KC Water Cost of Service Task Force
Meeting #7
Meeting Agenda

• Other Sources of Revenue
• Rate Structure Differences
• Opening of Customer Account
• Cost of Service – How does it work
• Follow up from October meeting
• Public Comment
• Recommendations & Discussion
  • Expense Reduction
  • Adjusting Rate Structures
Other Sources of Revenue Discussion
Use Other Sources of Revenue (Examples)

- General fund – Other general obligation (G.O.) bond offering
- System development charges
- Stormwater fee for Overflow Control Program
- Special assessments and taxing districts
- Sales tax
- State and Federal grants and loans
Other Sources – General Fund

• Allow KC Water to transfer some services back to the General Fund (such as HHW, leaf and brush, levee maintenance)

• KC Water could attempt to source funds from proceeds from future general obligation bond offerings.
  • Allocate large overflow control projects into the general obligation bond offering.
  • Debt service would be paid from the General Fund as opposed to Sewer Enterprise Fund

• Public Fire Protection – Move to General Fund.
Other Sources – System Development Charges (SDCs)

• Currently new capacity is funded from current customers
• Growth would pay for itself using a one-time charge
• Recover a fair share of prior public infrastructure investments when a developer makes use of the infrastructure.
• Mechanism for developers to pay for capacity built into the public system in anticipation of their needs.
Other Sources – Stormwater fees

- Stormwater fee for Overflow Control Program
  - For example, increase Stormwater fee, maybe $1 year for 10 years
- Improvements to stormwater system reduce need for some OCP program improvements. Goal is to keep stormwater out of the sanitary sewer system.
  - Combined sewer area impacts
  - Separated sewer area impacts
- Fees are used for preventative programs (e.g. leaf and brush, household hazardous waste, etc.)
Other Sources - Special Assessments

- Used in circumstances where regulations are not driving investments and differing levels of service are desired.

- Could be used to fund:
  - Repair
  - Reinvestment
  - Rehabilitation and capital investments

- Example: Westport property owners may want to pay more for stormwater services if flood control could be provided.
Other Sources – Sales Tax

• Sales tax
  • 1% sales tax would translate to about $70 Million in revenue
  • Annual Capital Improvement Program budget is $200 Million

• Requires voter approval

• Wouldn’t be used for operations and maintenance expense
Other Sources – Grants and Loans

- State and Federal grants and loans
  - State Revolving Fund (SRF) used for specific projects
- SRF are subsidized loans
  - For example, on a 3% loan you would get 1.5% interest rate subsidy
- SRF - Administrative costs
- Water Resources Development Act (WRDA)
- Low Income Home Energy Assistance Program (LIHEAP)
  - Electric Utilities
  - Natural Gas Utilities
Rate Structure Differences
Rate Structures

• Rates must directly recover the costs to serve customers
  • In compliance with Missouri Constitution (Hancock Amendment) and other applicable laws

• Based on the unit costs from cost allocation process

• Rebundle unit costs to reflect each customer class’ unique service requirements

• Develop recommended rates (practical, easily understood, cost of service based, socially and politically acceptable, and reflecting community values)
Rate Structures To Discuss Further

**DECLINING BLOCK RATES***

The unit price of each succeeding block of usage is charged at a lower unit rate than the previous block.

**UNIFORM RATES**

Constant unit price for all metered units of water consumed on a year-round basis.

**INCLINING BLOCK RATES**

The unit price of each succeeding block of usage is charged at a higher unit rate than the previous block.

**SEASONAL RATES**

The unit price varies by time period. Implemented to incent reduction in peak use.

*KC Water current structure*
## Rate Structures To Discuss Further

<table>
<thead>
<tr>
<th><strong>DECLINING BLOCK RATES</strong></th>
<th><strong>UNIFORM RATES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy to understand</td>
<td>Simple, stable revenue</td>
</tr>
<tr>
<td>Delivers relatively stable revenue</td>
<td>Could be inequitable among customer groups</td>
</tr>
<tr>
<td>Conflicts with goals of conservation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>INCLINING BLOCK RATES</strong></th>
<th><strong>SEASONAL RATES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotes conservation goals</td>
<td>Equitable</td>
</tr>
<tr>
<td>Possible revenue instability</td>
<td>More complex to administer</td>
</tr>
<tr>
<td>Costs more per gallon for commercial</td>
<td>Good for managing peak behavior</td>
</tr>
<tr>
<td></td>
<td>Revenue at risk</td>
</tr>
</tbody>
</table>

**Easy to understand**
- Delivers relatively stable revenue
- Conflicts with goals of conservation

**Uniform Rates**
- Simple, stable revenue
- Could be inequitable among customer groups

**Inclining Block Rates**
- Promotes conservation goals
- Possible revenue instability
- Costs more per gallon for commercial

**Seasonal Rates**
- Equitable
- More complex to administer
- Good for managing peak behavior
- Revenue at risk
Rate Structure Follow-up

• Rate structure comparisons
  • Uniform, inclining, declining, seasonal (winter and summer), combination – including/declining

• “Yourtown, USA” used as an example – not KC Water rates
  • Residential, Small Commercial, and Large Commercial examples
  • Block comparison and rate comparison
# Example: Block Comparison - Residential

<table>
<thead>
<tr>
<th>Type</th>
<th>4 hcf</th>
<th>7 hcf</th>
<th>15 hcf</th>
<th>30 hcf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uniform</td>
<td>$40</td>
<td>$60</td>
<td>$80</td>
<td>$100</td>
</tr>
<tr>
<td>Inclining/Declining</td>
<td>$20</td>
<td>$40</td>
<td>$60</td>
<td>$80</td>
</tr>
<tr>
<td>Inclining</td>
<td>$20</td>
<td>$40</td>
<td>$60</td>
<td>$80</td>
</tr>
<tr>
<td>Declining</td>
<td>$20</td>
<td>$40</td>
<td>$60</td>
<td>$80</td>
</tr>
<tr>
<td>Winter</td>
<td>$20</td>
<td>$40</td>
<td>$60</td>
<td>$80</td>
</tr>
<tr>
<td>Summer</td>
<td>$20</td>
<td>$40</td>
<td>$60</td>
<td>$80</td>
</tr>
</tbody>
</table>
Example: Rate Structure Comparison - Residential

- **Uniform**
- **Inclining/Declining**
- **Inclining**
- **Declining**
- **Winter**
- **Summer**

- Res. 5/8", 4 hcf
- Res. 5/8", 7 hcf
- Res. 5/8", 15 hcf
- Res. 5/8", 30 hcf

$0, $20, $40, $60, $80, $100, $120, $140, $160, $180, $200
Example: Block Comparison – Small Commercial

- **Small Comm. 1" 100 hcf**
  - Uniform
  - Inclining/Declining

- **Small Comm. 1" 500 hcf**
  - Uniform
  - Inclining
  - Declining

- **Small Comm. 2" 1,000 hcf**
  - Uniform
  - Inclining
  - Declining
  - Winter
  - Summer
Example: Rate Structure Comparison – Small Commercial

- Uniform
- Inclining/Declining
- Inclining
- Declining
- Winter
- Summer

- Small Comm. 1"
  - 100 hcf
- Small Comm. 1"
  - 500 hcf
- Small Comm. 2"
  - 1,000 hcf
Example: Block Comparison – Large Commercial

- Large Comm. 3" 5,000 hcf
- Large Comm. 4" 10,000 hcf
- Large Comm. 6" 25,000 hcf

Legend:
- Uniform
- Inclining/Declining
- Inclining
- Declining
- Winter
- Summer

11/29/2016
Example: Rate Structure Comparison – Large Commercial

- **Uniform**
- **Inclining/Declining**
- **Inclining**
- **Declining**
- **Winter**
- **Summer**

- **Large Comm. 3"**: 5,000 hcf
- **Large Comm. 4"**: 10,000 hcf
- **Large Comm. 6"**: 25,000 hcf
Rate Structures - Summary

• No significant difference between rate structures for residential users
• Inclining versus declining for residential saves $2.00 or 4% for first two block users
• Seasonal rates impact commercial customers
Opening a Customer Account
Establishing an Account

Requesting a Move-in:

- Customers may request to establish / move in to an account by phone, online, email, fax or in-person.

- Confirm customer data
- Verify ownership of property
- Identify past due balances and bad debt
Establishing an Account

New Customers & Existing Customers:

• To establish service at a new address, customer data is verified and bad debt balances must be resolved.

• Must provide customer name that can be verified and one of the following
  • Social security number
  • Driver’s license
  • State issued ID
Establishing an Account

Customers must appear in-person when:

• No social security number
• Information from ID doesn’t match name provided by the customer
• Multiple aliases are associated to the SSN provided
• Customer previously associated with an address attempting to re-establish service
• Not verified in the third party verification portal
• Applicant has the same last name as current accountholder, with past-due balance or bad debt on the account (i.e. suspected family member)
Establishing an Account

Applying for service in-person:

• Photo identification in the form of one of the following:
  • U.S. passport or U.S. passport card
  • Permanent resident card or alien registration receipt card
  • Driver’s license or ID card issued by a state
  • ID card issued by federal, state, or local government agency
  • U.S. military card or a military dependent’s ID card

• Current lease (if tenant), listing move in date
Establishing an Account – Bad Debt

• 100% of any existing bad debt must be paid before new service can be established.

• Payment arrangements cannot be created for inactive accounts, including inactive accounts with bad debt and/or past due balances.

• Outstanding balance cannot be transferred to a new address, but a credit balance can be transferred to a new address.
Establishing an Account - Tenant

- Tenants must fulfill all criteria used for existing customers (e.g., no past due balance or bad debt, customer verification)
  - If not, KC Water doesn’t move the customer into the property
- Tenants are not required to pay any existing balances or bad debt tied to their new rental property
- When unable to establish an account at renter-occupied property, the account will revert to the owner’s name
  - Property owner is sent a courtesy letter notifying them that the applicant was unable to open an account
Discontinuing Service – Tenant

• When a tenant requests to discontinue service, customer information is updated to reflect the account closure date and to verify the address for final billing.

• KC Water does not turn water off.

• If the customer insists that the water be turned off, then the account will be charged a termination fee.
Discontinuing Service – Tenant

• If the account being closed is renter-occupied property, property owner is notified by letter that:
  
  • KC Water received a request to terminate the account and the date of request.
  
  • Account will revert to the property owner’s name
  
  • Any service charges and usage will be billed to the property owner until such time there is a new accountholder at the service address.
Change of Ownership

- KC Water does not process move-outs of owner-occupied properties until a new customer establishes service.
- Account closure dates reflect county records (recording date, per state statute).
- Accounts will be adjusted in the event of usage on their account post-close date.
Reverting to Owner

• By default, an account will always revert to the owner if there is no tenant (including gaps between tenants).

• All real estate has a property owner who will be billed for service charges and stormwater fees until such time there is a new accountholder.

• New owner becomes accountholder on the day they assume ownership (per the property deed).
Reverting to Owner (cont.)

• When a property is sold, KC Water must be notified of the new owner and the sale date so that the correct customer is billed for service charges and stormwater, plus any consumption of water or sewage generated.
  
  • Includes the transfer of owner-occupied real estate that is sold, or if the mortgage is foreclosed by the bank/mortgage company.
  
  • If there is not a transfer of ownership (property deed) associated with the foreclosure, the current owner will continue to be billed for consumption and/or service charges.
  
  • If an owner is evicted or forced to vacate their residence, KC Water may adjust service charges if appropriate documentation is provided.
Contact Center Calls

- Measure daily call drivers to the Contact Center
- Sample from 11/4/16 shows 50% of calls are made up of:
  - General Billing
  - Move In/Out
  - Delinquent Account
Contact Center Calls (cont.)

• Also measure other Customer Service metrics:
  • Number of calls
  • Call abandonment rate
  • Average handle time
  • Maximum time in queue
  • Service level
  • Quality assurance
Water Utility Meter to Cash Cycle

• Manage customer account data
• Read meters
• Calculate consumption & manage rates
• Prepare & deliver bills
• Process & record payments
• Manage credit & collections
• Conduct general ledger & revenue analysis
Cost of Service – How Does it Work?
Components of Rate Setting

• **Revenue Requirements**
  - How much do you need to run the utility to achieve your goals?

• **Allocation of Costs**
  - Determining the cost to deliver service
  - Allocate costs between different functional cost categories
    - Base load or even rate of delivery throughout the year
    - Extra capacity to meet peaking needs (max day / max hour)

• **Distribute Costs to the Customer Classes**

• **Design Rates**
  - To meet your revenue requirements
  - To capture the necessary revenue from the appropriate customers
Cost of Service Allocation is....

The detailed process of:

- Unbundling and grouping costs according to the utility function(s) which have the most significant impact on the magnitude of each cost item (cost-causative relationships)
- Estimating the service requirement of each type (class) of customer for each utility function
- Spreading unbundled costs among the customers based on use of each type of service
Typical Cost-Causative Functions

- Annual volume of water used - base
- Peak daily rate of water use - maximum day extra capacity
- Peak hourly rate of water use - maximum hour extra capacity
- Number, size, and type of customer
- Direct to a class(es) of customers (i.e. fire protection)
- Wholesale Service vs. Retail Service
### Cost Allocation from FY2017 KC Water Cost of Service Study

<table>
<thead>
<tr>
<th>Line No.</th>
<th>Inside City</th>
<th>Outside City</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Allocated Cost of Service</td>
<td>Adjusted Cost of Service</td>
<td>Revenue Under Existing Rates</td>
</tr>
<tr>
<td>1</td>
<td>Residential 57,092,900</td>
<td>13,516,800</td>
<td>70,609,700</td>
</tr>
<tr>
<td>2</td>
<td>Small Commercial 48,685,300</td>
<td>11,526,200</td>
<td>60,211,500</td>
</tr>
<tr>
<td>3</td>
<td>City Services 13,603,400</td>
<td>(13,603,400)</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>Seasonal Off Peak 1,125,700</td>
<td>266,500</td>
<td>1,392,200</td>
</tr>
<tr>
<td>5</td>
<td>Public Fire Protection 11,706,100</td>
<td>(11,706,100)</td>
<td>0</td>
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<tr>
<td>6</td>
<td>Private Fire Protection 1,312,900</td>
<td>0</td>
<td>1,312,900</td>
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<tr>
<td>7</td>
<td>Total 133,526,300</td>
<td>0</td>
<td>133,526,300</td>
</tr>
<tr>
<td>8</td>
<td>Residential 577,800</td>
<td></td>
<td>577,800</td>
</tr>
<tr>
<td>9</td>
<td>Commercial 3,061,000</td>
<td></td>
<td>3,061,000</td>
</tr>
<tr>
<td>10</td>
<td>No Repump 940,200</td>
<td></td>
<td>940,200</td>
</tr>
<tr>
<td>11</td>
<td>1st Repump 7,321,400</td>
<td></td>
<td>7,321,400</td>
</tr>
<tr>
<td>12</td>
<td>2nd Repump 1,043,800</td>
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<td>1,043,800</td>
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<tr>
<td>13</td>
<td>No Repump 432,200</td>
<td></td>
<td>432,200</td>
</tr>
<tr>
<td>14</td>
<td>1st Repump 8,724,100</td>
<td></td>
<td>8,724,100</td>
</tr>
<tr>
<td>15</td>
<td>2nd Repump 866,900</td>
<td></td>
<td>866,900</td>
</tr>
<tr>
<td>16</td>
<td>Total 22,967,400</td>
<td>0</td>
<td>22,967,400</td>
</tr>
<tr>
<td>17</td>
<td>Total 156,493,700</td>
<td>0</td>
<td>156,493,700</td>
</tr>
</tbody>
</table>
Customer Class Functional Unit Cost of Service

*Functional Unit Cost of Service = Total Functional Cost ÷ Total Units of Service*

<table>
<thead>
<tr>
<th>FUNCTIONAL COST</th>
<th>UNITS OF SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Costs</td>
<td>Annual Water Purchased Volume</td>
</tr>
<tr>
<td>Maximum Day, Extra Capacity Costs</td>
<td>Maximum Day Demand</td>
</tr>
<tr>
<td>Maximum Hour, Extra Capacity Costs</td>
<td>Maximum Hour Demand</td>
</tr>
<tr>
<td>Meter Costs</td>
<td>Equivalent Meters</td>
</tr>
<tr>
<td>Meter Reading, Billing, Collection, Customer Accounting, Administration Costs</td>
<td>Equivalent Bills</td>
</tr>
</tbody>
</table>
October Meeting Follow-up
5/8” Meter Distribution
December 2015 vs July 2016

5/8" inch meter usage distribution

- Dec - 0 to 6 units: 101,963
- Jul - 0 to 6 units: 84,145
- Dec - 7 to 50 units: 32,427
- Jul - 7 to 50 units: 51,649
- Dec - 51 to 10,000 units: 276
- Jul - 51 to 10,000 units: 1,131
Total Meter Distribution
December 2015 vs July 2016

Total meters usage distribution

<table>
<thead>
<tr>
<th></th>
<th>Dec - 0 to 6 units</th>
<th>Jul - 0 to 6 units</th>
<th>Dec - 7 to 50 units</th>
<th>Jul - 7 to 50 units</th>
<th>Dec - 51 to 10,000 units</th>
<th>Jul - 51 to 10,000 units</th>
<th>Dec - Over 10,000 units</th>
<th>Jul - Over 10,000 units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usage</td>
<td>105,927</td>
<td>86,776</td>
<td>37,353</td>
<td>57,036</td>
<td>2,767</td>
<td>5,144</td>
<td>25</td>
<td>36</td>
</tr>
</tbody>
</table>
Commercial Meters
December 2015 vs July 2016

Commercial Meter Usage - All Sizes

- Dec - 0 to 6 units: 4,564
- Jul - 0 to 6 units: 4,106
- Dec - 7 to 50 units: 4,927
- Jul - 7 to 50 units: 5,002
- Dec - 51 to 10,000 units: 2,052
- Jul - 51 to 10,000 units: 3,192
- Dec - Over 10,000 units: 9
- Jul - Over 10,000 units: 8
Premise Based Billing
Lessons Learned – Denver Water

• Provide bills to both the landlord and tenant
• Be clear with landlord/tenant communities that jurisdiction is solely to the water billed and paid (can’t shut off water because tenant hasn’t paid rent)
• Promptly shutoff unpaid water
• Notify the owner anytime there is a name change to an account (can prevent squatters)
• Consider offering free water audits (check for leaks)
Bad Debt - How does KC Water compare to other water utilities?

- Water utility bad debt
- Opportunity for KC Water

<table>
<thead>
<tr>
<th></th>
<th>KC Water</th>
<th>Denver Water</th>
<th>Nashville Metro Water Services</th>
<th>City of Atlanta Watershed Management</th>
<th>Louisville Water</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BAD DEBT</strong></td>
<td>3.5%</td>
<td>0.5%</td>
<td>1.2%</td>
<td>2.0%</td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
<td>$150.6 Million</td>
<td>$252 Million</td>
<td>$208 Million</td>
<td>$190 Million</td>
<td>$166 Million</td>
</tr>
</tbody>
</table>
Deposit vs. Advanced Payment

• KC Water deposit process
  • Don’t turn water off between accounts
  • First bill has amount plus deposit
  • Customer doesn't pay deposit

• KC Water’s billing system does not handle deposits well
Public Comment
Recommendations
# Premised Based Billing – Pros/Cons

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premise based billing provides stability and increases probability of collections.</td>
<td>Landlords may push back. Some additional administrative support.</td>
</tr>
<tr>
<td>Social Security requirements facilitates eventual collection of outstanding balance.</td>
<td>May not decrease costs to customer service.</td>
</tr>
<tr>
<td>Combined deposit based on credit worthiness helps to mitigate uncollectable risk.</td>
<td>Additional responsibilities and some costs associated with credit checks.</td>
</tr>
<tr>
<td>Pre-payment ensures at least a percentage of outstanding bill is collected</td>
<td>Can be prohibitive to low income customers.</td>
</tr>
</tbody>
</table>
## Premised Based Billing – Pros/Cons

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premise based billing – reduce cost for shut off; revenue stability; utility costs are incorporated in rent; fixed charge could be the landlord responsibility and commodity charge could be tenant responsibility based upon usage; may encourage landlords to make upgrades to the efficiency; landlords wouldn’t need to worry about on/off of service;</td>
<td>Landlords will not be supportive – the portal could let them see what is being spent. Tenant should be responsible for water &amp; wastewater – not stormwater. Is it difficult to get absentee landlords to be responsible? Consumer always pays – trying to reduce bad debt – who is on the hook is the policy decision – it is an allocation of risk – landlord has to participate in risk.</td>
</tr>
<tr>
<td>Enhanced collections eliminate the incentive to skip out of bill.</td>
<td></td>
</tr>
</tbody>
</table>
# Premised Based Billing – Pros/Cons

<table>
<thead>
<tr>
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<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance Payment – deposits &amp; credit checks.</td>
<td>Credit checks can be time consuming and costly in terms of staffing. Have to have social security number to streamline this.</td>
</tr>
<tr>
<td>Low income utility assistance program could be used for advance payment – keep stability for family</td>
<td>Deposit – have to be able to track in a separate account and refund – wouldn’t do that on advance payment.</td>
</tr>
<tr>
<td>Bond for absentee landlords and if non-payment on that address, charge against the bond.</td>
<td>May be difficult to require social security number for immigrants. You could require DL number. Don’t have to require it and refuse service.</td>
</tr>
<tr>
<td>Lien on property</td>
<td>Doesn’t collect until property is sold unless you have the authority to collect on the property tax bill.</td>
</tr>
</tbody>
</table>
# Premised Based Billing – Pros/Cons

<table>
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<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landlord responsible for payment</td>
<td>Why should landlords be responsible for tenants – don’t do this for electricity or gas. Water service is providing fire protection and there is cost to serve even if there is no usage.</td>
</tr>
<tr>
<td>Continuation of service agreement – goes with premise based billing</td>
<td></td>
</tr>
<tr>
<td>Fixed cost – responsibility of landlord can build into rent. Usage should be born by the tenant.</td>
<td></td>
</tr>
</tbody>
</table>
Recommendations – Reduce Bad Debt

Do we want to tie the account to the property owner or designated agent?

IF YES

Should we have a portal for tenants and/or landlords?

IF NO

Do we want to require advanced payment?

Do we want to implement an on/off service charge?
Recommendations - Rate Structures

- Rate structures
  - Uniform
  - Inclining
  - Declining
  - Seasonal
  - Combination Inclining/Declining
Task Force Discussion
## Anticipated Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>September 2016</strong></td>
<td>• Guiding Principles &amp; Task Force Charge</td>
</tr>
<tr>
<td><strong>October 2016</strong></td>
<td>• Reduce Expenses Introduction &amp; Discussion</td>
</tr>
<tr>
<td></td>
<td>• Rate Structures – Introduction</td>
</tr>
<tr>
<td><strong>November 2016</strong></td>
<td>• Reducing Expense Recommendations</td>
</tr>
<tr>
<td></td>
<td>• Rate Structure Recommendations</td>
</tr>
<tr>
<td></td>
<td>• Other Sources of Revenue – Introduction</td>
</tr>
<tr>
<td><strong>December 2016</strong></td>
<td>• Other Sources of Revenue Recommendation</td>
</tr>
<tr>
<td></td>
<td>• Wastewater Utility Funding</td>
</tr>
<tr>
<td></td>
<td>• OCP Discussion</td>
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<td><strong>January 2017</strong></td>
<td>• Model Options – Hilltop Securities (formerly First Southwest)</td>
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<tr>
<td></td>
<td>• Public hearing</td>
</tr>
<tr>
<td><strong>February 2017</strong></td>
<td>• Consider public input and finalize recommendations</td>
</tr>
<tr>
<td><strong>March 2017</strong></td>
<td>• Finalize recommendations</td>
</tr>
</tbody>
</table>
Meeting Adjourned