Section 10

Proposed Projects

Description of Proposed Improvements

Based on the recommended improvements summarized in Section 9.4.2, Summary of Recommended Improvements, a list of proposed capital projects was developed. In some cases, discrete recommended improvements were combined into single capital projects due to similar scopes or project locations. For each capital project, a project profile form was prepared outlining the following:

- MWMC project number (if applicable)
- Project name
- Project description
- Project status
- Project justification
- Project driver
- Project trigger
- Project category
- Project process
- Estimated project cost
- Estimated project cash flow

Appendix N provides capital project profiles. Table 10-1 is a summary of the proposed capital projects in order of proposed implementation. The implementation plan is described in Section 10.3, Capital Improvement Plan.

Table 10-1. Proposed Capital Projects, Year of Start-Up, and Description

Capital Projects	Project Start	Project Description
Repair Clarifiers and Final Treatment	FY 25-26	Repair the existing concrete within the primary clarifiers and final treatment including spot repair of missing and large aggregate, rebar corrosion and coating in selected areas of the facility. Includes process piping and dewatering sump coating removal and replacement. Final treatment requires repairing damaged concrete surfaces with repair mortar or protective coatings and will require abrasive blasting or high-pressure water washing of the concrete surfaces. Any reinforcing exposed during this procedure should be observed by a qualified structural and/or corrosion engineer to determine the purpose of the reinforcing and the extent of the damage. The repairs will likely need to expose the reinforcing, which would need to be cleaned, replaced, or added to as necessary, and repair mortar applied to the original wall thickness. Additionally, expansion joint material needs to be replaced in the effluent channel. The T-channel is excluded from this work.
Biosolids Improvement Study	FY 25-26	Three-part study to support long-term biosolids management planning and determine whether updates to the DEQ-approved Biosolids Management Plan are needed. • Part 1: Analyze FSL liquid characteristics and solids generation to establish current and projected loading rates. • Part 2: Evaluate biosolids processing, management, and end-use options to identify operational, regulatory, and cost-efficiency improvements. • Part 3: Develop prioritized project sequencing and recommendations for targeted management strategies and facility upgrades. The study will address flow metering and monitoring needs, FSL lagoon improvement or expansion, air-drying bed improvement or expansion, dewatering optimization, thermal or gasification technologies, landfill

Table 10-1. Proposed Capital Projects, Year of Start-Up, and Description

Capital Projects	Project Start	Project Description
		disposal feasibility, pathways to Class A equivalency, land-application program opportunities, and operation constraints.
WPCF Boiler Upgrades	FY 26-27	This project will review existing heating plant study results and design and replace the engine generator (EG) with an additional boiler capable of 100% redundancy for meeting WPCF peak heating demand.
Thickening Improvements Study and Process Improvement Implementation	FY 26-27	Complete study and hydraulic modeling to improve primary sludge thickening pumps. An additional study will be completed to evaluate WAS thickening improvements including co-thickening with primary sludge and WAS with RDTs, or replacement of existing GBTs to reduce hydraulic requirement for an additional digester within the planning period
Pretreatment Screw Pump MCC Relocation	FY 27-28	Relocation of the screw pump MCC to less corrosive environment.
Mobile Waste Hauler/ Septage Receiving Station, Phase 1 - Evaluation and Study	FY 27-28	Study to evaluate concepts and predesign of mobile waste hauler/septage receiving station. Study will evaluate feasibility of relocating offsite to reduce traffic impact at the WPCF site.
East Bank Interceptor, Phase 1 - Condition Assessment and Investigation	FY 27-28	Perform condition assessment (PACP) review of 72- to 78-inch- diameter pipeline, ~30,000 feet.
WPCF Storage Improvements	FY 28-29	Expand covered outdoor areas to create additional dry storage capacity and improve indoor storage functionality, increasing equipment and material storage availability across the site.
Asphalt Repair (WPCF, BMF, and MWMC-Owned Pump Stations)	FY 28-29	Rehabilitation of the existing pavement surfaces at the BMF, WPCF, Glenwood, and Willakenzie pump stations.
Emergency Generator Plug Installation	FY 28-29	Add additional generator plugs and new switchgear at the WPCF pretreatment facility. Add generator plugs at WPCF aeration/blowers facility and Willakenzie Pump Station to provide resiliency and maintain treatment processes during a power outage.
Cell Tower Condition Assessment	FY 28-29	Study to evaluate seismic resilience of MWMC-owned cell tower near the west end of the WPCF due to the proximity of the Admin Building constructed as part of the Admin Building Improvements Project (P80104).
BMF Equipment Dry Storage Expansion	FY 29-30	Expansion of the existing storage building at the BMF for equipment and materials. The current building is currently full and in need of additional storage space including insulating for better wet weather working area.
FOG Receiving Station, Phase 1 - Evaluation and Study	FY 29-30	Study to develop predesign concept and process impacts and benefits of the addition of FOG receiving station at the WPCF.
East Bank Interceptor, Phase 2 - Repair and Rehabilitation	FY 29-30	Assumes 15 to 20 percent of the 30,000 feet requires repair or lining.
Aeration Basins, Secondary Clarifiers, Outfall Control Structure Repairs	FY 30-31	Repair the existing concrete structure including coating exposed rebar, repair of full wall thickness cracks, replacement of existing expansion joint material, spot repair of spalled material and rebar corrosion, spalled material and cracking between the launder and clarifier wall. Construction estimate includes full bypass to perform reinforcement and expansion joint material in

Table 10-1. Proposed Capital Projects, Year of Start-Up, and Description

Capital Projects	Project Start	Project Description
		the mixed liquor channel and some process appurtenance replacements such as various piping and gates.
Force Main Condition Assessment and Evaluation	FY 31-32	Condition Assessment program to evaluate the existing condition of MWMC force mains. Investigation could include desktop evaluation and risk assessment, semi-invasive investigation such as soil sampling or ultrasonic thickness testing to evaluate corrosion and invasive investigation including dye testing, smart probes, and/or smart pigging.
Sodium Hypochlorite Storage Tank Replacement with Onsite Generation Study	FY 32-33	This project anticipates replacement of existing FRP tanks with three new FRP tanks for bulk sodium hypochlorite storage and includes replacement of existing four hypochlorite metering pumps with 300 gph pumps. At the time of this project, the design team shall complete a study to compare continuation of existing bulk purchase to implementation of onsite generation.
W2 Pump Station (BMF Additional Pump)	FY 32-33	Installation of an additional pump dedicated to BMF at the existing W2 pump station.
Secondary Effluent Conduit and T-Channel Dive Inspection, Evaluation, and Repair	FY 32-33	Repair of expansion joint material in T-channel and secondary effluent conduit called out during diving inspections. Complete structural inspection of rarely dewatered conduits during the temporary bypass required to facilitate repairs.
Mobile Waste Hauler/Septage Receiving Station, Phase 2 - Design and Construction	FY 32-33	Relocation of mobile waste hauler receiving station and vactor truck pit near the aeration basins. Pump station and yard piping required to convey material to pretreatment facilities. Upgrading to larger capacity system and relocating to improve vehicular traffic pattern within the facility and provide easier maintenance. This project is budgeted but not currently required given regulations or anticipated flow and load increases. This project will be implemented if deemed necessary in the study above and includes some cost for possible land purchase for offsite station installation.
Pretreatment Facilities and Pre-aeration Chamber Repair and Pipe Upgrade	FY 34-35	Repair the existing WPCF pretreatment facility including spot repair of large missing aggregate, surface coating and rebar corrosion within the existing concrete structure. Includes minor process piping improvements and coating on chain and flight supports. Additionally, this project proposes to eliminate the pre-aeration channel by installing a new pipeline within the channel to reduce energy usage with removal of aeration blower system.
FOG Receiving Station, Phase 2 - Design and Construction	FY 34-35	Installation of FOG receiving station and associated yard piping to convey material to increase organic loading within digesters. This project is budgeted but not currently required given regulations or anticipated flow and load increases. This project will be implemented if deemed necessary in the study above.
Control System Improvement, Phase 1 - Study and Evaluation	FY 36-37	Study to evaluate the existing control system and complete predesign concepts for capital implementation.
Control System Improvement, Phase 2 - Design and Construction	FY 37-38	Placeholder for control system improvements based upon the study listed above.

Table 10-1. Proposed Capital Projects, Year of Start-Up, and Description

Capital Projects	Project Start	Project Description
Consultant On-Call Engineering Support (Facilities Plan and NPDES Updates)	Ongoing	On-call engineering support for NPDES and other permit updates, facilities plan updates and amendments, and structural inspections as recommended by Jacobs Task 4.1 technical memorandums. Additional budget allocated to this line item for conditional land use permit updates.

BMF = Biosolids Management Facility; DEQ = Oregon Department of Environmental Quality; FOG = fats-oils-grease; FY = fiscal year; FRP = fiberglass-reinforced plastic; gph = gallon(s) per hour; GBT = gravity belt thickener; MCC = motor control center; MWMC = Metropolitan Wastewater Management Commission; NPDES = National Pollutant Discharge Elimination System; PACP = Pipeline Assessment Certification Program; PFAS = per- and polyfluoroalkyl substances; RDT = rotary drum thickener; WAS = waste activated sludge; WPCF = Eugene-Springfield Water Pollution Control Facility; W2 = plant water.

Cost Estimates of Proposed Improvements

Table 10-2 presents capital cost estimates for the proposed capital projects outlined in Table 10-1. These estimates are organized by system to provide a clear overview of investment distribution. The assumptions and methodology used to develop these cost estimates are detailed in Section 7.4, Basis of Cost Estimates. Capital construction costs were estimated based on the approach outlined in Section 7.4.1, Construction Costs, and include a percentage range from 5 to 40 percent per Section 7.4.3, for Project Delivery Costs. Project are sorted in Table 10-2 by the impacted system including the following:

- Conveyance
- Liquids Process
- Solids Management
- Support Facilities

The capital delivery costs are estimated based on the estimated project complexity in Table 7-13, Percentage of Project Complexity for Project Delivery Costs.

Table 10-2. Cost Estimates of Proposed Capital Projects

Capital Project Name	Capital Delivery Cost	Capital Construction Cost	Capital Cost*
East Bank Interceptor, Phase 1 - Condition Assessment and Investigation	$349,000	$1,394,000	$1,750,000
East Bank Interceptor, Phase 2 - Repair and Rehabilitation	$1,317,000	$5,267,000	$6,590,000
Force Main Condition Assessment and Evaluation	$838,000	$3,350,000	$4,190,000
Conveyance Subtotal			**$12,530,000**
Repair Clarifiers and Final Treatment	$7,747,000	$30,985,000	$38,740,000
Pretreatment Screw Pump MCC Relocation	$139,000	$462,000	$610,000
Emergency Generator Plug Installation	$45,000	$179,000	$230,000
Aeration Basins, Secondary Clarifiers, Outfall Control Structure Repairs	$973,000	$3,891,000	$4,870,000
Sodium Hypochlorite Storage Tank Replacement with Onsite Generation Study	$641,000	$1,963,000	$2,610,000
W2 Pump Station (BMF Additional Pump)	$412,000	$1,372,000	$1,790,000

Table 10-2. Cost Estimates of Proposed Capital Projects

Capital Project Name	Capital Delivery Cost	Capital Construction Cost	Capital Cost*
Secondary Effluent Conduit and T-Channel Dive Inspection, Evaluation, and Repair	$359,000	$897,000	$1,260,000
Pretreatment Facilities and Pre-aeration Chamber Repair and Pipe Upgrade	$1,117,000	$4,466,000	$5,590,000
Liquids Process Subtotal			**$55,700,000**
Biosolids Improvement Study	$18,460,000	$72,432,000	$90,900,000
WPCF Boiler Upgrades	$510,000	$2,037,000	$2,550,000
Thickening Improvements Study and Process Improvement Implementation	$2,223,000	$5,057,000	$7,280,000
Mobile Waste Hauler/Septage Receiving Station, Phase 1 - Evaluation and Study	$200,000	$0	$200,000
FOG Receiving Station, Phase 1 - Evaluation and Study	$400,000	$0	$400,000
Mobile Waste Hauler/Septage Receiving Station, Phase 2 - Design and Construction	$1,751,000	$7,002,000	$8,760,000
FOG Receiving Station, Phase 2 - Design and Construction	$2,575,000	$7,357,000	$9,940,000
Solids Management Subtotal			**$120,030,000**
WPCF Storage Improvements	$1,146,000	$4,583,000	$5,730,000
BMF Equipment Dry Storage Expansion	$788,000	$3,150,000	$3,940,000
Asphalt Repair (WPCF, BMF, and MWMC-Owned Pump Stations)	$1,067,000	$4,267,000	$5,340,000
Cell Tower Condition Assessment	$90,000	$0	$90,000
Control System Improvement, Phase 1 - Study and Evaluation	$200,000	$0	$200,000
Control System Improvement, Phase 2 - Design and Construction	$2,495,000	$6,236,000	$8,740,000
Consultant On-Call Engineering Support (Facilities Plan and NPDES Updates)	$6,150,000	$0	$6,150,000
Support Facilities Subtotal			**$30,190,000**
Proposed Capital Project Total			**$218,450,000**

* Totals are rounded to the nearest $10,000. The construction costs are indexed to the December 2024 Engineering News-Record (ENR) Construction Cost Index (CCI) for the City of Seattle (7864).

Capital Improvement Plan

The scheduling of individual capital improvement projects was developed to align with long-term regional wastewater treatment objectives and anticipated regulatory requirements. A phased implementation strategy was applied to select projects to provide operational flexibility and maintain regulatory compliance. For example, biosolids management improvements are proposed to follow a multi-phase approach, beginning with a comprehensive end-use evaluation and incorporating potential process improvements, including pyrolysis. This

strategy is designed to proactively address emerging regulatory drivers such as PFAS contamination, optimize capital budget allocations, and allow for adaptive integration of future treatment technologies.

Project implementation timelines were consolidated by FY based on a prioritization framework that considers capacity constraints, structural integrity, regulatory compliance, and critical facility needs. To mitigate fluctuations in annual capital expenditures, project phasing was adjusted to balance cost distribution while maintaining alignment with MWMC's Vision, Mission, and Core Values. Whenever possible, state and federal grant funding will be sought to pay for projects identified in the Capital Improvement Plan (CIP). The CIP also integrates existing MWMC capital projects, ensuring continuity and consistency across the planning horizon. Figures 10-1 and 10-2 provide overall site plans for the WPCF and BMF with the proposed CIP. Table 10-3 summarizes the existing MWMC capital projects. Table 10-4 summarizes the detailed capital projects and FY budgets, sorted by category.

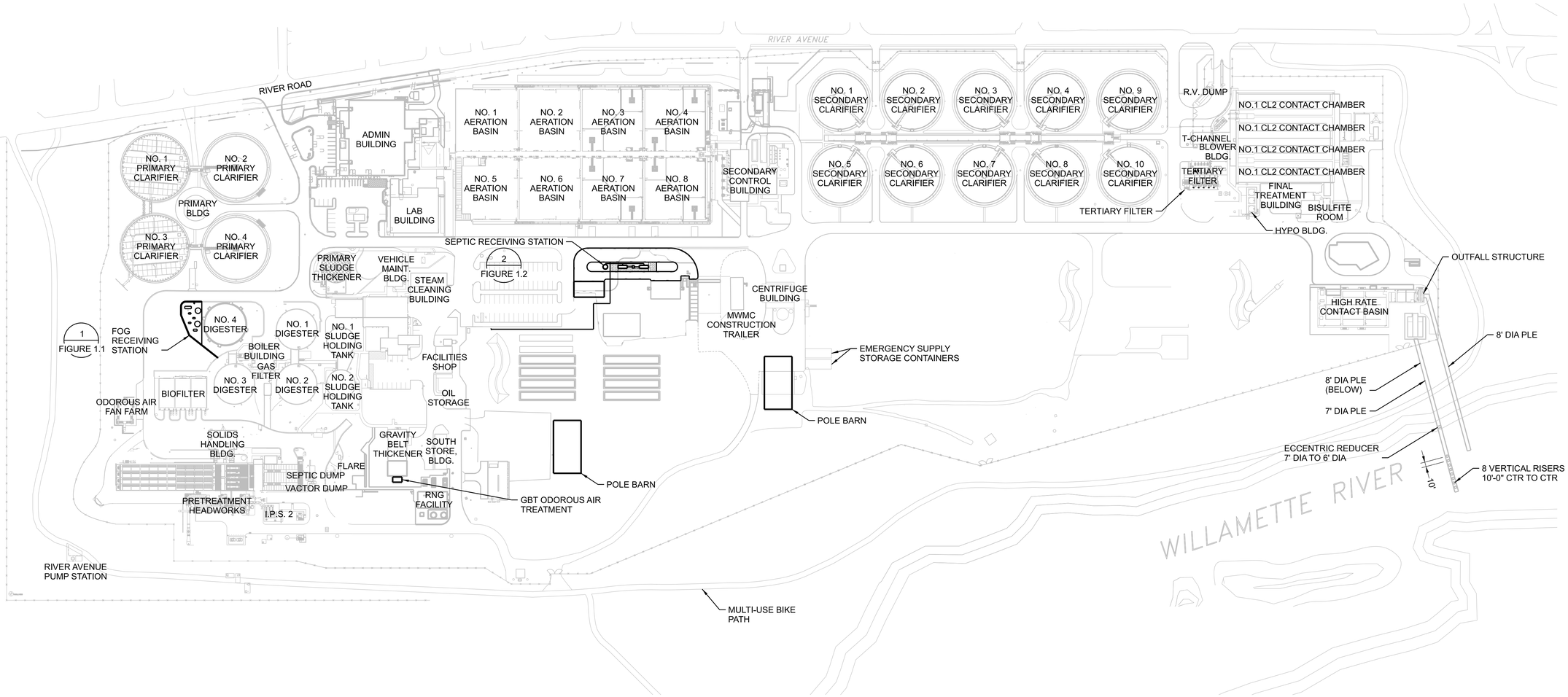


Figure 10-1. Propose Site Plan at WPCF based on Recommended CIP

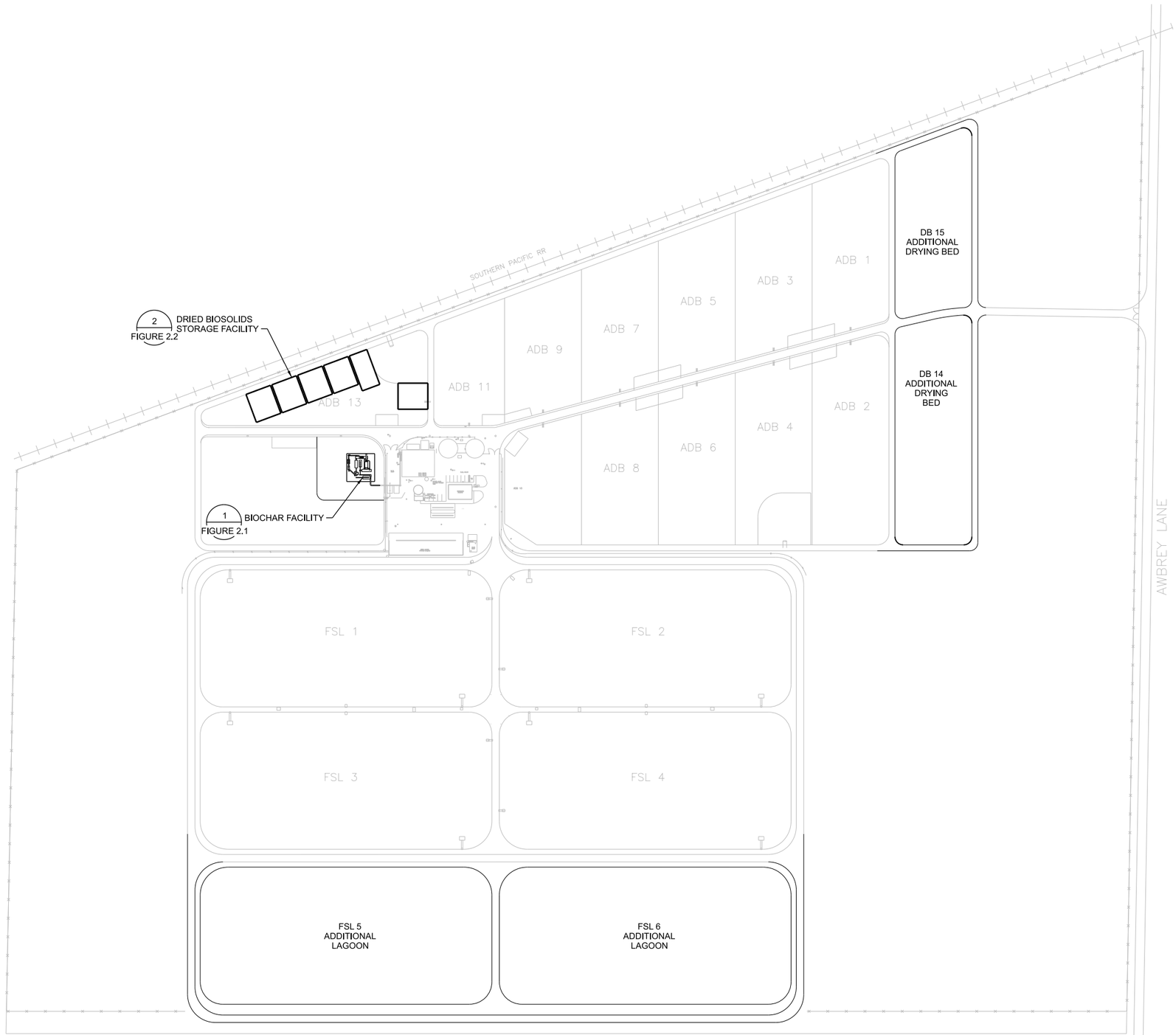
NO.	DATE	DR	CHK	APVD
DSGN		REVISION	BY	APVD

FACILITIES PLAN - 2025
METROPOLITAN WASTEWATER MANAGEMENT COMMISSION
410 RIVER AVENUE
EUGENE OREGON

Jacobs

FIGURE 10-1
SITE LAYOUT OF RECOMMENDED IMPROVEMENTS

NTS	
VERIFY SCALE	
BAR IS ONE INCH ON ORIGINAL DRAWING. 0 1"	
DATE	JANUARY 2025
PROJ	D3710201
DWG	
SHEET	of



1 OVERALL PLAN
1" = 150'

Figure 10-2. Proposed Site Plan at the BMF based on the Recommended CIP

N

0 150 300 450
Scale In Feet

BIOSOLIDS MANAGEMENT FACILITY
METROPOLITAN WASTEWATER MANAGEMENT COMMISSION
410 RIVER AVENUE
EUGENE OREGON

Jacobs

FIGURE 2.0
BMF SITE LAYOUT OF RECOMMENDED IMPROVEMENTS ALTERNATE - 1

NTS
VERIFY SCALE
BAR IS ONE INCH ON ORIGINAL DRAWING.
0 1"
JANUARY 2025
D3710201

Table 10-3. Existing Metropolitan Wastewater Management Commission Capital Projects

Capital Project Name	Project Description	Total Capital Budget	Budget Used prior to Planning Period	Remaining CIP Budget
Aeration System Upgrades (2023 to 2026)	This project will implement the design and construction of additional upgrades/changes to the existing aeration systems.	$40,000,000	$4,700,000	$35,300,000
Admin Building Improvements	This project will address the Administration/Operations Building workspace needs at the Water Pollution Control Facility (WPCF).	$28,000,000	$11,200,000	$16,800,000
Electrical Switchgear and Transformer Replacement	This project will upgrade the existing WPCF and Willakenzie Pump Station switchgear and medium voltage transformers.	$17,000,000	$2,100,000	$14,900,000
Water Quality Trading Program	The MWMC Water Quality Trading Program secures regulatory credits for enhancing water quality through watershed restoration. The program fulfills the "Schedule C" Compliance Schedule requirements in the MWMC 2022 NPDES permit.	$13,000,000	$3,700,000	$9,300,000
Glenwood Pump Station Upgrade	Expand Glenwood pump station capacity to accommodate growth and meet Oregon Department of Environmental Quality (DEQ) wastewater pump station design requirements.	$2,600,000	$900,000	$1,700,000
WPCF Stormwater Infrastructure	Retrofit and/or change existing stormwater infrastructure at the Water Pollution Control Facility (WPCF). Also, update the WPCF Conditional Use Permit (CUP) related to stormwater infrastructure planning for upcoming construction.	$600,000	$60,000	$540,000
Comprehensive Facilities Plan Update	The goal of a new MWMC Facilities Plan is to build on the previous planning efforts to develop a practical and cost-effective set of capital improvements necessary to meet community needs and evolving environmental standards for all facilities for the next 20-plus years.	$3,550,000	$3,250,000	$300,000
Facility Plan Engineering Services	Engineering/technical/vendor services for analysis, project definition, cost estimating, design feedback, follow up approvals, and general consultation regarding the MWMC Facilities Plan follow up support. The related project P80090 for consultant services was closed out in FY 21-22.	$1,280,000	$300,000	$980,000
Owosso Bridge Seismic Upgrades	Rehabilitation of the Owosso Bridge to provide seismic resiliency by strengthening bridge bent to pier connections.	$6,500,000	$0	$6,500,000

Table 10-3. Existing Metropolitan Wastewater Management Commission Capital Projects

Capital Project Name	Project Description	Total Capital Budget	Budget Used prior to Planning Period	Remaining CIP Budget
Resiliency Follow-up	The main objective is to address "level of service" goals before a natural disaster such as a 9.0 magnitude earthquake or major flooding. This project provides follow-up evaluation and some implementation of the P80096 Resiliency Study (Disaster Mitigation and Recovery Plan - dated March 2020).	$44,430,000	$0	$44,430,000
Total		**$156,960,000**	**$26,210,000**	**$130,750,000**

Table 10-4. Recommended Capital Project Budget by Fiscal Year

Project Name	Estimated Capital Cost	Capital Budget by Fiscal Year																			
		FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35	FY 35-36	FY 36-37	FY 37-38	FY 38-39	FY 39-40	FY 40-41	FY 41-42	FY 42-43	FY 43-44	FY 44-45
Glenwood Pump Station Upgrade	$2,600,000	$1,100,000	$600,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Owosso Bridge Seismic Upgrades	$6,500,000	$0	$800,000	$2,700,000	$2,800,000	$200,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
East Bank Interceptor, Phase 1 - Condition Assessment and Investigation	$1,750,000	$0	$0	$260,000	$740,000	$740,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
East Bank Interceptor, Phase 2 - Repair and Rehabilitation	$6,590,000	$0	$0	$0	$0	$990,000	$2,800,000	$2,800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Force Main Condition Assessment and Evaluation	$4,190,000	$0	$0	$0	$0	$0	$0	$630,000	$1,190,000	$1,190,000	$1,190,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Conveyance Subtotal	**$21,630,000**	**$1,100,000**	**$1,400,000**	**$2,960,000**	**$3,540,000**	**$1,930,000**	**$2,800,000**	**$3,430,000**	**$1,190,000**	**$1,190,000**	**$1,190,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Aeration System Upgrades (2023 to 2026)	$40,000,000	$10,500,000	$12,500,000	$10,300,000	$2,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Repair Clarifiers and Final Treatment	$38,740,000	$5,810,000	$6,590,000	$6,590,000	$6,590,000	$6,590,000	$6,590,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Water Quality Trading Program	$13,000,000	$2,000,000	$1,800,000	$1,400,000	$600,000	$250,000	$150,000	$1,050,000	$1,050,000	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Pretreatment Screw Pump MCC Relocation	$600,000	$0	$0	$100,000	$250,000	$250,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Emergency Generator Plug Installation	$230,000	$0	$0	$0	$30,000	$200,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Aeration Basins, Secondary Clarifiers, Outfall Control Structure Repairs	$4,870,000	$0	$0	$0	$0	$0	$730,000	$1,380,000	$1,380,000	$1,380,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sodium Hypochlorite Storage Tank Replacement with Onsite Generation Study	$2,610,000	$0	$0	$0	$0	$0	$0	$0	$480,000	$2,130,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
W2 Pump Station (BMF Additional Pump)	$1,790,000	$0	$0	$0	$0	$0	$0	$0	$310,000	$740,000	$740,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Secondary Effluent Conduit and T-Channel Dive Inspection, Evaluation, and Repair	$1,260,000	$0	$0	$0	$0	$0	$0	$0	$270,000	$500,000	$500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Pretreatment Facilities and Pre-aeration Chamber Repair and Pipe Upgrade	$5,590,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$840,000	$2,380,000	$2,380,000	$0	$0	$0	$0	$0	$0	$0	$0
Liquids Process Subtotal	**$108,690,000**	**$18,310,000**	**$20,890,000**	**$18,390,000**	**$9,470,000**	**$7,290,000**	**$7,470,000**	**$2,430,000**	**$3,490,000**	**$5,750,000**	**$2,080,000**	**$2,380,000**	**$2,380,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Biosolids Improvement Study	$90,900,000	$200,000	$3,360,000	$6,060,000	$7,570,000	$10,330,000	$13,140,000	$16,750,000	$16,750,000	$16,750,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WPCF Boiler Upgrades	$2,550,000	$0	$380,000	$1,080,000	$1,080,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Thickening Improvements Study and Process Improvement Implementation	$7,280,000	$0	$150,000	$1,680,000	$2,730,000	$2,730,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Mobile Waste Hauler / Septage Receiving Station, Phase 1 - Evaluation and Study	$200,000	$0	$0	$150,000	$50,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
FOG Receiving Station, Phase 1 - Evaluation and Study	$400,000	$0	$0	$0	$0	$300,000	$100,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Mobile Waste Hauler/Septage Receiving Station, Phase 2 - Design and Construction	$8,760,000	$0	$0	$0	$0	$0	$0	$0	$1,310,000	$3,720,000	$3,720,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
FOG Receiving Station, Phase 2 - Design and Construction	$9,940,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,930,000	$4,000,000	$4,000,000	$0	$0	$0	$0	$0	$0	$0	$0
Solids Management Subtotal	**$120,030,000**	**$200,000**	**$3,890,000**	**$8,970,000**	**$11,430,000**	**$13,360,000**	**$13,240,000**	**$16,750,000**	**$18,060,000**	**$20,470,000**	**$5,650,000**	**$4,000,000**	**$4,000,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
WPCF Stormwater Infrastructure	$600,000	$230,000	$310,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Admin Building Improvements	$28,000,000	$16,000,000	$800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Electrical Switchgear and Transformer Replacement	$17,000,000	$4,600,000	$7,600,000	$2,700,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Resiliency Follow-up	$44,430,000	$780,000	$1,710,000	$1,890,000	$6,480,000	$2,770,000	$4,500,000	$1,670,000	$2,600,000	$4,180,000	$3,490,000	$5,740,000	$470,000	$770,000	$140,000	$1,310,000	$2,980,000	$270,000	$1,010,000	$250,000	$1,420,000
Comprehensive Facilities Plan Update	$3,550,000	$300,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Facility Plan Engineering Services	$1,280,000	$300,000	$160,000	$160,000	$160,000	$200,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
WPCF Storage Improvements	$5,730,000	$0	$0	$0	$860,000	$2,440,000	$2,440,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
BMF Equipment Dry Storage Expansion	$3,940,000	$0	$0	$0	$0	$590,000	$3,350,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Asphalt Repair (WPCF, BMF, and MWMC Owned Pump Stations)	$5,340,000	$0	$0	$0	$800,000	$2,270,000	$2,270,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cell Tower Condition Assessment	$90,000	$0	$0	$0	$70,000	$20,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Control System Improvement, Phase 1 - Study and Evaluation	$200,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$150,000	$50,000	$0	$0	$0	$0	$0	$0	$0
Control System Improvement, Phase 2 - Design and Construction	$8,740,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,870,000	$2,290,000	$2,290,000	$2,290,000	$0	$0	$0	$0
Consultant On-Call Engineering Support (Facilities Plan and NPDES Updates)	$6,150,000	$250,000	$200,000	$200,000	$320,000	$330,000	$250,000	$0	$0	$320,000	$330,000	$250,000	$0	$0	$320,000	$330,000	$250,000	$0	$0	$0	$2,800,000
Support Facilities Subtotal	**$125,050,000**	**$22,460,000**	**$10,780,000**	**$4,950,000**	**$8,690,000**	**$8,620,000**	**$12,810,000**	**$1,670,000**	**$2,600,000**	**$4,500,000**	**$3,820,000**	**$5,990,000**	**$620,000**	**$2,690,000**	**$2,750,000**	**$3,930,000**	**$5,520,000**	**$270,000**	**$1,010,000**	**$250,000**	**$4,220,000**
Comprehensive Facilities Plan 20-year Capital Project Total	**$375,400,000**	**$42,070,000**	**$36,960,000**	**$35,270,000**	**$33,130,000**	**$31,200,000**	**$36,320,000**	**$24,280,000**	**$25,340,000**	**$31,910,000**	**$12,740,000**	**$12,370,000**	**$7,000,000**	**$2,690,000**	**$2,750,000**	**$3,930,000**	**$5,520,000**	**$270,000**	**$1,010,000**	**$250,000**	**$4,220,000**
Previous Budget Used on Existing Capital Improvement Projects	**$26,210,000**																				
Estimated Capital Project Total for the Planning Period	**$349,190,000**																				

* The construction costs are indexed to the December 2024 Engineering News-Record (ENR) Construction Cost Index (CCI) for the City of Seattle (7864).

The recommended implementation schedule focused on completing projects with reasonable year-to-year capital budgets without compromising facility needs and implementing new projects in sequence with the existing CIP projects. Project sequencing is based on a series of assumptions, including regulatory requirements (current and projected in the future), forecasted influent flows and loads, existing structural conditions of facilities, and redundancy. Projects have been prioritized to remove structural risks identified during inspections and meet regulatory requirements, namely PFAS impacts for biosolids land application.

Operations and Maintenance

Table 10-5 provides an estimate of the increased annual O&M costs, along with the NPV of the 20-year O&M expenses associated with each capital improvement project. The table also includes the projected number of additional FTE employees needed to support these efforts. Annual O&M costs were developed using the methodology described in Section 7.4.4, Operations and Maintenance Cost. As new facilities are constructed and become operational throughout the 20-year planning horizon, these estimates should continue to be refined.

Table 10-5. Estimated Operations and Maintenance Costs

Capital Project	Increase Yearly O&M Costs	20-Year Net Present Value	Number of Additional FTEs
Repair Clarifiers and Final Treatment	$0	$0	0
Biosolids Improvement	$1,200,000	$14,952,000	4
WPCF Boiler Upgrades	$0	$0	0
Thickening Improvements Study and Process Improvement Implementation	$0	$0	0
Pretreatment Screw Pump MCC Relocation	$0	$0	0
Mobile Waste Hauler/Septage Receiving Station, Phase 1 - Evaluation and Study	$0	$0	0
East Bank Interceptor, Phase 1 - Condition Assessment and Investigation	$0	$0	0
WPCF Storage Improvements	$0	$0	0
Asphalt Repair (WPCF, BMF, and MWMC-Owned Pump Stations)	$0	$0	0
Emergency Generator Plug Installation	$0	$0	0
Cell Tower Condition Assessment	$0	$0	0
BMF Equipment Dry Storage Expansion	$0	$0	0
FOG Receiving Station, Phase 1 - Evaluation and Study	$0	$0	0
East Bank Interceptor, Phase 2 - Repair and Rehabilitation	$0	$0	0
Aeration Basins, Secondary Clarifiers, Outfall Control Structure Repairs	$0	$0	0
Force Main Condition Assessment and Evaluation	$0	$0	0
Sodium Hypochlorite Storage Tank Replacement with Onsite Generation Study	$393,000	$4,897,000	0
W2 Pump Station (BMF Additional Pump)	$5,000	$63,000	0

Table 10-5. Estimated Operations and Maintenance Costs

Capital Project	Increase Yearly O&M Costs	20-Year Net Present Value	Number of Additional FTEs
Secondary Effluent Conduit and T-Channel Dive Inspection, Evaluation, and Repair	$0	$0	0
Mobile Waste Hauler/Septage Receiving Station, Phase 2 - Design and Construction	$27,000	$337,000	0
Pretreatment Facilities and Pre-aeration Chamber Repair and Pipe Upgrade	$0	$0	0
FOG Receiving Station, Phase 2 - Design and Construction	$375,000	$4,673,000	2
Control System Improvement, Phase 1 - Study and Evaluation	$0	$0	0
Control System Improvement, Phase 2 - Design and Construction	$0	$0	0
Consultant On-Call Engineering Support (Facilities Plan and NPDES Updates)	$0	$0	0
Totals	**$2,000,000**	**$24,922,000**	**6**

* Totals are rounded to the nearest $1,000.

Staffing

Throughout the 20-year planning period, both the number of active projects and the capital budget allocation vary significantly, primarily due to the early scheduling of high-priority initiatives focused on structural rehabilitation and biosolids resiliency. Figure 10-3 shows the forecasted capital improvement budget with the number of anticipated active capital improvement projects by year. The initial 5 years reflect a front-loaded capital investment strategy, with over 54 percent of the total $349.1 million budget allocated during this period. This results in a consistently high volume of activity, averaging 15 active projects per year, and requires a robust project management team—up to seven project managers (PMs)—to meet proposed schedules and maintain delivery standards.

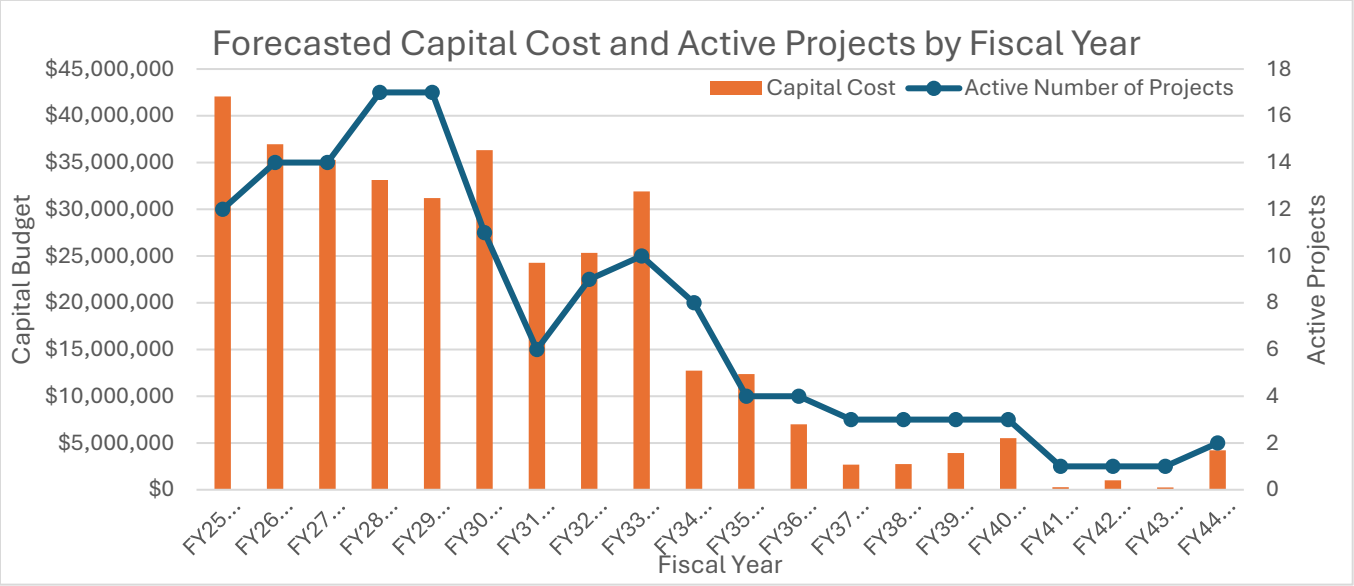


Figure 10-3. Forecasted Capital Improvement Cost and Active Projects by Fiscal Year

As the planning period progresses, both capital investment and project activity decline. Years 6–10 see a reduction to 35 percent of the total budget, with an average of eight active projects per year, requiring four PMs. In years 10–15, the budget drops to 8 percent, with only three projects per year and two PMs needed. The final 5 years (years 16–20) represent just 3 percent of the total budget, with minimal activity—two projects per year—requiring only one PM.

To provide successful delivery across all phases, project management staffing should be scaled in alignment with workload projections. These projections are based on assumptions of $8 million in CIP budget per PM per year and average 2.5 projects per PM per year, ensuring efficient resource allocation. Increasing staff with permanent full-time hires can be challenging when the workload is not sustained for the long term. Some public agencies have enacted formal program management organizations to manage a significant number of related projects, during a defined period. Other public agencies in Oregon have used managed short- and intermediate-term peak workloads via limited-term project management employee hiring (for 2 or 3 years' duration) or third-party staff augmentation, engaging consulting staff either on a part-time or full-time basis to manage other consultant project teams, while maintaining a reporting and approval structure to the public agency. MWMC should consider limited term third-party consultant or limited term project manager hires to deliver the proposed projects.

Importantly, the staffing plan should incorporate flexibility to adapt to unexpected project demands, such as emergency repairs, regulatory-driven initiatives, or opportunities for grant-funded improvements. Maintaining staffing flexibility with reserve capacity, cross-trained staff, or contract project management staff will be critical to responding effectively without compromising ongoing project delivery.

Financial Planning

This section discusses MWMC's audited financial statements, current financial status, future financial plans, and strategic options for financing the process facilities needs in this plan. Before seeking to incur new debt, all available grant programs should be evaluated for their potential to offset targeted program costs. As projects move forward and equipment and material specifications become defined, opportunities to achieve cost savings—such as manufacturer rebates or discounts for bulk or phased purchases—should be actively explored.

Audited Financial Statements

The MWMC received and accepted an Annual Financial Report in February 2025 from an independent Certified Public Accounting firm related to fiscal year 2023-2024. The MWMC financial information is available within the February 14, 2024, public meeting archive tool.

Audited financials must be provided to DEQ before a Clean Water State Revolving Fund loan can be drafted for funding. These are part of the underwriting to determine if a community can take on debt. DEQ also needs a community budget to get an idea of reserves, debt, and income. Current and future sewer utility rates would be included in state revolving fund loan documentation.

Funding Strategy

MWMC will need access to funding for over 55 percent of the costs for recommended projects within the first 5 years of this 20-year Process Facilities Plan (PFP). As part of this PFP, MWMC has evaluated outside sources beyond revenue generated from wastewater rates and system development charges (SDCs). Feasible funding sources are summarized in Table 10-6.

Table 10-6. Advantages and Disadvantages of Outside Funding Programs

Funding Program	Source	Advantages	Disadvantages
Clean Water State Revolving Fund (CWSRF)	DEQ	Below-market rate loans Most of this plan's projects are eligible Most beneficial for projects with costs $10 – 20 million	Can take up to 13 months to close a loan Requires DEQ oversight of plans and specifications, fiscal sustainability plan certification, among other requirements

Table 10-6. Advantages and Disadvantages of Outside Funding Programs

Funding Program	Source	Advantages	Disadvantages
		Repayment begins after construction is complete	
Business Oregon Loan Programs	Business Oregon	Below-market rate loans Flexible terms	Water and Wastewater loans are limited to $10 million per project Only some projects are eligible for Special Public Works Fund
Water Infrastructure and Finance Innovation Act (WIFIA)	EPA	Best to fund "big ticket" projects or bundles of projects with costs > $20 million Delayed repayment for up to 5 years Under 1% borrowing costs	Application and loan closing can take 12 – 20 months Not all proposed projects are eligible Higher interest rates than CWSRF and Business Oregon programs
Revenue Bonds	Private	MWMC has experience using revenue bonds Faster application and loan closing process	Fluctuating interest rates Higher borrowing costs
Grants	Federal	Some federal grant programs can offer high dollar awards to significantly reduce the amount of debt service incurred on capital infrastructure funding.	Federal grant awards must comply with 2 CFR 200 Uniform Grant Guidance requirements, including procurement, domestic preference, and NEPA environmental and cultural reviews. Federal grants are not considered a stable and reliable funding resource in the current environment.
Grants	State/ Local	State and local grant programs are considered a reliable and stable source of funding for capital projects. When used as part of a diversified capital stack, they can provide utilities significant cost savings, reduce debt service, and pair well with other Business Oregon and DEQ funding programs. There are no federal requirements.	Competition for state grant funding is high. Balanced budget requirements to plug the funding shortfall associated with cuts to SNAP and Medicaid under the OBBB may impact amounts of funding available.

NEPA = National Environmental Policy Act; OBBB = One Big Beautiful Bill; SNAP = Supplemental Nutrition Assistance Program.

This funding strategy focuses primarily on loans rather than grants, even though several proposed projects may be eligible for state or federal grant funding. While grant opportunities should be pursued when available, loan programs offer more predictable terms and timing, which provides greater stability for financial planning. Because grant availability and award amounts are uncertain, they cannot be relied upon to fully meet the capital improvement program's forecasted funding needs. Additionally, grants can offer valuable opportunities to leverage significant capital resources with minimal local investment. When available, they allow utilities to complete specific capital projects sooner than would otherwise be possible, while preserving reserves and local funds for other priorities. Most grants require a formal application process, and some involve timelines that demand substantial planning before construction can begin. In addition, competition for limited grant funding can be strong among agencies.

Grants are often accompanied by specific requirements (e.g., BABA [Build America, Buy America], American Iron and Steel requirements, NEPA, prevailing wage provisions), may cover less than the full cost of a project, and are typically dependent on legislative appropriations. In many cases, grant funds can be combined with other funding sources to support a single or multiple projects. In recent years, grants for wastewater-related projects have become less common, and available funding can be unpredictable. Securing and managing grants also requires careful administrative oversight and ongoing reporting.

Despite these challenges, grant opportunities should be pursued whenever feasible, as they remain an important tool for MWMC to help finance critical projects and advance long-term infrastructure goals.

Overview of MWMC Revenues

The total net position for MWMC continues to show a steady growth trend and is made up primarily of investments in capital assets, followed by unrestricted assets, restricted amounts held for investment in the CIP, and any remaining amounts restricted for debt service. MWMC is focused on maintaining a robust capital program with numerous repair, replacement, and rehabilitation investments to ensure the WPCF meets existing and future regulatory requirements, is resilient to severe weather and natural hazards, and continues to operate sustainably in perpetuity. Revenue sources include the following (estimated):

- MWMC regional user charges
- Septage hauling
- RNG sales
- Property leases
- SDCs

MWMC User Charges and Rate Structure

MWMC's user fee system was developed and implemented in 1985. State and federal regulations require that MWMC's system of charges and rates generate sufficient revenue to fund the proper O&M (including replacement) of the treatment works. Annual allocations are made to an equipment replacement reserve from user fee revenue. Funds from this reserve are used to pay for timely replacement of equipment, with an original cost over $10,000, and with a useful life expectancy greater than 1 year. User fee revenues are also used to fund capital projects.

MWMC collects fees for wastewater to all users connected to the WPCF and provides service to approximately 75,000 equivalent dwelling units. Customers pay a combined fee that includes a base user rate charge and a flow-based fee each month calculated per 1,000 gallons for the City of Eugene and 748 gallons for the City of Springfield used and the customer category. Regional and local fees are combined into a single user charge for customers in the cities of Eugene and Springfield as shown in Tables 10-7 and 10-8.

Table 10-7. MWMC Regional User Charge System – City of Eugene (July 2025)

Item	Residential	Commercial - 400 mg/L BOD	Commercial - 800 mg/L BOD	Commercial – 1,200 mg/L BOD	Commercial – 1,600 mg/L BOD	Commercial - > 1,600 mg/L BOD
MWMC flow-based fee [a]	$3.34	$4.49	$6.54	$9.28	$12.03	$14.78
Total consumptive charges	$3.34	$4.49	$6.54	$9.28	$12.03	$14.78
MWMC base charge	$16.79	$16.79	$16.79	$16.79	$16.79	$16.79
Total	$20.13	$2.128	$23.33	$26.07	$28.82	$31.57
Average monthly charge	$33.50	$39.25	$49.51	$63.21	$76.96	$90.68

[a] Per 1,000 gallons.

BOD = biochemical oxygen demand; mg/L = milligram(s) per liter.

Table 10-8. MWMC Regional User Charge System – City of Springfield (July 2025)

	Residential	Commercial - 400 mg/L BOD	Commercial - 800 mg/L BOD	Commercial – 1,200 mg/L BOD	Commercial – 1,600 mg/L BOD	Commercial - > 1,600 mg/L BOD
MWMC flow-based fee [a]	$2.50	$3.36	$4.89	$6.95	$9.00	$11.05
Total consumptive charges	$2.50	$3.36	$4.89	$6.95	$9.00	$11.05
MWMC base charge	$16.79	$16.79	$16.79	$16.79	$16.79	$16.79
Total	$19.29	$20.15	$21.68	$23.74	$25.79	$27.84
Average monthly charge	$33.49	$39.23	$49.46	$63.22	$76.91	$90.60

[a] Per 748 gallons.

MWMC regularly evaluates regional rates to ensure they are sufficient to maintain the revenues needed to address repair, replacement, and rehabilitation needs of the community's wastewater treatment system, as well as maintain a favorable credit rating. Incremental increases in user charges are made annually to track inflation and avoid any large rate spikes. Recent rate increases in regional wastewater user charges are as follows:

- FY 20-21 increase of 0%
- FY 21-22 increase of 3.5%
- FY 22-23 increase of 3.5%
- FY 23-24 increase of 4.5%
- FY 24-25 increase of 5.5%
- FY 25-26 increase of 5%

Based on the previous incremental increases in regional user charges, Tables 10-9 and 10-10 provide an estimate of regional user rate escalation and amounts of user charges collected over the next 5 years. User fee revenues are projected at $40 million for FY 25.

Table 10-9. Inflationary Rate Escalation Estimates (5-Year)

Item	2025	2026	2027	2028	2029	2030
Eugene average total monthly residential charge/customer *	$50.30	$51.46	$52.64	$53.85	$55.09	$56.36
Springfield average total monthly residential charge/customer *	$61.35	$62.76	$64.20	$65.68	$67.19	$68.73

* Consumer Price Index rate of inflation for 2025 = 2.3%. Typical usage is 5,000 gallons/month. Calculation based on static number of customers since population trends from 2020–2024 saw a 0.2% reduction in population according to U.S. Census Bureau data.

Table 10-10. Estimated Regional User Charge Revenues, 2025–2030

Item	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Estimated annual rate revenue (residential) *	$89,106,941	$91,156,400	$93,252,998	$95,397,817	$97,591,966	$99,836,582

* City of Eugene residential customers (MWMC data June 30, 2025) = 55,977. City of Springfield residential customers (MWMC data June 30, 2025) = 75,145.

System Development Charges

Consistent with ORS 223.297–223.316, MWMC uses SDCs to offset costs of capital projects associated with new development. MWMC's SDC methodology uses reimbursement fees and improvement fees and follows restrictions on allowable expenditures from revenues derived from each type of fee. Consistent with state law (ORS 223.316), MWMC maintains an SDC Fee Schedule publicly available on its website that assigns fees based on cost per flow estimation unit for type of development derived from the *Springfield Traffic/Wastewater Code and Eugene Wastewater Use Code*. The SDC Fee Schedule was last updated in July 2024. An MWMC SDC methodology update is expected to be complete in 2026 as is currently in development.

MWMC has evaluated recommended PFP projects and estimated the percentage of each capital cost that is SDC eligible. Each project that was determined to be SDC eligible was linked to key system capacity parameters such as peak flow or total suspended solids. The capacity parameters are used to allocate the project costs between existing customers and future growth based on who benefits from the investment. A summary of this analysis is shown in Table 10-11.

Table 10-11. 20-Year Allocation of SDC Costs

Project Name	Estimated Capital Cost	SDC Eligible	Design Criteria	Dry weather Average Annual Growth Share	SDC Cost
Glenwood Pump Station Upgrade	$2,600,000	Yes	Glenwood Pump Station Flow*	32.8%	$852,800
Owosso Bridge Seismic Upgrades	$6,500,000	No	NA	0.0%	$0
East Bank Interceptor, Phase 1 - Condition Assessment and Investigation	$1,750,000	No	NA	0.0%	$0
East Bank Interceptor, Phase 2 - Repair and Rehabilitation	$6,590,000	No	NA	0.0%	$0
Force Main Condition Assessment and Evaluation	$4,190,000	No	NA	0.0%	$0
Conveyance Subtotal	**$21,630,000**			**Conveyance SDC Subtotal**	**$852,800**
Aeration System Upgrades (2023 to 2026)	$40,000,000	No	NA	0.0%	$0
Repair Clarifiers and Final Treatment	$38,740,000	No	NA	0.0%	$0
Water Quality Trading Program	$13,000,000	Yes	Flow	12.9%	$1,672,794
Pretreatment Screw Pump MCC Relocation	$600,000	No	NA	0.0%	$0
Emergency Generator Plug Installation	$230,000	Yes	Flow	12.9%	$29,596
Aeration Basins, Secondary Clarifiers, Outfall Control Structure Repairs	$4,870,000	No	NA	0.0%	$0
Sodium Hypochlorite Storage Tank Replacement with Onsite Generation Study	$2,610,000	No	NA	0.0%	$0
W2 Pump Station (BMF Additional Pump)	$1,790,000	Yes	Flow	12.9%	$230,331
Secondary Effluent Conduit and T-Channel Dive Inspection, Evaluation, and Repair	$1,260,000	No	NA	0.0%	$0
Pretreatment Facilities and Pre-aeration Chamber Repair and Pipe Upgrade	$5,590,000	No	NA	0.0%	$0

Table 10-11. 20-Year Allocation of SDC Costs

Project Name	Estimated Capital Cost	SDC Eligible	Design Criteria	Dry weather Average Annual Growth Share	SDC Cost
Liquids Process Subtotal	**$108,690,000**			**Liquids Process SDC Subtotal**	**$1,932,721**
Biosolids Improvement Study	$90,900,000	Yes	TSS	10.8%	$9,846,491
WPCF Boiler Upgrades	$2,550,000	Yes	TSS	10.8%	$276,222
Thickening Improvements Study and Process Improvement Implementation	$7,280,000	Yes	TSS	10.8%	$788,586
Mobile Waste Hauler/Septage Receiving Station, Phase 1 - Evaluation and Study	$200,000	No	NA	0.0%	$0
FOG Receiving Station, Phase 1 - Evaluation and Study	$400,000	No	NA	0.0%	$0
Mobile Waste Hauler/Septage Receiving Station, Phase 2 - Design and Construction	$8,760,000	No	NA	0.0%	$0
FOG Receiving Station, Phase 2 - Design and Construction	$9,940,000	No	NA	0.0%	$0
Solids Management Subtotal	**$120,030,000**			**Solids Management SDC Subtotal**	**$10,911,298**
WPCF Stormwater Infrastructure	$600,000	Yes	Flow	12.9%	$77,206
Admin Building Improvements	$28,000,000	No	NA	0.0%	$0
Electrical Switchgear and Transformer Replacement	$17,000,000	No	NA	0.0%	$0
Resiliency Follow-up	$44,430,000	Yes	Flow	12.9%	$5,717,096
Comprehensive Facilities Plan Update	$3,550,000	Yes	Flow	12.9%	$456,801
Facility Plan Engineering Services	$1,280,000	Yes	Flow	12.9%	$164,706
WPCF Storage Improvements	$5,730,000	No	NA	0.0%	$0
BMF Equipment Dry Storage Expansion	$3,940,000	No	NA	0.0%	$0
Asphalt Repair (WPCF, BMF, and MWMC Owned Pump Stations)	$5,340,000	No	NA	0.0%	$0
Cell Tower Condition Assessment	$90,000	No	NA	0.0%	$0
Control System Improvement, Phase 1 - Study and Evaluation	$200,000	No	NA	0.0%	$0
Control System Improvement, Phase 2 - Design and Construction	$8,740,000	No	NA	0.0%	$0
Consultant On-Call Engineering Support (Facilities Plan and NPDES Updates)	$6,150,000	Yes	Flow	12.9%	$791,360
Support Facilities Subtotal	**$125,050,000**			**Support Facilities SDC Subtotal**	**$7,207,169**
Comprehensive Facilities Plan 20-year Capital Project Total	**$375,400,000**			**Comprehensive Facilities Plan 20-year SDC Total**	**$20,903,988**

NA = not applicable.

Operating Expenses

Operating revenues continue to exceed operating expenses, and this trend is expected to continue with operating expenditures for FY 25-26 projected at $28.4 million. The operating reserve is budgeted at $5,302,501, which

includes approximately 2 months of total Personnel Services, Materials and Services, and Capital Outlay in accordance with MWMC policy. The operating revenues for FY 24 were $40.8 million. This is 5.6 percent more than the FY 23 operating revenue of $38.6 million. FY 23 increased from FY 22 with a change to operating revenues of $1.9 million.

MWMC Debt Administration

At the end of FY 24, MWMC had a total bonded debt outstanding of $8,250,000 plus unamortized premium of $1,170,429 Series 2016 revenue bonds with $55,000 in accrued interest due. The bonds are secured by sewer revenues and mature in FY 27. Notes payable are in the form of one CWSRF loan, which was obtained as additional funding to implement the CIP at more advantageous interest rates than the revenue bond market could offer. The CWSRF loan had a balance of $600,000 at the end of FY 24 with $12,250 in accrued interest. The loan matures in 2030 but is expected to be paid off in FY 29. Payments are due annually to the DEQ. MWMC has no other outstanding debt.

MWMC Capital Financing Plan Capability

MWMC maintains good overall financial management, strong liquidity levels to support a pay-as-you-go approach to funding ongoing repair and replacement projects, and overall good operational management with sufficient technical, managerial, and financial capability and capacity.

The funding strategy for the implementation of the projects identified in the MWMC PFP 20-Year Project List will require the supplementation of cash on hand with funding resources that include grants, low-interest debt instruments like CWSRF, Business Oregon Loan Program, and WIFIA, as well as revenue bonds.

MWMC is in a good position to qualify for and successfully manage the debt service required to fill any gaps in funding that may exist between project design and construction costs and available revenues. The debt service ratio in this Process Facility Plan is calculated as 1.24; however, current MWMC debt service ratio is 2.49 as of July 2025. With a strong enterprise risk profile, a stable and primarily residential customer base, and a strong AA bond rating, MWMC is well positioned to implement this financing plan to efficiently and affordably fulfill the planning, design, and construction needs to keep its regional wastewater treatment facilities operating optimally.

The MWMC will work with its consultants and stakeholders to determine the most appropriate financing mechanisms for a given project in light of the project timeline, purpose, and goals, and in the broader context of MWMC's overall financial policies and health.