



**SELMA-KINGSBURG-FOWLER  
COUNTY SANITATION DISTRICT**

# **Wastewater Rate Study**

**DRAFT REPORT / MARCH 8, 2024**





March 11, 2024

Ms. Veronica Cazares, P.E.  
General Manager  
Selma-Kingsburg-Fowler County Sanitation District  
11202 East Conejo Avenue  
Kingsburg, CA 93631

**Subject: Wastewater Rate Study Report - DRAFT**

Dear Ms. Cazares:

Raftelis is pleased to provide this Wastewater Rate Study report to the Selma-Kingsburg-Fowler County Sanitation District (District). The rate study involved a comprehensive review of the District's financial plan and wastewater rates.

The major objectives of the study include the following:

- Develop financial plans for the wastewater enterprise to ensure financial sufficiency, meet operation and maintenance (O&M) costs, ensure sufficient funding for capital replacement and refurbishment (R&R) needs, and improve the financial health of the enterprise
- Develop sound and sufficient reserve fund targets and fund the reserves
- Design rate structures for the wastewater enterprises consistent with industry best practices

The report summarizes the key findings and recommendations related to the development of the financial plans for water and wastewater utilities and the development of the updated water rates.

It has been a pleasure working with you, and we thank you, Luis Salinas, and Tricia Miller for the support provided during the course of this study.



**Sudhir Pardiwala, P.E.**  
*Executive Vice President*

# Contents

- 1. Executive Summary ..... 9**
  - 1.1. Background .....9
  - 1.2. Summary.....9
  - 1.3. Financial Plan .....9
  - 1.4. Cost-of-Service Analysis and Rate Design .....14
  - 1.5. Proposed Wastewater Rates .....15
- 2. Introduction ..... 16**
  - 2.1. System Background .....16
  - 2.2. Customer Accounts and Growth .....16
  - 2.3. Industrial Loadings and Capacity .....17
  - 2.4. Rate Setting Methodology .....17
- 3. Financial Plan ..... 19**
  - 3.1. Revenues .....19
  - 3.2. Inflationary Assumption .....21
  - 3.3. O&M Expenses .....22
  - 3.4. Capital Improvement Plan .....24
  - 3.5. Existing and Proposed Debt .....25
  - 3.6. Proposed Financial Plan.....25
  - 3.7. Fund Balances.....27
- 4. Cost-of-Service Analysis ..... 31**
  - 4.1. Plant Loading and Capacity Allocations .....31
  - 4.2. O&M Cost and Capital Asset Allocation.....32
  - 4.3. Revenue Requirement Allocation .....34
  - 4.4. Unit Costs of Service Development.....35
  - 4.5. Allocation of Costs to Customer Classes .....36
- 5. Proposed Wastewater Rates..... 38**
  - 5.1. Rate Design .....38
  - 5.2. Rate Calculation .....38
  - 5.3. Proposed Wastewater Rates .....39
  - 5.4. Customer Impacts .....40



# Tables

Table 1-1: Proposed Wastewater Rates.....	15
Table 2-1: Account Growth Assumptions .....	16
Table 2-2: Projected Customer Accounts.....	17
Table 2-3: Projected Industrial Service Loadings and Capacity.....	17
Table 3-1: Current Service Charges and Capacity Fees .....	19
Table 3-2: Budgeted and Projected Revenues.....	21
Table 3-3: Inflationary Assumptions .....	22
Table 3-4: Projected O&M Expenses .....	22
Table 3-5: Capital Improvement Plan.....	24
Table 3-6: Proposed Capital Financing Plan .....	25
Table 3-7: Existing Debt Service .....	25
Table 3-8: Proposed District Cashflow .....	26
Table 3-9: Projected District O&M Fund Balance .....	27
Table 3-10: Projected District R&R Fund Balance.....	28
Table 3-11: Projected District Expansion Fund Balance.....	28
Table 3-12: Projected Selma R&R Fund Balance.....	29
Table 3-13: Projected Kingsburg R&R Fund Balance.....	30
Table 3-14: Projected Fowler R&R Fund Balance.....	30
Table 4-1: Annual Plant Loadings by Customer Class, FY 2025 .....	31
Table 4-2: Design Capacity by Customer Class .....	32
Table 4-3: Annual Design Capacity by Customer Class .....	32
Table 4-4: O&M Cost Allocation by Percentage .....	33
Table 4-5: O&M Cost Allocation by Dollar Amount.....	33
Table 4-6: Capital Asset Allocation by Percentage.....	33
Table 4-7: Capital Asset Allocation by Dollar Amount .....	34
Table 4-8: Revenue Requirement Allocation .....	35
Table 4-9: Operating Unit Cost of Service.....	36
Table 4-10: Capital Unit Cost of Service .....	36
Table 4-11: Allocation of Costs to Customer Classes.....	37
Table 4-12: Cost of Service Summary.....	37
Table 5-1: Cost of Service Summary by Rate Component .....	38
Table 5-2: Residential/Commercial Rate Calculation .....	39
Table 5-3: Industrial Rate Calculation .....	39
Table 5-4: Proposed Wastewater Rates.....	40

# Figures

Figure 1-1: Proposed Revenue Adjustment.....	10
Figure 1-2: Projected O&M Expenses .....	10
Figure 1-3: Proposed Capital Financing Plan – District .....	11
Figure 1-4: Proposed Capital Financing Plan – Selma .....	11
Figure 1-5: Proposed Capital Financing Plan – Kingsburg .....	12
Figure 1-6: Proposed Capital Financing Plan – Fowler .....	12
Figure 1-7: Projected Reserve Ending Balances – District .....	13
Figure 1-8: Projected Reserve Ending Balances – Selma .....	13
Figure 1-9: Projected Reserve Ending Balances – Kingsburg .....	14
Figure 1-10: Projected Reserve Ending Balances - Fowler .....	14
Figure 5-1: Residential/Commercial Customer Impacts.....	41
Figure 5-2: Sewer Rate Comparison .....	41

# Appendices

- Appendix A: Detailed O&M Budget and Cost Allocation
- Appendix B: Detailed Capital Improvement Plan

THIS PAGE INTENTIONALLY LEFT BLANK



# 1. Executive Summary

## 1.1. Background

In 2023, the Selma-Kingsburg-Fowler County Sanitation District (District) engaged Raftelis Financial Consultants, Inc. (Raftelis) to conduct a wastewater rate study, which includes a five-year financial plan, cost of service analysis, and rate derivation. This report presents the financial plan and resulting rates for implementation in fiscal years (FY) 2024-25 and subsequent four fiscal years.

This Executive Summary is an overview of the wastewater rate-making process and contains a description of the study process, methodology, results, and recommendations for the District's wastewater rates. The District wishes to establish fair and equitable rates that:

- Provide adequate revenues to meet the District's operational and capital expenses and reserve requirements to ensure the financial stability of the District
- Are easy to implement, to update in the future, and for customers to understand
- Perform a cost-of-service analysis to ensure a nexus between proposed rates that align with Proposition 218 and the cost of providing services to customers
- Provide adequate funds to meet the sewer replacement and refurbishment needs of the three cities that discharge into the District's treatment plant

In this report, FY 2024-25 or FY 2025 means the year starting July 1, 2024 and ending June 30, 2025.

## 1.2. Summary

Raftelis worked closely with District staff to develop a long-term financial plan that sets forth the total revenue adjustments, capital investment, and reserves for the next five years. District staff selected a financial plan that entails a 12% revenue adjustment for FY 2024-25, a 9% revenue adjustment per year for FY 2025-26 and FY 2026-27, and a 6% revenue adjustment per year for FY 2027-28 and FY 2028-29. The financial plan also includes approximately \$40.0 million in District replacement and refurbishment (R&R) capital projects over the next ten years.

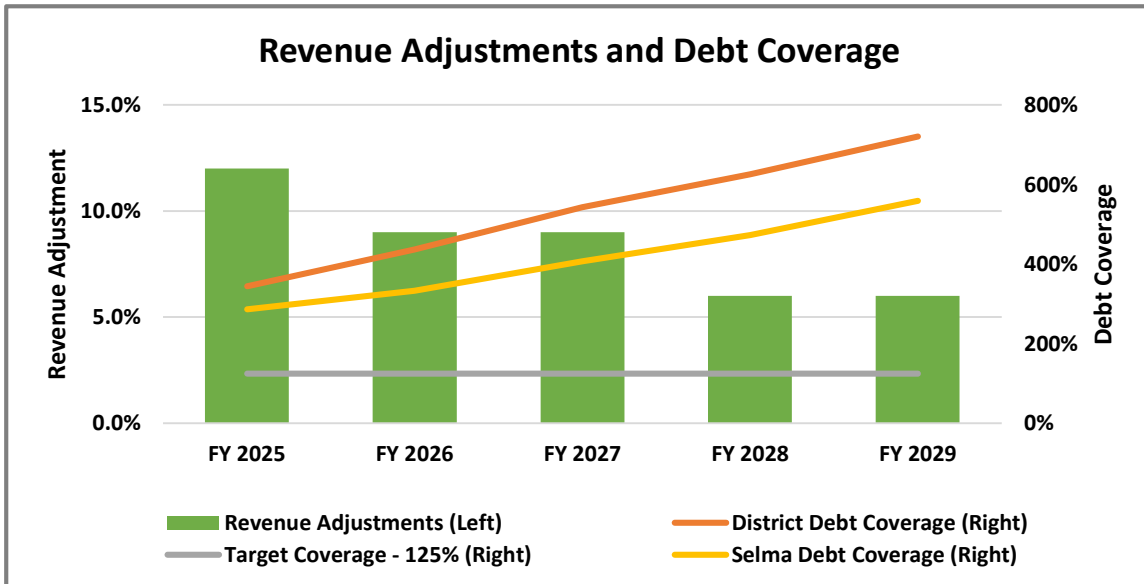
The proposed rate structure maintains the current rate structure that the District has in place, which consists of an Operation and Maintenance (O&M) Service Charge, a District Refurbishment and Replacement (R&R) Charge, a City R&R Charge for each of the three cities, an Industrial O&M Charge, and an Industrial R&R Charge. All O&M Charges recover operating costs associated with actual loadings and all R&R Charges recover capital costs.

## 1.3. Financial Plan

To determine the revenue adjustments needed to meet the ongoing expenses of the District and to provide financial stability, Raftelis projected the revenue requirements, including O&M expenses, capital expenditures, reserve requirements, etc., for the study period (FY 2025 – FY 2029). O&M expenses include the cost of operating and maintaining the wastewater system, including treatment and collection costs, providing technical services, including engineering services, and other administrative costs of the system, including billing and customer service.

Figure 1-1 shows the proposed revenue adjustments over the planning period. Although the graph shows anticipated revenue adjustments for the five-year period, the District will review and confirm the necessary revenue adjustments after two years. Figure 1-1 also shows the debt coverage for the District and City of Selma, which is the only City with debt outstanding. The debt coverage is well above the required coverage.

Figure 1-1: Proposed Revenue Adjustment



The main factors that determine the District’s revenue requirement are O&M expenses, capital projects, and reserve funding.

Figure 1-2 shows the projected O&M expenses for the District over the study period. Overall, the District’s O&M expenses are expected to increase by approximately 3.7% each year over the five-year planning period.

Figure 1-2: Projected O&M Expenses

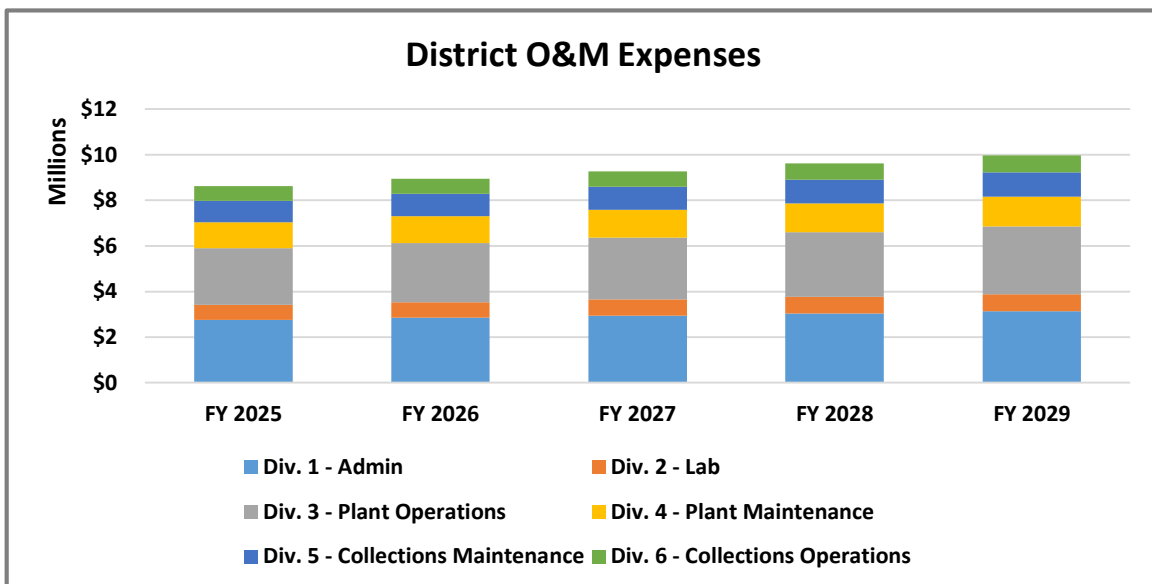
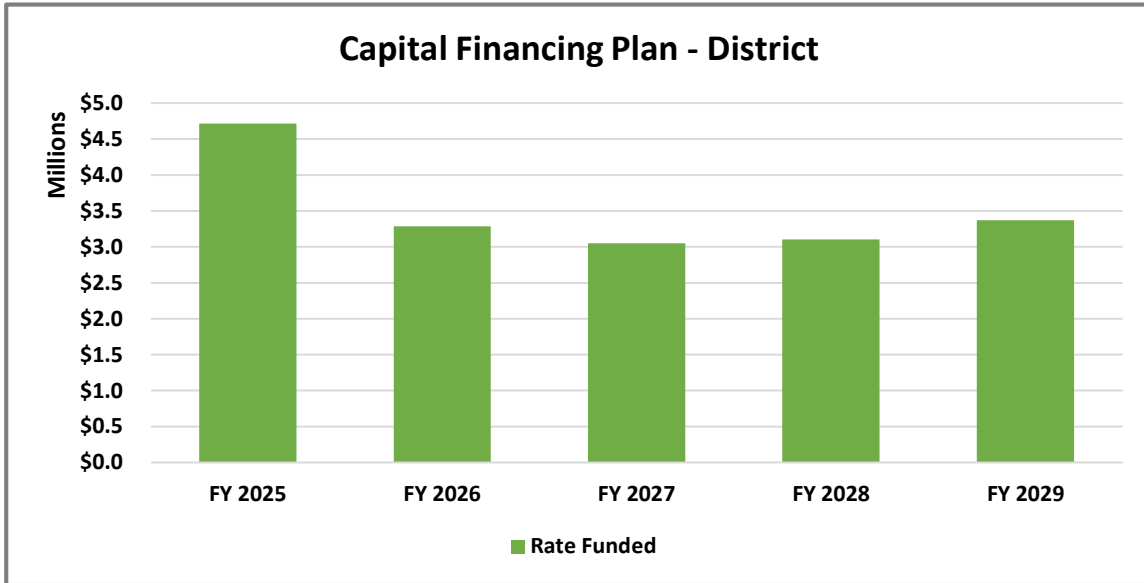


Figure 1-3 shows the total amount of District related capital projects. Figure 1-4, Figure 1-5, and Figure 1-6 show the total amount of capital projects for Selma, Kingsburg, and Fowler, respectively. The District is expected to spend approximately \$29.6 million in capital expenditures, including District R&R, and each cities' R&R between FY 2025-FY 2029. Capital is expected to be cash funded.

**Figure 1-3: Proposed Capital Financing Plan – District**



**Figure 1-4: Proposed Capital Financing Plan – Selma**

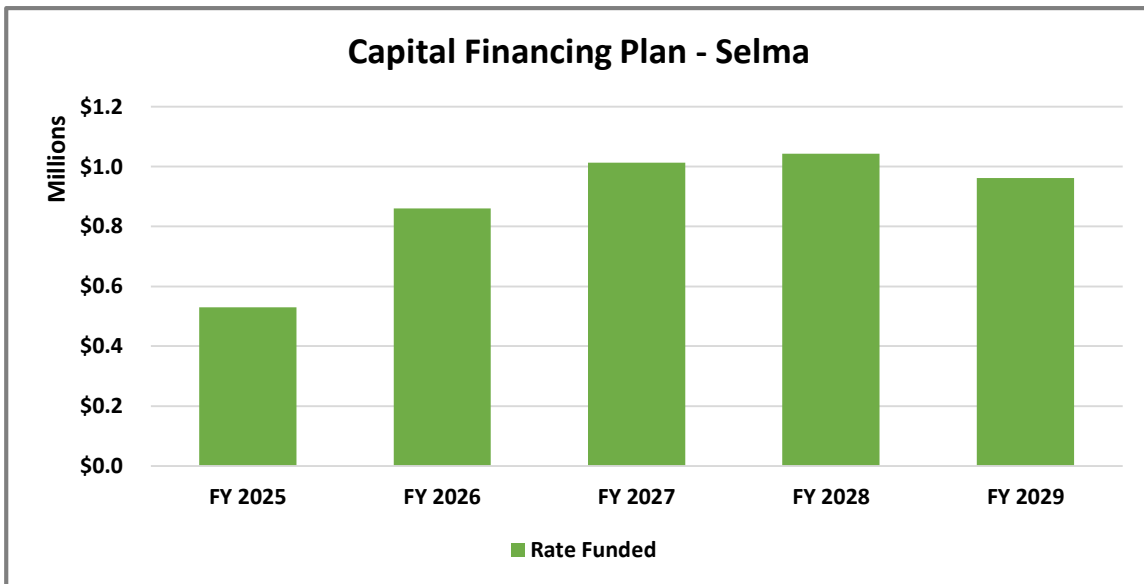


Figure 1-5: Proposed Capital Financing Plan – Kingsburg

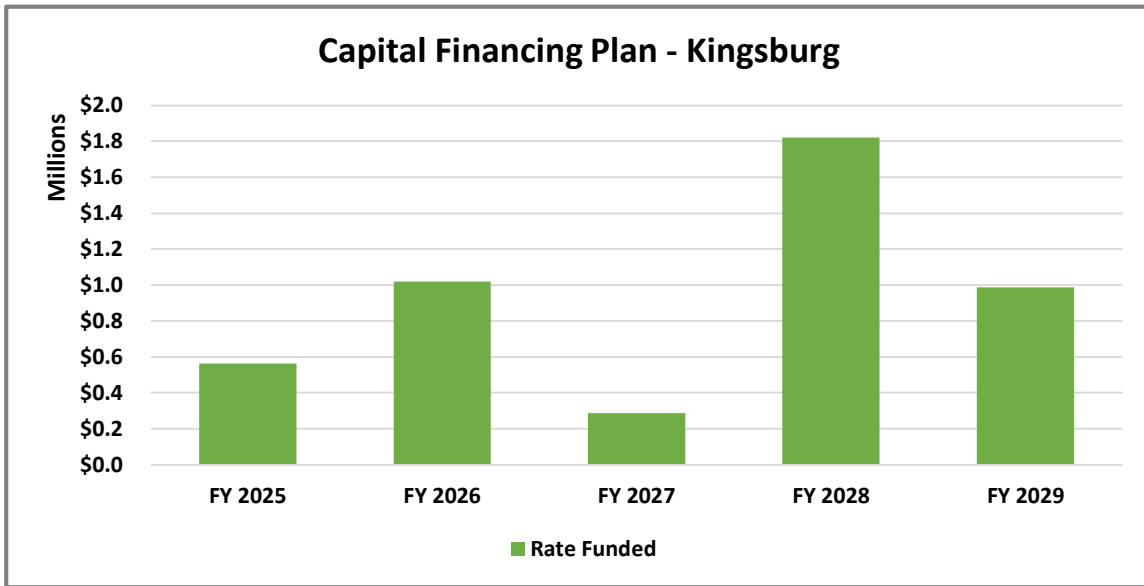


Figure 1-6: Proposed Capital Financing Plan – Fowler

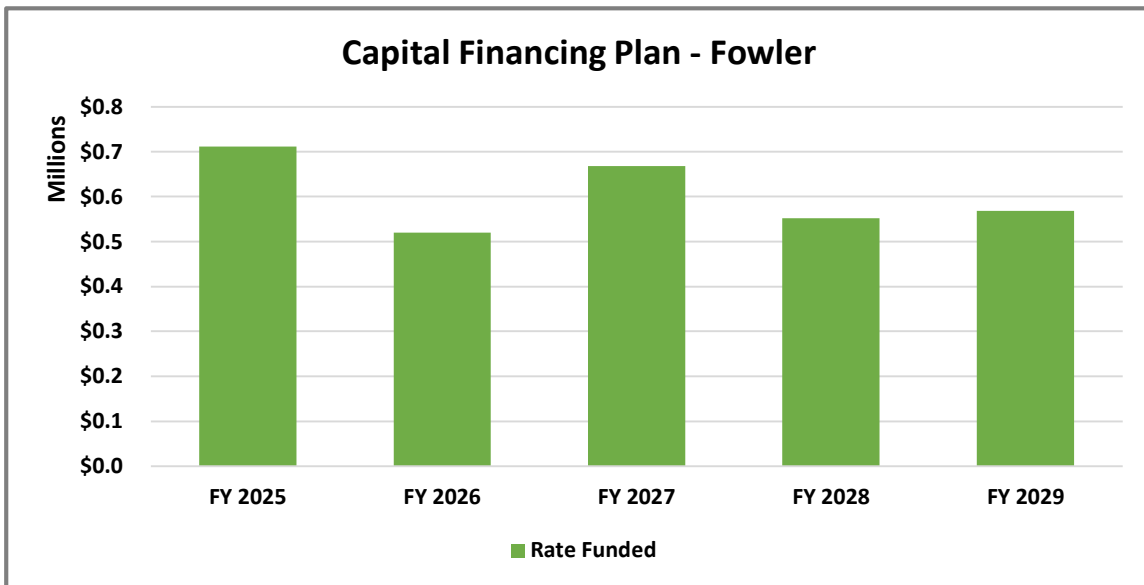


Figure 1-7 shows the total District reserve ending balances, including the O&M fund and the R&R fund, for the study period. The proposed revenue adjustments offset the depletion of reserves due to increasing O&M expenses and capital projects. In addition to an O&M and R&R fund, the District operates each member cities’ R&R funds, which are funded by each cities’ R&R charges. Figure 1-8, Figure 1-9, and Figure 1-10 shows the reserve ending balances for the Selma, Kingsburg, and Fowler R&R funds, respectively, and the proposed R&R charge for each city, which is the primary driver behind each city’s fund balance. The District’s current reserve policy was retained for the study and is as follows:

- District O&M: 50% of annual O&M
- District R&R: 100% of the 5-year average CIP
- Selma R&R: 100% of the 5-year average CIP

- Kingsburg R&R: 100% of the 5-year average CIP
- Fowler R&R: 100% of the 5-year average CIP
- District Emergency: estimated asset failure (\$750,000)
- Selma Emergency: estimated asset failure (\$500,000)
- Kingsburg Emergency: estimated asset failure (\$350,000)
- Fowler Emergency: estimated asset failure (\$350,000)

In addition, Selma has to maintain a debt service reserve for its State Revolving Fund loan equal to \$263,844.

Figure 1-7: Projected Reserve Ending Balances – District

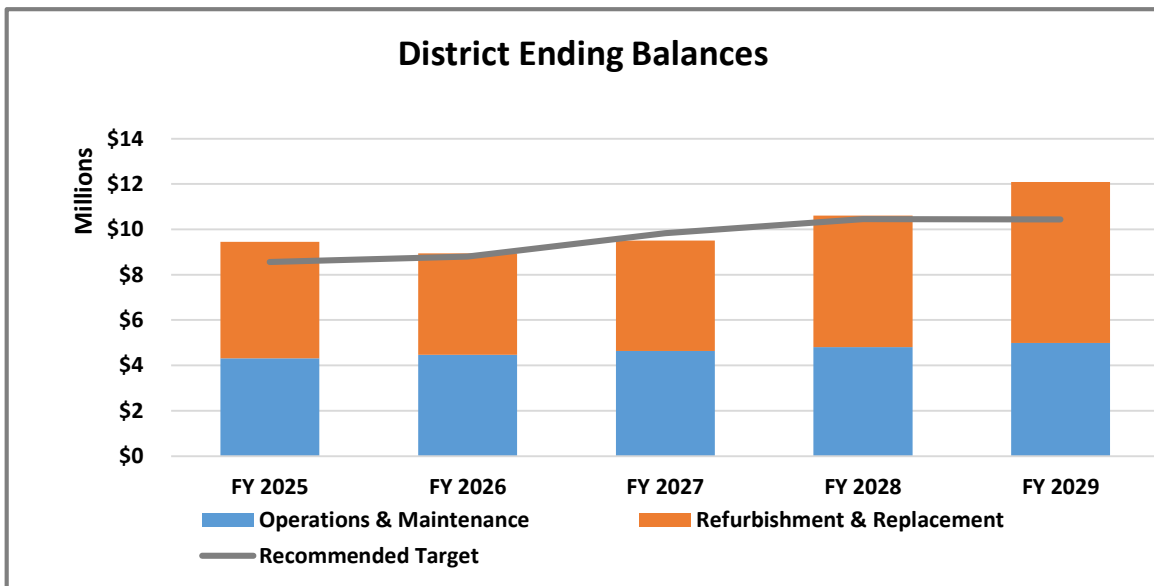


Figure 1-8: Projected Reserve Ending Balances – Selma

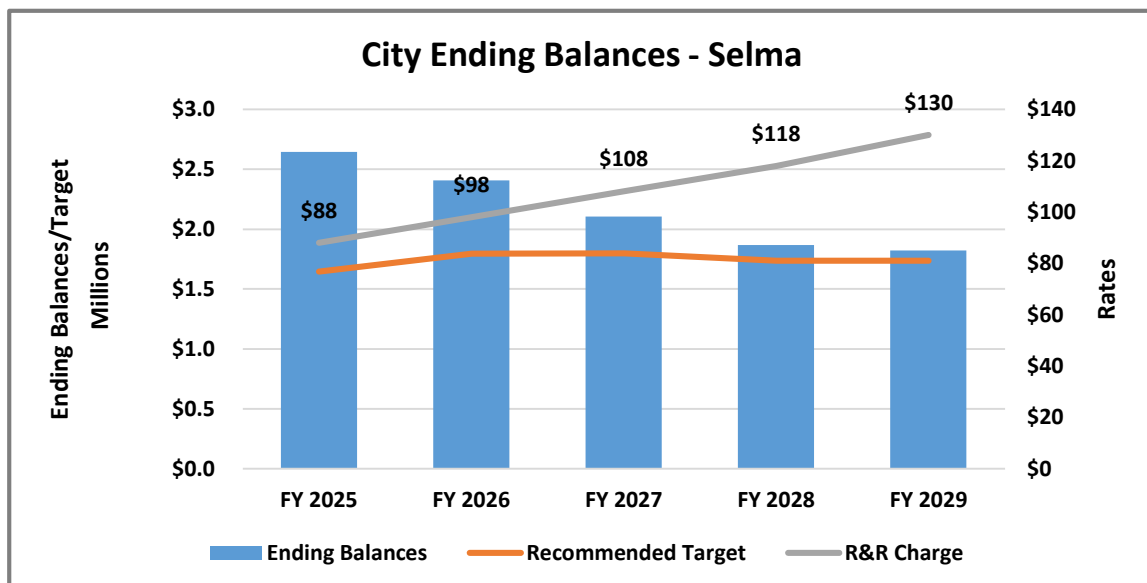


Figure 1-9: Projected Reserve Ending Balances – Kingsburg

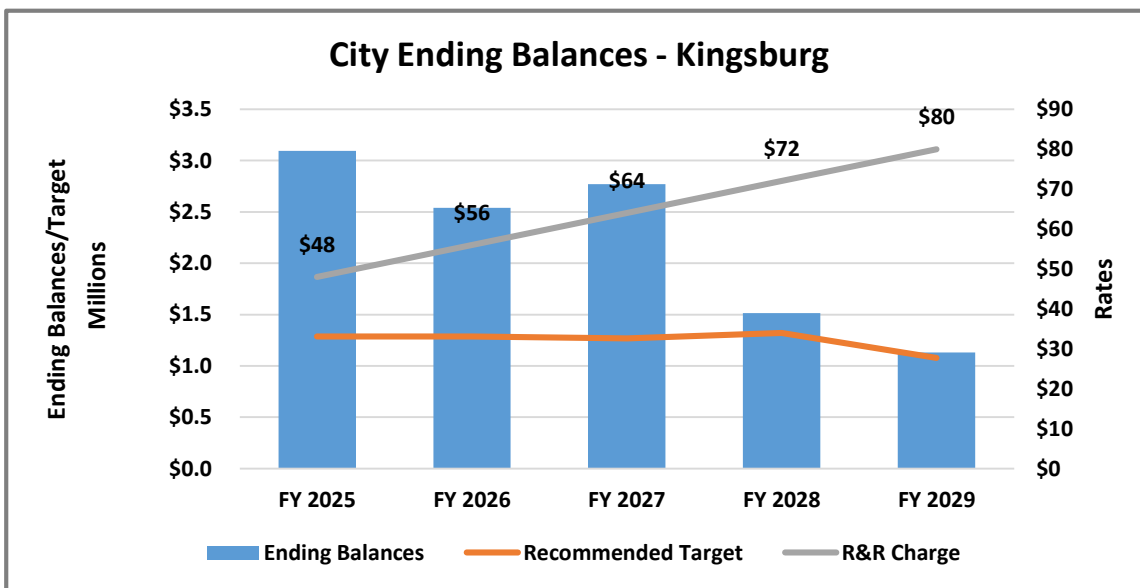
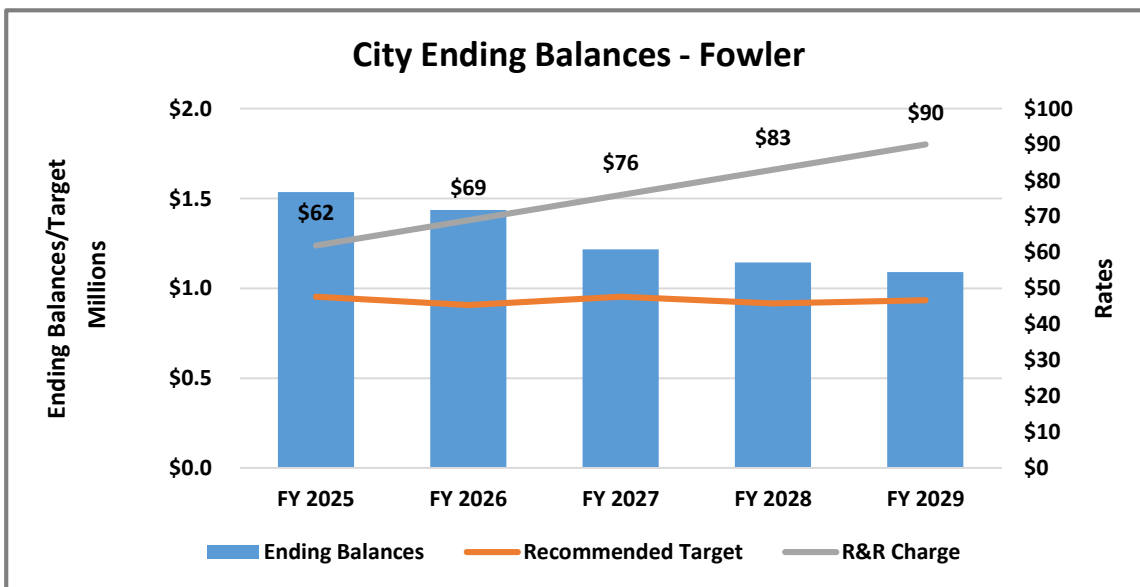


Figure 1-10: Projected Reserve Ending Balances - Fowler



### 1.4. Cost-of-Service Analysis and Rate Design

In this study, Raftelis followed the guidelines for allocating costs detailed in the Water Environment Federation’s (WEF) Manual of Practice No. 27, *Financing and Charges for Wastewater Systems*. The wastewater cost-of-service analysis consists of six major steps, as outlined below:

1. Review residential and commercial equivalent single family residential (ESFR) units and strength characteristics, loadings, and demand capacity of industrial users
2. Functionalize operating costs and capital costs to collection, treatment, and administration
3. Allocate each functional category into cost causation components such as Flow, Biochemical Oxygen Demand (BOD), and Total Suspended Solids (TSS)
4. Develop total actual and design loadings for customer classes by cost causation component

5. Calculate the cost causation component unit rates by dividing the total cost in each cost component in Step 3 by the total customer class characteristics in Step 4
6. Calculate the cost by customer class by multiplying the unit cost in Step 5 by the individual customer class characteristics in Step 4

## 1.5. Proposed Wastewater Rates

The proposed rate structure for the District consists of five components: a Residential/Commercial O&M charge, a Residential/Commercial R&R charge, an Industrial O&M charge, an Industrial R&R charge, and the three cities' R&R charges. The Residential/Commercial and Industrial O&M charges are intended to recover operating costs associated with the actual loadings of the wastewater system. The Residential/Commercial and Industrial R&R charges are intended to recover capital costs associated with the design capacity of the District's system. The three cities' R&R charges are intended to recover the capital costs associated with each city's capital improvement plan (CIP). Table 1-1 shows the current and proposed wastewater rates for the next five fiscal years.

**Table 1-1: Proposed Wastewater Rates**

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Adjustments</b>		COS	9.0%	9.0%	6.0%	6.0%
<b>All Customers (\$/ESFR)</b>						
District Refurbishment and Replacement	\$87.07	\$97.78	\$106.59	\$116.19	\$123.17	\$130.57
Selma Refurbishment & Replacement	\$74.00	\$88.00	\$98.00	\$108.00	\$118.00	\$130.00
Kingsburg Refurbishment & Replacement	\$40.00	\$48.00	\$56.00	\$64.00	\$72.00	\$80.00
Fowler Refurbishment & Replacement	\$56.00	\$62.00	\$69.00	\$76.00	\$83.00	\$90.00
<b>Residential/Commercial O&amp;M Charge (\$/ESFR)</b>						
Operation and Maintenance Service Charge	\$372.43	\$397.36	\$433.13	\$472.12	\$500.45	\$530.48
<b>Total Residential/Commercial O&amp;M Charge</b>	<b>\$459.50</b>	<b>\$495.14</b>	<b>\$539.72</b>	<b>\$588.31</b>	<b>\$623.62</b>	<b>\$661.05</b>
<b>Industrial O&amp;M Charge</b>						
Flow Charge (\$/mgd)	\$2,586.61	\$2,834.62	\$3,089.74	\$3,367.82	\$3,569.89	\$3,784.09
B.O.D. Charge (\$/lb)	\$0.25	\$0.46	\$0.51	\$0.56	\$0.60	\$0.64
S.S. Charge (\$/lb)	\$0.48	\$0.44	\$0.48	\$0.53	\$0.57	\$0.61
<b>Industrial R&amp;R Charge</b>						
Flow Charge (\$/mgd)	\$192,072.65	\$215,891	\$235,321	\$256,500	\$271,890	\$288,204
B.O.D. Charge (\$/lb per day)	\$7.32	\$9.84	\$10.73	\$11.70	\$12.41	\$13.16
S.S. Charge (\$/lb per day)	\$24.00	\$32.45	\$35.38	\$38.57	\$40.89	\$43.35

## 2. Introduction

This section briefly describes the wastewater system and customer data provided by the District as well as provides an overview of the rate setting methodology.

### 2.1. System Background

The Selma-Kingsburg-Fowler County Sanitation District provides sewage collection, treatment, and disposal services approximately 12,784 connections serving a population of approximately 44,000 in the three cities of Selma, Kingsburg, and Fowler and unincorporated Fresno County. The District owns the treatment facilities and interceptor sewers. The cities own the sewer collection systems, and the District operates, maintains, refurbishes, and replaces the collection systems.

### 2.2. Customer Accounts and Growth

Table 2-1 shows the account growth assumptions for each city and customer class, as provided by the District. The account growth assumptions were used to project the number of accounts for the study period.

**Table 2-1: Account Growth Assumptions**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Account Growth</b>					
<b>Selma</b>					
Residential/Commercial	0.5%	0.8%	1.1%	1.1%	1.1%
Industrial	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Kingsburg</b>					
Residential/Commercial	0.6%	0.8%	1.3%	1.3%	1.3%
Industrial	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Fowler</b>					
Residential/Commercial	0.6%	0.8%	1.3%	1.3%	1.3%
Industrial	0.0%	0.0%	0.0%	0.0%	0.0%

Table 2-2 shows the estimated number of equivalent single family residential units (ESFRs) for Selma, Kingsburg, and Fowler, projected from customer data in FY 2024. The number of District ESFRs is the sum of all ESFRs for all three cities.



**Table 2-2: Projected Customer Accounts**

	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
<b>Selma - Current ESFRs</b>						
Residential/Commercial	8,450	8,496	8,542	8,606	8,700	8,796
Industrial	11	11	11	11	11	11
<b>Subtotal - Selma - Current ESFRs</b>	<b>8,461</b>	<b>8,507.20</b>	<b>8,552.23</b>	<b>8,616</b>	<b>8,711</b>	<b>8,807</b>
<b>Kingsburg - Current ESFRs</b>						
Residential/Commercial	4,975	5,005	5,034	5,072	5,135	5,202
Industrial	1,329	1,329	1,329	1,329	1,329	1,329
<b>Subtotal - Kingsburg - Current ESFR:</b>	<b>6,304</b>	<b>6,334</b>	<b>6,363</b>	<b>6,401</b>	<b>6,464</b>	<b>6,531</b>
<b>Fowler - Current ESFRs</b>						
Residential/Commercial	2,700	2,716	2,731	2,752	2,786	2,823
Industrial	1,598	1,598	1,598	1,598	1,598	1,598
<b>Subtotal - Fowler - Current ESFRs</b>	<b>4,298</b>	<b>4,314</b>	<b>4,329</b>	<b>4,350</b>	<b>4,384</b>	<b>4,420</b>
<b>District - Current ESFRs</b>						
Residential/Commercial	16,125	16,218	16,307	16,429	16,622	16,820
Industrial	2,937	2,938	2,938	2,938	2,938	2,938
<b>Subtotal - District - Current ESFRs</b>	<b>19,062</b>	<b>19,155</b>	<b>19,244</b>	<b>19,367</b>	<b>19,559</b>	<b>19,758</b>

### 2.3. Industrial Loadings and Capacity

Table 2-3 shows the total actual and projected loadings and design capacity for the District’s industrial customers. The service loadings are displayed annually as million gallons (mg) of flow and pounds of BOD and TSS. The design capacity is displayed as mg per day (mgd) of flow and pounds per day of BOD and TSS.

**Table 2-3: Projected Industrial Service Loadings and Capacity**

	Actual FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028
<b>Industrial Service</b>					
Flow (mg)	258	212	212	212	212
B.O.D. (lb)	2,314,440	1,431,046	1,431,046	1,431,046	1,431,046
S.S. (lb)	797,418	685,804	685,804	685,804	685,804
<b>Industrial Capacity</b>					
Flow Capacity (mg/day)	1.69	1.69	1.69	1.69	1.69
B.O.D. Capacity (lb/day)	50,281	50,280.52	50,280.52	50,280.52	50,280.52
S.S. Capacity (lb/day)	13,300	13,299.64	13,299.64	13,299.64	13,299.64

### 2.4. Rate Setting Methodology

This study was conducted using industry-standard principles outlined by the WEF Manual of Practice No. 27, *Financing and Charges for Wastewater Systems*. The process and approach Raftelis utilized in the study to determine wastewater rates is informed by the District’s policy objectives, the current wastewater system and rates, and the legal requirements in California (namely, Proposition 218). The resulting financial plan, cost-of-

service analysis, and rate design process follows five key steps, outlined below, to determine proposed rates that fulfill the District's objectives, meet industry standards, and align with relevant regulations.

1. **Financial Plan - Projections:** The first step is to develop a multi-year financial plan that projects the District's revenues at current rates, expenses, capital project financing, annual debt service, and reserve funding. The financial plan is used to determine the revenue adjustment, which allows the District to recover adequate revenues to fund expenses and reserves.
2. **Financial Plan - Revenue Requirement Determination:** After completing the financial plan, the rate-making process begins by determining the revenue requirement for the test year, also known as the rate-setting year. The test year for this study is FY 2024-25. The revenue requirement should sufficiently fund the District's operating costs, annual debt service (including coverage requirements), capital expenditures, and reserve funding as projected based on the annual budget estimates.
3. **Cost-of Service Analysis:** The annual cost of providing wastewater service, or the revenue requirement, is then distributed to customer classes commensurate with their use of and burden on the wastewater system using best available data. A cost-of-service analysis involves the following steps:
  - a. Functionalize costs – the different components of the revenue requirement are categorized into functions such as treatment, transmission & collection.
  - b. Allocate to cost causation components – the functionalized costs are then allocated to cost causation components such as flow, strength.
  - c. Develop unit costs – unit costs for each cost causation component are determined using units of service, such as total flow, strength, equivalent units., for each component.
  - d. Distribute cost components – the cost components are allocated to each customer class using the unit costs in proportion to their units of service (demand and burden on the system).
4. **Rate Design:** After allocating the revenue requirement to each customer class, the project team designs and calculates rates. Rates do more than simply recover costs; within the legal framework and industry standards, properly designed rates should support and optimize the District's policy objectives. Rates also act as a public information tool in communicating these policy objectives to customers. This process also includes a rate impact analysis and sample customer bill impacts.
5. **Record Preparation and Rate Adoption:** The final step in a rate study is to develop the report in conjunction with the rate adoption process. The report documents the study results and presents the methodologies, rationale, justifications, and calculations used to determine the proposed rates.

Values shown in report tables and figures are rounded to the digit shown. Therefore, any manual reproduction of the calculations shown may not match the precise results displayed in the report.

## 3. Financial Plan

This section describes the assumptions used in projecting wastewater revenue, O&M expenses, capital expenditures, reserves, and debt coverage requirements that determine the overall revenue adjustments required to ensure the financial stability of the District. To develop the financial plan, Raftelis projected annual revenues at current rates, O&M expenses, modeled reserves balances, and calculated capital expenditure funding sources to estimate the amount of annual rate revenue required. Revenue adjustments represent the average increase in rate revenue for the entire District. Rate changes for individual classes will depend on the cost-of-service analysis.

### 3.1. Revenues

Table 3-1 shows the District's current service charges and capacity fees that are used to calculate the revenues under the status quo conditions.

**Table 3-1: Current Service Charges and Capacity Fees**

	FY 2024
<b>Service Charges</b>	
<b>Residential/Commercial</b>	
Operation and Maintenance Service Charge (\$/ESFR)	\$372.43
District Refurbishment and Replacement (\$/ESFR)	\$87.07
<b>Cities' R&amp;R Charge (All Customers)</b>	
Selma Refurbishment & Replacement (\$/ESFR)	\$74.00
Kingsburg Refurbishment & Replacement (\$/ESFR)	\$40.00
Fowler Refurbishment & Replacement (\$/ESFR)	\$56.00
<b>Industrial O&amp;M Charge</b>	
Flow Charge (\$/mg)	\$2,586.61
B.O.D. Charge (\$/lb)	\$0.25
S.S. Charge (\$/lb)	\$0.48
<b>Industrial R&amp;R Charge</b>	
Flow Charge (\$/mgd)	\$192,072.65
B.O.D. Charge (\$/lb per day)	\$7.32
S.S. Charge (\$/lb per day)	\$24.00
<b>System Development (Capacity) Charges</b>	
<b>Residential</b>	
District Charge (\$/SFR)	\$5,443.00
<b>Commercial</b>	
District Charge (\$/ESFR)	\$5,443.00
<b>Industrial</b>	
District Capacity Charge (\$/gal/peak day)	\$10.50
District B.O.D. Charge (\$/lb/peak day)	\$2,608.10
District S.S. Charge (\$/lb/peak day)	\$3,044.39

The District's wastewater enterprise derives its annual operating and capital revenues from numerous sources. The principal source of operating revenues is the wastewater service charges from the District's wastewater customers. Other operating revenues include miscellaneous fees, interest earnings, rental of property, etc. Capital revenues include capacity charge revenues, annexation fees, and interest earnings. Table 3-2 presents the details of the operating and capital related revenues. FY 2024 revenues are derived from the budget provided by the District. The O&M Service Charge revenues (Line 1) are calculated (for FY 2025 and onward) by multiplying the number of Residential/Commercial ESFRs with the Residential/Commercial O&M charges in Table 3-1 and the industrial loadings and capacity by the industrial rates. The Annual Transfer from General O&M Function (Line 15) is the revenue from Residential/Commercial R&R charges, which is calculated by multiplying the number of Residential/Commercial ESFRs with the Residential/Commercial District R&R Charge. The Industrial Service Charges revenues (Line 3) include the Industrial O&M and R&R charges, which is calculated (for FY 2025 and onward) by multiplying the loadings and capacity (Table 2-3) for industrial customers with the Industrial O&M charge and Industrial R&R charge, respectively. The revenues for the cities' R&R charges (Line 18, Line 22, Line 26) are calculated (for FY 2025 and onward) by multiplying the total number of ESFRs in each city with the corresponding City R&R charge. The capacity charges (Line 11) are calculated (for FY 2025 and onward) by multiplying the number of new ESFRs each fiscal year by the capacity fee, which are estimated to increase by 3 percent per year. The number of new ESFRs is derived using the account growth assumptions in Table 2-1. Operating Revenues (Line 31) do not include District Expansion revenues.

Table 3-2: Budgeted and Projected Revenues

	Budget FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
<b>District Operations &amp; Maintenance</b>						
1 O&M Service Charge	\$6,005,434	\$6,039,993	\$6,073,140	\$6,118,688	\$6,190,364	\$6,264,359
2 R&R Service Charge	\$1,404,004	\$1,412,083	\$1,419,833	\$1,430,481	\$1,447,238	\$1,464,538
3 Industrial Service Charges	\$2,640,692	\$2,245,212	\$2,245,212	\$2,245,212	\$2,245,212	\$2,245,212
4 Interest Earnings	\$0	\$115,025	\$111,958	\$123,274	\$132,350	\$141,975
5 Septic Hauler Fees	\$142,829	\$144,257	\$145,700	\$147,157	\$148,628	\$150,115
6 Rental of Property	\$63,861	\$64,500	\$65,145	\$65,796	\$66,454	\$67,119
7 Plan Check & Inspection Fees	\$54,719	\$55,267	\$55,819	\$56,377	\$56,941	\$57,511
8 IRS Tax Credit (CREB)	\$219,690	\$204,021	\$190,257	\$176,207	\$161,869	\$147,245
9 Misc Other Revenue	\$49,448	\$49,448	\$0	\$0	\$0	\$0
<b>10 Subtotal - District Operations &amp; Maintenance</b>	<b>\$10,580,677</b>	<b>\$10,329,807</b>	<b>\$10,307,063</b>	<b>\$10,363,193</b>	<b>\$10,449,058</b>	<b>\$10,538,073</b>
<b>District Expansion</b>						
11 Capacity Charges	\$506,682	\$498,960	\$706,224	\$1,144,669	\$1,217,141	\$1,268,745
12 Annexation Fees	\$21,763	\$21,981	\$22,200	\$22,422	\$22,647	\$22,873
13 Interest Earnings	\$0	\$80,308	\$32,245	\$10,604	\$19,804	\$36,953
<b>14 Subtotal - District Expansion</b>	<b>\$528,445</b>	<b>\$601,249</b>	<b>\$760,670</b>	<b>\$1,177,696</b>	<b>\$1,259,592</b>	<b>\$1,328,571</b>
<b>District Replacement &amp; Refurbishment</b>						
15 Annual Transfer from General O&M Function #1	\$1,838,155	\$2,391,208	\$2,529,399	\$3,342,866	\$3,920,246	\$4,544,342
16 Interest Earnings	\$0	\$125,221	\$95,260	\$92,560	\$105,560	\$127,625
<b>17 Subtotal - District Replacement &amp; Refurbishment</b>	<b>\$1,838,155</b>	<b>\$2,516,429</b>	<b>\$2,624,660</b>	<b>\$3,435,426</b>	<b>\$4,025,806</b>	<b>\$4,671,967</b>
<b>Selma Refurbishment &amp; Replacement</b>						
18 Service Charges	\$625,300	\$629,533	\$632,865	\$637,605	\$644,610	\$651,692
19 Interest Earnings	\$52,944	\$50,004	\$44,698	\$39,349	\$36,545	\$33,542
20 Service Charges - Industrial	\$793	\$801	\$809	\$817	\$825	\$833
<b>21 Subtotal - Selma Refurbishment &amp; Replacement</b>	<b>\$679,037</b>	<b>\$680,338</b>	<b>\$678,372</b>	<b>\$677,772</b>	<b>\$681,980</b>	<b>\$686,068</b>
<b>Kingsburg Refurbishment &amp; Replacement</b>						
22 Service Charges	\$199,000	\$253,353	\$254,514	\$256,024	\$258,560	\$261,230
23 Interest Earnings	\$63,491	\$55,776	\$52,580	\$42,424	\$26,193	\$23,314
24 Service Charges - Industrial	\$53,153	\$53,685	\$54,221	\$54,764	\$55,311	\$55,864
<b>25 Subtotal - Kingsburg Refurbishment &amp; Replacement</b>	<b>\$315,644</b>	<b>\$362,813</b>	<b>\$361,315</b>	<b>\$353,211</b>	<b>\$340,064</b>	<b>\$340,408</b>
<b>Fowler Refurbishment &amp; Replacement</b>						
26 Service Charges	\$151,200	\$241,604	\$242,441	\$243,588	\$245,514	\$247,543
27 Interest Earnings	\$34,043	\$29,428	\$26,259	\$23,379	\$22,134	\$22,331
28 Service Charges - Industrial	\$89,473	\$90,368	\$91,271	\$92,184	\$93,106	\$94,037
<b>29 Subtotal - Fowler Refurbishment &amp; Replacement</b>	<b>\$274,716</b>	<b>\$361,399</b>	<b>\$359,971</b>	<b>\$359,151</b>	<b>\$360,754</b>	<b>\$363,911</b>
<b>30 Total - Revenue</b>	<b>\$14,216,675</b>	<b>\$14,852,034</b>	<b>\$15,092,051</b>	<b>\$16,366,449</b>	<b>\$17,117,254</b>	<b>\$17,928,998</b>
31 Total - Operating Revenue	\$13,688,230	\$14,250,785	\$14,331,381	\$15,188,753	\$15,857,662	\$16,600,427

## 3.2. Inflationary Assumption

To ensure that future costs are reasonably projected, inflationary assumptions are utilized with input from District staff. Table 3-3 shows the inflationary assumptions that were utilized to inflate the expenses for future years (FY 2025 and onward) in the financial plan.

**Table 3-3: Inflationary Assumptions**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Escalation Factors</b>					
General	3%	3%	3%	3%	3%
Salary	4%	3%	3%	3%	3%
Benefits	5%	5%	5%	5%	5%
Utilities	5%	5%	5%	5%	5%
Capital	0%	3%	3%	3%	3%
Chemicals	15%	15%	15%	8%	8%

### 3.3. O&M Expenses

The District’s O&M budget for all divisions is shown in Table 3-4, which incorporates the inflationary assumptions shown in Table 3-3. A detailed operating budget, separated by Divisions 1-6, is included in Appendix A of this report.

**Table 3-4: Projected O&M Expenses**

	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
<b>All Divisions</b>					
1 Salaries - Nonrep	\$1,642,610	\$1,691,888	\$1,742,645	\$1,794,924	\$1,848,772
2 Salaries - Barg Unit	\$1,243,350	\$1,280,651	\$1,319,070	\$1,358,642	\$1,399,401
3 Extra Help	\$0	\$0	\$0	\$0	\$0
4 Shift Differential	\$600	\$618	\$637	\$656	\$675
5 Standby Pay	\$17,500	\$18,025	\$18,566	\$19,123	\$19,696
6 Overtime	\$35,700	\$36,771	\$37,874	\$39,010	\$40,181
7 Holiday Pay	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
8 SkLv Cash Out	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862
9 FICA / Medicare	\$40,180	\$42,189	\$44,298	\$46,513	\$48,839
10 S.U.I.	\$0	\$0	\$0	\$0	\$0
11 Retirement	\$854,491	\$897,216	\$942,076	\$989,180	\$1,038,639
12 RBP IRC 415 - Retirees	\$0	\$0	\$0	\$0	\$0
13 Health-Dental-Life	\$468,500	\$491,925	\$516,521	\$542,347	\$569,465
14 OPEB-Pre 65	\$14,000	\$14,700	\$15,435	\$16,207	\$17,017
15 OPEB-Post 65	\$60,000	\$63,000	\$66,150	\$69,458	\$72,930
16 Workers Comp Ins	\$120,000	\$126,000	\$132,300	\$138,915	\$145,861
17 Contingency (0.1%)	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078
18 CalPERS Payment	\$105,104	\$105,104	\$105,104	\$105,104	\$105,104
19 Uniforms	\$22,000	\$22,660	\$23,340	\$24,040	\$24,761
20 Safety Supplies	\$13,000	\$13,390	\$13,792	\$14,205	\$14,632
21 Safety Awards	\$7,000	\$7,210	\$7,426	\$7,649	\$7,879
22 General Insurance	\$357,220	\$367,937	\$378,975	\$390,344	\$402,054
23 Honesty Bond	\$200	\$206	\$212	\$219	\$225
24 Permits	\$173,800	\$179,014	\$184,384	\$189,916	\$195,613

	Projected FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029	
25	Directors' Fees	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
26	Memberships	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
27	Certification Fees	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753
28	State Equalization Board Taxes	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
29	Property Taxes & Assessments	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753
30	Office Supplies	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
31	Office Equipment	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
32	Information Systems	\$154,300	\$158,929	\$163,697	\$168,608	\$173,666
33	Miscellaneous Mileage - P/U & Delivery	\$200	\$206	\$212	\$219	\$225
34	Postage	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
35	Printing - Advertising	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441
36	Printing - Forms	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502
37	Books & Publications	\$500	\$515	\$530	\$546	\$563
38	Communications	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
39	Outreach	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
40	Travel & Training	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
41	Employee Recognition Program	\$5,600	\$5,768	\$5,941	\$6,119	\$6,303
42	Laboratory Supplies & Equipment	\$18,000	\$18,540	\$19,096	\$19,669	\$20,259
43	External Laboratory Services	\$43,000	\$44,290	\$45,619	\$46,987	\$48,397
44	Maintenance - Nuisance Abatement	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
45	Maintenance - Auto	\$16,000	\$16,480	\$16,974	\$17,484	\$18,008
46	Maintenance - Equipment	\$593,600	\$611,408	\$629,750	\$648,643	\$668,102
47	Maintenance - Buildings & Grounds	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903
48	Chemicals	\$178,000	\$205,651	\$238,002	\$259,596	\$283,212
49	Lubricants	\$9,000	\$9,270	\$9,548	\$9,835	\$10,130
50	Fuel - Diesel & Propane	\$39,000	\$40,170	\$41,375	\$42,616	\$43,895
51	Fuel - Gasoline	\$43,000	\$44,290	\$45,619	\$46,987	\$48,397
52	Utilities	\$503,500	\$531,131	\$561,232	\$595,150	\$631,255
53	Rent & Lease Equipment	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
54	Small Tools	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004
55	Repair & Maintenance	\$653,500	\$673,105	\$693,298	\$714,097	\$735,520
56	Special Services - Air & Ground Spray	\$12,500	\$12,875	\$13,261	\$13,659	\$14,069
57	Prof Svcs - Engineering & Technical	\$170,000	\$175,100	\$180,353	\$185,764	\$191,336
58	Prof Svcs - Accounting & Financial	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903
59	Prof Svcs - Legal	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765
60	Prof Svcs - Medical & Safety	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
61	Prof Svcs - Mgt & Human Relations	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
62	Prof Svcs - Other	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
63	Solar & Battery Maintenance	\$80,306	\$82,314	\$84,372	\$86,481	\$88,643
64	Solar Measurement & Verification	\$0	\$0	\$0	\$0	\$0
65	City Franchise Fee - Selma	\$195,000	\$200,850	\$206,876	\$213,082	\$219,474
66	City Franchise Fee - Kburg	\$188,000	\$193,640	\$199,449	\$205,433	\$211,596
67	City Franchise Fee - Fowler	\$110,000	\$113,300	\$116,699	\$120,200	\$123,806
68	Contingency	\$0	\$0	\$0	\$0	\$0
69	Bad Debt Expense	\$0	\$0	\$0	\$0	\$0
70	<b>Total - All Divisions</b>	<b>\$8,617,761</b>	<b>\$8,938,900</b>	<b>\$9,276,740</b>	<b>\$9,617,537</b>	<b>\$9,972,816</b>

### 3.4. Capital Improvement Plan

Table 3-5 summarizes the District's five-year capital improvement plan. A detailed capital improvement plan is included in Appendix B. The District provided FY 2025 CIP in inflated dollars. Starting in FY 2026, the capital projects are inflated by 3% each year to account for future years' dollars.

**Table 3-5: Capital Improvement Plan**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>District</b>					
1 Refurbishment & Replacement	\$4,714,860	\$3,285,412	\$3,047,403	\$3,100,848	\$3,368,348
2 Expansion	\$3,188,740	\$2,920,544	\$1,203,570	\$304,511	\$551,587
<b>3 Total - District</b>	<b>\$7,903,600</b>	<b>\$6,205,956</b>	<b>\$4,250,973</b>	<b>\$3,405,359</b>	<b>\$3,919,936</b>
<b>Selma</b>					
4 Refurbishment & Replacement	\$530,000	\$860,050	\$1,013,160	\$1,043,554	\$962,310
<b>5 Total - Selma</b>	<b>\$530,000</b>	<b>\$860,050</b>	<b>\$1,013,160</b>	<b>\$1,043,554</b>	<b>\$962,310</b>
<b>Kingsburg</b>					
6 Refurbishment & Replacement	\$562,500	\$1,019,700	\$286,443	\$1,819,390	\$987,634
<b>7 Total - Kingsburg</b>	<b>\$562,500</b>	<b>\$1,019,700</b>	<b>\$286,443</b>	<b>\$1,819,390</b>	<b>\$987,634</b>
<b>Fowler</b>					
8 Refurbishment & Replacement	\$712,000	\$520,150	\$668,367	\$551,827	\$568,382
<b>9 Total - Fowler</b>	<b>\$712,000</b>	<b>\$520,150</b>	<b>\$668,367</b>	<b>\$551,827</b>	<b>\$568,382</b>
<b>10 Total - Capital Projects</b>	<b>\$9,708,100</b>	<b>\$8,605,856</b>	<b>\$6,218,943</b>	<b>\$6,820,131</b>	<b>\$6,438,262</b>
<b>11 Total Capital Excluding Expansion</b>	<b>\$6,519,360</b>	<b>\$5,685,312</b>	<b>\$5,015,373</b>	<b>\$6,515,620</b>	<b>\$5,886,674</b>

Table 3-6 displays the proposed five-year capital financing plan for the CIP shown in Table 3-5. All the R&R capital expenditures are expected to be funded by cash (rates and reserves) and the expansion capital expenditures by capacity charges and capacity charge reserves.



**Table 3-6: Proposed Capital Financing Plan**

		FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>District - Refurbishment &amp; Replacement</b>						
1	Rate Funded	\$4,714,860	\$3,285,412	\$3,047,403	\$3,100,848	\$3,368,348
2	Debt Funded	\$0	\$0	\$0	\$0	\$0
<b>District - Expansion</b>						
3	Expansion Fund	\$3,188,740	\$2,920,544	\$1,203,570	\$304,511	\$551,587
4	Debt Funded	\$0	\$0	\$0	\$0	\$0
<b>Selma</b>						
5	Rate Funded	\$530,000	\$860,050	\$1,013,160	\$1,043,554	\$962,310
6	Debt Funded	\$0	\$0	\$0	\$0	\$0
<b>Kingsburg</b>						
7	Rate Funded	\$562,500	\$1,019,700	\$286,443	\$1,819,390	\$987,634
8	Debt Funded	\$0	\$0	\$0	\$0	\$0
<b>Fowler</b>						
9	Rate Funded	\$712,000	\$520,150	\$668,367	\$551,827	\$568,382
10	Debt Funded	\$0	\$0	\$0	\$0	\$0
11	<b>Total - Capital Projects</b>	<b>\$9,708,100</b>	<b>\$8,605,856</b>	<b>\$6,218,943</b>	<b>\$6,820,131</b>	<b>\$6,438,262</b>

### 3.5. Existing and Proposed Debt

Table 3-7 shows the District’s existing debt service, which consists of the debt issue related to the Opterra Solar Project and the SRF loan taken out for Selma’s McCall Avenue Sewer R&R project. Solar project debt service is associated with Operations and Maintenance.

**Table 3-7: Existing Debt Service**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Existing Debt Service</b>					
Solar Principal	\$480,000	\$490,000	\$500,000	\$510,000	\$520,000
Solar Interest	\$362,865	\$338,385	\$313,395	\$287,895	\$261,885
Clean Water State Fund Loan - Selma	\$263,844	\$263,844	\$263,844	\$263,844	\$263,844
<b>Total - Existing Debt Service</b>	<b>\$1,106,709</b>	<b>\$1,092,229</b>	<b>\$1,077,239</b>	<b>\$1,061,739</b>	<b>\$1,045,729</b>

No new debt is proposed during the study period.

### 3.6. Proposed Financial Plan

Table 3-8 shows the District’s cash flow detail for the next five fiscal years, which includes the proposed revenues after revenue adjustments (Lines 4-10) and the net annual cash flow (Line 28). The proposed revenue adjustments (Lines 5-9) help ensure adequate revenue to fund operating expenses, capital projects, and reserve balances. The revenue adjustments occur on August 1, 2024 and on July 1 for every subsequent

year. This Cashflow detail does not include revenues and expenses for the three cities' R&R program and only includes District revenues, O&M expenses, debt proceeds, and District R&R rate funded capital projects. The Expansion capital projects will be funded by capacity revenues and reserves. The proposed revenue adjustments will allow the District to execute the CIP as shown in Table 3-5.

**Table 3-8: Proposed District Cashflow**

				FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Revenues</b>								
1	O&M Service Charge			\$6,039,993	\$6,073,140	\$6,118,688	\$6,190,364	\$6,264,359
2	R&R Service Charge			\$1,412,083	\$1,419,833	\$1,430,481	\$1,447,238	\$1,464,538
3	Industrial Service and Capital Charges			\$2,245,212	\$2,245,212	\$2,245,212	\$2,245,212	\$2,245,212
<b>Revenue Adjustments</b>								
4	<b>Year</b>	<b>Month</b>	<b>% Adj.</b>					
5	FY 2025	August	12%	\$1,066,702	\$1,168,582	\$1,175,326	\$1,185,938	\$1,196,893
6	FY 2026	July	9%		\$981,609	\$987,274	\$996,188	\$1,005,390
7	FY 2027	July	9%			\$1,076,128	\$1,085,845	\$1,095,875
8	FY 2028	July	6%				\$789,047	\$796,336
9	FY 2029	July	6%					\$844,116
10	<b>Total - Revenue Adjustments</b>			<b>\$1,066,702</b>	<b>\$2,150,191</b>	<b>\$3,238,728</b>	<b>\$4,057,017</b>	<b>\$4,938,611</b>
11	Total Service Revenues			\$10,763,991	\$11,888,376	\$13,033,110	\$13,939,832	\$14,912,719
12	Other O&M Revenues			\$517,493	\$456,921	\$445,537	\$433,893	\$421,989
13	Capacity Fee Offset			\$0	\$0	\$0	\$0	\$0
14	Interest Earnings			\$240,245	\$207,218	\$215,834	\$237,910	\$269,600
15	<b>Total - Revenues</b>			<b>\$11,521,729</b>	<b>\$12,552,515</b>	<b>13,694,481</b>	<b>\$14,611,636</b>	<b>\$15,604,308</b>
<b>Expenses</b>								
16	Division 1 - Admin			\$2,756,273	\$2,845,517	\$2,937,924	\$3,033,612	\$3,132,707
17	Division 2 - Lab			\$654,893	\$678,101	\$702,183	\$727,174	\$753,112
18	Division 3 - Plant Operations			\$2,483,987	\$2,597,965	\$2,720,884	\$2,838,635	\$2,962,632
19	Division 4 - Plant Maintenance			\$1,142,879	\$1,182,033	\$1,222,621	\$1,264,610	\$1,308,127
20	Division 5 - Collections Maint.			\$939,174	\$970,638	\$1,003,226	\$1,036,892	\$1,071,750
21	Division 6 - Collections Ops.			\$640,555	\$664,646	\$689,902	\$716,614	\$744,489
22	<b>Total - Expenses</b>			<b>\$8,617,761</b>	<b>\$8,938,900</b>	<b>9,276,740</b>	<b>\$9,617,537</b>	<b>\$9,972,816</b>
<b>Debt Service</b>								
23	Existing Debt Service			\$842,865	\$828,385	\$813,395	\$797,895	\$781,885
24	Proposed Debt Service			\$0	\$0	\$0	\$0	\$0
25	<b>Total - Debt Service</b>			<b>\$842,865</b>	<b>\$828,385</b>	<b>\$813,395</b>	<b>\$797,895</b>	<b>\$781,885</b>
<b>Capital Projects</b>								
26	Rate Funded CIP			\$4,714,860	\$3,285,412	\$3,047,403	\$3,100,848	\$3,368,348
27	<b>Total - Capital Projects</b>			<b>\$4,714,860</b>	<b>\$3,285,412</b>	<b>\$3,047,403</b>	<b>\$3,100,848</b>	<b>\$3,368,348</b>
28	<b>Net Annual Cash Flow</b>			<b>(\$2,653,757)</b>	<b>(\$500,182)</b>	<b>\$556,942</b>	<b>\$1,095,356</b>	<b>\$1,481,259</b>
29	Net Operating Revenue			\$2,903,968	\$3,613,615	\$4,417,741	\$4,994,099	\$5,631,492

### 3.7. Fund Balances

Table 3-9 shows the revenues, expenses, beginning and ending fund balance, and reserve target for the District's Operation and Maintenance fund. The transfer to the R&R fund (Line 8) is for the residential/commercial R&R charge revenue and an additional transfer to the R&R reserve so that the O&M reserve meets the target. The District has set a target of 50 percent of the annual O&M expense for the O&M reserve, which will provide about six months' worth of working capital to meet ongoing expenses.

**Table 3-9: Projected District O&M Fund Balance**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Operations &amp; Maintenance</b>					
1 <b>Beginning Fund Balance</b>	<b>\$4,764,206</b>	<b>\$4,308,881</b>	<b>\$4,469,450</b>	<b>\$4,638,370</b>	<b>\$4,808,768</b>
<b>Revenues</b>					
2 Service Charges	\$10,763,991	\$11,888,376	\$13,033,110	\$13,939,832	\$14,912,719
3 Other Revenues	\$517,493	\$456,921	\$445,537	\$433,893	\$421,989
4 Interest Earnings	\$115,025	\$111,958	\$123,274	\$132,350	\$141,975
5 <b>Subtotal - Revenues</b>	<b>\$11,396,508</b>	<b>\$12,457,255</b>	<b>\$13,601,921</b>	<b>\$14,506,076</b>	<b>\$15,476,683</b>
<b>Expenses</b>					
6 O&M Expenses	\$8,617,761	\$8,938,900	\$9,276,740	\$9,617,537	\$9,972,816
7 Debt Service	\$842,865	\$828,385	\$813,395	\$797,895	\$781,885
8 Transfer to/(from) R&R	\$2,391,208	\$2,529,399	\$3,342,866	\$3,920,246	\$4,544,342
9 <b>Subtotal - Expenses</b>	<b>\$11,851,834</b>	<b>\$12,296,685</b>	<b>\$13,433,001</b>	<b>\$14,335,678</b>	<b>\$15,299,044</b>
10 <b>Ending Fund Balance</b>	<b>\$4,308,881</b>	<b>\$4,469,450</b>	<b>\$4,638,370</b>	<b>\$4,808,768</b>	<b>\$4,986,408</b>
11 <b>Reserve Target</b>	<b>\$4,308,881</b>	<b>\$4,469,450</b>	<b>\$4,638,370</b>	<b>\$4,808,768</b>	<b>\$4,986,408</b>

Table 3-10 shows the revenues, expenses, beginning and ending fund balance, and reserve target for the District's Refurbishment & Replacement (R&R) fund. The R&R target is established at 100% of the 5-year average CIP to ensure adequate funds will be available to carry out the CIP in a timely manner. The system development charge offset (Line 4) is set to 0 percent for this study as expansion projects are funded separately through capacity fees.

Table 3-10: Projected District R&amp;R Fund Balance

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Refurbishment &amp; Replacement</b>					
1 <b>Beginning Fund Balance</b>	<b>\$7,339,454</b>	<b>\$5,141,024</b>	<b>\$4,480,272</b>	<b>\$4,868,294</b>	<b>\$5,793,252</b>
<b>Revenues</b>					
2 Other Revenues	\$0	\$0	\$0	\$0	\$0
3 Transfer from/(to) O&M	\$2,391,208	\$2,529,399	\$3,342,866	\$3,920,246	\$4,544,342
4 System Development (Capacity) Charges Offset	\$0	\$0	\$0	\$0	\$0
5 Loan Proceeds	\$0	\$0	\$0	\$0	\$0
6 Interest Earnings	\$125,221	\$95,260	\$92,560	\$105,560	\$127,625
7 <b>Subtotal - Revenues</b>	<b>\$2,516,430</b>	<b>\$2,624,660</b>	<b>\$3,435,426</b>	<b>\$4,025,806</b>	<b>\$4,671,967</b>
<b>Expenses</b>					
8 District R&R	\$4,714,860	\$3,285,412	\$3,047,403	\$3,100,848	\$3,368,348
9 <b>Subtotal - Expenses</b>	<b>\$4,714,860</b>	<b>\$3,285,412</b>	<b>\$3,047,403</b>	<b>\$3,100,848</b>	<b>\$3,368,348</b>
10 <b>Ending Fund Balance</b>	<b>\$5,141,024</b>	<b>\$4,480,272</b>	<b>\$4,868,294</b>	<b>\$5,793,252</b>	<b>\$7,096,871</b>
11 <b>Reserve Target</b>	<b>\$4,253,374</b>	<b>\$4,330,448</b>	<b>\$5,191,603</b>	<b>\$5,653,096</b>	<b>\$5,459,258</b>

Table 3-11 shows the revenues, expenses, and beginning and ending balance for the District's Expansion fund.

Table 3-11: Projected District Expansion Fund Balance

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Expansion</b>					
1 <b>Beginning Fund Balance</b>	<b>\$5,295,815</b>	<b>\$2,708,323</b>	<b>\$548,448</b>	<b>\$522,574</b>	<b>\$1,477,654</b>
<b>Revenues</b>					
2 System Development (Capacity) Charges	\$498,960	\$706,224	\$1,144,669	\$1,217,141	\$1,268,745
3 Other Revenues	\$21,981	\$22,200	\$22,422	\$22,647	\$22,873
4 Loan Proceeds	\$0	\$0	\$0	\$0	\$0
5 Interest Earnings	\$80,308	\$32,245	\$10,604	\$19,804	\$36,953
6 <b>Subtotal - Revenues</b>	<b>\$601,248</b>	<b>\$760,670</b>	<b>\$1,177,696</b>	<b>\$1,259,592</b>	<b>\$1,328,571</b>
<b>Expenses</b>					
7 District Expansion	\$3,188,740	\$2,920,544	\$1,203,570	\$304,511	\$551,587
8 System Development (Capacity) Charges Offset	\$0	\$0	\$0	\$0	\$0
9 Debt Service	\$0	\$0	\$0	\$0	\$0
10 <b>Subtotal - Expenses</b>	<b>\$3,188,740</b>	<b>\$2,920,544</b>	<b>\$1,203,570</b>	<b>\$304,511</b>	<b>\$551,587</b>
11 <b>Ending Fund Balance</b>	<b>\$2,708,323</b>	<b>\$548,448</b>	<b>\$522,574</b>	<b>\$1,477,654</b>	<b>\$2,254,638</b>

Table 3-12 shows the proposed R&R charge per ESFR, revenues, expenses, beginning and ending fund balance, and reserve target for the Selma R&R fund. The City R&R charge revenue (Line 3) is calculated by multiplying the proposed R&R charge (Line 2) by the number of ESFRs within the city. Table 3-13 and

Table 3-14 show the same information for the Kingsburg and Fowler R&R funds, respectively. The target fund balances for each city were set by the District Policy Advisory Committee (PAC).

**Table 3-12: Projected Selma R&R Fund Balance**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Selma</b>					
1 <b>Beginning Fund Balance</b>	<b>\$2,634,156</b>	<b>\$2,642,692</b>	<b>\$2,407,730</b>	<b>\$2,106,802</b>	<b>\$1,867,471</b>
2 <b>Refurbishment &amp; Replacement Charge</b>	\$88.00	\$98.00	\$108.00	\$118.00	\$130.00
<b>Revenues</b>					
3 Cities R&R Charge	\$748,633	\$838,118	\$930,559	\$1,027,892	\$1,144,865
4 Interest Earnings	\$52,944	\$50,004	\$44,698	\$39,349	\$36,545
5 Other Revenues	\$801	\$809	\$817	\$825	\$833
6 Loan Proceeds	\$0	\$0	\$0	\$0	\$0
7 <b>Subtotal - Revenues</b>	<b>\$802,379</b>	<b>\$888,932</b>	<b>\$976,075</b>	<b>\$1,068,067</b>	<b>\$1,182,243</b>
<b>Expenses</b>					
8 Selma R&R	\$530,000	\$860,050	\$1,013,160	\$1,043,554	\$962,310
9 Clean Water State Fund Loan - Selma	\$263,844	\$263,844	\$263,844	\$263,844	\$263,844
10 <b>Subtotal - Expenses</b>	<b>\$793,844</b>	<b>\$1,123,894</b>	<b>\$1,277,003</b>	<b>\$1,307,398</b>	<b>\$1,226,154</b>
11 <b>Ending Fund Balance</b>	<b>\$2,642,692</b>	<b>\$2,407,730</b>	<b>\$2,106,802</b>	<b>\$1,867,471</b>	<b>\$1,823,560</b>
12 <b>Reserve Target</b>	<b>\$1,645,659</b>	<b>\$1,794,931</b>	<b>\$1,797,253</b>	<b>\$1,737,286</b>	<b>\$1,737,592</b>

**Table 3-13: Projected Kingsburg R&R Fund Balance**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Kingsburg</b>					
1 <b>Beginning Fund Balance</b>	<b>\$3,234,683</b>	<b>\$3,093,382</b>	<b>\$2,539,999</b>	<b>\$2,770,537</b>	<b>\$1,514,289</b>
2 <b>Refurbishment &amp; Replacement Charge</b>	\$48.00	\$56.00	\$64.00	\$72.00	\$80.00
<b>Revenues</b>					
3 Cities R&R Charge	\$304,023	\$356,319	\$409,638	\$465,407	\$522,460
4 Interest Earnings	\$63,491	\$55,776	\$52,580	\$42,424	\$26,193
5 Other Revenues	\$53,685	\$54,221	\$54,764	\$55,311	\$55,864
6 Loan Proceeds	\$0	\$0	\$0	\$0	\$0
7 <b>Subtotal - Revenues</b>	<b>\$421,200</b>	<b>\$466,316</b>	<b>\$516,981</b>	<b>\$563,143</b>	<b>\$604,517</b>
<b>Expenses</b>					
8 Kingsburg R&R	\$562,500	\$1,019,700	\$286,443	\$1,819,390	\$987,634
9 Proposed Debt Service	\$0	\$0	\$0	\$0	\$0
10 <b>Subtotal - Expenses</b>	<b>\$562,500</b>	<b>\$1,019,700</b>	<b>\$286,443</b>	<b>\$1,819,390</b>	<b>\$987,634</b>
11 <b>Ending Fund Balance</b>	<b>\$3,093,382</b>	<b>\$2,539,999</b>	<b>\$2,770,537</b>	<b>\$1,514,289</b>	<b>\$1,131,171</b>
12 <b>Reserve Target</b>	<b>\$1,285,133</b>	<b>\$1,286,242</b>	<b>\$1,267,786</b>	<b>\$1,318,727</b>	<b>\$1,078,992</b>

**Table 3-14: Projected Fowler R&R Fund Balance**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Fowler</b>					
1 <b>Beginning Fund Balance</b>	<b>\$1,856,558</b>	<b>\$1,536,459</b>	<b>\$1,435,729</b>	<b>\$1,216,388</b>	<b>\$1,144,934</b>
2 <b>Refurbishment &amp; Replacement Charge</b>	\$62.00	\$69.00	\$76.00	\$83.00	\$90.00
<b>Revenues</b>					
3 Cities R&R Charge	\$267,490	\$298,721	\$330,583	\$363,887	\$397,836
4 Interest Earnings	\$34,043	\$29,428	\$26,259	\$23,379	\$22,134
5 Other Revenues	\$90,368	\$91,271	\$92,184	\$93,106	\$94,037
6 Loan Proceeds	\$0	\$0	\$0	\$0	\$0
7 <b>Subtotal - Revenues</b>	<b>\$391,901</b>	<b>\$419,420</b>	<b>\$449,026</b>	<b>\$480,372</b>	<b>\$514,007</b>
<b>Expenses</b>					
8 Fowler R&R	\$712,000	\$520,150	\$668,367	\$551,827	\$568,382
9 Proposed Debt Service	\$0	\$0	\$0	\$0	\$0
10 <b>Subtotal - Expenses</b>	<b>\$712,000</b>	<b>\$520,150</b>	<b>\$668,367</b>	<b>\$551,827</b>	<b>\$568,382</b>
11 <b>Ending Fund Balance</b>	<b>\$1,536,459</b>	<b>\$1,435,729</b>	<b>\$1,216,388</b>	<b>\$1,144,934</b>	<b>\$1,090,558</b>
12 <b>Reserve Target</b>	<b>\$954,145</b>	<b>\$906,806</b>	<b>\$953,226</b>	<b>\$915,483</b>	<b>\$933,061</b>

## 4. Cost-of-Service Analysis

This section discusses the allocation of O&M expenses and capital costs to the appropriate parameters consistent with industry standards, the determination of unit costs, and calculation of costs by customer class.

To allocate the cost of service among the different customer classes, costs first need to be allocated to the appropriate wastewater parameters. The following sections describe the allocation of the operating and capital costs of service to the appropriate parameters of the wastewater system.

The total cost of wastewater service is analyzed by system function in order to equitably distribute costs of service to the various customer classes. For this analysis, wastewater utility costs of service are developed consistent with the guidelines for allocating costs detailed in the WEF Manual of Practice No. 27, *Financing and Charges for Wastewater Systems*.

The wastewater cost-of-service analysis consists of six major steps, as outlined below:

1. Review customer class and strength characteristics, loadings, and demand capacity of residential and non-residential classes
2. Functionalize operating and capital costs to collection, treatment and administrative functions
3. Allocate each functional category into cost causation components of flow, biochemical oxygen demand (BOD), and total suspended solids (TSS)
4. Determine total customer class characteristics by cost causation component
5. Calculate the cost component unit rates by dividing the total cost in each cost causation component in Step 3 by the total customer class characteristics in Step 4
6. Calculate the cost by customer class by multiplying the unit cost in Step 5 by the individual customer class characteristics in Step 4

### 4.1. Plant Loading and Capacity Allocations

The first step in conducting the cost-of-service analysis involves determining the actual plant loadings and assigned capacity for each customer class. The actual plant loadings of each customer class involve the amount of annual wastewater flow, BOD, and TSS each class discharges into the system. The design capacity for each customer class represents the maximum amount of wastewater flow, BOD, and TSS each class can discharge into the system.

Table 4-1 shows the projected annual loadings for the Residential/Commercial and Industrial customer classes for the test year, FY 2025.

**Table 4-1: Annual Plant Loadings by Customer Class, FY 2025**

Actual Loadings	Flow (mg)	BOD (lbs)	TSS (lbs)
Residential/Commercial	1,315	2,769,268	3,403,892
Industrial Customers	212	1,431,046	685,804
<b>Total Actual Plant Loadings</b>	<b>1,527</b>	<b>4,200,314</b>	<b>4,089,696</b>

Table 4-2 shows the actual FY 2023 daily design capacity for the Residential/Commercial and Industrial customer classes. Flow is represented by million gallons per day (mgd) and BOD and TSS are represented by pounds per day. The District supplied data regarding design capacity. Table 4-3 shows the annual design capacity for each customer class, with flow represented as million gallons (mg) and BOD and TSS represented as pounds. The annual design capacity is calculated by multiplying the daily design capacity for each class by 365 days.

**Table 4-2: Design Capacity by Customer Class**

Design Capacity	Flow (mgd)	BOD (lbs/d)	TSS (lbs/d)
Residential/Commercial	4.95	10,341	12,711
Industrial Customers	1.68	50,277	13,295
<b>Total Actual Plant Loadings</b>	<b>6.64</b>	<b>60,617</b>	<b>26,005</b>

**Table 4-3: Annual Design Capacity by Customer Class**

Annual Capacity	Flow (mg)	BOD (lbs)	TSS (lbs)
Residential/Commercial	1,808	3,774,414	4,639,384
Industrial Customers	614	18,350,931	4,852,542
<b>Total Actual Plant Loadings</b>	<b>2,423</b>	<b>22,125,346</b>	<b>9,491,926</b>

## 4.2. O&M Cost and Capital Asset Allocation

The wastewater utility is comprised of various facilities, each designed and operated to fulfill a given function. To provide adequate service to its customers at all times, the District must be capable of not only collecting the total amount of wastewater generated, but also of treating and removing various nutrients from the flow. The separation of costs by function allows allocation of such costs to the functional cost components.

The O&M budget, as provided by the District, is separated into six divisions, which represent a function of the system. The six divisions are Administration (1), Laboratory (2), Plant Operations (3), Plant Maintenance (4), Collections Maintenance (5), and Collections Operations (6). Functions of the system are allocated according to the cost driver behind the function. For example, costs associated with divisions 5 and 6 are functionalized as part of the collections system. These costs are fully allocated to the flow cost component because collection mains are designed to accommodate wastewater flow rather than the various nutrients in the flow.

Table 4-4 summarizes the allocation of division (or function) into functional cost components for the O&M budget. The detailed allocations are included in Appendix A. Table 4-5 shows the dollar amount associated with each division (or function) and cost component for O&M expenses for FY 2025. The allocations of administrative, lab and plant divisions are based on a detailed allocation provided by the District. The cost of collections is allocated to flow consistent with industry practice. The final line represents the total percentage of costs allocated to the cost component. For example, flow costs account for 53.67% of total O&M expenses (or \$4,625,296/\$8,617,761). These percentages are utilized later in the cost-of-service analysis to proportionally allocate the operating revenue requirement.



**Table 4-4: O&M Cost Allocation by Percentage**

	Flow	BOD	TSS	General	Total
Division 1 - Admin	43.54%	29.59%	26.84%	0.03%	<b>100%</b>
Division 2 - Lab	44.82%	29.41%	25.71%	0.06%	<b>100%</b>
Division 3 - Plant Operations	41.08%	28.58%	27.01%	3.33%	<b>100%</b>
Division 4 - Plant Maintenance	46.52%	26.96%	26.47%	0.05%	<b>100%</b>
Division 5 - Collections Maint.	100.00%	0.00%	0.00%	0.00%	<b>100%</b>
Division 6 - Collections Ops.	100.00%	0.00%	0.00%	0.00%	<b>100%</b>

**Table 4-5: O&M Cost Allocation by Dollar Amount**

	Flow	BOD	TSS	General	Total
Division 1 - Admin	\$1,200,000	\$815,640	\$739,709	\$923	<b>\$2,756,273</b>
Division 2 - Lab	\$293,492	\$192,628	\$168,359	\$414	<b>\$654,893</b>
Division 3 - Plant Operations	\$1,020,410	\$709,966	\$670,870	\$82,742	<b>\$2,483,987</b>
Division 4 - Plant Maintenance	\$531,665	\$308,138	\$302,524	\$552	<b>\$1,142,879</b>
Division 5 - Collections Maint.	\$939,174	\$0	\$0	\$0	<b>\$939,174</b>
Division 6 - Collections Ops.	\$640,555	\$0	\$0	\$0	<b>\$640,555</b>
<b>Total O&amp;M Expenses</b>	<b>\$4,625,296</b>	<b>\$2,026,371</b>	<b>\$1,881,462</b>	<b>\$84,632</b>	<b>\$8,617,761</b>
Percent Allocation	53.67%	23.51%	21.83%	0.98%	100%

A similar process is used to allocate capital assets. The capital asset listing, as provided by the District, is functionalized into seven functions: Land, Easement, Other Property, Collections, Treatment, Disposal, and Admin. Land is primarily for the treatment plant and is allocated in the same manner as treatment. Easements are for sewer lines and are allocated to flow. Disposal is related to BOD and SS and allocated equally to both. Administrative costs are allocated to general and then reallocated to flow, BOD and SS in proportion to the allocation of the remaining asset costs.

Table 4-6 shows the allocation of asset functions into cost components for FY 2025. Table 4-7 shows the dollar amount associated with each asset function. The total asset value, \$65,390,575, is calculated by using Replacement Cost Less Depreciation (RCLD). RCLD is a commonly used method and is often preferred to alternative methods because of its defensibility. In most cases, RCLD is more defensible because the replacement cost is adjusted for inflation and accounts for depreciation and representative of the capital cost over the long term.

**Table 4-6: Capital Asset Allocation by Percentage**

	Flow	BOD	TSS	General	Total
Land	44%	23%	33%		100%
Easement	100%				100%
Other Property	44%	23%	33%		100%
Collections	100%				100%
Treatment	44%	23%	33%		100%
Disposal		50%	50%		100%
Admin				100%	100%

**Table 4-7: Capital Asset Allocation by Dollar Amount**

	Flow	BOD	TSS	General	Total
Land	\$3,945,096	\$2,062,209	\$2,958,822	\$0	<b>\$8,966,128</b>
Easement	\$23,306	\$0	\$0	\$0	<b>\$23,306</b>
Other Property	\$208,780	\$109,135	\$156,585	\$0	<b>\$474,500</b>
Collections	\$7,172,479	\$0	\$0	\$0	<b>\$7,172,479</b>
Treatment	\$18,587,474	\$9,716,180	\$13,940,606	\$0	<b>\$42,244,260</b>
Disposal	\$0	\$547,882	\$547,882	\$0	<b>\$1,095,763</b>
Admin	\$0	\$0	\$0	\$5,414,138	<b>\$5,414,138</b>
<b>Total Assets</b>	<b>\$29,937,136</b>	<b>\$12,435,406</b>	<b>\$17,603,895</b>	<b>\$5,414,138</b>	<b>\$65,390,575</b>
Percent Allocation	45.8%	19.0%	26.9%	8.3%	100.00%

### 4.3. Revenue Requirement Allocation

The total revenue requirements net of revenue offsets from miscellaneous sources equals the net revenue requirements or net cost of providing service. This cost is then used as the basis to develop unit costs for the wastewater parameters and to allocate costs to the various customer classes in proportion to the services rendered. The concept of proportional allocation to customer classes requires that allocations should take into consideration not only the volume of wastewater discharged but also strength loadings associated with wastewater flow.

The annual revenue requirement or cost of service to be recovered from wastewater charges includes operating and capital expenses. Operating expenses include costs directly related to the collection, treatment, and disposal of wastewater and maintenance of system facilities. Capital expenditures include costs of the District's CIP and debt service. In this study, rates were developed for FY 2025; and thus, the revenue requirements for FY 2025 were used to calculate the rates. The total FY 2025 cost of service to be recovered from the District's wastewater charges is estimated at approximately \$10.9 million, of which approximately \$8.0 million (74%) is related to operating expenses and \$2.9 (26%) million is related to capital expenditures (Table 3-6). The District's O&M charges recover all operating costs and the District's R&R charges recover all capital costs. Table 4-8 shows the allocation of revenue requirements to operating and capital components to determine the revenue required from rates. Line 10 is for funding CIP from reserves.

Table 4-8: Revenue Requirement Allocation

		FY 2025		
		Operating	Capital	Total
<b>Revenue Requirements</b>				
1	O&M Expenses	\$8,617,761		\$8,617,761
2	Existing Debt Service		\$842,865	\$842,865
3	Rate Funded CIP		\$4,714,860	\$4,714,860
4	<b>Subtotal</b>	<b>\$8,617,761</b>	<b>\$5,557,725</b>	<b>\$14,175,486</b>
<b>Other Revenue</b>				
5	Other O&M Revenues	\$517,493		\$517,493
6	System Development Offset		\$0	\$0
7	Interest Earnings	\$115,025	\$125,221	\$240,245
8	<b>Subtotal</b>	<b>\$632,518</b>	<b>\$125,221</b>	<b>\$757,738</b>
<b>Less Adjustments</b>				
9	Adjustments to Annualize Rate Increase		(\$96,973)	(\$96,973)
10	Transfers from (to) Reserves		\$2,653,757	\$2,653,757
11	<b>Subtotal</b>	<b>\$0</b>	<b>\$2,556,784</b>	<b>\$2,556,784</b>
16	<b>Revenue to be Recovered from Rates</b>	<b>\$7,985,243</b>	<b>\$2,875,720</b>	<b>\$10,860,964</b>

#### 4.4. Unit Costs of Service Development

To allocate costs of service to the different customer classes, unit costs of service need to be developed for each cost causation component. The unit costs of service are developed by dividing the total annual costs allocated to each cost causation component by the total annual service units of the respective component.

All operating revenue requirements are recovered by the District's O&M charges. Table 4-9 shows the unit cost development for the District's operating revenue requirements. The total operating cost of service is divided proportionately using the O&M cost allocation percentages determined in Table 4-5. For example, 53.67% of \$8.0 million is allocated to the Flow component of the unit cost of service calculation, resulting in approximately \$4.3 million. After allocating the total revenue requirement to each cost causation component, General costs, which are not readily allocated to the cost components, are proportionately reallocated to Flow, BOD, and TSS. The total adjusted cost of service (Line 3) is used to determine the unit cost of service for each cost component. The units of service (Line 4) are the same units shown in Table 4-1 as actual annual plant loadings for both customer classes. The operating unit cost (Line 6) is determined by dividing the total adjusted cost of service (Line 3) by the units of service (Line 4).

Table 4-9: Operating Unit Cost of Service

	General	Flow	O&M BOD	TSS	Total
1 Operating Expenses	\$78,420	\$4,285,814	\$1,877,642	\$1,743,368	\$7,985,243
2 Allocation of General Costs	(\$78,420)	\$42,507	\$18,622	\$17,291	\$0
3 <b>Total Adjusted Cost of Service</b>	<b>\$0</b>	<b>\$4,328,320</b>	<b>\$1,896,264</b>	<b>\$1,760,659</b>	<b>\$7,985,243</b>
4 Units of Service		1,527	4,200,314	4,089,696	
5 Units of Measure		mg	lb	lb	
6 Operating Unit Cost		<b>\$2,834.62</b>	<b>\$0.45</b>	<b>\$0.43</b>	
7		<b>\$/mg</b>	<b>\$/lb</b>	<b>\$/lb</b>	

The total capital unit cost of service is calculated in the same manner, as shown in Table 4-10. The total capital cost of service is divided proportionately using the capital asset allocation percentages determined in Table 4-7. For example, 45.8% of \$2.9 million is allocated to the Flow component of the unit cost of service calculation, resulting in approximately \$1.3 million. General costs are proportionately allocated to the cost causation components. The capital unit cost of service is calculated using the same units shown in Table 4-3 as total annual capacity for both customer classes.

Table 4-10: Capital Unit Cost of Service

	General	Flow	CAPITAL		Total
			BOD	TSS	
1 Capital Expenses	\$238,101	\$1,316,563	\$546,879	\$774,177	\$2,875,720
2 Allocation of General Costs	(\$238,101)	\$118,848	\$49,367	\$69,886	\$0
3 <b>Total Adjusted Cost of Service</b>	<b>\$0</b>	<b>\$1,435,411</b>	<b>\$596,247</b>	<b>\$844,063</b>	<b>\$2,875,720</b>
4 Units of Service		2,423	22,125,346	9,491,926	
5 Units of Measure		mg	lb	lb	
6 Capital Unit Cost		<b>\$592.47</b>	<b>\$0.03</b>	<b>\$0.09</b>	
7		<b>\$/mg</b>	<b>\$/lb</b>	<b>\$/lb</b>	

## 4.5. Allocation of Costs to Customer Classes

The unit costs of service developed in Table 4-9 and Table 4-10 are then utilized to determine the total operating and capital cost of service for each customer class. The total cost of service is calculated by multiplying the unit cost of service with the annual loadings (for operating costs of service) or design capacity (for capital costs of service) for each customer class. Table 4-11 shows the total cost of service allocation to each customer class. For example, the units of service for the Residential/Commercial customer class (Line 1) are derived from Table 4-1 for the O&M costs and Table 4-3 for the capital costs. For the capital portion, the unit cost of service in Table 4-10 is multiplied by the units of service (Line 1) to determine the capital cost of service for the Residential/Commercial customer class. The same methodology is used for the operating portion of the cost of service and for the Industrial customer class.

Table 4-11: Allocation of Costs to Customer Classes

	CAPITAL			O&M			Total
	Flow	BOD	TSS	Flow	BOD	TSS	
<b>Residential/Commercial</b>							
1 Units of Service	1,808	3,774,414	4,639,384	1,315	2,769,268	3,403,892	
2 Units of Measure	mg	lb	lb	mg	lb	lb	
3 Operating Cost of Service	\$0	\$0	\$0	\$3,728,665	\$1,250,207	\$1,465,413	\$6,444,286
4 Capital Cost of Service	\$1,071,423	\$101,715	\$412,554	\$0	\$0	\$0	\$1,585,692
<b>Industrial</b>							
5 Units of Service	614	18,350,931	4,852,542	212	1,431,046	685,804	
6 Units of Measure	mg	lb	lb	mg	lb	lb	
7 Operating Cost of Service	\$0	\$0	\$0	\$599,655	\$646,057	\$295,246	\$1,540,958
8 Capital Cost of Service	\$363,988	\$494,532	\$431,509	\$0	\$0	\$0	\$1,290,028

Table 4-12 summarizes the total cost of service for each component and each customer class. These numbers are equal to the total O&M costs and capital costs from Table 4-8.

Table 4-12: Cost of Service Summary

	Capital	O&M	Total
Residential/Commercial	\$1,585,692	\$6,444,286	\$8,029,977
Industrial Customers	\$1,290,028	\$1,540,958	\$2,830,986
<b>Total</b>	<b>\$2,875,720</b>	<b>\$7,985,243</b>	<b>\$10,860,964</b>

## 5. Proposed Wastewater Rates

### 5.1. Rate Design

The revenue requirements and cost-of-service analyses described in the preceding sections of this report provide a basis for the design of the District's wastewater rate structure. Rate design involves the development of rate schedules for each customer class to recover the annual cost of service determined for each customer class.

The primary emphasis in the design of rate structures is placed on achieving fairness and equity, with the objective of ensuring that each customer class pays its fair share of costs and complying with regulatory requirements.

The District's current rate structure was retained for this study and consists of four components: a Residential/Commercial O&M charge, a Residential/Commercial R&R charge, an Industrial O&M charge, and an Industrial R&R charge. Each city – Selma, Kingsburg, and Fowler – also charges an R&R charge that is used to fund that city's-related capital projects and reserves balances.

The Residential/Commercial O&M charge recovers all operating costs of service associated with the Residential/Commercial customer class. The Residential/Commercial R&R charge recovers all capital costs associated with that customer class. Similarly, the Industrial O&M charge recovers all operating costs, and the Industrial R&R charge recovers all capital costs associated with the Industrial customer class.

### 5.2. Rate Calculation

Table 5-1 summarizes the total revenue requirement, or cost of providing service, for each component of the rate structure. For the Residential/Commercial customer class, the costs in Lines 1 and 2 correlate with Lines 4 and 5 of Table 4-11, respectively. For the Industrial customer class, the costs in Lines 3 and 4 correlated with Lines 9 and 10 of Table 4-11, respectively. Note that the Total cost of service in Line 5 matches the total revenue requirement in Table 4-8.

**Table 5-1: Cost of Service Summary by Rate Component**

	CAPITAL			O&M			Total
	Flow	BOD	TSS	Flow	BOD	TSS	
1 Res/Com O&M Service Charge	\$0	\$0	\$0	\$3,728,665	\$1,250,207	\$1,465,413	\$6,444,286
2 District Res/Comm R&R Charge	\$1,071,423	\$101,715	\$412,554	\$0	\$0	\$0	\$1,585,692
3 Industrial O&M Charge	\$0	\$0	\$0	\$599,655	\$646,057	\$295,246	\$1,540,958
4 Industrial R&R Charge	\$363,988	\$494,532	\$431,509	\$0	\$0	\$0	\$1,290,028
5 <b>Total Revenue Recovered</b>	<b>\$1,435,411</b>	<b>\$596,247</b>	<b>\$844,063</b>	<b>\$4,328,320</b>	<b>\$1,896,264</b>	<b>\$1,760,659</b>	<b>\$10,860,964</b>

Table 5-2 shows the rate calculation for Residential/Commercial customers for FY 2025. For the Residential/Commercial customer class, the O&M charge is calculated by dividing the costs recovered by the Residential/Commercial O&M charge (Table 5-1, Line 1) by the total number of Residential/Commercial ESFRs (Table 2-2). The R&R charge is calculated similarly using the costs recovered by the Residential/Commercial R&R charge (Table 5-1, Line 2).

**Table 5-2: Residential/Commercial Rate Calculation**

<b>Res/Com O&amp;M Service Charge</b>			
Total Cost of Service	\$6,444,286		
Residential/Commercial ESFRs	16,218		
Annual O&M Service Charge	<b>\$397.36</b>	<b>\$/ESFR</b>	
<b>District Res/Comm R&amp;R Charge</b>			
Total Cost of Service	\$1,585,692		
District ESFRs	16,218		
Annual District R&R Charge	<b>\$97.78</b>	<b>\$/ESFR</b>	

Table 5-3 shows the rate calculation for Industrial customers for FY 2025. For the Industrial customer class, the O&M charge is calculated by dividing the costs recovered by individual components the Industrial O&M charge (Table 5-1, Line 3) by the actual Flow, BOD, and TSS units of the Industrial customer class (Table 2-3). The R&R charge is calculated by dividing the costs recovered by the individual components of the Industrial R&R charge (Table 5-1, Line 4) by the Flow, BOD, and TSS design capacity units of the Industrial customer class (Table 2-3).

**Table 5-3: Industrial Rate Calculation**

<b>Industrial O&amp;M Charge</b>	<b>Flow</b>	<b>BOD</b>	<b>TSS</b>	<b>Total</b>
Total Cost of Service	\$599,655	\$646,057	\$295,246	\$1,540,958
Units of Service	212	1,431,046	685,804	
Units of Measure	mg	lb	lb	
Industrial Flow Charge	<b>\$2,834.62</b>	<b>\$0.46</b>	<b>\$0.44</b>	
	<b>\$/mg</b>	<b>\$/lb</b>	<b>\$/lb</b>	
<b>Industrial R&amp;R Charge</b>	<b>Flow</b>	<b>BOD</b>	<b>TSS</b>	<b>Total</b>
Total Cost of Service	\$363,988	\$494,532	\$431,509	\$1,290,028
Units of Service	1.69	50,281	13,300	
Units of Measure	mgd	lb/day	lb/day	
Industrial Flow Charge	<b>\$215,890.98</b>	<b>\$9.84</b>	<b>\$32.45</b>	
	<b>\$/mgd</b>	<b>\$/lb per day</b>	<b>\$/lb per day</b>	

### 5.3. Proposed Wastewater Rates

Table 5-4 shows the proposed wastewater rates for all customer classes. The previous section calculated rates for FY 2025. For the following four fiscal years, the FY 2025 rates are escalated by the revenue adjustments shown in Figure 1-1 (also shown in the Revenue Adjustments line). The Cities’ R&R charge was designed to fund each city’s capital projects and reserves balances as shown in Figure 1-8, Figure 1-9, Figure 1-10. The cities’ R&R charges were designed to increase gradually to minimize impacts to customers and maintain R&R reserves at adequate levels. Septage users are billed at industrial rates because of their high strengths. The capital portion of the fee is based on one 1,200-gallon pumping per year, a BOD concentration of

5,400 mg/L, and a TSS concentration of 12,000 mg/L applied to the Industrial R&R rates shown below. The O&M portion of the fee is based on 100 gallons of flow and the same concentration levels applied to the Industrial O&M charge shown below. These are summed together on a per 100 gallon basis to arrive at the rate shown in Table 5-4.

**Table 5-4: Proposed Wastewater Rates**

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>Adjustments</b>		COS	9.0%	9.0%	6.0%	6.0%
<b>All Customers (\$/ESFR)</b>						
District Refurbishment and Replacement	\$87.07	\$97.78	\$106.59	\$116.19	\$123.17	\$130.57
Selma Refurbishment & Replacement	\$74.00	\$88.00	\$98.00	\$108.00	\$118.00	\$130.00
Kingsburg Refurbishment & Replacement	\$40.00	\$48.00	\$56.00	\$64.00	\$72.00	\$80.00
Fowler Refurbishment & Replacement	\$56.00	\$62.00	\$69.00	\$76.00	\$83.00	\$90.00
<b>Residential/Commercial O&amp;M Charge (\$/ESFR)</b>						
Operation and Maintenance Service Charge	\$372.43	\$397.36	\$433.13	\$472.12	\$500.45	\$530.48
<b>Total Residential/Commercial O&amp;M Charge</b>	<b>\$459.50</b>	<b>\$495.14</b>	<b>\$539.72</b>	<b>\$588.31</b>	<b>\$623.62</b>	<b>\$661.05</b>
<b>Industrial O&amp;M Charge</b>						
Flow Charge (\$/mg)	\$2,586.61	\$2,834.62	\$3,089.74	\$3,367.82	\$3,569.89	\$3,784.09
B.O.D. Charge (\$/lb)	\$0.25	\$0.46	\$0.51	\$0.56	\$0.60	\$0.64
S.S. Charge (\$/lb)	\$0.48	\$0.44	\$0.48	\$0.53	\$0.57	\$0.61
<b>Industrial R&amp;R Charge</b>						
Flow Charge (\$/mgd)	\$192,072.65	\$215,891	\$235,321	\$256,500	\$271,890	\$288,204
B.O.D. Charge (\$/lb per day)	\$7.32	\$9.84	\$10.73	\$11.70	\$12.41	\$13.16
S.S. Charge (\$/lb per day)	\$24.00	\$32.45	\$35.38	\$38.57	\$40.89	\$43.35
<b>Septic Hauler (\$/100 gal)</b>	<b>\$13.83</b>	<b>\$12.86</b>	<b>\$14.05</b>	<b>\$15.48</b>	<b>\$16.62</b>	<b>\$17.77</b>

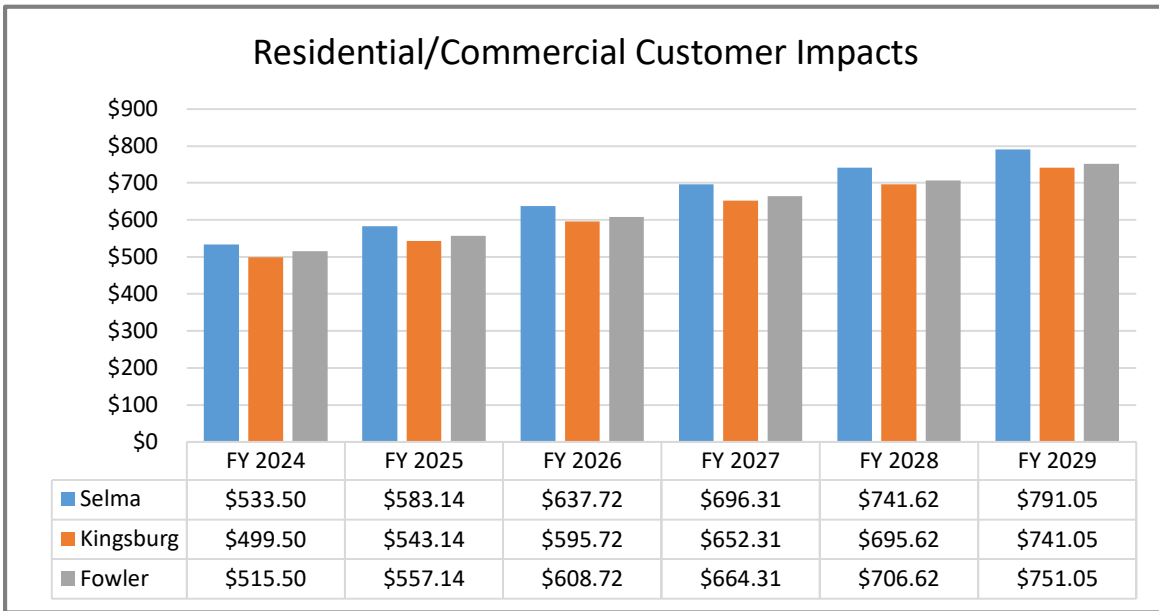
## 5.4. Customer Impacts

After determining the District’s wastewater rates, Raftelis analyzed the customer impacts to ensure that the District could make informed decisions about the rate changes.

Figure 5-1 shows the impacts to the District’s Residential/Commercial customers. Selma’s residential customers will experience an annual increase of \$49.64 or \$4.14 per month in their wastewater charges in FY 2025. In the same year, Kingsburg’s residential customers will experience a \$43.64 or \$3.64 per month increase and Fowler’s residential customers will experience a \$41.64 or \$3.47 per month increase.

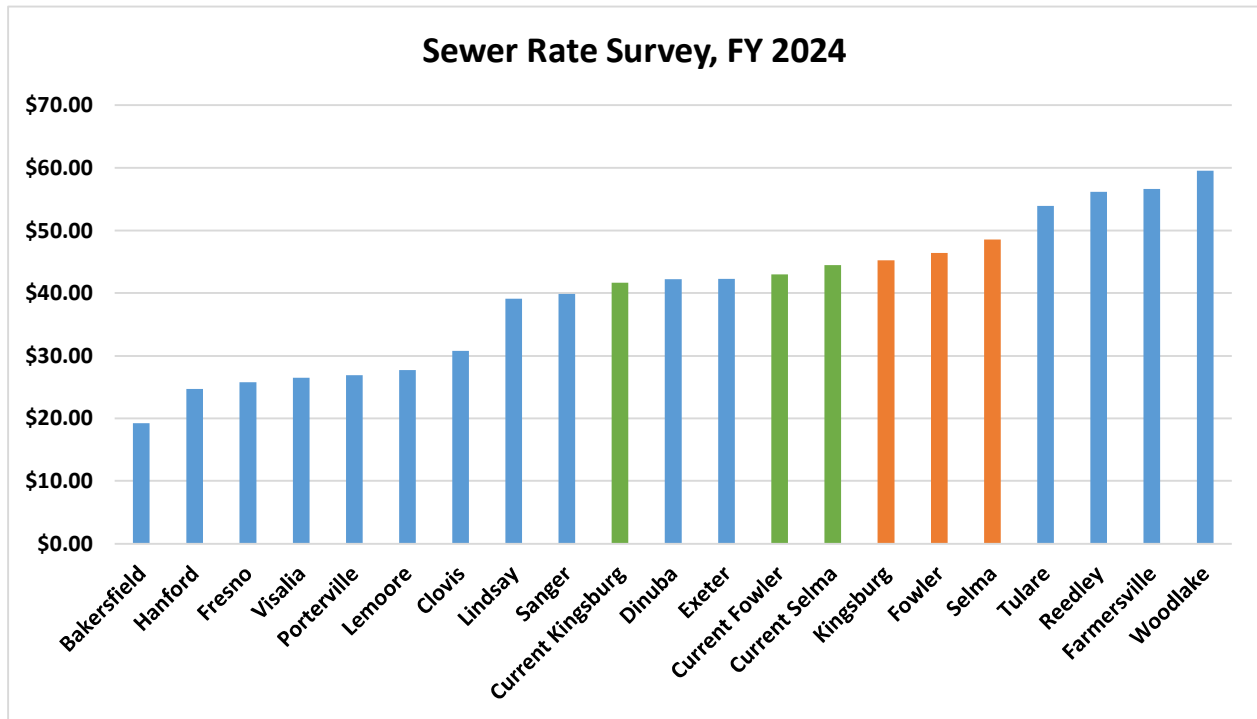


Figure 5-1: Residential/Commercial Customer Impacts



Finally, the current and proposed rates for residential customers are compared with rates in the surrounding communities. Such comparisons can provide insights into a utility’s pricing policies related to service. However, care should be taken in drawing conclusions from such a comparison as some factors including geographic location, demand, customer constituency, level of treatment, level of grant funding, property tax revenues, age of system, and rate-setting methodology can affect the cost of providing services. Figure 5-2 shows the comparison between the District’s current and proposed rates with those of neighboring utilities.

Figure 5-2: Sewer Rate Comparison



**APPENDIX A:**

**Detailed O&M Budget and  
Cost Allocation**



**Table A-1: Detailed O&M Budget**

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
<b>Division 1 - Admin</b>						
Salaries - Nonrep	\$604,571	\$661,207	\$681,043	\$701,475	\$722,519	\$744,194
Salaries - Barg Unit	\$0	\$0	\$0	\$0	\$0	\$0
Extra Help	\$0	\$0	\$0	\$0	\$0	\$0
Shift Differential	\$0	\$0	\$0	\$0	\$0	\$0
Standby Pay	\$0	\$0	\$0	\$0	\$0	\$0
Overtime	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Holiday Pay	\$0	\$0	\$0	\$0	\$0	\$0
SkLv Cash Out	\$500	\$1,500	\$1,575	\$1,654	\$1,736	\$1,823
FICA / Medicare	\$8,803	\$9,638	\$10,120	\$10,626	\$11,157	\$11,715
S.U.I.	\$0	\$0	\$0	\$0	\$0	\$0
Retirement	\$171,527	\$191,398	\$200,968	\$211,016	\$221,567	\$232,645
RBP IRC 415 - Retirees	\$300	\$0	\$0	\$0	\$0	\$0
Health-Dental-Life	\$78,000	\$88,000	\$92,400	\$97,020	\$101,871	\$106,965
OPEB-Pre 65	\$11,000	\$14,000	\$14,700	\$15,435	\$16,207	\$17,017
OPEB-Post 65	\$67,000	\$60,000	\$63,000	\$66,150	\$69,458	\$72,930
Workers Comp Ins	\$4,000	\$120,000	\$126,000	\$132,300	\$138,915	\$145,861
Contingency (0.1%)	\$906	\$906	\$951	\$999	\$1,049	\$1,101
CalPERS Payment	\$105,104	\$105,104	\$105,104	\$105,104	\$105,104	\$105,104
Uniforms	\$20,000	\$22,000	\$22,660	\$23,340	\$24,040	\$24,761
Safety Supplies	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126
Safety Awards	\$7,000	\$7,000	\$7,210	\$7,426	\$7,649	\$7,879
General Insurance	\$340,260	\$357,220	\$367,937	\$378,975	\$390,344	\$402,054
Honesty Bond	\$200	\$200	\$206	\$212	\$219	\$225
Permits	\$800	\$800	\$824	\$849	\$874	\$900
Directors' Fees	\$12,000	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
Memberships	\$35,000	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Certification Fees	\$6,000	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753
State Equalization Board Taxes	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Property Taxes & Assessments	\$6,000	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753
Office Supplies	\$12,000	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
Office Equipment	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Information Systems	\$195,000	\$82,500	\$84,975	\$87,524	\$90,150	\$92,854
Miscellaneous Mileage - P/U & Delivery	\$200	\$200	\$206	\$212	\$219	\$225

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Postage	\$10,000	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Printing - Advertising	\$7,500	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441
Printing - Forms	\$4,000	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502
Books & Publications	\$500	\$500	\$515	\$530	\$546	\$563
Communications	\$50,000	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275
Outreach	\$20,000	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Travel & Training	\$40,000	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Employee Recognition Program	\$5,600	\$5,600	\$5,768	\$5,941	\$6,119	\$6,303
Laboratory Supplies & Equipment	\$0	\$0	\$0	\$0	\$0	\$0
External Laboratory Services	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Nuisance Abatement	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Auto	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Maintenance - Equipment	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126
Maintenance - Buildings & Grounds	\$11,000	\$11,000	\$11,330	\$11,670	\$12,020	\$12,381
Chemicals	\$0	\$0	\$0	\$0	\$0	\$0
Lubricants	\$0	\$0	\$0	\$0	\$0	\$0
Fuel - Diesel & Propane	\$0	\$0	\$0	\$0	\$0	\$0
Fuel - Gasoline	\$7,000	\$7,000	\$7,210	\$7,426	\$7,649	\$7,879
Utilities	\$0	\$0	\$0	\$0	\$0	\$0
Rent & Lease Equipment	\$11,000	\$13,000	\$13,390	\$13,792	\$14,205	\$14,632
Small Tools	\$500	\$500	\$515	\$530	\$546	\$563
Repair & Maintenance	\$2,500	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814
Special Services - Air & Ground Spray	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Engineering & Technical	\$110,000	\$170,000	\$175,100	\$180,353	\$185,764	\$191,336
Prof Svcs - Accounting & Financial	\$90,000	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903
Prof Svcs - Legal	\$30,000	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765
Prof Svcs - Medical & Safety	\$10,000	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
Prof Svcs - Mgt & Human Relations	\$25,000	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Prof Svcs - Other	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Solar & Battery Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Solar Measurement & Verification	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Selma	\$185,000	\$195,000	\$200,850	\$206,876	\$213,082	\$219,474
City Franchise Fee - Kburg	\$195,000	\$188,000	\$193,640	\$199,449	\$205,433	\$211,596
City Franchise Fee - Fowler	\$110,000	\$110,000	\$113,300	\$116,699	\$120,200	\$123,806

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Contingency	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Division 1 - Admin</b>	<b>\$2,631,771</b>	<b>\$2,756,273</b>	<b>\$2,845,517</b>	<b>\$2,937,924</b>	<b>\$3,033,612</b>	<b>\$3,132,707</b>
<b>Division 2 - Lab</b>						
Salaries - Nonrep	\$159,195	\$165,549	\$170,515	\$175,631	\$180,900	\$186,327
Salaries - Barg Unit	\$219,987	\$217,098	\$223,611	\$230,319	\$237,229	\$244,346
Extra Help	\$0	\$0	\$0	\$0	\$0	\$0
Shift Differential	\$0	\$0	\$0	\$0	\$0	\$0
Standby Pay	\$0	\$0	\$0	\$0	\$0	\$0
Overtime	\$1,700	\$1,700	\$1,751	\$1,804	\$1,858	\$1,913
Holiday Pay	\$0	\$0	\$0	\$0	\$0	\$0
SkLv Cash Out	\$500	\$500	\$525	\$551	\$579	\$608
FICA / Medicare	\$4,023	\$4,074	\$4,278	\$4,492	\$4,716	\$4,952
S.U.I.	\$0	\$0	\$0	\$0	\$0	\$0
Retirement	\$100,962	\$117,000	\$122,850	\$128,993	\$135,442	\$142,214
RBP IRC 415 - Retirees	\$0	\$0	\$0	\$0	\$0	\$0
Health-Dental-Life	\$53,800	\$55,800	\$58,590	\$61,520	\$64,595	\$67,825
OPEB-Pre 65	\$0	\$0	\$0	\$0	\$0	\$0
OPEB-Post 65	\$0	\$0	\$0	\$0	\$0	\$0
Workers Comp Ins	\$25,000	\$0	\$0	\$0	\$0	\$0
Contingency (0.1%)	\$672	\$672	\$706	\$741	\$778	\$817
CalPERS Payment	\$0	\$0	\$0	\$0	\$0	\$0
Uniforms	\$0	\$0	\$0	\$0	\$0	\$0
Safety Supplies	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Safety Awards	\$0	\$0	\$0	\$0	\$0	\$0
General Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Honesty Bond	\$0	\$0	\$0	\$0	\$0	\$0
Permits	\$11,000	\$11,000	\$11,330	\$11,670	\$12,020	\$12,381
Directors' Fees	\$0	\$0	\$0	\$0	\$0	\$0
Memberships	\$0	\$0	\$0	\$0	\$0	\$0
Certification Fees	\$0	\$0	\$0	\$0	\$0	\$0
State Equalization Board Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes & Assessments	\$0	\$0	\$0	\$0	\$0	\$0

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Office Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Information Systems	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Mileage - P/U & Delivery	\$0	\$0	\$0	\$0	\$0	\$0
Postage	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Advertising	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Forms	\$0	\$0	\$0	\$0	\$0	\$0
Books & Publications	\$0	\$0	\$0	\$0	\$0	\$0
Communications	\$0	\$0	\$0	\$0	\$0	\$0
Outreach	\$0	\$0	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0	\$0	\$0
Employee Recognition Program	\$0	\$0	\$0	\$0	\$0	\$0
Laboratory Supplies & Equipment	\$18,000	\$18,000	\$18,540	\$19,096	\$19,669	\$20,259
External Laboratory Services	\$43,000	\$43,000	\$44,290	\$45,619	\$46,987	\$48,397
Maintenance - Nuisance Abatement	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Auto	\$500	\$500	\$515	\$530	\$546	\$563
Maintenance - Equipment	\$7,000	\$7,000	\$7,210	\$7,426	\$7,649	\$7,879
Maintenance - Buildings & Grounds	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Chemicals	\$0	\$0	\$0	\$0	\$0	\$0
Lubricants	\$0	\$0	\$0	\$0	\$0	\$0
Fuel - Diesel & Propane	\$0	\$0	\$0	\$0	\$0	\$0
Fuel - Gasoline	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Utilities	\$0	\$0	\$0	\$0	\$0	\$0
Rent & Lease Equipment	\$500	\$500	\$515	\$530	\$546	\$563
Small Tools	\$500	\$500	\$515	\$530	\$546	\$563
Repair & Maintenance	\$6,000	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753
Special Services - Air & Ground Spray	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Engineering & Technical	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Accounting & Financial	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Legal	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Medical & Safety	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Mgt & Human Relations	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Other	\$0	\$0	\$0	\$0	\$0	\$0
Solar & Battery Maintenance	\$0	\$0	\$0	\$0	\$0	\$0

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Solar Measurement & Verification	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Selma	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Kburg	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Fowler	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Division 2 - Lab</b>	<b>\$658,339</b>	<b>\$654,893</b>	<b>\$678,101</b>	<b>\$702,183</b>	<b>\$727,174</b>	<b>\$753,112</b>

**Division 3 - Plant Operations**

Salaries - Nonrep	\$269,119	\$184,066	\$189,588	\$195,276	\$201,134	\$207,168
Salaries - Barg Unit	\$507,498	\$538,050	\$554,192	\$570,817	\$587,942	\$605,580
Extra Help	\$0	\$0	\$0	\$0	\$0	\$0
Shift Differential	\$600	\$600	\$618	\$637	\$656	\$675
Standby Pay	\$8,500	\$8,500	\$8,755	\$9,018	\$9,288	\$9,567
Overtime	\$10,000	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
Holiday Pay	\$4,500	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
SkLv Cash Out	\$500	\$500	\$525	\$551	\$579	\$608
FICA / Medicare	\$11,610	\$10,856	\$11,399	\$11,969	\$12,567	\$13,196
S.U.I.	\$0	\$0	\$0	\$0	\$0	\$0
Retirement	\$208,763	\$241,284	\$253,348	\$266,016	\$279,316	\$293,282
RBP IRC 415 - Retirees	\$0	\$0	\$0	\$0	\$0	\$0
Health-Dental-Life	\$132,700	\$131,900	\$138,495	\$145,420	\$152,691	\$160,325
OPEB-Pre 65	\$0	\$0	\$0	\$0	\$0	\$0
OPEB-Post 65	\$0	\$0	\$0	\$0	\$0	\$0
Workers Comp Ins	\$55,000	\$0	\$0	\$0	\$0	\$0
Contingency (0.1%)	\$1,625	\$1,625	\$1,706	\$1,792	\$1,881	\$1,975
CalPERS Payment	\$0	\$0	\$0	\$0	\$0	\$0
Uniforms	\$0	\$0	\$0	\$0	\$0	\$0
Safety Supplies	\$3,000	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Safety Awards	\$0	\$0	\$0	\$0	\$0	\$0
General Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Honesty Bond	\$0	\$0	\$0	\$0	\$0	\$0
Permits	\$153,000	\$153,000	\$157,590	\$162,318	\$167,187	\$172,203
Directors' Fees	\$0	\$0	\$0	\$0	\$0	\$0



	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Memberships	\$0	\$0	\$0	\$0	\$0	\$0
Certification Fees	\$0	\$0	\$0	\$0	\$0	\$0
State Equalization Board Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes & Assessments	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Information Systems	\$1,800	\$60,800	\$62,624	\$64,503	\$66,438	\$68,431
Miscellaneous Mileage - P/U & Delivery	\$0	\$0	\$0	\$0	\$0	\$0
Postage	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Advertising	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Forms	\$0	\$0	\$0	\$0	\$0	\$0
Books & Publications	\$0	\$0	\$0	\$0	\$0	\$0
Communications	\$0	\$0	\$0	\$0	\$0	\$0
Outreach	\$0	\$0	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0	\$0	\$0
Employee Recognition Program	\$0	\$0	\$0	\$0	\$0	\$0
Laboratory Supplies & Equipment	\$0	\$0	\$0	\$0	\$0	\$0
External Laboratory Services	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Nuisance Abatement	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Maintenance - Auto	\$3,500	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939
Maintenance - Equipment	\$15,000	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Maintenance - Buildings & Grounds	\$20,000	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
Chemicals	\$176,000	\$176,000	\$203,340	\$235,328	\$256,679	\$280,030
Lubricants	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126
Fuel - Diesel & Propane	\$20,000	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
Fuel - Gasoline	\$8,000	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004
Utilities	\$405,000	\$405,000	\$427,226	\$451,438	\$478,720	\$507,762
Rent & Lease Equipment	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Small Tools	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Repair & Maintenance	\$220,000	\$380,000	\$391,400	\$403,142	\$415,236	\$427,693
Special Services - Air & Ground Spray	\$12,000	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506
Prof Svcs - Engineering & Technical	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Accounting & Financial	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Legal	\$0	\$0	\$0	\$0	\$0	\$0

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Prof Svcs - Medical & Safety	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Mgt & Human Relations	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Other	\$0	\$0	\$0	\$0	\$0	\$0
Solar & Battery Maintenance	\$78,348	\$80,306	\$82,314	\$84,372	\$86,481	\$88,643
Solar Measurement & Verification	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Selma	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Kburg	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Fowler	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Division 3 - Plant Operations</b>	<b>\$2,339,063</b>	<b>\$2,483,987</b>	<b>\$2,597,965</b>	<b>\$2,720,884</b>	<b>\$2,838,635</b>	<b>\$2,962,632</b>
			16%	16%	9%	9%
<b>Division 4 - Plant Maintenance</b>						
Salaries - Nonrep	\$207,997	\$246,690	\$254,091	\$261,713	\$269,565	\$277,652
Salaries - Barg Unit	\$243,829	\$257,061	\$264,773	\$272,716	\$280,897	\$289,324
Extra Help	\$0	\$0	\$0	\$0	\$0	\$0
Shift Differential	\$0	\$0	\$0	\$0	\$0	\$0
Standby Pay	\$0	\$0	\$0	\$0	\$0	\$0
Overtime	\$9,000	\$9,000	\$9,270	\$9,548	\$9,835	\$10,130
Holiday Pay	\$0	\$0	\$0	\$0	\$0	\$0
SkLv Cash Out	\$500	\$500	\$525	\$551	\$579	\$608
FICA / Medicare	\$6,154	\$6,907	\$7,252	\$7,615	\$7,996	\$8,396
S.U.I.	\$0	\$0	\$0	\$0	\$0	\$0
Retirement	\$124,036	\$142,737	\$149,874	\$157,368	\$165,236	\$173,498
RBP IRC 415 - Retirees	\$0	\$0	\$0	\$0	\$0	\$0
Health-Dental-Life	\$86,000	\$86,000	\$90,300	\$94,815	\$99,556	\$104,534
OPEB-Pre 65	\$0	\$0	\$0	\$0	\$0	\$0
OPEB-Post 65	\$0	\$0	\$0	\$0	\$0	\$0
Workers Comp Ins	\$25,000	\$0	\$0	\$0	\$0	\$0
Contingency (0.1%)	\$984	\$984	\$1,033	\$1,085	\$1,139	\$1,196
CalPERS Payment	\$0	\$0	\$0	\$0	\$0	\$0
Uniforms	\$0	\$0	\$0	\$0	\$0	\$0
Safety Supplies	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Safety Awards	\$0	\$0	\$0	\$0	\$0	\$0

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
General Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Honesty Bond	\$0	\$0	\$0	\$0	\$0	\$0
Permits	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126
Directors' Fees	\$0	\$0	\$0	\$0	\$0	\$0
Memberships	\$0	\$0	\$0	\$0	\$0	\$0
Certification Fees	\$0	\$0	\$0	\$0	\$0	\$0
State Equalization Board Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes & Assessments	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Information Systems	\$4,000	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502
Miscellaneous Mileage - P/U & Delivery	\$0	\$0	\$0	\$0	\$0	\$0
Postage	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Advertising	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Forms	\$0	\$0	\$0	\$0	\$0	\$0
Books & Publications	\$0	\$0	\$0	\$0	\$0	\$0
Communications	\$0	\$0	\$0	\$0	\$0	\$0
Outreach	\$0	\$0	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0	\$0	\$0
Employee Recognition Program	\$0	\$0	\$0	\$0	\$0	\$0
Laboratory Supplies & Equipment	\$0	\$0	\$0	\$0	\$0	\$0
External Laboratory Services	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Nuisance Abatement	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Auto	\$3,500	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939
Maintenance - Equipment	\$223,000	\$283,000	\$291,490	\$300,235	\$309,242	\$318,519
Maintenance - Buildings & Grounds	\$20,000	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
Chemicals	\$1,000	\$1,000	\$1,155	\$1,337	\$1,458	\$1,591
Lubricants	\$8,000	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004
Fuel - Diesel & Propane	\$4,000	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502
Fuel - Gasoline	\$6,000	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753
Utilities	\$0	\$0	\$0	\$0	\$0	\$0
Rent & Lease Equipment	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Small Tools	\$500	\$500	\$515	\$530	\$546	\$563
Repair & Maintenance	\$75,000	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Special Services - Air & Ground Spray	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Engineering & Technical	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Accounting & Financial	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Legal	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Medical & Safety	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Mgt & Human Relations	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Other	\$0	\$0	\$0	\$0	\$0	\$0
Solar & Battery Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Solar Measurement & Verification	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Selma	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Kburg	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Fowler	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Division 4 - Plant Maintenance</b>	<b>\$1,056,500</b>	<b>\$1,142,879</b>	<b>\$1,182,033</b>	<b>\$1,222,621</b>	<b>\$1,264,610</b>	<b>\$1,308,127</b>

**Division 5 - Collections Maint.**

Salaries - Nonrep	\$142,164	\$192,549	\$198,325	\$204,275	\$210,403	\$216,716
Salaries - Barg Unit	\$147,048	\$155,440	\$160,103	\$164,906	\$169,853	\$174,949
Extra Help	\$0	\$0	\$0	\$0	\$0	\$0
Shift Differential	\$0	\$0	\$0	\$0	\$0	\$0
Standby Pay	\$4,500	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065
Overtime	\$6,000	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753
Holiday Pay	\$0	\$0	\$0	\$0	\$0	\$0
SkLv Cash Out	\$500	\$500	\$525	\$551	\$579	\$608
FICA / Medicare	\$3,818	\$4,670	\$4,904	\$5,149	\$5,406	\$5,676
S.U.I.	\$0	\$0	\$0	\$0	\$0	\$0
Retirement	\$80,772	\$91,877	\$96,471	\$101,294	\$106,359	\$111,677
RBP IRC 415 - Retirees	\$0	\$0	\$0	\$0	\$0	\$0
Health-Dental-Life	\$56,700	\$60,700	\$63,735	\$66,922	\$70,268	\$73,781
OPEB-Pre 65	\$0	\$0	\$0	\$0	\$0	\$0
OPEB-Post 65	\$0	\$0	\$0	\$0	\$0	\$0
Workers Comp Ins	\$18,000	\$0	\$0	\$0	\$0	\$0
Contingency (0.1%)	\$438	\$438	\$460	\$483	\$507	\$532

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
CalPERS Payment	\$0	\$0	\$0	\$0	\$0	\$0
Uniforms	\$0	\$0	\$0	\$0	\$0	\$0
Safety Supplies	\$3,000	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Safety Awards	\$0	\$0	\$0	\$0	\$0	\$0
General Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Honesty Bond	\$0	\$0	\$0	\$0	\$0	\$0
Permits	\$3,000	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Directors' Fees	\$0	\$0	\$0	\$0	\$0	\$0
Memberships	\$0	\$0	\$0	\$0	\$0	\$0
Certification Fees	\$0	\$0	\$0	\$0	\$0	\$0
State Equalization Board Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes & Assessments	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Information Systems	\$7,000	\$7,000	\$7,210	\$7,426	\$7,649	\$7,879
Miscellaneous Mileage - P/U & Delivery	\$0	\$0	\$0	\$0	\$0	\$0
Postage	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Advertising	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Forms	\$0	\$0	\$0	\$0	\$0	\$0
Books & Publications	\$0	\$0	\$0	\$0	\$0	\$0
Communications	\$0	\$0	\$0	\$0	\$0	\$0
Outreach	\$0	\$0	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0	\$0	\$0
Employee Recognition Program	\$0	\$0	\$0	\$0	\$0	\$0
Laboratory Supplies & Equipment	\$0	\$0	\$0	\$0	\$0	\$0
External Laboratory Services	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Nuisance Abatement	\$35,500	\$0	\$0	\$0	\$0	\$0
Maintenance - Auto	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Maintenance - Equipment	\$130,000	\$170,000	\$175,100	\$180,353	\$185,764	\$191,336
Maintenance - Buildings & Grounds	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Chemicals	\$1,000	\$1,000	\$1,155	\$1,337	\$1,458	\$1,591
Lubricants	\$0	\$0	\$0	\$0	\$0	\$0
Fuel - Diesel & Propane	\$15,000	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Fuel - Gasoline	\$7,000	\$7,000	\$7,210	\$7,426	\$7,649	\$7,879

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Utilities	\$0	\$0	\$0	\$0	\$0	\$0
Rent & Lease Equipment	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126
Small Tools	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126
Repair & Maintenance	\$210,000	\$210,000	\$216,300	\$222,789	\$229,473	\$236,357
Special Services - Air & Ground Spray	\$500	\$500	\$515	\$530	\$546	\$563
Prof Svcs - Engineering & Technical	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Accounting & Financial	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Legal	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Medical & Safety	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Mgt & Human Relations	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Other	\$0	\$0	\$0	\$0	\$0	\$0
Solar & Battery Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Solar Measurement & Verification	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Selma	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Kburg	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Fowler	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Division 5 - Collections Maint.</b>	<b>\$877,940</b>	<b>\$939,174</b>	<b>\$970,638</b>	<b>\$1,003,226</b>	<b>\$1,036,892</b>	<b>\$1,071,750</b>

**Division 6 - Collections Ops.**

Salaries - Nonrep	\$153,601	\$192,549	\$198,325	\$204,275	\$210,403	\$216,716
Salaries - Barg Unit	\$70,453	\$75,701	\$77,972	\$80,311	\$82,721	\$85,202
Extra Help	\$0	\$0	\$0	\$0	\$0	\$0
Shift Differential	\$0	\$0	\$0	\$0	\$0	\$0
Standby Pay	\$4,500	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065
Overtime	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Holiday Pay	\$0	\$0	\$0	\$0	\$0	\$0
SkLv Cash Out	\$500	\$500	\$525	\$551	\$579	\$608
FICA / Medicare	\$3,394	\$4,035	\$4,237	\$4,449	\$4,671	\$4,905
S.U.I.	\$0	\$0	\$0	\$0	\$0	\$0
Retirement	\$62,292	\$70,195	\$73,705	\$77,390	\$81,259	\$85,322
RBP IRC 415 - Retirees	\$0	\$0	\$0	\$0	\$0	\$0
Health-Dental-Life	\$45,100	\$46,100	\$48,405	\$50,825	\$53,367	\$56,035

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
OPEB-Pre 65	\$0	\$0	\$0	\$0	\$0	\$0
OPEB-Post 65	\$0	\$0	\$0	\$0	\$0	\$0
Workers Comp Ins	\$10,000	\$0	\$0	\$0	\$0	\$0
Contingency (0.1%)	\$375	\$375	\$394	\$413	\$434	\$456
CalPERS Payment	\$0	\$0	\$0	\$0	\$0	\$0
Uniforms	\$0	\$0	\$0	\$0	\$0	\$0
Safety Supplies	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Safety Awards	\$0	\$0	\$0	\$0	\$0	\$0
General Insurance	\$0	\$0	\$0	\$0	\$0	\$0
Honesty Bond	\$0	\$0	\$0	\$0	\$0	\$0
Permits	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Directors' Fees	\$0	\$0	\$0	\$0	\$0	\$0
Memberships	\$0	\$0	\$0	\$0	\$0	\$0
Certification Fees	\$0	\$0	\$0	\$0	\$0	\$0
State Equalization Board Taxes	\$0	\$0	\$0	\$0	\$0	\$0
Property Taxes & Assessments	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies	\$0	\$0	\$0	\$0	\$0	\$0
Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Information Systems	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Mileage - P/U & Delivery	\$0	\$0	\$0	\$0	\$0	\$0
Postage	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Advertising	\$0	\$0	\$0	\$0	\$0	\$0
Printing - Forms	\$0	\$0	\$0	\$0	\$0	\$0
Books & Publications	\$0	\$0	\$0	\$0	\$0	\$0
Communications	\$0	\$0	\$0	\$0	\$0	\$0
Outreach	\$0	\$0	\$0	\$0	\$0	\$0
Travel & Training	\$0	\$0	\$0	\$0	\$0	\$0
Employee Recognition Program	\$0	\$0	\$0	\$0	\$0	\$0
Laboratory Supplies & Equipment	\$0	\$0	\$0	\$0	\$0	\$0
External Laboratory Services	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Nuisance Abatement	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance - Auto	\$4,500	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065
Maintenance - Equipment	\$17,600	\$117,600	\$121,128	\$124,762	\$128,505	\$132,360
Maintenance - Buildings & Grounds	\$0	\$0	\$0	\$0	\$0	\$0

	Budget FY 2024	Budget FY 2025	Projected FY 2026	Projected FY 2027	Projected FY 2028	Projected FY 2029
Chemicals	\$0	\$0	\$0	\$0	\$0	\$0
Lubricants	\$0	\$0	\$0	\$0	\$0	\$0
Fuel - Diesel & Propane	\$0	\$0	\$0	\$0	\$0	\$0
Fuel - Gasoline	\$13,000	\$13,000	\$13,390	\$13,792	\$14,205	\$14,632
Utilities	\$98,500	\$98,500	\$103,906	\$109,794	\$116,430	\$123,493
Rent & Lease Equipment	\$500	\$500	\$515	\$530	\$546	\$563
Small Tools	\$500	\$500	\$515	\$530	\$546	\$563
Repair & Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Special Services - Air & Ground Spray	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Engineering & Technical	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Accounting & Financial	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Legal	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Medical & Safety	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Mgt & Human Relations	\$0	\$0	\$0	\$0	\$0	\$0
Prof Svcs - Other	\$0	\$0	\$0	\$0	\$0	\$0
Solar & Battery Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Solar Measurement & Verification	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Selma	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Kburg	\$0	\$0	\$0	\$0	\$0	\$0
City Franchise Fee - Fowler	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0
Bad Debt Expense	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal - Division 6 - Collections Ops.</b>	<b>\$496,815</b>	<b>\$640,555</b>	<b>\$664,646</b>	<b>\$689,902</b>	<b>\$716,614</b>	<b>\$744,489</b>



**Table A-2: Detailed O&M Cost Allocation**

O&M Expenses	Account No.	Test Year	Percentage Allocation			
		FY 2025	Flow	BOD	TSS	General
<b>Division 1 - Admin</b>						
Salaries - Nonrep	6000	\$661,207	45%	30%	25%	0%
Overtime	6320	\$2,000	45%	30%	25%	0%
SkLv Cash Out	6340	\$1,500	45%	30%	25%	0%
FICA / Medicare	6400	\$9,638	45%	30%	25%	0%
Retirement	6500	\$191,398	45%	30%	25%	0%
Health-Dental-Life	6600	\$88,000	45%	30%	25%	0%
OPEB-Pre 65	6610	\$14,000	45%	30%	25%	0%
OPEB-Post 65	6615	\$60,000	45%	30%	25%	0%
Workers Comp Ins	6700	\$120,000	45%	30%	25%	0%
Contingency (0.1%)	6900	\$906	45%	30%	25%	0%
CalPERS Payment	0	\$105,104	45%	30%	25%	0%
Uniforms	7000	\$22,000	42%	30%	28%	0%
Safety Supplies	7010	\$1,000	53%	23%	23%	0%
Safety Awards	7020	\$7,000	42%	30%	28%	0%
General Insurance	7100	\$357,220	42%	30%	28%	0%
Honesty Bond	7110	\$200	42%	30%	28%	0%
Permits	7200	\$800	39%	32%	30%	0%
Directors' Fees	7210	\$12,000	42%	30%	28%	0%
Memberships	7220	\$35,000	42%	30%	28%	0%
Certification Fees	7230	\$6,000	42%	30%	28%	0%
State Equalization Board Taxes	7250	\$5,000	42%	30%	28%	0%
Property Taxes & Assessments	7260	\$6,000	42%	30%	28%	0%
Office Supplies	7300	\$12,000	42%	30%	28%	0%
Office Equipment	7310	\$5,000	42%	30%	28%	0%
Information Systems	7320	\$82,500	42%	30%	28%	0%
Miscellaneous Mileage - P/U & Delivery	7330	\$200	42%	30%	28%	0%
Postage	7340	\$3,000	42%	30%	28%	0%
Printing - Advertising	7350	\$7,500	42%	30%	28%	0%
Printing - Forms	7360	\$4,000	42%	30%	28%	0%
Books & Publications	7370	\$500	42%	30%	28%	0%
Communications	7380	\$50,000	42%	30%	28%	0%
Outreach	7390	\$15,000	42%	30%	28%	0%

O&M Expenses	Account No.	Test Year	Percentage Allocation			
		FY 2025	Flow	BOD	TSS	General
Travel & Training	7400	\$40,000	42%	30%	28%	0%
Employee Recognition Program	7410	\$5,600	42%	30%	28%	0%
Maintenance - Auto	7610	\$2,000	48%	26%	26%	0%
Maintenance - Equipment	7620	\$1,000	50%	21%	29%	0%
Maintenance - Buildings & Grounds	7630	\$11,000	37%	33%	31%	0%
Fuel - Gasoline	7670	\$7,000	52%	24%	24%	0%
Rent & Lease Equipment	7700	\$13,000	38%	32%	30%	0%
Small Tools	7710	\$500	62%	19%	20%	0%
Repair & Maintenance	7720	\$2,500	55%	21%	25%	0%
Prof Svcs - Engineering & Technical	7810	\$170,000	42%	30%	28%	0%
Prof Svcs - Accounting & Financial	7820	\$55,000	42%	30%	28%	0%
Prof Svcs - Legal	7830	\$30,000	42%	30%	28%	0%
Prof Svcs - Medical & Safety	7840	\$10,000	42%	30%	28%	0%
Prof Svcs - Mgt & Human Relations	7850	\$25,000	42%	30%	28%	0%
Prof Svcs - Other	7860	\$5,000	42%	30%	28%	0%
City Franchise Fee - Selma	7270	\$195,000	42%	30%	28%	0%
City Franchise Fee - Kburg	7270	\$188,000	42%	30%	28%	0%
City Franchise Fee - Fowler	7270	\$110,000	42%	30%	28%	0%
Contingency	9900	\$0	42%	30%	28%	0%
Bad Debt Expense		\$0				100%
<b>Subtotal - Division 1 - Admin</b>		<b>\$2,756,273</b>	<b>44%</b>	<b>30%</b>	<b>27%</b>	<b>0%</b>
<b>Division 2 - Lab</b>						
Salaries - Nonrep	6000	\$165,549	45%	30%	25%	0%
Salaries - Barg Unit	6100	\$217,098	45%	30%	25%	0%
Overtime	6320	\$1,700	45%	30%	25%	0%
SkLv Cash Out	6340	\$500	45%	30%	25%	0%
FICA / Medicare	6400	\$4,074	45%	30%	25%	0%
Retirement	6500	\$117,000	45%	30%	25%	0%
Health-Dental-Life	6600	\$55,800	45%	30%	25%	0%
Contingency (0.1%)	6900	\$672	45%	30%	25%	0%
Safety Supplies	7010	\$2,000	53%	23%	23%	0%
Permits	7200	\$11,000	39%	32%	30%	0%

O&M Expenses	Account No.	Test Year	Percentage Allocation			
		FY 2025	Flow	BOD	TSS	General
Laboratory Supplies & Equipment	7500	\$18,000	42%	30%	28%	0%
External Laboratory Services	7510	\$43,000	42%	30%	28%	0%
Maintenance - Auto	7610	\$500	48%	26%	26%	0%
Maintenance - Equipment	7620	\$7,000	50%	21%	29%	0%
Maintenance - Buildings & Grounds	7630	\$2,000	37%	33%	31%	0%
Fuel - Gasoline	7670	\$2,000	52%	24%	24%	0%
Rent & Lease Equipment	7700	\$500	38%	32%	30%	0%
Small Tools	7710	\$500	62%	19%	20%	0%
Repair & Maintenance	7720	\$6,000	55%	21%	25%	0%
<b>Subtotal - Division 2 - Lab</b>		<b>\$654,893</b>	<b>45%</b>	<b>29%</b>	<b>26%</b>	<b>0%</b>
<b>Division 3 - Plant Operations</b>						
Salaries - Nonrep	6000	\$184,066	45%	30%	25%	0%
Salaries - Barg Unit	6100	\$538,050	45%	30%	25%	0%
Shift Differential	6300	\$600	45%	30%	25%	0%
Standby Pay	6310	\$8,500	45%	30%	25%	0%
Overtime	6320	\$12,000	45%	30%	25%	0%
Holiday Pay	6330	\$5,000	45%	30%	25%	0%
SkLv Cash Out	6340	\$500	45%	30%	25%	0%
FICA / Medicare	6400	\$10,856	45%	30%	25%	0%
Retirement	6500	\$241,284	45%	30%	25%	0%
Health-Dental-Life	6600	\$131,900	45%	30%	25%	0%
Contingency (0.1%)	6900	\$1,625	45%	30%	25%	0%
Safety Supplies	7010	\$3,000	53%	23%	23%	0%
Permits	7200	\$153,000	39%	32%	30%	0%
Information Systems	7320	\$60,800	42%	30%	28%	0%
Maintenance - Nuisance Abatement	7600	\$2,000	10%	0%	10%	80%
Maintenance - Auto	7610	\$3,500	48%	26%	26%	0%
Maintenance - Equipment	7620	\$15,000	50%	21%	29%	0%
Maintenance - Buildings & Grounds	7630	\$20,000	37%	33%	31%	0%
Chemicals	7640	\$176,000	31%	36%	33%	0%
Lubricants	7650	\$1,000	31%	36%	33%	0%
Fuel - Diesel & Propane	7660	\$20,000	58%	21%	21%	0%

O&M Expenses	Account No.	Test Year	Percentage Allocation			
		FY 2025	Flow	BOD	TSS	General
Fuel - Gasoline	7670	\$8,000	52%	24%	24%	0%
Utilities	7680	\$405,000	29%	36%	36%	0%
Rent & Lease Equipment	7700	\$5,000	38%	32%	30%	0%
Small Tools	7710	\$5,000	62%	19%	20%	0%
Repair & Maintenance	7720	\$380,000	55%	21%	25%	0%
Special Services - Air & Ground Spray	7800	\$12,000	56%	22%	22%	0%
Solar & Battery Maintenance		\$80,306	0%	0%	0%	100%
<b>Subtotal - Division 3 - Plant Operations</b>		<b>\$2,483,987</b>	<b>41%</b>	<b>29%</b>	<b>27%</b>	<b>3%</b>
<b>Division 4 - Plant Maintenance</b>						
Salaries - Nonrep	6000	\$246,690	45%	30%	25%	0%
Salaries - Barg Unit	6100	\$257,061	45%	30%	25%	0%
Overtime	6320	\$9,000	45%	30%	25%	0%
SkLv Cash Out	6340	\$500	45%	30%	25%	0%
FICA / Medicare	6400	\$6,907	45%	30%	25%	0%
Retirement	6500	\$142,737	45%	30%	25%	0%
Health-Dental-Life	6600	\$86,000	45%	30%	25%	0%
Contingency (0.1%)	6900	\$984	45%	30%	25%	0%
Safety Supplies	7010	\$2,000	53%	23%	23%	0%
Permits	7200	\$1,000	39%	32%	30%	0%
Information Systems	7320	\$4,000	42%	30%	28%	0%
Miscellaneous Mileage - P/U & Delivery	7330	\$0	42%	30%	28%	0%
Maintenance - Auto	7610	\$3,500	48%	26%	26%	0%
Maintenance - Equipment	7620	\$283,000	50%	21%	29%	0%
Maintenance - Buildings & Grounds	7630	\$20,000	37%	33%	31%	0%
Chemicals	7640	\$1,000	31%	36%	33%	0%
Lubricants	7650	\$8,000	31%	36%	33%	0%
Fuel - Diesel & Propane	7660	\$4,000	58%	21%	21%	0%
Fuel - Gasoline	7670	\$6,000	52%	24%	24%	0%
Rent & Lease Equipment	7700	\$5,000	38%	32%	30%	0%
Small Tools	7710	\$500	62%	19%	20%	0%
Repair & Maintenance	7720	\$55,000	55%	21%	25%	0%
<b>Subtotal - Division 4 - Plant Maintenance</b>		<b>\$1,142,879</b>	<b>47%</b>	<b>27%</b>	<b>26%</b>	<b>0%</b>

O&M Expenses	Account No.	Test Year	Percentage Allocation			
		FY 2025	Flow	BOD	TSS	General
<b>Division 5 - Collections Maint.</b>						
Salaries - Nonrep	6000	\$192,549	100%	0%	0%	0%
Salaries - Barg Unit	6100	\$155,440	100%	0%	0%	0%
Standby Pay	6310	\$4,500	100%	0%	0%	0%
Overtime	6320	\$6,000	100%	0%	0%	0%
SkLv Cash Out	6340	\$500	100%	0%	0%	0%
FICA / Medicare	6400	\$4,670	100%	0%	0%	0%
Retirement	6500	\$91,877	100%	0%	0%	0%
Health-Dental-Life	6600	\$60,700	100%	0%	0%	0%
Contingency (0.1%)	6900	\$438	100%	0%	0%	0%
Safety Supplies	7010	\$3,000	100%	0%	0%	0%
Permits	7200	\$3,000	100%	0%	0%	0%
Information Systems	7320	\$7,000	100%	0%	0%	0%
Maintenance - Auto	7610	\$2,000	100%	0%	0%	0%
Maintenance - Equipment	7620	\$170,000	100%	0%	0%	0%
Maintenance - Buildings & Grounds	7630	\$2,000	100%	0%	0%	0%
Chemicals	7640	\$1,000	100%	0%	0%	0%
Fuel - Diesel & Propane	7660	\$15,000	100%	0%	0%	0%
Fuel - Gasoline	7670	\$7,000	100%	0%	0%	0%
Rent & Lease Equipment	7700	\$1,000	100%	0%	0%	0%
Small Tools	7710	\$1,000	100%	0%	0%	0%
Repair & Maintenance	7720	\$210,000	100%	0%	0%	0%
Special Services - Air & Ground Spray	7800	\$500	100%	0%	0%	0%
<b>Subtotal - Division 5 - Collections Maint.</b>		<b>\$939,174</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Division 6 - Collections Ops.</b>						
Salaries - Nonrep	6000	\$192,549	100%	0%	0%	0%
Salaries - Barg Unit	6100	\$75,701	100%	0%	0%	0%
Standby Pay	6310	\$4,500	100%	0%	0%	0%
Overtime	6320	\$5,000	100%	0%	0%	0%
SkLv Cash Out	6340	\$500	100%	0%	0%	0%
FICA / Medicare	6400	\$4,035	100%	0%	0%	0%

O&M Expenses	Account No.	Test Year	Percentage Allocation			
		FY 2025	Flow	BOD	TSS	General
Retirement	6500	\$70,195	100%	0%	0%	0%
Health-Dental-Life	6600	\$46,100	100%	0%	0%	0%
Contingency (0.1%)	6900	\$375	100%	0%	0%	0%
Safety Supplies	7010	\$2,000	100%	0%	0%	0%
Permits	7200	\$5,000	100%	0%	0%	0%
Maintenance - Auto	7610	\$4,500	100%	0%	0%	0%
Maintenance - Equipment	7620	\$117,600	100%	0%	0%	0%
Fuel - Gasoline	7670	\$13,000	100%	0%	0%	0%
Utilities	7680	\$98,500	100%	0%	0%	0%
Rent & Lease Equipment	7700	\$500	100%	0%	0%	0%
Small Tools	7710	\$500	100%	0%	0%	0%
<b>Subtotal - Division 6 - Collections Ops.</b>		<b>\$640,555</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Total Allocations</b>		<b>\$8,617,761</b>	<b>54%</b>	<b>24%</b>	<b>22%</b>	<b>1%</b>

**APPENDIX B:**

# **Detailed Capital Improvement Plan**





**Table B-1: Detailed Capital Improvement Plan**

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
<b>District Refurbishment &amp; Replacement</b>					
Fleet Replacement Program-V26 Ford F800 4 ton crane	\$0	\$162,225	\$0	\$0	\$0
Replace 6" Gorman Rupp Trailer Mounted Trash Pump	\$0	\$0	\$0	\$0	\$59,089
District Lift Station R/R-D1 (Merced PS)	\$0	\$0	\$0	\$913,536	\$1,654,761
District Interceptors Evaluation	\$0	\$0	\$0	\$0	\$945,427
Laboratory R/R	\$228,000	\$1,062,960	\$0	\$0	\$0
Clarkson Sewer Improvement Project	\$0	\$0	\$445,578	\$0	\$0
District Lift Station R/R-D3 (North St)	\$4,318,860	\$805,192	\$0	\$0	\$0
District Lift Station R/R-D2 (Manning P/S)	\$0	\$1,168,514	\$1,805,355	\$0	\$0
Aerobic Digester No.1 R/R	\$0	\$0	\$668,367	\$0	\$0
Rehabilitate Screwlifts 1 & 2	\$0	\$0	\$128,104	\$0	\$0
Replace Flex Rake Barscreens	\$0	\$0	\$0	\$675,797	\$0
Fleet Replacement Program-V20 Ford F150 Super Cab (2014)	\$0	\$43,260	\$0	\$0	\$0
Fleet Replacement Program V06 2004 Ford F150	\$42,000	\$0	\$0	\$0	\$0
Headworks Transformer Replacement	\$126,000	\$0	\$0	\$0	\$0
Fleet Replacement Program- V1 Ford Taurus 2014	\$0	\$43,260	\$0	\$0	\$0
Fleet Replacement Program-V4 Ford 150 XL	\$0	\$0	\$0	\$45,895	\$0
Aerobic Digester 4 Spencer Blower Replacement	\$0	\$0	\$0	\$900,680	\$0
Aerobic Digester No.2 R/R	\$0	\$0	\$0	\$0	\$709,071
Fleet Replacement - V7 Ford F150 XL (2018)	\$0	\$0	\$0	\$45,895	\$0
Replace WWTP SCADA Hardware/Upgrade Software	\$0	\$0	\$0	\$273,182	\$0
Fleet Replacement-E38 CAT Backhoe Loader (1998)	\$0	\$0	\$0	\$245,864	\$0
<b>Total - District Refurbishment &amp; Replacement</b>	<b>\$4,714,860</b>	<b>\$3,285,412</b>	<b>\$3,047,403</b>	<b>\$3,100,848</b>	<b>\$3,368,348</b>
<b>District Expansion</b>					
District Lift Station R/R-D1 (Merced Avenue PS)	\$0	\$0	\$0	\$304,511	\$551,587
Laboratory R/R	\$152,000	\$708,640	\$0	\$0	\$0
District Lift Station R/R-D3(North St)	\$2,879,240	\$536,795	\$0	\$0	\$0
One Megawatt WWTP Generator	\$0	\$535,600	\$0	\$0	\$0
WWTP Improvements Planning	\$0	\$360,500	\$0	\$0	\$0
Generator (200amp)	\$157,500	\$0	\$0	\$0	\$0
District Lift Station R/R-D2 Manning PS	\$0	\$779,010	\$1,203,570	\$0	\$0
<b>Total - District Expansion</b>	<b>\$3,188,740</b>	<b>\$2,920,544</b>	<b>\$1,203,570</b>	<b>\$304,511</b>	<b>\$551,587</b>
<b>Selma Refurbishment &amp; Replacement</b>					
Miscellaneous Repairs	\$65,000	\$66,950	\$68,959	\$71,027	\$73,158
CCTV Inspection and Review	\$65,000	\$66,950	\$68,959	\$71,027	\$73,158
Sewer Improvement: Tucker/E. Front and 2nd/Center	\$400,000	\$0	\$0	\$0	\$0
Sewer Improvement: Lee from Arrants to Gaither (2NO0-0900 and 2NO0-0300)	\$0	\$0	\$875,243	\$0	\$0
Sewer Improvement: Between C St and D St from Stillman St to Floral St	\$0	\$0	\$0	\$0	\$815,994
Sewer Improvement: Lee from Maple to Gaither (2NO0-1500 and 2NO0-0900)	\$0	\$0	\$0	\$901,500	\$0
Barbara PS	\$0	\$726,150	\$0	\$0	\$0

<b>Total - Selma Refurbishment &amp; Replacement</b>	<b>\$530,000</b>	<b>\$860,050</b>	<b>\$1,013,160</b>	<b>\$1,043,554</b>	<b>\$962,310</b>
<b>Kingsburg Refurbishment &amp; Replacement</b>					
Miscellaneous Repairs	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
CCTV Inspection and Review	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
18th Avenue Sewer Improvement Phase I (1/2, Design, Construction Management Services, Construction)	\$472,500	\$0	\$0	\$0	\$0
18th Avenue Sewer Improvement Phase I(2/2, Design, Construction Management Services, Construction)	\$0	\$927,000	\$0	\$0	\$0
18th Avenue Sewer Improvement Phase II(1/2, Design, Construction Management Services, Construction)	\$0	\$0	\$0	\$1,721,045	\$0
18th Avenue Sewer Improvement Phase II (2/2, Design, Construction Management Services, Construction)	\$0	\$0	\$0	\$0	\$886,338
Mehlert PS Panel Replacement	\$0	\$0	\$190,962	\$0	\$0
<b>Total - Kingsburg Refurbishment &amp; Replacement</b>	<b>\$562,500</b>	<b>\$1,019,700</b>	<b>\$286,443</b>	<b>\$1,819,390</b>	<b>\$987,634</b>
<b>Fowler Refurbishment &amp; Replacement</b>					
Miscellaneous Repairs	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
CCTV Inspection and Review	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648
Sewer Improvements (Alley Between 6th/7th Street and Tuolumne/Merced)	\$632,000	\$0	\$0	\$0	\$0
Peach Street PS	\$0	\$0	\$583,495	\$0	\$0
Sewer Improvement (alley btwn 3rd/4th & Merced/Main)	\$0	\$0	\$0	\$0	\$478,341
Sewer Improvement (Alley between 4th/5th and Merced/Main )	\$0	\$437,750	\$0	\$0	\$0
Sewer Improvement( Alley Between 4th/5th and Main/Fresno)	\$0	\$0	\$0	\$464,409	\$0
<b>Total - Fowler Refurbishment &amp; Replacement</b>	<b>\$712,000</b>	<b>\$520,150</b>	<b>\$668,367</b>	<b>\$551,827</b>	<b>\$568,382</b>
<b>Total - Capital Projects</b>	<b>\$9,708,100</b>	<b>\$8,605,856</b>	<b>\$6,218,943</b>	<b>\$6,820,131</b>	<b>\$6,438,262</b>