#### PUBLIC UTILITIES COMMISSION OF THE STATE OF CALIFORNIA

WATER DIVISION
Small Water Branch

RESOLUTION NO. W-4010 November 26, 1996

## RESOLUTION

(RES. W-4010), COAST SPRINGS WATER COMPANY, INC. (CSW). ORDER AUTHORIZING A GENERAL RATE INCREASE PRODUCING ADDITIONAL ANNUAL REVENUES OF \$54,758 OR 65.6% IN 1996.

BY DRAFT ADVICE LETTER ACCEPTED ON JULY 2, 1996.

#### SUMMARY

This Resolution grants an increase in gross annual revenues of \$54,758 or 65.6% for test year 1996. The revenue requirement includes the interim rate increase granted on July 17, 1996, by Res. W-3993 and is calculated using the operating ratio method to allow for a 20% margin. This calculation produces a rate of return on ratebase of 17.75%.

#### BACKGROUND

CSW requested authority under Section VI of General Order 96-A and Section 454 of the Public Utilities Code to increase rates for water service to produce additional revenues of \$76,300 or 91% in 1996. CSW subsequently amended its request by lowering it to \$65,540 or 78%. CSW's request shows 1996 gross revenue of \$83,645 at present rates increasing to \$149,185 in 1996 to produce a rate of return of 14.25%. CSW presently serves 237 metered customers in Dillon Beach and Oceana Marin areas of Marin County.

The present rates became effective on July 17, 1996, pursuant to Res. W-3993, which authorized an interim rate increase of \$16,338 or 20%. The last general rate increase was approved on December 19, 1990, by Res. W-3535, which approved an increase of \$21,475 or 38.3%.

#### DISCUSSION

The Small Water Branch (Branch) made an independent analysis of CSW's summary of earnings and issued its report in October 1996. Appendix A shows CSW's and the Branch's estimated summaries of earnings at present, requested and adopted rates for the test year 1996. Appendix A also shows differences in the estimates of revenues and operating expenses.

CSW was informed of the Branch's differing views of revenues and expenses and stated that it agreed with the Branch's findings.

Because of his poor health, the owner of CSW is unable to operate the utility and has requested assistance from the Department of Health Services (DHS).

DHS has ordered CSW to develop an emergency and backup operations plan and advised the owner to have an assistant certified to operate the treatment plant. At the same time, the customers have formed the Coast Springs Water Company Customer Committee to pursue annexation to the adjacent North Marin Water District. The Branch is conceined about the status of the utility and will recommend to the Commission that CSW keep the Commission informed about its annexation status and if no action occurs within six months, CSW should be ordered to hire a management company to run its operations until a change of ownership takes place.

In Decision (D.) 92-03-093, dated April 30, 1992, the Commission adopted the Operating Ratio Method (ORM) as an alternative to the standard Return on Ratebase Method for Class C and D water utilities. Accordingly, the Branch applied these two methods to CSW's request. The return on investment calculation produced a revenue requirement of \$132,500 at a rate of return of 13.25%, the midpoint of the 12.75% to 13.75% standard rate of return recommended by the Finance Branch. With a 20% margin, the ORM produced a revenue requirement of \$138,180 and a rate of return on ratebase of 17.75%. In accordance with D.92-03-093, the Branch must recommend the higher of the two revenue requirements to the Commission.

There are no outstanding Commission orders requiring improvements. CSW has not filed updated tariff sheets for tariff Rule Nos. 7, 10, 20, and 21, and Form No. 2.

CSW's filed tariffs currently contain one schedule: Schedule No. 1A, Annual General Metered Service.

Ourrent water rate design policy as set by D.92-03-093 allows CSW to recover up to 100% of its fixed costs through its service charges. In addition, Branch guidelines call for no rate element to increase by more than twice the system average increase. The rate schedule included as Appendix B meets these criteria.

At the Branch's recommended rates shown in Appendix B, the bi-monthly bills for a typical metered water customer using 600 cubic feet of water through a 5/8 x 3/4-inch meter will increase from \$57.5 to \$94.88. A comparison of customer bills at present and recommended rates is shown in Appendix C. The adopted quantities and tax calculations are shown in Appendix D.

#### NOTICE AND PROTESTS

A notice of the proposed rate increase was mailed to each customer on July 5, 1996. The Branch received nine letters protesting the magnitude of the rate increase. The Commission's Consumer Affairs Branch has not received any complaints since January of 1995.

A public meeting was held on Wednesday July 31, 1996, at the Tomales Town Hall in Tomales, California. The Branch's representative explained Commission rate setting procedures and the utility's representative explained the need for the rate increase. About 50 customers attended the meeting with their primary concerns being the operating expenses, quality of the water, and the long-term future of the company. The Department of Health Services' (DHS) representative stated that in the past, CSW had been in and out of compliance with the State and Federal safe drinking water standards but that it had not had any problems in the last few months.

#### FINDINGS AND CONCLUSIONS

- 1. The Branch's recommended summary of earnings (Appendix A) is reasonable and should be adopted.
- 2. The rates recommended by the Branch (Appendix B) are reasonable and should be adopted.
- 3. The quantities (Appendix D) used to develop the Branch's recommendations are reasonable and should be adopted.
- 4. The rate increase authorized herein is justified, and the resulting rates are just and reasonable.
- 5. CSW should be ordered to notify the Commission of its annexation status and hire a management company if there is no change in ownership within 180 days of the date of the order.
- 6. CSW should be ordered to file updated tariff Rule Nos 7, 10, 20, and 21, and Form 2.

#### IT IS ORDERED that:

- 1. Authority is granted under Public Utilities Code Section 454 for Coast Springs Water Company, Inc. to file an advice letter incorporating the summary of earnings and the revised schedules attached to this resolution as Appendices A and B, respectively, and concurrently to cancel its presently effective rate Schedule No. 1A, Annual General Metered Service. Its filing shall comply with General Order 96-A. The effective date of the revised schedules shall be five days after the date of its filing.
- 2. Within 180 days of the effective date of this order, Coast Springs Water Company, Inc. shall notify the Commission of its annexation status and hire a management company if there is no change of ownership.
- 3. Within 90 days of the effective date of this order, Coast Springs Water Company, Inc. shall file the following updated tariff sheets: Rules 7, 10, 20, and 21, and Form 2.

# APPENDIX A COAST SRINGS WATER CO., INC. SUMMARY OF EARNINGS Test Year 1996

Operating Revenues:         Staff         Utility         Staff         Staff         Utility         Exceeds Staff         R Staff           Metered         83,422         83,645         223         0.3%         151,191         149,165         (2,006)         -1,3%           Operating Expenses:           Power Staff         5,850         6,000         150         3%         5,850         6,000         150         3%           Other Vol. Rel. Exp.         780         1,000         220         28%         780         1,000         220         28%           Employee Labor         26,000         27,600         1,600         6%         26,000         27,600         1,600         6%           Malerial         1,260         2,900         1,640         130%         1,260         2,900         1,640         130%           Contract Work         20,750         17,225         (3,525)         -17%         20,750         17,225         (3,525)         -17%           Transportation         2,375         2,375         0         0%         2,375         2,375         0         0%           Office Salaries         11,600         9,515         (2,285)         -1	•
Metered 83,422 83,645 223 0.3% 151,191 149,185 (2,006) -1.3%  Operating Expenses:  Power 5,850 6,000 150 3% 5,850 6,000 150 3%  Other Vol. Rel. Exp. 780 1,000 220 28% 780 1,000 220 28%  Employee Labor 26,000 27,600 1,600 6% 26,000 27,600 1,600 6%  Material 1,260 2,900 1,640 130% 1,260 2,900 1,640 130%  Contract Work 20,750 17,225 (3,525) -17% 20,750 17,225 (3,525) -17%  Transportation 2,375 2,375 0 0% 2,375 2,375 0 0%  Other Plant Maint. Exp. 5,200 3,480 (1,720) -33% 5,200 3,480 (1,720) -33%  Office Salaries 11,800 9,515 (2,285) -19%  Management Salaries 5,000 12,000 7,000 140% 5,000 12,000 7,000 140%  Employée Pen. & Ben. 2,580 0 (2,580) -100%	lecommended lates
Operating Expenses:           Power Other Vol. Rel. Exp. 780 1,000 220 28% 780 1,000 220 28% 780 1,000 220 28% Employee Labor 26,000 27,600 1,600 6% 26,000 27,600 1,600 6% Material 1,260 2,900 1,640 130% 1,260 2,900 1,640 130% Contract Work 20,750 17,225 (3,525) -17% 20,750 17,225 (3,525) -17% Transportation 2,375 2,375 0 0% 2,375 2,375 0 0% Other Plant Maint. Exp. 5,200 3,480 (1,720) -33% 5,200 3,480 (1,720) -33% Office Salaries 11,800 9,515 (2,285) -19% Management Salaries 5,000 12,000 7,000 140% 5,000 12,000 7,000 140% Employée Pen. & Ben. 2,580 0 (2,580) -100%           Pówer Objectibles         5,850 6,000 150 3% 5,850 0 (2,580) -100%	taff .
Power         5,850         6,000         150         3%         5,850         6,000         150         3%           Other Vol. Rel. Exp.         780         1,000         220         28%         780         1,000         220         28%           Employee Labor         26,000         27,600         1,600         6%         26,000         27,600         1,600         6%           Material         1,260         2,900         1,640         130%         1,260         2,900         1,640         130%           Contract Work         20,750         17,225         (3,525)         -17%         20,750         17,225         (3,525)         -17%           Transportation         2,375         2,375         0         0%         2,375         2,375         0         0%           Other Plant Maint, Exp.         5,200         3,480         (1,720)         -33%         5,200         3,480         (1,720)         -33%         5,200         3,480         (1,720)         -33%           Office Salaries         11,800         9,515         (2,285)         -19%         11,800         9,515         (2,285)         -19%           Management Salaries         5,000         12,000	138,180
Other Vol. Rel. Exp. 760 1,000 220 28% 780 1,000 220 28% Employee Labor 26,000 27,600 1,600 6% 26,000 27,600 1,600 6% Material 1,260 2,900 1,640 130% 1,260 2,900 1,640 130% Contract Work 20,750 17,225 (3,525) -17% 20,750 17,225 (3,525) -17% Transportation 2,375 2,375 0 0% 2,375 2,375 0 0% 0 0% 0 0% 0 0% 0 0% 0 0% 0 0% 0	•
Other Vol. Rel. Exp.         760         1,000         220         28%         780         1,000         220         28%           Employee Labor         26,000         27,600         1,600         6%         26,000         27,600         1,600         6%           Material         1,260         2,900         1,640         130%         1,260         2,900         1,640         130%           Contract Work         20,750         17,225         (3,525)         -17%         20,750         17,225         (3,525)         -17%           Transportation         2,375         2,375         0         0%         2,375         2,375         0         0%           Other Plant Maint, Exp.         5,200         3,480         (1,720)         -33%         5,200         3,480         (1,720)         -33%           Office Salaries         11,800         9,515         (2,285)         -19%         11,800         9,515         (2,285)         -19%           Management Salaries         5,000         12,000         7,000         140%         5,000         12,000         7,000         140%           Employée Pen, & Ben.         2,580         0         (2,580)         -100%         2,580	, e ded
Employee Labor 26,000 27,600 1,600 6% 26,000 27,600 1,600 6% Material 1,260 2,900 1,640 130% 1,260 2,900 1,640 130% Contract Work 20,750 17,225 (3,525) -17% 20,750 17,225 (3,525) -17% Transportation 2,375 2,375 0 0% 2,375 2,375 0 0% Other Plant Maint. Exp. 5,200 3,480 (1,720) -33% 5,200 3,480 (1,720) -33% Office Salaries 11,800 9,515 (2,285) -19% 11,800 9,515 (2,285) -19% Management Salaries 5,000 12,000 7,000 140% 5,000 12,000 7,000 140% Employée Pen. & Ben. 2,580 0 (2,580) -100%	5,850
Material       1,260       2,900       1,640       130%       1,260       2,900       1,640       130%         Contract Work       20,750       17,225       (3,525)       -17%       20,750       17,225       (3,525)       -17%         Transportation       2,375       2,375       0       0%       2,375       2,375       0       0%         Other Plant Maint, Exp.       5,200       3,480       (1,720)       -33%       5,200       3,480       (1,720)       -33%         Office Salaries       11,800       9,515       (2,285)       -19%       11,800       9,515       (2,285)       -19%         Management Salaries       5,000       12,000       7,000       140%       5,000       12,000       7,000       140%         Employée Pen, & Ben.       2,580       0       (2,580)       -100%       2,580       0       (2,580)       -100%	780
Contract Work         20,750         17,225         (3,525)         -17%         20,750         17,225         (3,525)         -17%           Transportation         2,375         2,375         0         0%         2,375         2,375         0         0%           Other Plant Maint, Exp.         5,200         3,480         (1,720)         -33%         5,200         3,480         (1,720)         -33%           Office Salaries         11,800         9,515         (2,285)         -19%         11,800         9,515         (2,285)         -19%           Management Salaries         5,000         12,000         7,000         140%         5,000         12,000         7,000         140%           Employée Pen, & Ben.         2,580         0         (2,580)         -100%         2,580         0         (2,580)         -100%	26,000
Transportation         2,375         2,375         0         0%         2,375         2,375         0         0%           Other Plant Maint, Exp.         5,200         3,480         (1,720)         -33%         5,200         3,480         (1,720)         -33%           Office Salaries         11,800         9,515         (2,285)         -19%         11,800         9,515         (2,285)         -19%           Management Salaries         5,000         12,000         7,000         140%         5,000         12,000         7,000         140%           Employée Pen, & Ben.         2,580         0         (2,580)         -100%         2,580         0         (2,580)         -100%	1,260
Other Plant Maint, Exp.       5,200       3,480       (1,720)       -33%       5,200       3,480       (1,720)       -33%         Office Salaries       11,800       9,515       (2,285)       -19%       11,800       9,515       (2,285)       -19%         Management Salaries       5,000       12,000       7,000       140%       5,000       12,000       7,000       140%         Employée Pen, & Ben.       2,580       0       (2,580)       -100%       2,580       0       (2,580)       -100%	20,750
Office Salaries       11,800       9,515       (2,285)       -19%       11,800       9,515       (2,285)       -19%         Management Salaries       5,000       12,000       7,000       140%       5,000       12,000       7,000       140%         Employée Pen. & Ben.       2,580       0       (2,580)       -100%       2,580       0       (2,580)       -100%	2,375
Management Salaries 5,000 12,000 7,000 140% 5,000 12,000 7,000 140% Employée Pen. & Ben. 2,580 0 (2,580) -100% 2,580 0 (2,580) -100%	5,200
Employée Pen. & Ben. 2,580 0 (2,580) -100% 2,580 0 (2,580) -100%	11,800
	5,000
0100000000000 100 100 100 100 100 100 1	2,580
Office Service & Rentals 1,800 4,115 2,315 129% 1,800 4,16 2,315 129%	100
Office Supplies & Exp. 2.510 3.950 1.440 57% 2.510 2.650 4.440 2.976	1,800
Proffesional Services 6205 7.000 766	2,510
Insurance 6700 7400 4700 000 793 13%	6.205
Commission Exp. 2.520 2.400 (120) 5% 3.520 3.400 (120)	5,700
Ceneral Expense 2,240 (120) -5% 2,520 2,400 (120) -5% 2,520 2,400 (120) -5% 2,240 3,570 1,330 59%	2,520 2,240
Total Operating Exp. 102,670 110,630 7,960 8% 102,670 110,630 7,960 8%	102,670
Depreciation 6.700 0.400	
Tay Other Than Inc. Tay   6.005   5.100   11%   5,790   6,400   610   11%	5,790
State Corp. France Toy. 1995 (802) -14%	6,265
Federal Corp. 100 Toy. A A A A A A A A A A A A A A A A A A A	800
2,042 3,040 396 38%	827
Total Deductions 115,525 123,233 7,708 7% 119,075 128,561 9,486 8%	116,351
Net Income (Loss) (32,102) (39,588) (7,486) 23% 32,116 20,624 (11,492) 36%	21,829
Rate Base:	
Average Plant	
Average Done Bearing Ass on	243,658
Not Olast	126,097
Less: Advances .	117,561
Contributions 12,035 12,035	ፈე ለኃይ
Add: Working Cash 17,112 17 112	12,035
Materials & Supplies 350 350	17,112 350
Rate Base 122,988 144,743 21,755 18% 122,988 144,743 21,755 18%	122,988
Raio Of Return 26.11% 14.25%	17.75%

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4. This resolution is effective today.

I certify that this resolution was adopted by the Public Utilities Commission at its regular meeting on November 26, 1996. The following Commissioners approved it:

WESLEY M. FRANKLIN Executive Director

P. GREGORY CONICN
President
DANIEL Wm. FESSLER
JESSIE J. KNICHT, Jr.
JOSIAH L. NEEPER
Commissioners

Commissioner Henry M. Duque; being necessarily absent, did not participate.

#### APPENDIX B

## COAST SPRINGS WATER COMPANY, INC.

## Schedule No. 1A

#### ANNUAL CENERAL METERED SERVICE

### APPLICABILITY

Applicable to all metered water service furnished on an annual basis.

#### TERRITORY

Dillon Beach and vicinity, located approximately 4 miles west of Tomales, Marin County.

#### RATES

# Quantity Rates:

All Water, per 100 cu. ft. ..... \$ 5.98 (I)

#### Annual Service Charge:

		Charge <u>Per Year</u>		SIMBA Surcharge Per Month
For 3/4 For 1 For 1 1/2	-inch water	531.00 885.00 1,770.00	(I)           	\$ 13.35 20.00 33.40 66.75 106.80

The service charge is a readiness-to-serve charge which is applicable to all metered service and to which is added the charge for water used computed at the Quantity Rate.

# SPECIAL CONDITIONS

- 1. The established billing cycle is every other month (bi-monthly).
- 2. The SDWBA (Safe Drinking Water Bond Act) surcharge is in addition to the water bill. This surcharge must be identified on each bill. The surcharge is specifically for the repayment of the California SDWBA loan authorized by D.87-10-044.

(END OF APPENDIX B)

Department of Health Services had ordered them to hire a certified water treatment plant operator. Ms. Colette also pointed out that although employee salaries had gone up management salaries had gone down. For the most part the customers appeared to be satisfied but not happy with the expenses.

The customers asked many questions about the system, such as what the company was doing about the poor condition of one of the two tanks, they were concerned about the turbidity in the water and questioned the amount of money that was spent on water testing since the quality of the water had not improved, most of the customers said that they bought bottle water for drinking and cooking. They also spoke about the treatment plant how some people were paying a surcharge and that and some customers had paid \$1,800 upfront; they wanted to know when the debt was going to be paid off and indicated that when they made the investment they were told it would take care of the water quality problems which has not happened. point, Mr. John Andrew a representative from the Department of Health Services spoke regarding the water quality. He stated that in the past CSWC had been in and out of compliance with the State and Federal safe drinking water standards but that the utility had not had any problems in the last couple of months. He also said that CSMC treatment plant was designed by the old water standards and that the EPA is constantly updating them and increasing the number of chemicals and organisms to be tested for and that the company is doing only the required water testing. He also spoke about the owner of the company who through "labor of love" had kept operating costs down by doing as much of the work himself but is not able to do that anymore. DHS has required that all work previously done by him be contracted out and in this remote area they have no choice but to give the contract work to the neighboring North Marin Water District (NMWD). He also said that CSWC main problem is that it needs to find a new source of water supply.

Another item of great concern was the long term future of CSWC, some of the customers were under the impression that the company was going to be sold to NMWD. During this question and answer period Ms. Gayle Smalley, representing NAVID spoke about the possibility of NAVID acquiring CSWC. She said that a committe was formed by customers of CSWC to look into the possibility of annexing CSWC either to a mutual water company that is currently serving the adjacent Oceana-Marin homes or to NWD. The mutual water company is in financial trouble and not an option. Ms. Smalley said that the Board of Directors of NMWD will only take it over if it has the overwhelming support from CSWC customers. Ms. Smalley did not know what procedures were necessary for annexation but she cautioned the customers that NAWD will reluctantly agree to take over CSWC only when the community realizes that it will be at a high cost to the customers of CSWC. She spoke of the need to improve the system and that the customers need to put that money upfront. She said the rates would definetely be increased if NMAD takes over the company.

At this point most customers stated that since CSWC was approved for a 20% increase that the Commission take a wait and see attitude

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and not allow any additional increase until the company was sold. A few customers still had the impression that the reason for the rate increase was to hike up the price of CSWC. It was also mentioned that a rate increase at this time would be a hardship on senior citizens who are on a fixed income.

The meeting was adjourned at approximately 9 p.m. Both the staff representative and the utility representatives remained to answer individual questions.

(END OF APPENDIX E)

## APPENDIX C

## COAST SPRINGS WATER COMPANY, INC.

## COMPARISON OF RATES

METERED	SERVICE	Per Meter B	d-Monthly	
		Present Rates	Proposed Rates TY 96	Percent Increase (Decrease)
For 5/8 For For For	x 3/4-inch meter 3/4-inch meter 1-inch meter 1 1/2-inch meter 2-inch meter	\$ 236.00 330.00 494.00 742.00 1,135.00	\$ 354.00 531.00 885.00 1,770.00 2,832.00	50.1% 60.9% 79.1% 138.5% 150.0%
Quantit	y Rates:			

Comparison of the bi-monthly typical bills for residential metered customers with a 5/8 x 3/4-inch is shown below at rates prior to the interim increase authorized in Resolution W-3933 and recommended rates for test year 1996.

All water, per 100 cu.ft.

5.98

97.4%

Usage 100 cu.ft.		Present Bills		scommended Bills	II	Mount ocirease Decrease)	Percent Increase (Decrease)
	\$	39.33	\$	59.00	\$	19.67	50.0%
4	•	51.45	,	82.92	•	31,47	61.24
6 avq	•	57.51	-	94.88		37.37	65.0%
8		63.57		106.84	*	43.27 ·	68.1**
10		69.63		118.80		49.17	70.6%

(END OF APPENDIX C)

## APPENDIX D Sheet 1

## COAST SPRINGS WATER COMPANY, INC.

# ADOPTED QUANTITIES

Test Year 1996

# Offset Items

## 1. Purchased Power

Pacific Gas and Electric Company Effective Date January 1, 1996 Rate Schedule A-1 Small General Service

Oustomer Charge:	Per Meter Per Month
Single-phase service Polyphase Service	\$ 8.10 \$ 12.00
Energy charge (per kWh)	
Samer Winter	\$0.14870 \$0.10193
Total Cost	\$ 5,850
Total kWh	40,966
Average Unit Cost \$/kWh	\$ 0.143
2. Payroll Employee Labor Office Salaries Management Salaries	\$ 26,000 11,800 5,000
3. Payroll Taxes	\$ 4,815
4. Ad Valorem Taxes	\$ 1,450

## APPENDIX D Sheet 2

# COAST SPRINGS WATER COMPANY, INC.

## ADOPTED CUANTITIES

Test Year 1996

## Service Connections

1. Meter Size

3/4 x 5/8*	235
3/4"	1
1"	1
1-1/2*	. 0
2 <sup>R</sup>	0
Total Metered	237
	===

Metered Water Sales Used to Design Rates

Usage - Ocf/yr

General Metered

8,957

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## ADOPTED TAX CALCULATIONS

1. Operating Revenues	\$ 138,180
2. Expenses	102,670
3. Depreciation	5,790
4. Taxes Other Than Income	6,265
5. Interest Expense	17,145
6. Taxable Income for State Tax	6,310
7. State Tax (Minimum)	800
8. Taxable Income for FIT	5,510

(END OF APPENDIX D)

#### APPENDIX B

#### COAST SPRINGS WATER COMPANY, INC.

DISTRIBUTION:
F. L. Curry, Chief
J. S. Sekhon, Supervisor
Art Jarrett, Senior Engineer
Richard Tom, Senior Engineer

PREPARED BY:
Elena Perez
Date: August 13, 1996

Subject: Informal Public Meeting Regarding Advice Letter Rate Increase Request by Coast Springs Water Company (CSWC).

Held at: Tomales Town Hall 27150 Shoreline Hwy. Tomasles CA

Date: July 31, 1996

Time: 7:00 p.m.

#### Present:

NAME	TITLE	REPRESENTING
Art Jarrett	Senior Engineer	CPUC
Elena Perez	Regulatory Analyst	CPUC
Pam Collette	Office Manager	CSWC
Kandis Coehler	Field Operations	CSWC .
John Andrew	•	DOHS
Gayle Smalley	•	No. Main Water District

Notice of the meeting was mailed to the ratepayers prior to the meeting date.

The meeting began at about 7:10 p.m. with about fifty customers attending.

The Commission procedure and purpose of the meeting was explained by Art Jarrett. Ms. Collette also made a presentation, explaining the need for the increase.

Prior to the meeting Ms. Collette distributed a hand out showing revenues and expenses and how they had increased and/or decreased from 1993 through 1995 and their 1996 estimated revenues and expenses. This gave the customers the opportunity to question every account and to refute some of the expenses they thought unnecessary such as charging the utility mileage to make bank deposits or why the utility had made improvements to a truck that could no longer be driven by the owner of the utility. They also questioned the increase in employee labor and were satisfied when told that the