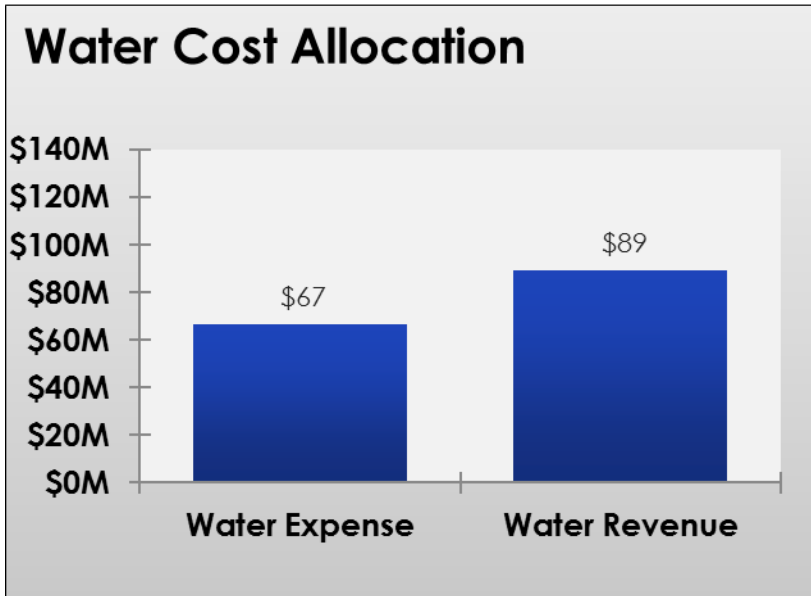
Key Elements

- 1 Revenue Sufficiency
- 2 Cost of Service
- 3 User Rates
- 4 Impact Fees

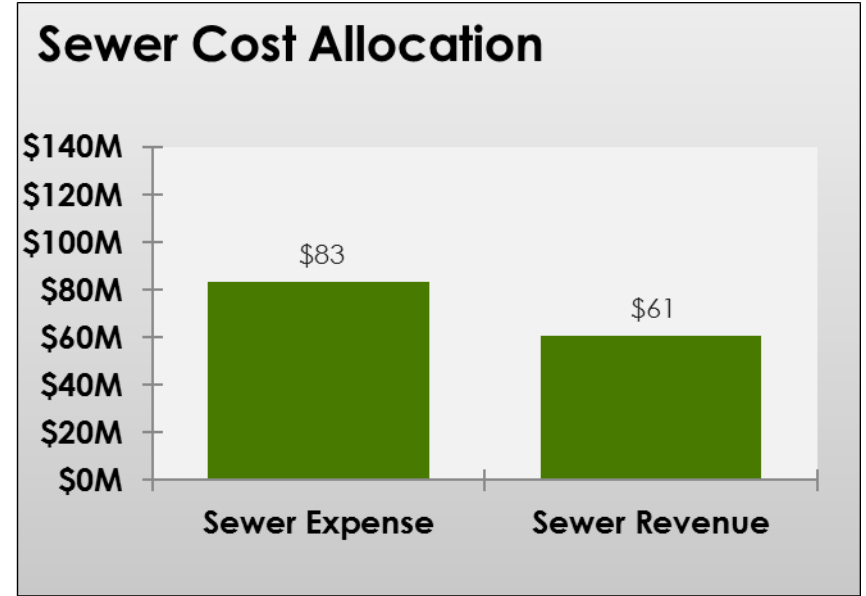
Base Parameters

- Based on the FY 2019 budget for water and sewer fund, intended to be “Revenue Neutral”
- Primary analysis sought to identify the unique cost of providing water and sewer services separately
- Analysis used relevant data, staff knowledge and expense type to allocate every line item in the utility budget (1,300 unique items)
- The City’s last similar analysis was 10+ years ago

FY 2019 Cost of Service Results



Revenues \$22M Over Cost 



Revenues \$22M Under Cost 

Key Driver: Recent sewer system investment and organizational attention

Key Note: Analysis is a snapshot in time and allocations could change

Recommendations

- Industry practice and future cost requirements would suggest a phased approach is most appropriate
- Modify annual rate indexing based on cost of service results

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Effective Date	10/1/19	10/1/20	10/1/21	10/1/22	10/1/23
Water Rate Adjustment	0.0%	3.6%	3.6%	3.6%	3.6%
Wastewater Rate Adjustment	0.0%	7.0%	7.0%	7.0%	7.0%
Overall Revenue Adjustment	0.0%	5.0%	5.0%	5.0%	5.0%

- Update cost of service analysis periodically (every 3-5 years) and adjust indexing plan as appropriate

Rate Study Overview

Key Elements

- 1 Revenue Sufficiency
- 2 Cost of Service
- 3 User Rates
- 4 Impact Fees

Base Parameters

General description of the City's rate structure:

Fixed Monthly Charge- Is dependent on meter size. Provides revenue stability to the utility by capturing a portion of customer related and “readiness to serve” costs.

Volumetric Charges- Charges are dependent on the level of metered water use by customer class. Recover remaining costs.

Objectives to consider in evaluating potential modifications for FY 2020:

- Recommendations will enhance rate payer equity
- Comport with cost of service findings
- Align with industry best practices

Water Fixed Charge Update

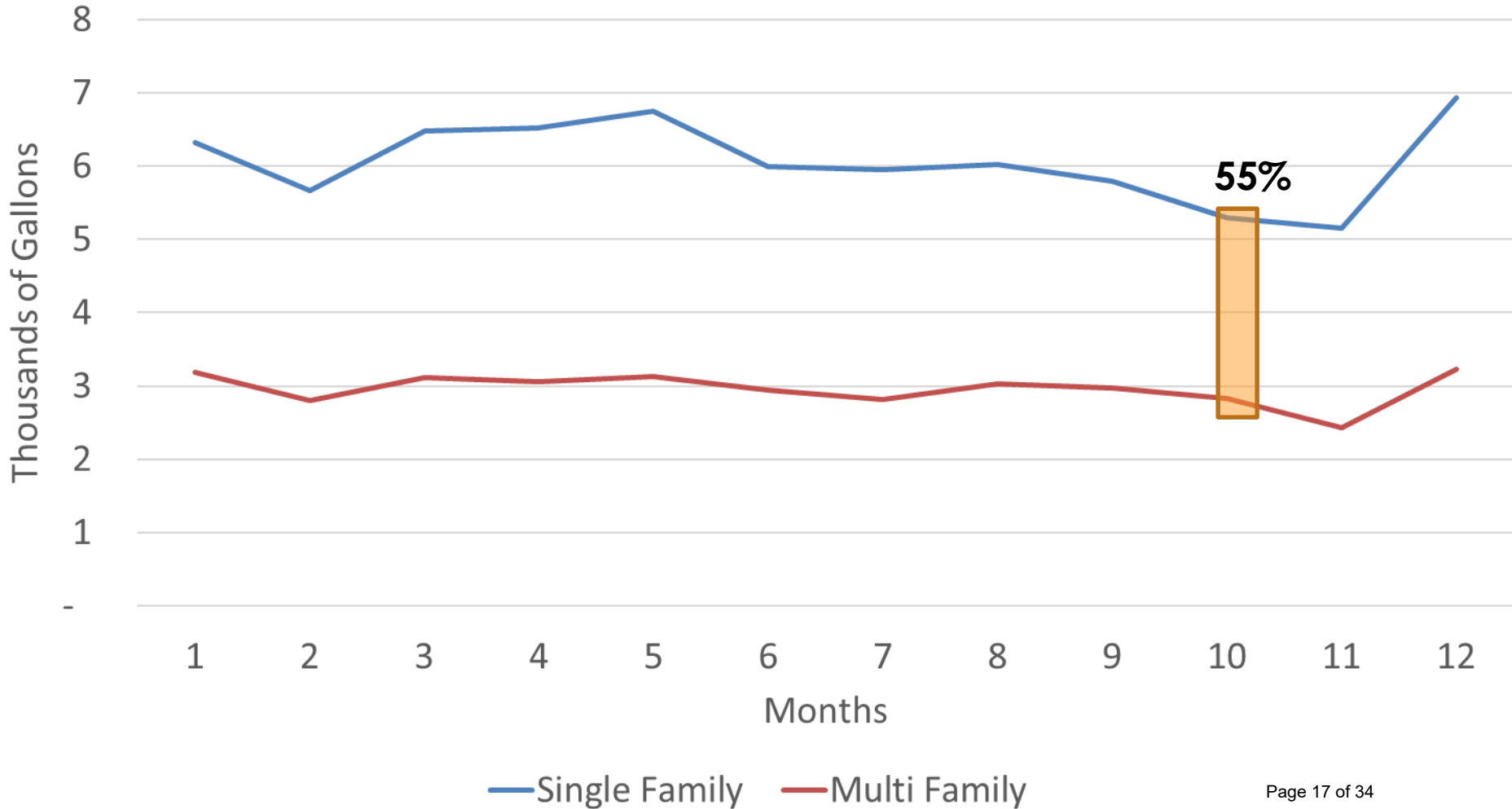
	Single-Family & Commercial	Multi-Family	Wholesale
Per Bill	\$2.29	\$2.29	\$2.29
Per Unit		\$2.46	
Meter Size			
5/8"	\$4.48		\$36.52
3/4"	\$6.71		\$54.78
1"	\$11.19		\$91.30
1.5"	\$22.38		\$182.60
2"	\$35.80		\$292.17
3"	\$78.32		\$639.12
4"	\$134.27		\$1,095.63
6"	\$302.19		\$2,465.16
8"	\$358.05		\$2,921.67
10"	\$939.88		\$7,669.38
12"	\$1,186.03		\$9,678.03
16"	\$1,365.06		\$11,138.99

A- Multifamily Based on Units



B- Multifamily Based on Meter Size

Multifamily Usage Trends

Monthly Usage



Water Fixed Charges

	Residential		Commercial	Multifamily
	Current	Proposed	Proposed	Proposed
Per Unit		A		\$ 2.46
Per Bill		\$ 2.29	\$ 2.29	\$ 2.29
5/8	7.56	\$ 4.48	\$ 4.48	 B
3/4	10.48	\$ 6.71	\$ 6.71	
1	16.36	\$ 11.19	\$ 11.19	
1 1/2	31.08	\$ 22.38	\$ 22.38	
2	48.72	\$ 35.80	\$ 35.80	
3	89.89	\$ 78.32	\$ 78.32	
4	148.73	\$ 134.27	\$ 134.27	
6	295.79	\$ 302.10	\$ 302.10	
8	472.25	\$ 358.05	\$ 358.05	
10	678.11	\$ 939.88	\$ 939.88	
12	1,266.13	\$ 1,186.03	\$ 1,186.03	
16	2,060.42	\$ 1,365.06	\$ 1,365.06	

	Wholesale	
	Current	Proposed
Per Bill		\$ 2.29
5/8	\$ 26.41	\$ 36.52
3/4	\$ 35.21	\$ 54.78
1	\$ 56.39	\$ 91.30
1 1/2	\$ 109.92	\$ 182.60
2	\$ 174.02	\$ 292.17
3	\$ 322.83	\$ 639.12
4	\$ 536.37	\$ 1,095.63
6	\$1,069.87	\$ 2,465.16
8	\$1,709.25	\$ 2,921.67
10	\$3,070.38	\$ 7,669.38
12	\$4,936.80	\$ 9,678.03
16	\$8,343.14	\$11,138.87

A- Multifamily Based on Units
 B- Multifamily Based on Meter Size

Sewer Fixed Charge Update

Single-Family & Commercial

Multi-Family

Per Bill

\$2.37

\$2.37

Per Unit

A



\$4.93

B



Meter Size

5/8"

\$8.96

3/4"

\$13.44

1"

\$22.41

1.5"

\$44.81

2"

\$71.70

3"

\$156.85

4"

\$268.88

6"

\$604.98

8"

\$717.01

10"

\$1,882.15

12"

\$2,375.10



16"

\$2,735.99

A- Multifamily Based on Units

B- Multifamily Based on Meter Size

Sewer Fixed Charges

	Residential Commercial Multifamily			
	Current	Proposed	Proposed	Proposed
Per Unit			A 	\$ 4.93
Per Bill		\$ 2.37	\$ 2.37	\$ 2.37
5/8	\$ 11.09	\$ 8.96	\$ 8.96	 B
3/4	\$ 15.81	\$ 13.44	\$ 13.44	
1	\$ 25.26	\$ 22.41	\$ 22.41	
1 1/2	\$ 48.81	\$ 44.81	\$ 44.81	
2	\$ 77.13	\$ 71.70	\$ 71.70	
3	\$ 143.15	\$ 156.85	\$ 156.85	
4	\$ 237.50	\$ 268.88	\$ 268.88	
6	\$ 473.29	\$ 604.98	\$ 604.98	
8	\$ 756.28	\$ 717.01	\$ 717.01	
10	\$1,086.41	\$ 1,882.15	\$ 1,882.15	
12	\$2,029.68	\$ 2,375.10	\$ 2,375.10	
16	\$3,303.08	\$ 2,735.99	\$ 2,735.99	

A- Multifamily Based on Units

B- Multifamily Based on Meter Size

Current Volumetric Charges

Water:

WATER COMMODITY - MONTHLY USAGE CHARGES

		CONSUMPTION	RATE
SINGLE FAMILY (1,000 gallons per month)	BLOCK 1	0 - 3,000	\$2.32
	BLOCK 2	4,000 - 8,000	\$5.12
	BLOCK 3	9,000 - 12,000	\$6.41
	BLOCK 4	13,000 - 20,000	\$8.64
	BLOCK 5	> 20,000	\$12.54
MULTIFAMILY RESIDENTIAL (1,000 gallons per month X number of dwelling units)	BLOCK 1	0 - 1,000	\$2.32
	BLOCK 2	2,000 - 3,000	\$5.12
	BLOCK 3	4,000 - 5,000	\$6.41
	BLOCK 4	6,000 - 8,000	\$8.64
	BLOCK 5	> 8,000	\$12.54
COMMERCIAL		> 1,000	\$5.29
MASTER METER (for each 1,000 gallons or fraction thereof)		> 1,000	\$4.82

Sewer:

SEWER (WASTEWATER) COMMODITY - MONTHLY USAGE CHARGES

		CONSUMPTION	RATE
SINGLE & MULTIFAMILY RESIDENTIAL (UNITS THAT HAVE SEPARATE METERS)	BLOCK 1	0 - 3,000	\$4.10
	BLOCK 2	4,000 - 20,000	\$9.06
	BLOCK 3	> 20,000	N/A

Single family residences will not be charged a commodity charge for usage in excess of twenty-thousand (20,000) gallons per month per unit.

MULTIFAMILY RESIDENTIAL (multifamily units that are not separately metered - 1,000 gallons per month X number of units)	BLOCK 1	0 - 1,000	\$4.10
	BLOCK 2	2,000 - 8,000	\$9.06
	BLOCK 3	> 8,000	N/A

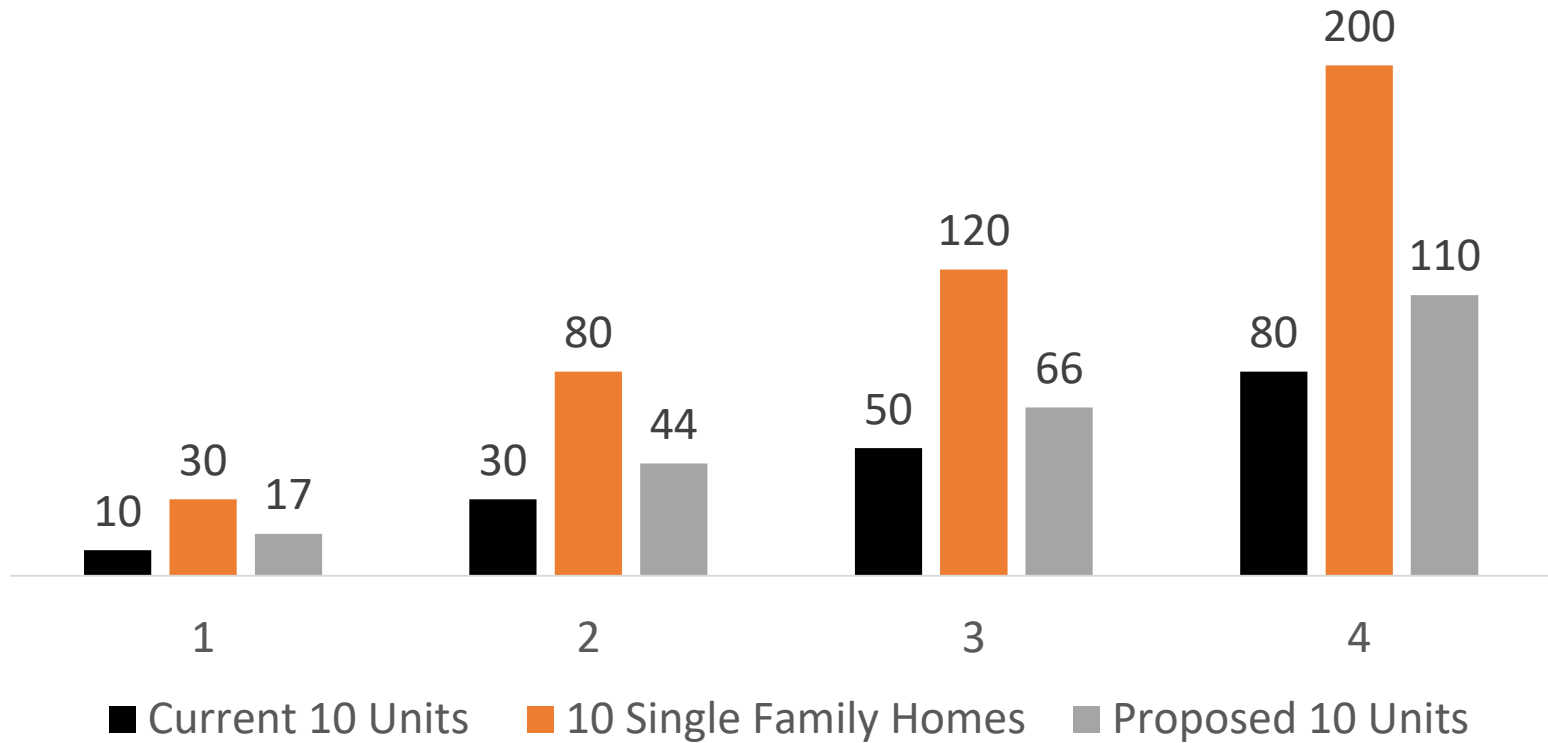
Multifamily residences will not be charged a commodity charge for usage in excess of eight-thousand (8,000) gallons per month per unit.

COMMERCIAL		> 1,000	\$7.28
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Volume Rate Modifications

- Removal of the sewer billing cap, currently 20,000 gallons monthly for single family homes and 8,000 gallons per unit for multifamily units
- Update of the wholesale rate using cost allocation principles to ensure the appropriate level of cost recovery
- Application of a 25% outside city surcharge to wholesale customers
- Resizing of Multi-family Tiers to ensure the equity of tier ranges

Multi-family Tier Sizing



Updated Volume Rates

Water Volume Pricing

	Residential	Commercial	Multifamily	Wholesale
All		\$ 5.59		\$ 2.78
Tier 1	\$ 2.45		\$ 2.45	
Tier 2	\$ 5.41		\$ 5.41	
Tier 3	\$ 6.77		\$ 6.77	
Tier 4	\$ 9.13		\$ 9.13	
Tier 5	\$ 13.25		\$ 13.25	

Tier Break Points *

	Residential	Commercial	Multifamily	Wholesale
Tier 1	3,000	All Use	3,000	All Use
Tier 2	8,000		8,000	
Tier 3	12,000		12,000	
Tier 4	20,000		20,000	
Tier 5	> 20,000		> 20,000	

*Multiplied Against effective ERUs

Wastewater Volume Pricing

	Residential	Commercial	Multifamily
All		\$ 7.39	
Tier 1	\$ 4.16		\$ 4.16
Tier 2	\$ 9.19		\$ 9.19

Tier Break Points*

	Residential	Commercial	Multifamily
Tier 1	3,000	All Use	3,000
Tier 2	>3,000		>3,000

*Multiplied Against effective ERUs

Residential Water & Sewer 5/8" Meter Customer Impacts

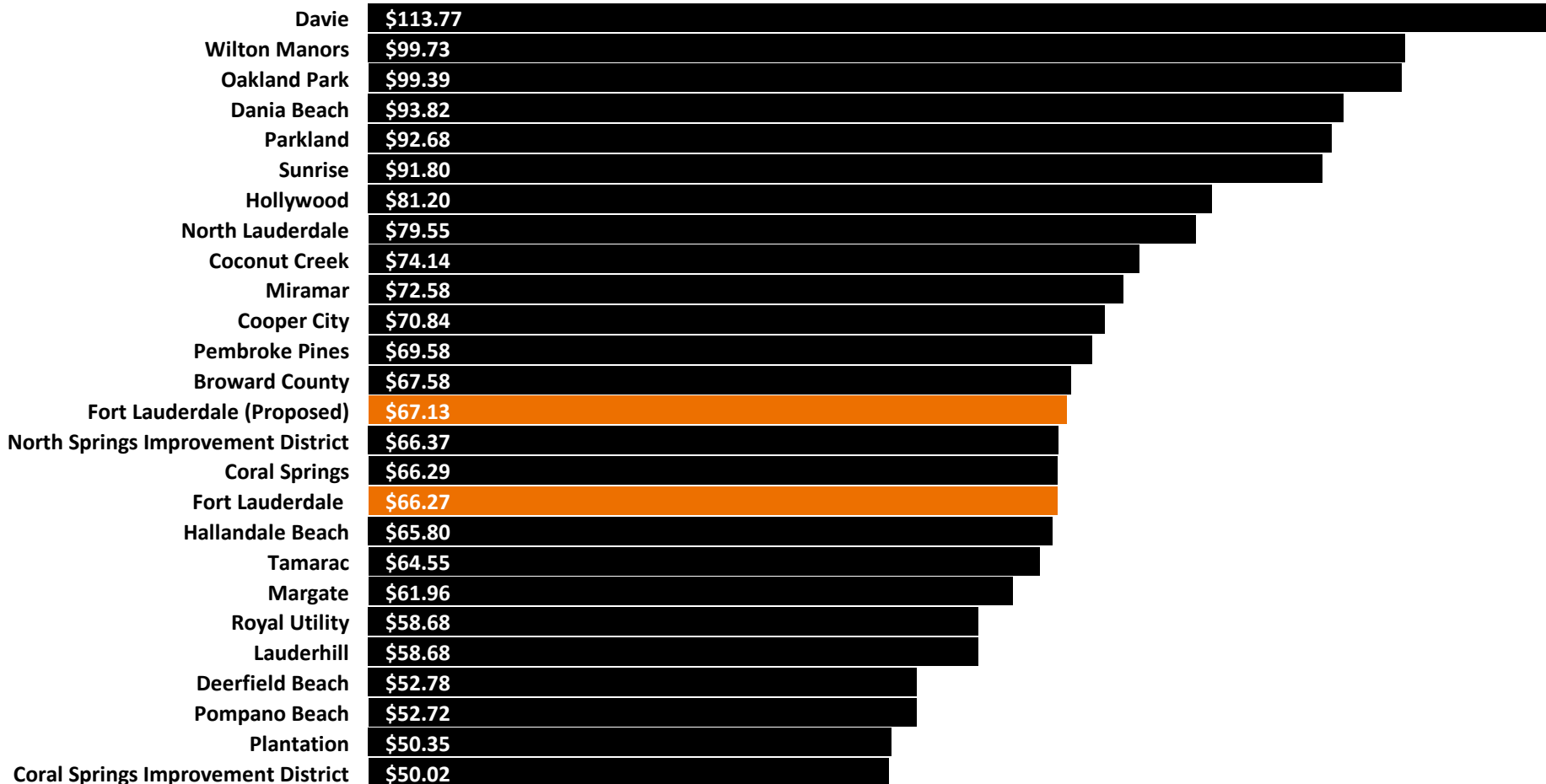
User Rates

K Gallons	Cumulative Bills	Current Total	Proposed Total	Change \$	Change %
0	7%	\$ 18.65	\$ 18.10	\$ (0.55)	-2.95%
1	15%	\$ 25.07	\$ 24.71	\$ (0.36)	-1.44%
2	27%	\$ 31.49	\$ 31.32	\$ (0.17)	-0.54%
3	41%	\$ 37.91	\$ 37.93	\$ 0.02	0.05%
4	54%	\$ 52.09	\$ 52.53	\$ 0.44	0.84%
5	64%	\$ 66.27	\$ 67.13	\$ 0.86	1.30%
6	72%	\$ 80.45	\$ 81.73	\$ 1.28	1.59%
7	77%	\$ 94.63	\$ 96.33	\$ 1.70	1.80%
8	82%	\$ 108.81	\$ 110.93	\$ 2.12	1.95%
9	85%	\$ 124.28	\$ 126.89	\$ 2.61	2.10%
10	87%	\$ 139.75	\$ 142.85	\$ 3.10	2.22%
15	94%	\$ 223.79	\$ 229.73	\$ 5.94	2.65%
20	96%	\$ 312.29	\$ 321.33	\$ 9.04	2.89%
25	98%	\$ 374.99	\$ 433.53	\$ 58.54	15.61%
30	99%	\$ 437.69	\$ 545.73	\$ 108.04	24.68%

Water and Sewer Rate Survey 5/8" User @ 5,000 Gallons

User Rates

Combined Water & Sewer Bill Survey at 5,000 Gallons per Month



21,476 Meters

Select Commercial Customer Impacts

5/8" Meter					
K Gallons	Current Total	Proposed Total	Change \$	Change %	
0	\$ 18.65	\$ 18.10	\$ (0.55)	-2.95%	
5	\$ 81.50	\$ 83.00	\$ 1.50	1.84%	
10	\$ 144.35	\$ 147.90	\$ 3.55	2.46%	
20	\$ 270.05	\$ 277.70	\$ 7.65	2.83%	
30	\$ 395.75	\$ 407.50	\$ 11.75	2.97%	

1,879 Meters

1" Meter					
K Gallons	Current Total	Proposed Total	Change \$	Change %	
0	\$ 41.62	\$ 38.26	\$ (3.36)	-8.07%	
5	\$ 104.47	\$ 103.16	\$ (1.31)	-1.25%	
10	\$ 167.32	\$ 168.06	\$ 0.74	0.44%	
20	\$ 293.02	\$ 297.86	\$ 4.84	1.65%	
30	\$ 418.72	\$ 427.66	\$ 8.94	2.14%	
50	\$ 670.12	\$ 687.26	\$ 17.14	2.56%	

1,444 Meters

Select Multi-Family Customer Impacts

User Rates

Option A

Meter Size	Units	Monthly Water (Gal)	Monthly Sewer (Gal)	Total Existing	Total Proposed	\$ Chg.	% Chg.
1"	20	50,000	50,000	\$595.42	\$618.79	\$23.37	3.9%
2"	100	300,000	300,000	\$3,603.85	\$3,805.31	\$201.46	5.6%
2"	10	20,000	20,000	\$331.85	\$238.73	-\$93.13	-28.1%
4"	280	3,000,000	3,000,000	\$50,071.83	\$47,305.68	-\$2,766.15	-5.5%
4"	400	1,100,000	1,100,000	\$11,462.23	\$12,287.26	\$825.03	7.2%
6"	370	1,300,000	1,100,000	\$13,858.98	\$14,084.07	\$225.08	1.6%
6"	30	200,000	200,000	\$3,625.68	\$2,848.06	-\$777.63	-21.4%
8"	33	275,000	275,000	\$5,387.19	\$4,139.99	-\$1,247.20	-23.2%
8"	408	2,700,000	2,700,000	\$39,724.29	\$38,308.43	-\$1,415.86	-3.6%

Option B

Meter Size	Units	Monthly Water (Gal)	Monthly Sewer (Gal)	Total Existing	Total Proposed	\$ Chg.	% Chg.
1"	20	50,000	50,000	\$595.42	\$503.12	-\$92.30	-15.5%
2"	100	300,000	300,000	\$3,603.85	\$3,169.15	-\$434.70	-12.1%
2"	10	20,000	20,000	\$331.85	\$267.67	-\$64.19	-19.3%
4"	280	3,000,000	3,000,000	\$50,071.83	\$45,622.12	-\$4,449.71	-8.9%
4"	400	1,100,000	1,100,000	\$11,462.23	\$9,716.90	-\$1,745.33	-15.2%
6"	370	1,300,000	1,100,000	\$13,858.98	\$12,217.46	-\$1,641.53	-11.8%
6"	30	200,000	200,000	\$3,625.68	\$3,494.05	-\$131.64	-3.6%
8"	33	275,000	275,000	\$5,387.19	\$4,924.48	-\$462.71	-8.6%
8"	408	2,700,000	2,700,000	\$39,724.29	\$36,321.67	-\$3,402.62	-8.6%

Select Wholesale Customer Impacts

Account	Usage (Kgal)	Current Total	Proposed Total	\$ Change	% Change
Account 1	30,504	\$ 159,867.72	\$ 142,631.83	\$ (17,235.89)	-10.8%
Account 2	105,646	\$ 550,235.72	\$ 453,518.07	\$ (96,717.65)	-17.6%
Account 3	745	\$ 24,101.90	\$ 46,438.96	\$ 22,337.06	92.7%
Account 4	845	\$ 24,583.90	\$ 46,785.21	\$ 22,201.31	90.3%
Account 5	244,700	\$1,279,571.68	\$1,014,391.09	\$(265,180.59)	-20.7%
Account 6	73,927	\$ 369,166.58	\$ 292,983.97	\$ (76,182.61)	-20.6%

45 Meters

Presentation Overview

Today's Topics

- 1 Revenue Sufficiency
- 2 Cost of Service
- 3 User Rates
- 4 Impact Fees

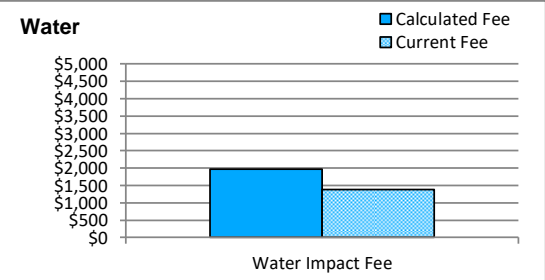
Impact Fee Update

- Impact fees last updated 10+ years ago
- Analysis calculated the cost of capacity of the current water and sewer systems.
- Reviewed and updated the level of service provided to each ERU.
- The resulting fee represents the current cost to buy into the system for an ERU.

Impact Fee Update

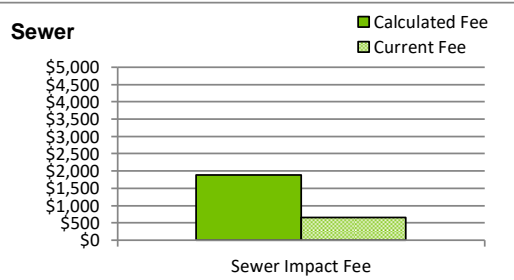
Water Impact Fee

Total Plant In Service	\$ 533,891,454
Expansion Capital Costs	\$ -
Total Costs Buy-In Method	\$ 533,891,454
Cost per ERU	\$ 3,048
Debt Service Credit	\$ (1,129)
Cost Recovery Percentage	100.0%
Total Calculated Fee:	\$ 1,977
Credit % (Incremental or Combined)	37.0%
Current Fee:	\$ 1,386
Dollar Change:	\$ 591
Percentage Change:	43%



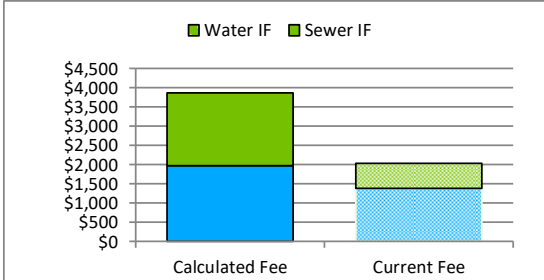
Sewer Impact Fee

Total Plant In Service	\$ 939,034,371
Expansion Capital Costs	\$ -
Total Costs Buy-In Method	\$ 939,034,371
Cost per ERU	\$ 2,904
Debt Service Credit	\$ (1,071)
Cost Recovery Percentage	100.0%
Total Calculated Fee:	\$ 1,888
Credit % (Incremental or Combined)	36.9%
Current Fee:	\$ 651
Dollar Change:	\$ 1,237
Percentage Change:	190%



Total Impact Fee

Current	
Water IF	\$ 1,386
Sewer IF	\$ 651
Total SDFs	\$ 2,037
Calculated	
Water IF	\$ 1,977
Sewer IF	\$ 1,888
Total Calculated SDFs	\$ 3,860
Dollar Change	\$ 1,823
Percent Change	89.5%



Impact Fee Recommendations

- The City should consider updating the impact fees charged to fully recover the current cost of capacity for new connections.
- The City should consider assessing impact fees to new connections on the wholesale systems.

Questions/Discussions





June 18, 2019

Revenue Sufficiency Study

Andrew Burnham
VP & Global Practice Leader

Kyle Stevens
Management Consultant

Jacob Silence
Analyst





Agenda

1. General Fund
2. Water & Sewer
3. Regional Sewer
4. Stormwater
5. Sanitation
6. Parking
7. Airport
8. Building

Foundation of the Study

1. Current Data & Base Assumptions

- FY 2019 Amended Budget and FY 2020 Preliminary Budget
- FY 2020-FY 2025 CIP
- Staff input

2. Updated Projection Models

- Provide a framework for financial decision making
- Illuminate the key decision points
- Consider future cost requirements/events

Key Planning Observations & Considerations

1. Fire Assessment

- Increase \$30 to \$286 in FY 2020
- Increase \$30 to \$316 in FY 2021

2. Community Redevelopment Areas (CRAs)

- Central Redevelopment (beach) sunsets in FY 2021
\$3.6M transfer ends, \$650K increase in O&M expected
- North West Progresso sunsets in FY 2026
\$6.2M transfer ends, \$650K increase in O&M expected

3. City's Annual Retired Contribution

- Planning for a 5 basis point annual reduction in pension plan returns (FY 2020-FY 2027) \$1.8 Million per year

Key Planning Observations & Considerations (cont.)

4. New EMS Station
 - \$850K added in FY 2021 for staffing
5. New Police Headquarters
 - \$400K moving cost in FY 2021
6. Government Center
 - \$4M added operational cost FY 2025
7. Parks Bond Projects Operating Cost
 - \$200K added in FY 2021
 - \$200K added in FY 2024
8. Return on Investment (ROI)
 - Revenue reduced \$5M per year until phase out in FY 2022

Model Dashboard

FAMS-XL

City of Fort Lauderdale, FL

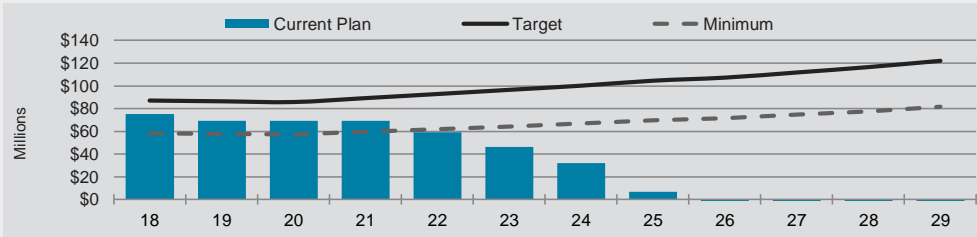
General Fund



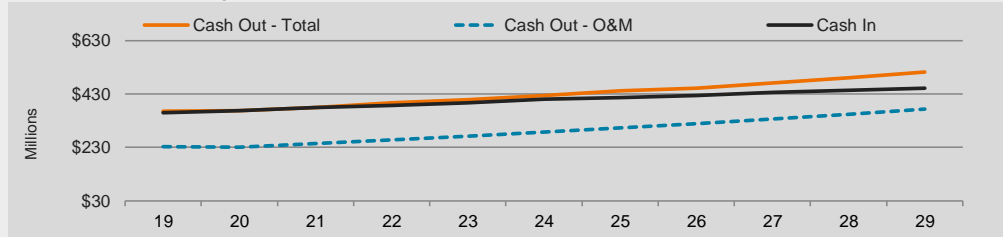
CALC SAVE LAST CTRL 5/10

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029		
Millage Rate	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193	4.1193		
Taxable Value Increase	8.8%	7.1%	7.0%	6.0%	5.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%		
Cash Flow Surplus/(Deficit) \$M	\$ (5.61)	\$ 0.00	\$ (0.27)	\$ (10.15)	\$ (12.83)	\$ (14.26)	\$ (24.94)	\$ (28.70)	\$ (34.71)	\$ (45.95)	\$ (60.01)	ROI Phase	
End of Year Fund Balance \$M	\$ 69.39	\$ 69.39	\$ 69.12	\$ 58.97	\$ 46.15	\$ 31.88	\$ 6.94	\$ (21.75)	\$ (56.46)	\$ (102.40)	\$ (162.41)		YES
Target Fund Balance \$M	\$ 86.41	\$ 85.75	\$ 89.20	\$ 92.81	\$ 96.51	\$ 100.17	\$ 104.58	\$ 107.29	\$ 111.83	\$ 116.60	\$ 122.14		
Balance % of Expenses	18.97%	18.85%	18.19%	14.89%	11.28%	7.52%	1.57%	-4.81%	-12.00%	-20.91%	-31.73%		
Fire Assessment Increase %	0.0%	11.7%	10.5%	0.0%	0.0%	9.5%	0.0%	0.0%	8.7%	0.0%	0.0%		
Fire Assessment Revenue \$M	\$ 38.82	\$ 43.73	\$ 48.32	\$ 48.32	\$ 48.32	\$ 52.91	\$ 52.91	\$ 52.91	\$ 57.49	\$ 57.49	\$ 57.49		
Fire Assessment - SF Home	\$ 256.00	\$ 286.00	\$ 316.00	\$ 316.00	\$ 316.00	\$ 346.00	\$ 346.00	\$ 346.00	\$ 376.00	\$ 376.00	\$ 376.00		
CIP Execution %	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		
CIP Input \$	\$ 2.90	\$ 11.01	\$ 11.11	\$ 12.76	\$ 10.76	\$ 10.79	\$ 10.79	\$ 10.79	\$ 10.79	\$ 10.79	\$ 10.79		

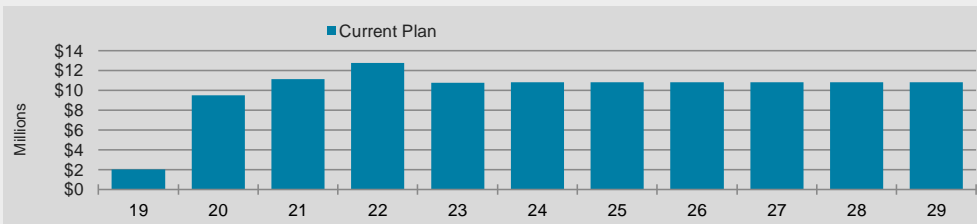
End of Year Fund Balance



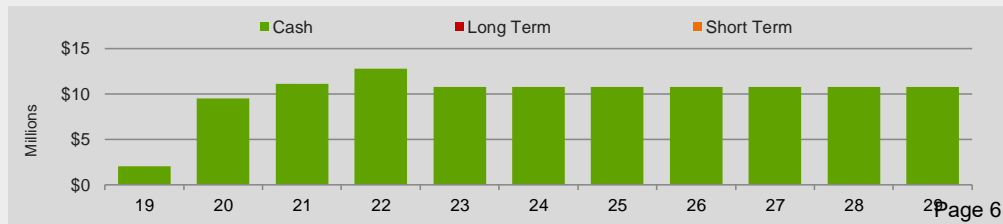
Revenues vs. Expenses



CIP Spending



CIP Funding



Key Planning Observations & Considerations

1. Minimum Reserve Levels Rebuilt
 - Target 3 months of operations and maintenance
2. Capital Investments
 - Targeting \$20M cash annually
 - \$200M bond in FY 2023 & 2028
3. ROI phase out
 - Expense reduced \$4M a year until phase out in FY 2022

Model Dashboard

FAMS-XL

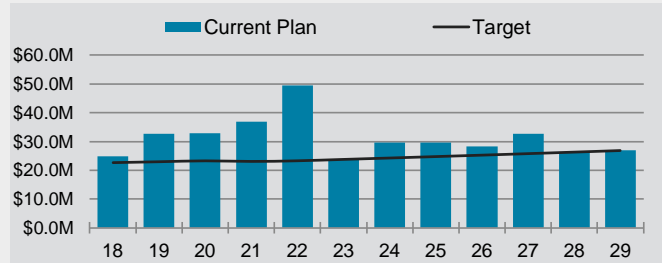
FT. LAUDERDALE - WATER & SEWER



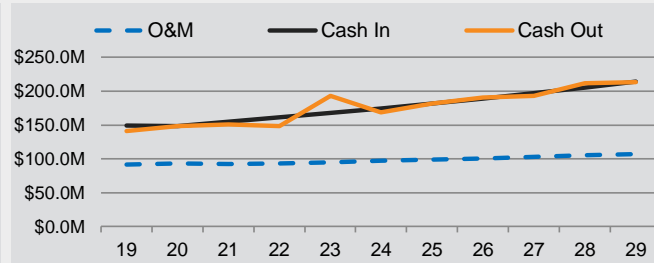
CALC SAVE CTRL LAST OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028
Water Rate Plan	0.00%	0.00%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	15.43%	42.77%
Sewer Rate Plan	0.00%	0.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	23.78%	85.86%
Senior-Lien DSC	2.05	2.00	2.24	2.42	1.98	1.94	2.07	2.20	2.35	1.96	1.91	Scenario Manager	
Subordinate DSC	8.81	8.38	10.41	12.02	10.84	11.26	12.85	14.47	23.68	42.97	0.00		
Net Cash Flow	7.88	0.09	4.14	12.58	(25.78)	5.84	0.12	(1.39)	4.28	(6.30)	0.65		
Average Bill (5 Kgal)	\$66.27	\$67.13	\$71.53	\$75.62	\$79.96	\$84.61	\$89.50	\$94.73	\$100.31	\$106.21	\$112.50		

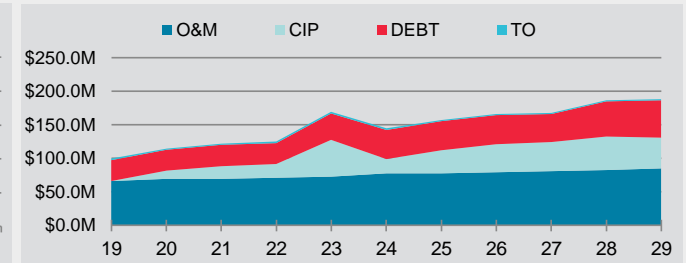
Operating Fund



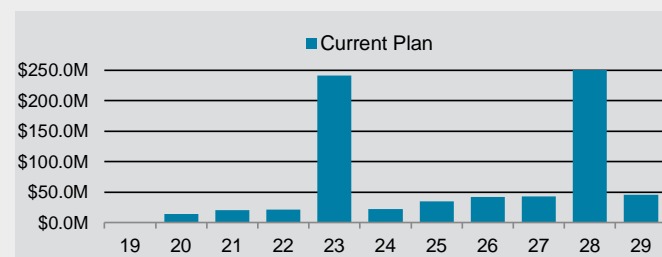
Revenues vs. Expenses



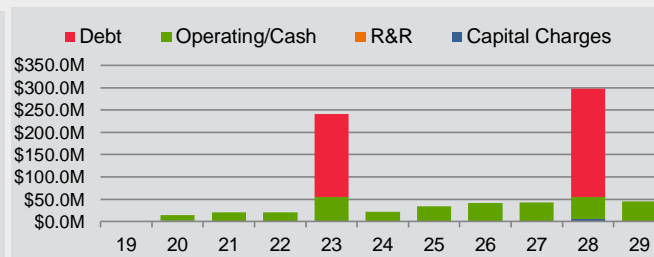
Expenses by Type



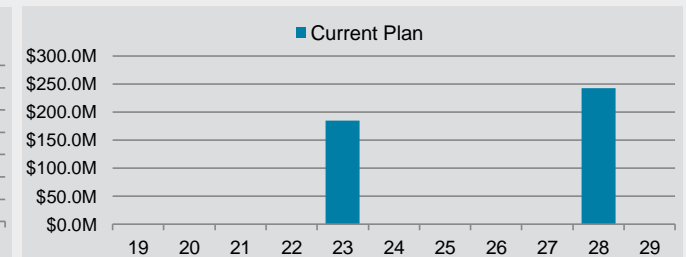
CIP Spending



CIP Funding



Borrowing



Key Planning Observations & Considerations

1. Renewal and Investment Contribution
 - FY 2019 - \$14.2M
 - FY 2020 - \$10.6M
2. ROI phase out
 - Expense reduced \$1M a year until phase out in FY 2022
3. Volume Rate Will Decrease

Model Dashboard

FAMS-XL

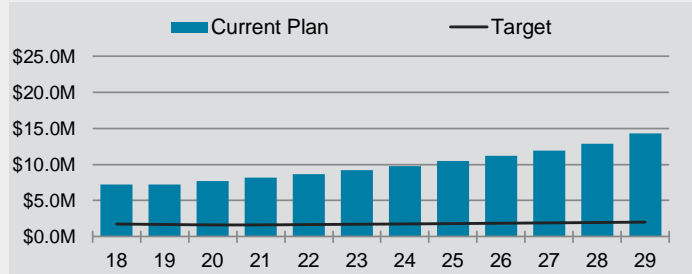
FORT LAUDERDALE REGIONAL



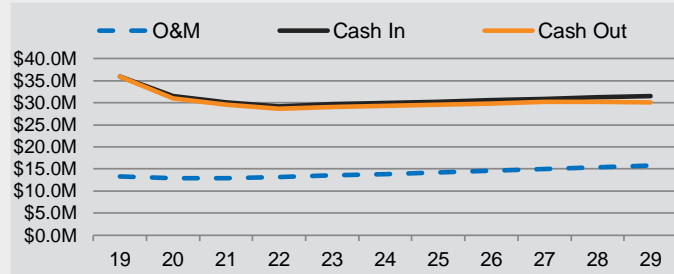
CALC SAVE CTRL LAST OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2024	FY 2028
Bulk Wastewater Rate Plan	0.00%	-12.74%	-4.00%	-3.00%	1.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	-16.70%	-12.45%
Senior-Lien DSC	6.06	5.00	4.67	4.41	4.44	4.43	4.42	4.41	4.31	4.29	4.36	Scenario Manager	
Bulk Wastewater Rate	\$2.48	\$2.16	\$2.08	\$2.02	\$2.05	\$2.07	\$2.09	\$2.11	\$2.13	\$2.15	\$2.17		
Net Cash Flow	0.00	0.48	0.49	0.49	0.54	0.58	0.73	0.69	0.72	0.94	1.42		

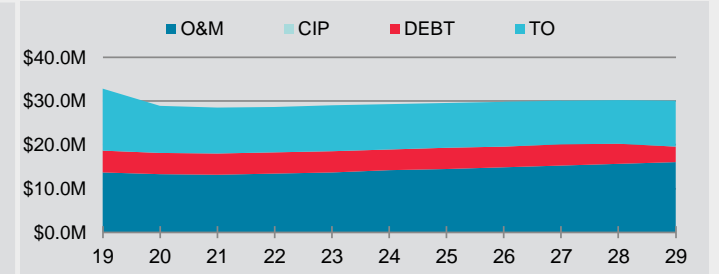
Operating Fund



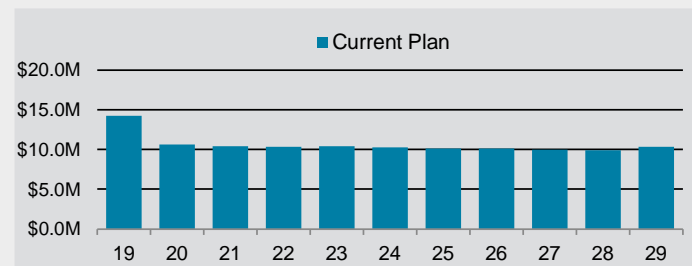
Revenues vs. Expenses



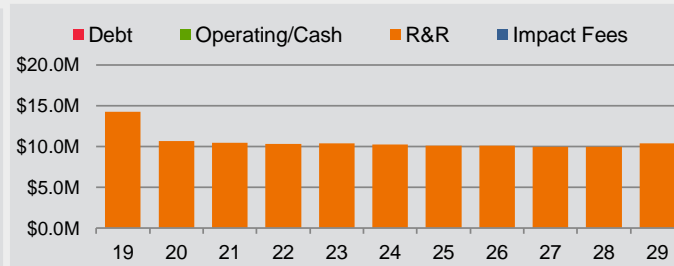
Expense by Type



CIP Spending



CIP Funding



Borrowing



Key Planning Observations & Considerations

1. Timing of Stormwater Bond
 - FY 2021 - \$200M
2. Operations and Maintenance Cost
 - Asset management (WOMP) and new investments expected to lead to increased O&M, 2% of new investments added each year as a placeholder
3. Reserve Target
 - Currently 1.5 months of operating costs
 - Best practice 3 months, included in projections

Model Dashboard

FAMS-XL

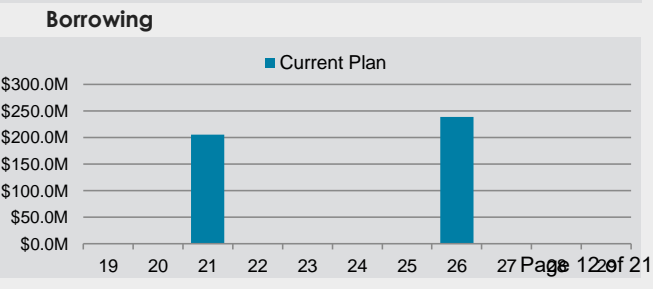
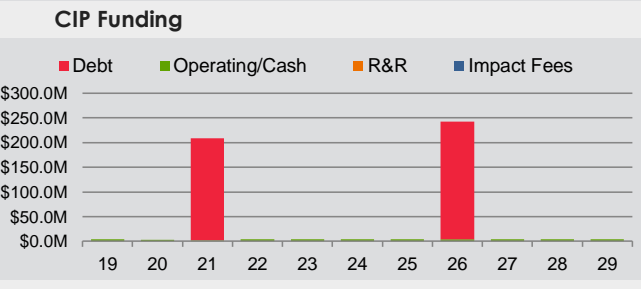
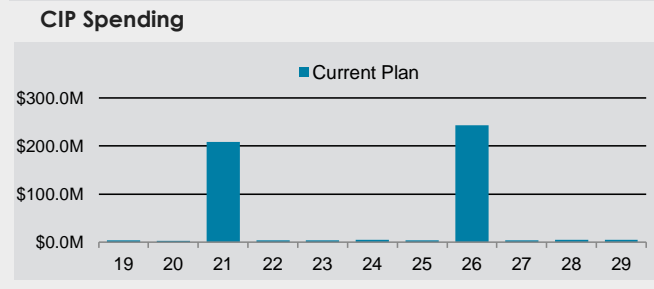
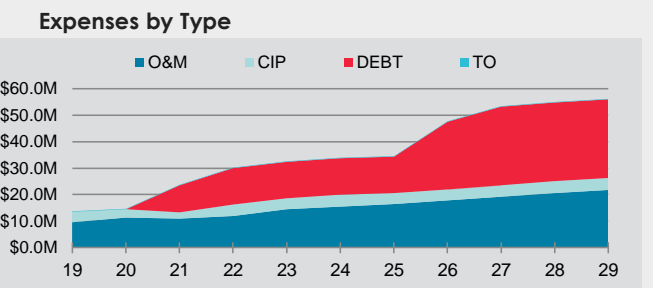
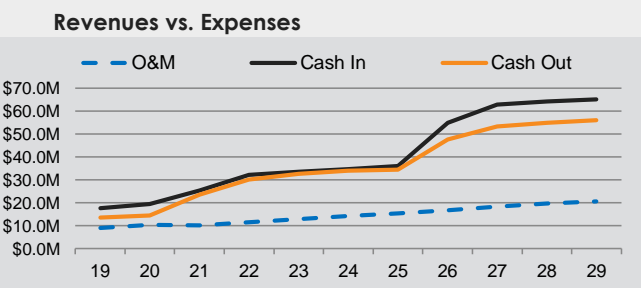
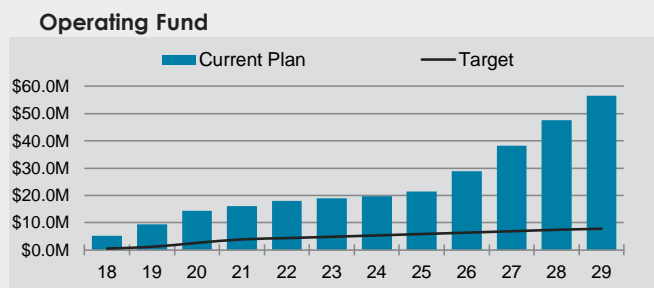
FT. LAUDERDALE STORMWATER



CALC SAVE CTRL LAST OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028
Residential Lots/Parcels Rate Plan	0.00%	16.67%	29.49%	26.78%	3.83%	3.78%	3.66%	52.72%	13.79%	1.78%	1.12%	98.87%	282.62%
Commercial Lots/Parcels Rate Plan	0.00%	16.67%	29.49%	26.78%	3.83%	3.78%	3.66%	52.72%	13.79%	1.78%	1.12%	98.87%	282.62%
Unimproved Land Rate Plan	0.00%	16.67%	29.49%	26.78%	3.83%	3.78%	3.66%	52.72%	13.79%	1.78%	1.12%		
Senior-Lien DSC	0.00	0.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50		
All-In DSC	0.00	0.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50		
Residential Lots/Parcels (Per Unit)	\$12.00	\$14.00	\$18.13	\$22.99	\$23.86	\$24.77	\$25.67	\$39.21	\$44.61	\$45.41	\$45.91		
Commercial Lots/Parcels (Per Acre)	\$120.96	\$141.12	\$182.75	\$231.69	\$240.56	\$249.64	\$258.77	\$395.20	\$449.70	\$457.70	\$462.81		
Unimproved Land (Per Acre)	\$38.34	\$44.73	\$57.92	\$73.44	\$76.25	\$79.13	\$82.02	\$125.26	\$142.54	\$145.08	\$146.70		
Net Cash Flow	4.15	4.99	1.75	1.98	0.86	0.84	1.67	7.40	9.40	9.27	9.13		

Scenario Manager



Key Planning Observations & Considerations

1. Sanitation Rates

- Raised 25% in FY 2019 to cover costs

2. Plant A Remediation Cost

- \$1.8M in costs, must be completed by 2024

3. Reserve Target

- Currently 1.5 months of operating costs
- Best practice 3 months, included in projections

Model Dashboard

FAMS-XL

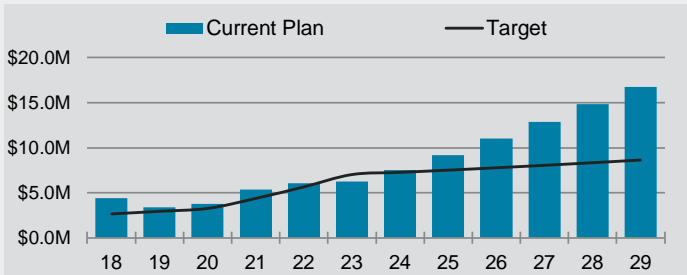
FT. LAUDERDALE SANITATION FUND



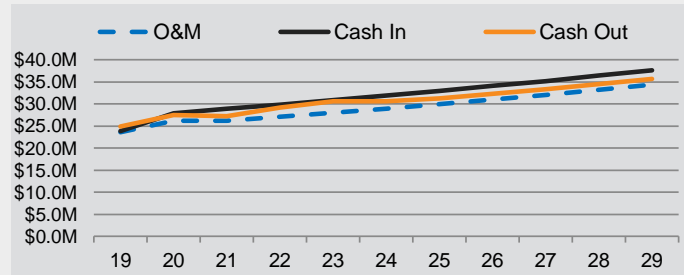
CALC SAVE CTRL LAST OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2024	FY 2028
Rate Plan		0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	46.23%	77.91%
Senior-Lien DSC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Scenario Manager	
Single Family Sanitation Bill	\$32.56	\$40.70	\$42.33	\$44.02	\$45.78	\$47.61	\$49.52	\$51.50	\$53.56	\$55.70	\$57.93		
Cash Flow	(1.02)	0.39	1.60	0.72	0.17	1.28	1.67	1.79	1.87	1.94	1.97		

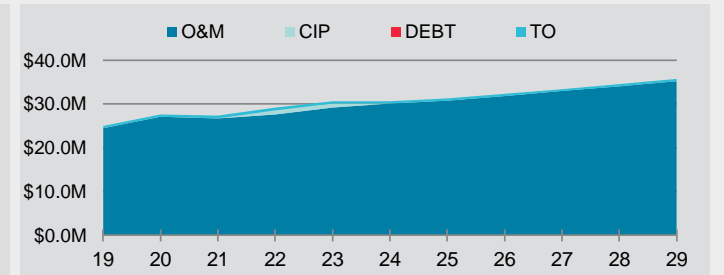
Operating Fund



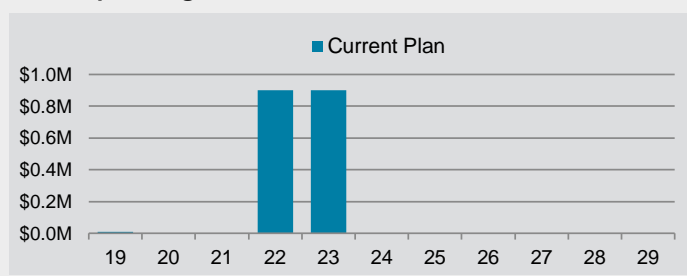
Revenues vs. Expenses



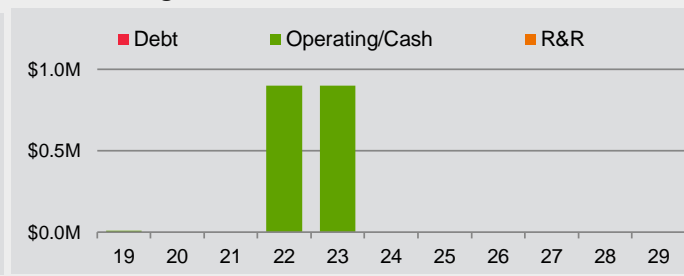
Expenses by Type



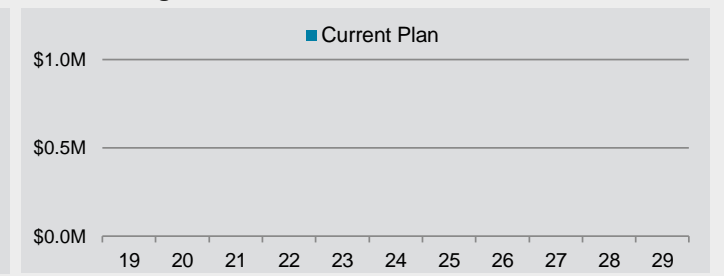
CIP Spending



CIP Funding



Borrowing



Key Planning Observations & Considerations

1. Repayment of Credit Line
 - \$4.5M in FY 2019
 - \$7.0M in FY 2020
2. Parking Lot Revenues
 - \$200K lower from marina lot and non revenue garage spaces
3. No Capacity for Capital
4. Need for Rate Increase

Model Dashboard

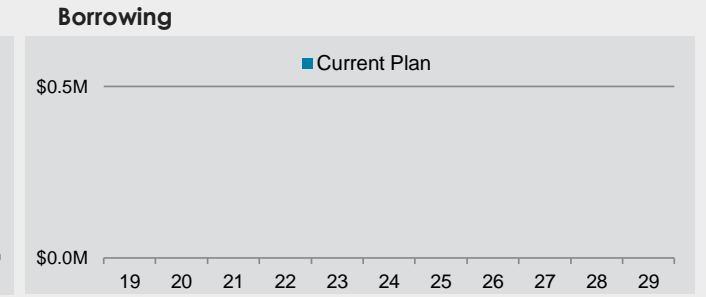
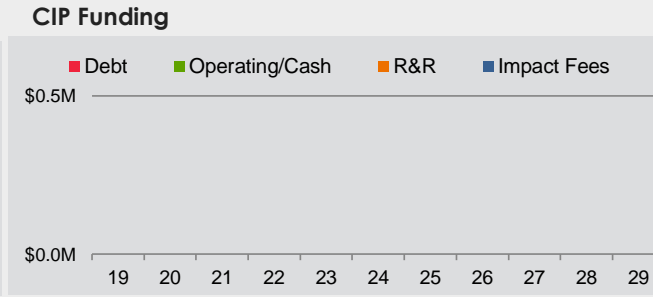
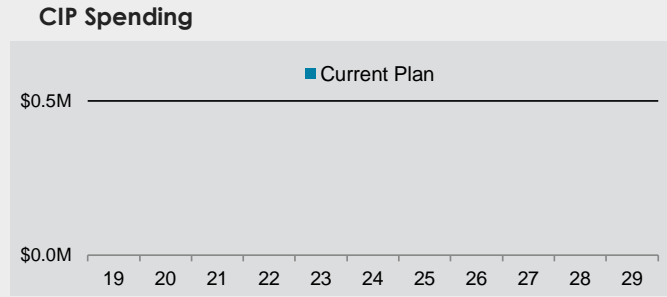
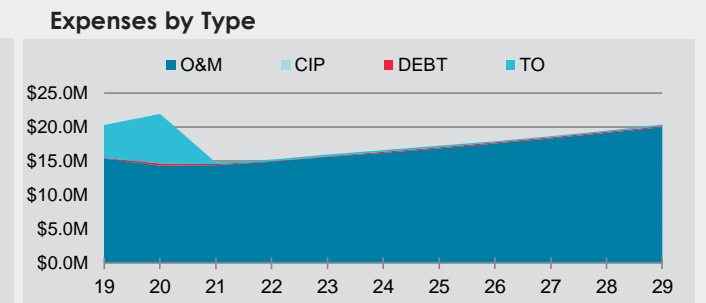
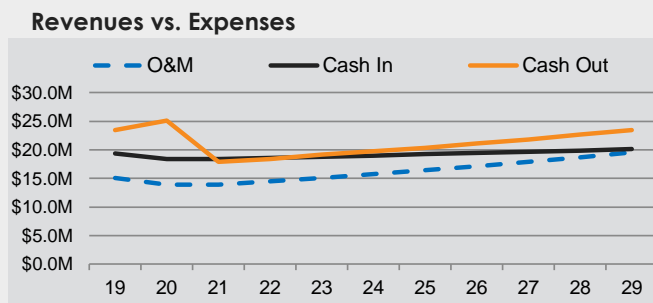
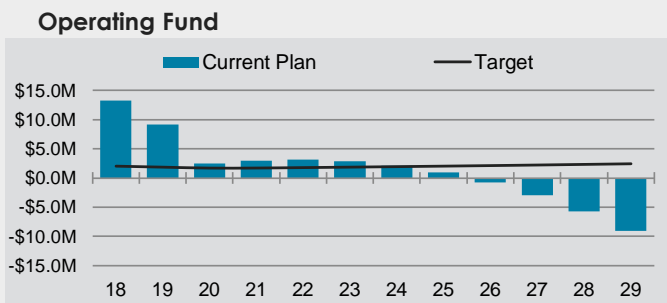
FAMS-XL

FT. LAUDERDALE - PARKING



CALC SAVE CTRL LAST OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2029
Metered Parking Rate Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Permit Parking Rate Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Citations Rate Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Senior-Lien DSC	37.91	15.05	36.80	33.03	29.04	24.95	20.76	16.45	12.31	8.13	4.53	Scenario Manager	
Net Cash Flow	(4.07)	(6.65)	0.43	0.20	(0.33)	(0.73)	(1.16)	(1.68)	(2.20)	(2.77)	(3.39)		



Key Planning Observations & Considerations

1. Use of Fund Balances for Capital Projects
2. General Fund Transfer to End in FY 2024

Model Dashboard

FAMS-XL

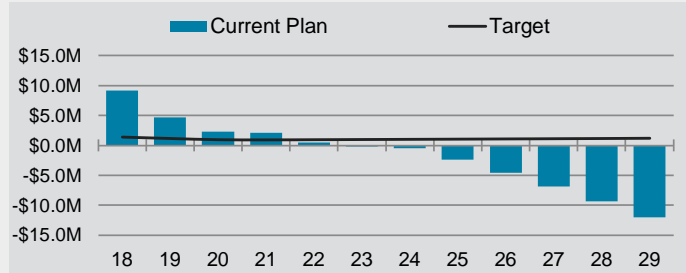
FT. LAUDERDALE - AIRPORT



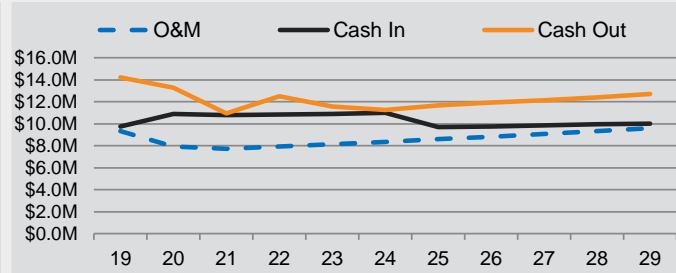
CALC SAVE CTRL LAST OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028
Lease Revenue Rate Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Aviation Revenue Rate Plan	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
Net Cash Flow	(4.49)	(2.39)	(0.16)	(1.63)	(0.67)	(0.26)	(1.97)	(2.14)	(2.29)	(2.46)	(2.67)		

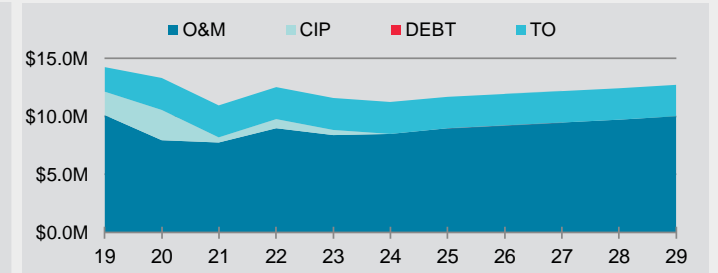
Operating Fund



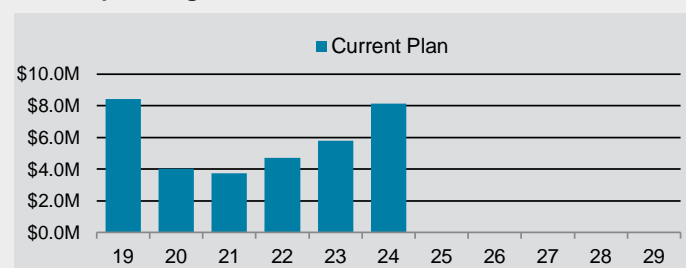
Revenues vs. Expenses



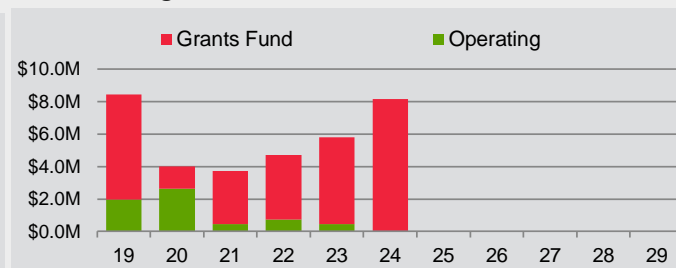
Expenses by Type



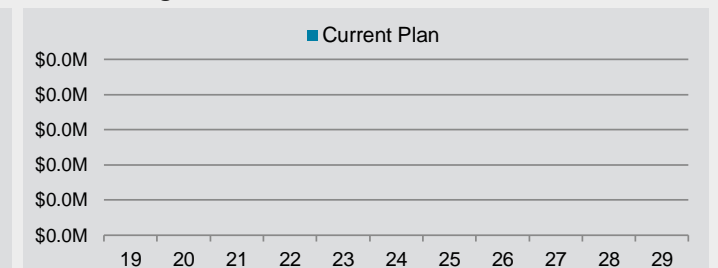
CIP Spending



CIP Funding



Borrowing



Key Planning Observations & Considerations

1. Recent Rate Study Realigned Fees
2. Revenue Greatly Dependent on Economic Activity
3. Significant Reserves to Weather a Downturn

Model Dashboard

FAMS-XL

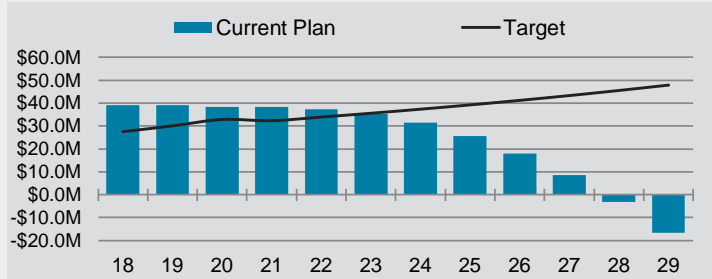
FT. LAUDERDALE - BUILDING



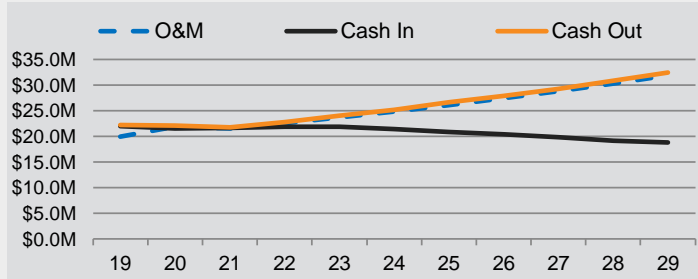
CALC SAVE CTRL LAST OVR

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028
Building Permits Revenue Plan	0.00%	-25.58%	0.00%	0.00%	0.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-25.58%	-34.08%
Other Permits Revenue Plan	0.00%	43.64%	0.00%	0.00%	0.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-25.58%	-134.08%
Reinspections/Penalties Rev. Plan	0.00%	-46.25%	0.00%	0.00%	0.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	-25.58%	-234.08%

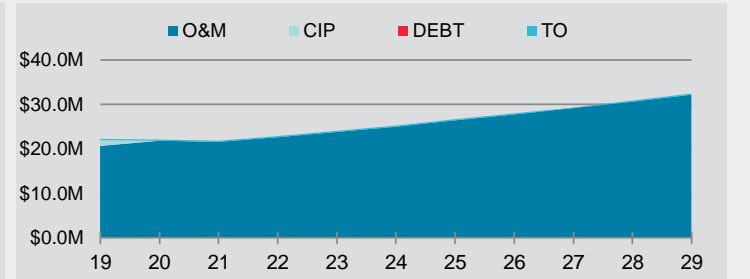
Operating Fund



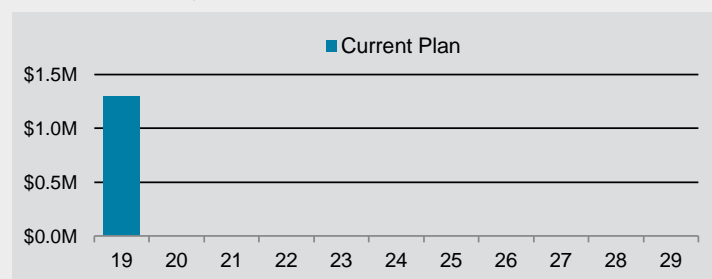
Revenues vs. Expenses



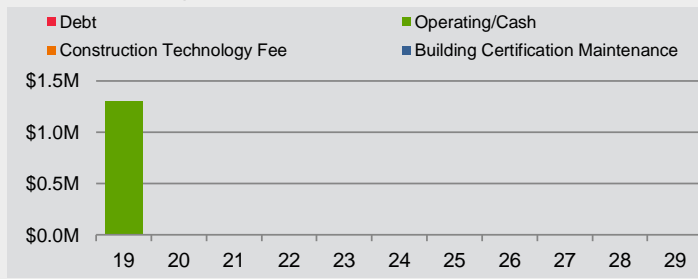
Expenses by Type



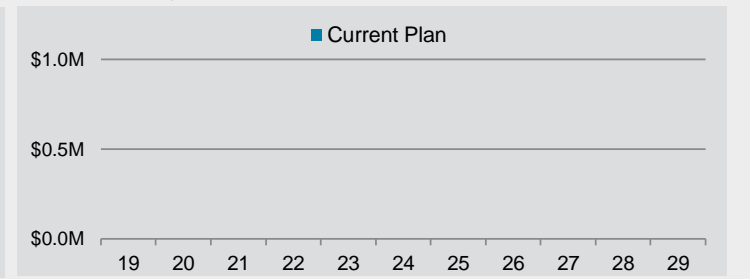
CIP Spending



CIP Funding



Borrowing





Additional Questions/Discussion



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WATER & SEWER BOND 495 & CENTRAL REGION BOND 496

		Budget	Actuals	Encumbrances	Remaining Balance
PROJECT STATUS	495 WATER & SEWER MASTER PLAN 2017	115,634,266	25,827,818	25,196,635.68	65,200,759
Implementation	FD495.01 W&S MASTER PLAN 2017 FM and Valve Assessments	19,576,271	2,987,427	2,304,202.01	14,284,642
Project Initiation & Planning	P10814.495 CENTRAL NEW RIVER W/MAIN RIVER CROSSING	1,632,562	24,760	-	1,607,802
Construction	P10850.495 VICTORIA PARK A NORTH-SMALL WATERMAINS	4,635,773	3,228,169	1,194,196.64	213,407
Project Initiation & Planning	P11080.495 PORT CONDO SMALL WATER MAIN IMPROVEMENTS	557,559	47,892	59,160.00	450,507
Construction	P11563.495 VICTORIA PARK SEWER BASIN A-19 REHAB	5,892,153	3,441,868	2,147,774.87	302,510
Construction	P11566.495 RIO VISTA SEWER BASIN D-43 REHAB	3,568,391	785,755	2,124,390.72	658,246
Bidding	P11589.495 FIVEASH WTP DISINFECTION IMPROVEMENTS	33,500,000	766,163	60,585.02	32,673,252
Construction	P11901.495 VICTORIA PK STH SM WATERMAINS IMPROVEMNT	5,149,658	669,582	4,479,961.69	115
Construction	P12049.495 FLAGLER HEIGHTS SWR BASIN A-21 LATERALS	1,091,027	60,698	1,028,920.66	1,408
Construction	P12055.495 BASIN A-18 SANITARY SWR COLL SYSTM REHAB	4,183,475	3,006,318	742,352.80	434,804
Construction	P12133.495 PUMP STN A-13 REDIRECTION E OF FEDERAL	478,014	478,014	-	1
Construction	P12180.495 CROISSANT PARK SMALL WATER MAINS	3,460,125	2,811,563	241,242.28	407,319
Design	P12184.495 DAVIE BLVD 18" WM ABAN I-95 TO SW 9 AVE	525,500	171,569	166,312.50	187,619
Construction	P12202.495 LIFT STATN D-11 FLOW ANALYSIS & REDESIGN	1,254,020	1,216,095	4,771.25	33,154
Warranty	P12319.495 EMERG REPAIR 30" FM - REPUMP TO GTL WWTP	2,697,299	2,697,299	-	-
Bidding	P12352.495 S MIDDLE RIVER FORCE MAIN RIVER CROSSING	609,000	18,053	590,947.00	590,948
Project Initiation & Planning	P12367.495 ASSET MANAGEMENT & CMOM PROGRAMS	-	-	0.13	(0)
Master Plans & Report	P12368.495 SEWER CAPACITY ANLY FOR GRAVITY & FM	-	-	-	-
Project Initiation & Planning	P12375.495 PROG MGMT OF CONSENT ORDER PROJECTS	752,000	112,597	17,492.23	621,910
Project Initiation & Planning	P12388.495 NE 13TH ST 24" FORCE MAIN REPLACEMENT	3,313,090	164,035	361,909.00	2,787,146
Design	P12389.495 18" FM RPL ACROSS NEW RVR FRM 9TH/ BIRCH	2,112,550	182,581	81,348.42	1,848,620
Construction	P12390.495 16" FM ALONG LAS OLAS BLVD PHASE 2	2,500,000	364,265	2,135,735.20	-
Construction	P12391.495 BERMUDA RIVIERA SML WTRMN IMPROVEMENTS	5,276,700	1,785,342	2,932,758.72	558,599
Project Initiation & Planning	P12395.495 PEELE DIXIE ELECTRICAL STUDIES	210,000	3,504	-	206,496
Project Initiation & Planning	P12396.495 PEELE DIXIE SURGE PROTECTION UPGRADES	100,000	1,460	-	98,540
Project Initiation & Planning	P12399.495 FIVEASH WTP PCCP REPLACEMENT	4,000,000	25,271	-	3,974,729
Project Initiation & Planning	P12400.495 PROSPECT WELLFIELD ELC STUDIES & TESTING	185,000	1,168	-	183,832
Project Initiation & Planning	P12402.495 PEELE DIXIE WELLFIELD ELC STUD & TESTING	150,000	1,460	-	148,540
Construction	P12404.495 EXCAVATE & DISPOSE OF DRY LIME SLUDGE	4,600,000	314,162	4,210,289.27	75,549
Canceled	P12407.495 SUBACQUEOUS FM CROSSING REINSTATEMENT	-	-	-	-
Bidding	P12413.495 FM FROM PUMP STN D-35 TO D-36 UPSIZE	580,000	121,447	69,046.05	389,507
Design	P12414.495 GRAVITY PIPE IMPV TO DWNTWN COL SYSTM	843,000	162,356	90,558.35	590,086
Bidding	P12415.495 PUMP STATION A-7 UPGRADE	2,031,862	170,297	72,902.09	1,788,663
Master Plans & Report	P12418.495 WTR & W/WTR D & C SYSTEM MAPPING	-	-	-	-
Project Initiation & Planning	P12419.495 FORCE MAIN ASSESSMENT	-	-	0.03	(0)
Project Initiation & Planning	P12456.495 SEWER BASIN D-40 REHAB	169,237	6,651	79,778.75	82,808
	496 W&S CENTRAL REGIONAL MASTER PLAN 2017	84,365,734	273,855	118,462.54	83,973,417
Implementation	FD496.01 W&S REGIONAL MASTER PLAN 2017 FM and VALVE ASSE	1,983,854	86,062	101,284.72	1,796,507
Project Initiation & Planning	P12367.496 ASSET MANAGEMENT & CMOM PROGRAMS	-	-	0.03	(0)
Master Plans & Report	P12368.496 SEWER CAPACITY ANLY FOR GRAVITY & FM	-	-	-	-
Project Initiation & Planning	P12375.496 PROG MGMT OF CONSENT ORDER PROJECTS	115,000	87,382	13,031.79	14,586
Project Initiation & Planning	P12383.496 NE 25TH AVE FORCE MAIN REPLACEMENT	4,784,890	3,361	-	4,781,529
Project Initiation & Planning	P12384.496 NE 38TH ST 42" FM & NE 19TH AV 24" FM	11,096,690	14,135	-	11,082,555
Project Initiation & Planning	P12385.496 SE 10TH AV 48" FM REPL & 36" BYPASS	19,711,450	9,322	-	19,702,128
Project Initiation & Planning	P12386.496 54" FM RPL SE 9TH/10TH AV & NEW PARALLEL	14,589,850	6,072	-	14,583,778
Project Initiation & Planning	P12387.496 EFFLUENT MAIN REHABILITATION	8,184,000	58,797	4,146.00	8,121,057
Project Initiation & Planning	P12406.496 REDUNDANT FORCE MAIN FROM B-REPUMP	23,900,000	8,724	-	23,891,276
Project Initiation & Planning	P12419.496 FORCE MAIN ASSESSMENT	-	-	-	-
	Grand Total	200,000,000	26,101,673	25,315,098.22	149,174,175