



MAMMOTH COMMUNITY WATER DISTRICT

2026 Water and Sewer Rate Study

Final Report

January 6, 2026

**MAMMOTH COMMUNITY WATER DISTRICT
2026 WATER AND SEWER RATE STUDY**

FINAL REPORT

Prepared for:

Mammoth Community Water District
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RDN Project Number 385

January 6, 2026



Jeffrey Beatty
Finance Manager
Mammoth Community Water District
1315 Meridian Boulevard
Mammoth Lakes, CA 93546

Subject: 2025 Water and Sewer Rate Study

Dear Mr. Beatty,

Robert D. Niehaus, Inc. is pleased to provide this Financial Planning, Revenue Requirements, Cost of Service, and Rate Setting Analysis report to the Mammoth Community Water District for its Water and Sewer services. This rate study includes a financial plan to determine the revenue requirements for the next five years and a comprehensive review of the District's current rates based on the cost of service principles. This report outlines the approach, methodology, findings, and recommendations of the study. Each of the components of this study has enhanced the equitability of the rates we propose.

The proposed rates were developed utilizing the District's customer usage data, billing records, accounting, operating and management records, capital plans, and reserve policies. Based on the District-provided data, key assumptions were made for the study using appropriate resources and our econometric and financial expertise. We are confident that the rates proposed in this report are cost-based and are fully compliant with Proposition 218 and other legal requirements.

It has been an absolute pleasure and honor to work with your District. We thank you and all additional staff who helped complete this report.

Respectfully submitted,

A handwritten signature in blue ink that reads "Robert D. Niehaus".

Robert D. Niehaus, Ph.D.
Managing Director/Principal Economist - RDN

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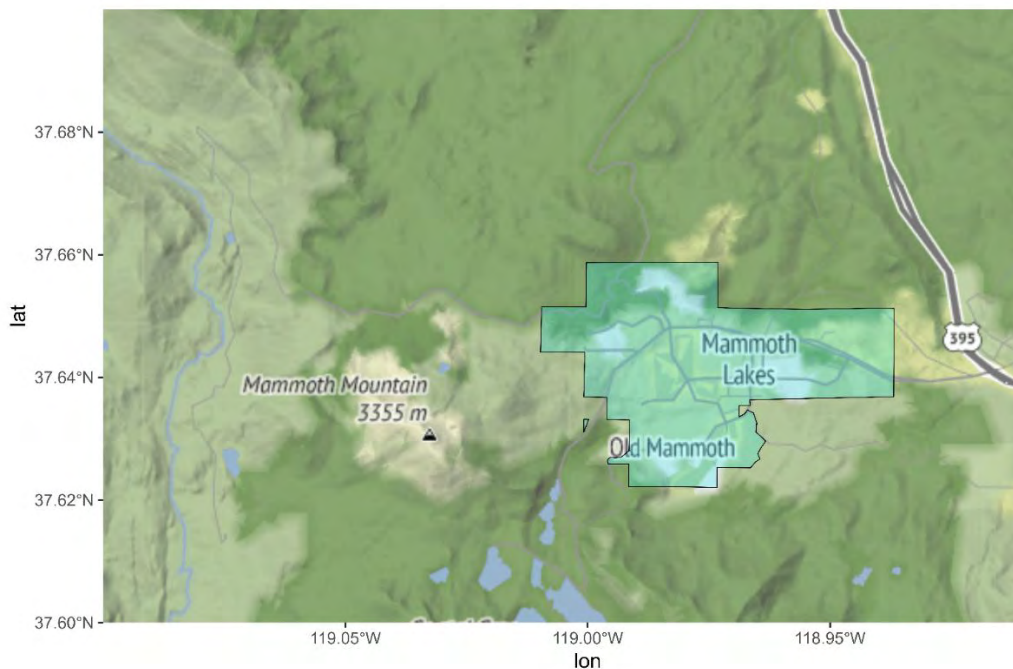
EXECUTIVE SUMMARY

1.1 Background

The Mammoth Community Water District (MCWD, District) was established in 1957 to provide water and sewer service to the community of Mammoth Lakes. The boundaries of the District fall almost completely within the boundaries of the Town of Mammoth Lakes which is surrounded by recreational lands and open space managed by the Inyo National Forest. Mammoth Mountain Ski Area is northwest of the developed portion of the Town and the District, on Forest Service land. Surface waters in the area include the lakes in the Lakes Basin and Mammoth Creek. Topography in the area is characterized by a relatively flat area in the center of the town and steep slopes surrounding the town center.

The District serves a full-time residential population as well as business and industrial uses and a large visitor population throughout the year. District facilities include 9 groundwater production wells, 80 miles of water lines, and 75 miles of sewer lines. The District's primary water supply source is surface water from Lake Mary. Surface Water is treated at the Lake Mary Treatment Plant with a design capacity of 3.1 million gallons per day (MGD). Average water demand between May and September is between 3 and 5 MGD, while during winter months (October to April) average water demand totals 1.33 MGD. The District also maintains a recycled water facility. **Figure 1** presents the limits of the Mammoth Community Water District.

Figure 1. Mammoth Community Water District Boundary



1.2 Purpose of Study

The purpose of this analysis is to conduct a rate study which evaluates the District's current utility rates and financial data and propose new rates for its Water and Sewer services, if necessary, to meet the District's financial and strategic goals.

The primary objectives of this Study include:

- Projecting revenues and expenses for a ten-year study period
- Proposing five-year revenue adjustments to fund the District's projected financial needs
- Proposing rates that aim to minimize the impact on customers
- Producing an administrative record which effectively summarizes all findings
- Supporting the District through the Proposition 218 process

1.3 Rate Recommendations and Proposed Rates

Water

- Adjusting rates annually by the recommended revenue adjustments of 3.0 percent per year
- Developing fixed meter rates based on Fixture Unit Capacity Ratios
- Developing tiered variable rates that apply to all customers to reflect the different water supply costs

Sewer

- Adjusting rates annually by the recommended revenue adjustments of 3.0 percent per year
- Developing fixed rates based on Fixture Unit Capacity Ratios for non-residential customers

Current Water Rates

The District's water customers currently pay a monthly fixed charge based on meter size or the count of residential units and a variable charge based on water use, billed per 1,000 gallons (kgal). The fixed rate for multi-family residential customers is based on the number of units connected to a single meter, regardless of the meter size. All other customers pay a fixed rate based on the billable meter size of their connection¹. Single-family residential (SFR) and irrigation-only customers are billed using a three-tier rate

¹ District staff determine the billable meter size based on internal review of the service requirements on a case-by-case basis for larger meters. The current rate analysis uses the staff engineering determinations based on customer billing records.

structure, while multi-family residential (MFR) and commercial customers are billed a uniform (flat) rate for all usage. For single-family customers, the first 4,000 gallons (4 kgal) are billed at the Tier 1 rate, the next 4,000 gallons at the Tier 2 rate, and all usage above 8,000 gallons at the Tier 3 rate.

For irrigation customers, tier thresholds are defined by each customer’s Maximum Applied Water Allowance (MAWA), which is calculated based on irrigable area, evapotranspiration rates, and plant factors. Tier 1 corresponds to up to 100% of the MAWA, Tier 2 covers usage between 100% and 200% of MAWA, and Tier 3 applies to all usage above 200% of MAWA. The current rates as described are displayed in **Table 1** and **Table 2**.

Table 1. Current Fixed Charges by Meter Size

Fixed Charges	
Meter Size	Monthly Charge
MFR Dwelling	\$16.20
5/8"	\$16.20
3/4"	\$16.20
1"	\$24.67
1 1/2"	\$45.83
2"	\$71.22
3"	\$151.64
4"	\$270.16
6"	\$596.05
8"	\$1,019.30

Table 2. Current Variable Water Rates

Variable Charges		
Customer Class	Tier Width	Tier Rate
SFR		
Tier 1	0-4 kgal	\$1.01
Tier 2	4-8 kgal	\$2.09
Tier 3	> 8kgal	\$5.14
MFR	All Use	\$2.55
Commercial	All Use	\$3.45
Irrigation		
Tier 1	100% MAWA	\$3.85
Tier 2	100-200% MAWA	\$6.68
Tier 3	>200% MAWA	\$9.05
Recycled	All Use	\$2.00

Proposed Water Rates

RDN proposes the following rate and revenue adjustments to accomplish the District’s financial goals of capital and reserve funding. To achieve the proposed financial plan, RDN recommends that the District raise water revenues by 3.0 percent each year of the rate setting period which includes FY 2027 through FY 2031.

Table 3. Proposed Revenue Adjustments FY 2027 to FY 2031

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment	3.0%	3.0%	3.0%	3.0%	3.0%

Monthly meter rates are designed based on the calculations in the Cost of Service Analysis and the ratio of allowable fixtures for each meter size. Customer service related costs are allocated evenly to all meters and units. Other fixed costs are scaled based on the proportional potential impact a specific meter size has on the system when comparing the allowable fixture units for that meter size to the base meter (5/8")². Larger meters have a higher potential flow and maintenance cost which leads to the need to upsize the water system. Additionally, the proposed rates reflect ratios that were used in the 2025 Water and Wastewater Capacity Fee Report. The fixed rates for MFR customers are based on number of units connected to a meter regardless of the meter size where one unit is equal to the lowest meter equivalence. Variable rates are based on the cost of providing water and availability of the water sources used by the District. Tiered rates are applied equally to all customer units, including each MFR unit. Tier 1 will include all water use up to 3,500 gallons per month for each meter and unit. Monthly use above that level will be billed under the tier 2 rate. Out of District (OD) Customers pay a fixed replacement charge to account for the lack of tax revenues provided by these customers, which fund the District’s capital plan. The proposed OD replacement charge is also scaled based on the meter ratio of the connected meter. The District will implement each rate adjustment on April 1st, the beginning of the fiscal year. The proposed rates which result from these adjustments are shown in **Table 4** through **Table 7**.

² See Table 20 for the calculation used to determine fixed meter ratios

Table 4. Proposed Fixed Charges by Meter Size, FY 2027 to FY 2031

Fixed Charges					
Meter Size	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
MFR	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
5/8"	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
3/4"	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
1"	\$29.00	\$29.87	\$30.77	\$31.69	\$32.65
1 1/2"	\$107.61	\$110.84	\$114.17	\$117.59	\$121.12
2"	\$185.90	\$191.48	\$197.22	\$203.14	\$209.23
3"	\$226.12	\$232.90	\$239.89	\$247.09	\$254.50
4"	\$494.96	\$509.81	\$525.11	\$540.86	\$557.09
6"	\$1,480.75	\$1,525.18	\$1,570.93	\$1,618.06	\$1,666.60
8"	\$2,032.20	\$2,093.17	\$2,155.97	\$2,220.65	\$2,287.26

Table 5. Proposed OD Replacement Charges by Meter Size, FY 2027 to FY 2031

OD Water Replacement Charge					
Meter Size	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
5/8"	\$29.96	\$30.86	\$31.79	\$32.74	\$33.72
3/4"	\$29.96	\$30.86	\$31.79	\$32.74	\$33.72
1"	\$65.32	\$67.28	\$69.30	\$71.38	\$73.52
1 1/2"	\$284.34	\$292.87	\$301.66	\$310.71	\$320.03
2"	\$502.48	\$517.55	\$533.08	\$549.07	\$565.54
3"	\$614.54	\$632.98	\$651.97	\$671.53	\$691.68
4"	\$1,363.61	\$1,404.52	\$1,446.66	\$1,490.06	\$1,534.76
6"	\$4,110.29	\$4,233.60	\$4,360.61	\$4,491.43	\$4,626.17
8"	\$5,646.77	\$5,816.17	\$5,990.66	\$6,170.38	\$6,355.49

Table 6. Proposed Variable Tier Widths for All Customers, FY 2027 to FY 2031

All Meters/Units	Tier Width
Tier 1	3,500 gallons
Tier 2	All Additional

Table 7. Proposed Variable Water Rates for All Customers, FY 2027 to FY 2031

All Customers	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Tier 1	\$1.80	\$1.85	\$1.91	\$1.97	\$2.03
Tier 2	\$4.51	\$4.65	\$4.79	\$4.93	\$5.08

Current Sewer Rates

Currently, the District's sewer customers pay a monthly fixed charge based on their customer class. Non-residential customers are also assessed a variable charge, which is based on water usage. The variable

charge is assessed to non-residential customers to account for differences in the level of treatment required for the wastewater they discharge. Out of District (OD) customers pay monthly rates based on the relative cost to provide service (Monthly Charge) and a Maintenance and Repair Charge which takes into account the need for infrastructure repairs. The current sewer rates are displayed in **Table 8** and **Table 9**.

Table 8. Current Sewer Fixed Charges

Fixed Charges		
Meter Size	Residential Monthly Charge	Non-Residential Monthly Charge
Residential Dwelling	\$21.83	
5/8"		\$15.15
3/4"		\$15.15
1"		\$37.23
1 1/2"		\$70.96
2"		\$131.62
3"		\$274.48
4" and Greater		\$555.86
Out of District	Monthly Charge	Maintenance and Repair Charge
OD Cabin	\$21.83	\$24.58
OD Campground	\$13.97	\$15.73
OD Commercial	\$14.08	\$15.85

Table 9. Current Sewer Variable Charges

Variable Charge	
Customer Class	Rate (per kgal)
Non-Residential	\$4.39

Proposed Sewer Rates

The recommended sewer rates include a revenue adjustment schedule designed to mitigate operating cost increases and contribute to the District’s reserves. RDN, working with District staff, determined that an annual increase of 3.0 percent through the study period is necessary to maintain healthy sewer fund balances. The proposed rates also adjust the sewer rates to reflect the differences in maximum fixture ratios between the different meter sizes, thus aligning the methodology with the water fixed rate methodology. The proposed revenue adjustments, the proposed fixed rates, and the proposed variable rates for FY 2027 – FY 2031 are shown in **Table 10**, **Table 11**, and **Table 12** respectively.

Table 10. Proposed Revenue Adjustments FY 2027 to FY 2031

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment	3.0%	3.0%	3.0%	3.0%	3.0%

Table 11. Proposed Fixed Sewer Rates FY 2027 to FY 2031

Fixed Charges					
Customer Class	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential Dwellings	\$20.91	\$21.54	\$22.18	\$22.85	\$23.53
Non-Residential 3/4"	\$23.58	\$24.28	\$25.01	\$25.76	\$26.53
Non-Residential 1"	\$36.41	\$37.50	\$38.63	\$39.78	\$40.98
Non-Residential 1 1/2"	\$115.91	\$119.39	\$122.97	\$126.66	\$130.46
Non-Residential 2"	\$195.08	\$200.93	\$206.96	\$213.17	\$219.57
Non-Residential 3"	\$235.76	\$242.83	\$250.11	\$257.62	\$265.35
Non-Residential 4" and Above	\$507.64	\$522.87	\$538.56	\$554.72	\$571.36
OD Cabin	\$23.62	\$24.33	\$25.06	\$25.81	\$26.58
OD COM	\$42.90	\$44.19	\$45.51	\$46.88	\$48.28
OD Campground	\$10.59	\$10.91	\$11.24	\$11.57	\$11.92
OD Replacement Charge	\$40.63	\$41.85	\$43.10	\$44.40	\$45.73

Table 12. Proposed Variable Sewer Rates FY 2027 to FY 2031

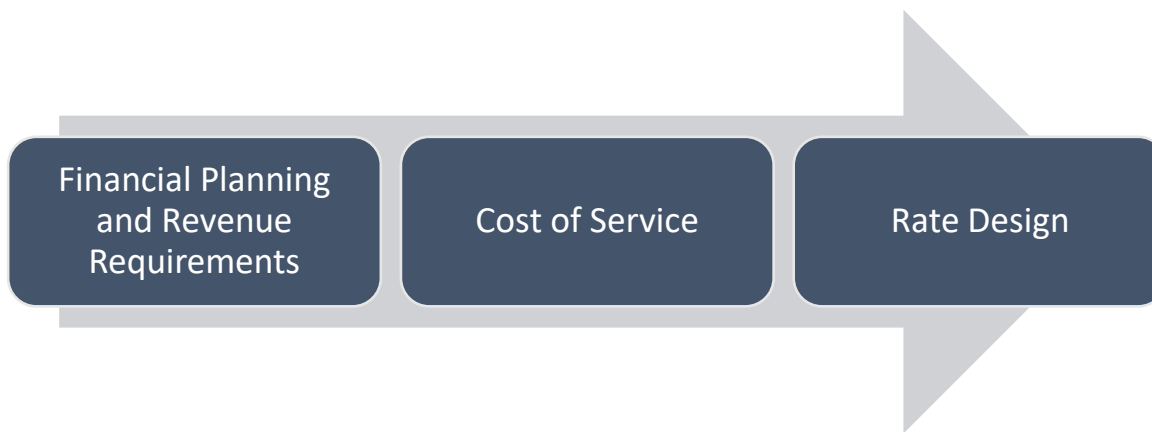
	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Non-Residential	\$4.40	\$4.54	\$4.67	\$4.81	\$4.96

METHODOLOGY

2.1 General Methodology

The Water and Sewer rates were developed using principles set forth by the American Water Works Association (AWWA) and the Water Environment Federation (WEF). RDN rate-making practices incorporate methods described in the AWWA Manual 1 (M1)³ for Water Systems and the WEF Financing and Charges for Sewer Systems⁴ wherever possible. **Figure 2** presents the steps taken to develop the District’s proposed rates.

Figure 2. Water and Sewer Rate Study Process



- **Financial Planning and Revenue Requirements:** develop a ten-year financial plan based on the projected revenues and annual costs which include operating, debt service, and capital expenses. The District’s target reserve level should also be considered as part of the financial planning. Based on the financial planning, revenue requirements are determined for each year of the study period.
- **Cost of Service:** evaluate the customer classifications and allocate costs based on their service requirements.
- **Rate Design:** design rates to equitably recover the rate-revenue requirements from each customer.

³ Principles of Water Rates, Fees, and Charges, Seventh Edition, Manual of Water Supply Practices, American Water Works Association

⁴ Financing and Charges for Sewer Systems, WEF Manual of Practice Number 27, Water Environment Federation

2.2 Legal Considerations

This section describes the legal framework considered in the development of the recommended rates to ensure that the calculated cost of service rates provide a fair and equitable allocation of costs to each customer class.

California Constitution-Article XIII C (Proposition 26)

California voters approved Proposition 26 on November 2, 2010. Proposition 26 amended Article XIII C of the State Constitution to expand the definition of “tax” to include “any levy, charge, or exaction of any kind imposed by a local government” with listed exceptions. By means of these exceptions, Article XIII C classifies several types of charges that are not taxes, such as charges for specific services or benefits, regulatory charges and penalties. This includes property-related fees and charges, such as water and sewer service charges under exception (2) listed below.

Article XIII C’s definition of “tax” lists the following exceptions: (1) a charge imposed for a specific benefit conferred or privilege granted directly to the payer that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege; (2) a charge imposed for a specific government service or product provided directly to the payer that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product; (3) a charge imposed for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections, and audits, enforcing agricultural marketing orders, and the administrative enforcement and adjudication thereof; (4) a charge imposed for entrance to or use of local government property, or the purchase, rental, or lease of local government property; (5) a fine, penalty, or other monetary charge imposed by the judicial branch of government or a local government, as a result of a violation of law; (6) a charge imposed as a condition of property development; and (7) assessments and property-related fees imposed in accordance with the provisions of Article XIII D.

Proposition 26 also provides that the local government bears the burden of proving by a preponderance of the evidence that a levy, charge, or other exaction is not a tax, that the amount is no more than necessary to cover the reasonable costs of the governmental activity, and that the manner in which those costs are allocated to a payer bear a fair or reasonable relationship to the payer’s burdens on, or benefits received from, the governmental activity. Like the proportionality requirements of Article XIII D, assessment of rates under these requirements, if applicable, would be supported by the cost of service approach.

California Constitution-Article XIII D, Section 6 (Proposition 218)

In November 1996, California voters passed Proposition 218, the “Right to Vote on Taxes Act.” This constitutional amendment protects taxpayers by limiting the methods by which local governments can create or increase taxes, fees and charges without taxpayer consent. California courts have ruled that fees associated with providing water and sewer services are “property-related” and thus under governed by Proposition 218. The principal requirements to ensure that water and sewer service charges comply with Proposition 218 are as follows: (1) revenues derived from the fee or charge shall not exceed the funds required to provide the property related service; (2) revenues derived by the fee or charge shall not be used for any other purpose other than that for which the charge was imposed; and (3) the amount of the fee or charge imposed upon any parcel shall not exceed the proportional cost of service attributable to the parcel.

The rates developed in this report use a methodology to establish an equitable system of charges that recovers the cost of providing service and fairly apportions costs to each parcel served as required by Proposition 218 and appellate court decisions interpreting and applying it.

2.3 Key Assumptions

A test year, Fiscal Year (FY) 2026, was selected for which costs are to be analyzed and rates to be established for this study⁵. The financial plan was built for the next ten years, including the five-year study period of FY 2027 through FY 2031 with a detailed revenue adjustment plan. The cost of service rates are adjusted each year by the determined revenue adjustments based on the financial plan. The District’s fiscal year starts on April 1 and ends on March 31.

Escalation Factors

The financial plan was built based on an assumption in the projected escalation of revenues and expenses associated with both operations and maintenance (O&M) and capital improvement projects (CIPs). Bureau of Labor Statistics (BLS) Los Angeles-Long Beach-Anaheim Consumer Price Index (CPI), Federal Reserve Bank of St. Louis (FRED) Economic Research Division, Quarterly Census of Employment and Wages (QCEW), and Engineering News Record (ENR) Building Cost Index (BCI). Escalation factors used in this study are shown in **Table 13**.

The Overall escalation factor is derived solely from the All-Items series of the BLS California Class B/C City CPI. The All-Items series represents a broad measure of the average change in prices over time for

⁵ FY 2025 actual expense was escalated to FY 2026 values to project revenue and expense details

a wide array of goods and services. The market basket includes categories such as food and beverage, housing, apparel, transportation, medical, and other goods and services.

The Utilities escalation factor is derived from the five-year averages of fuels, utilities and energy series of the BLS California Class B/C City CPI. RDN takes a weighted average of the energy, fuels, and utilities data sets to form a combined Utilities inflation factor. Utility inflation typically fluctuates more rapidly than most indices, so a short term average used to project earlier years; whereas, a 20-year average was used for outer year projections.

The Payroll escalation factor is derived from QCEW data on the average weekly wage for employees in the Water, Sewage and Other Systems industry group.

The Fuels and Automobile escalation factor is derived from the Private transportation, Fuels and utilities, and Motor fuel series of the BLS California Class B/C City CPI. RDN takes a weighted average of the Private transportation, Fuels and utilities, and Motor fuel data sets to form a combined Fuels and Automobile inflation factor.

The Construction escalation factor is derived using ENR's BCI for the selected geography. ENR publishes a building cost index for Los Angeles, San Francisco, California, and the National level. RDN analyzed all four indices and, in coordination with staff, ultimately selected the index which best represents the building cost environment in the District's service area, the California BCI.

The Treatment escalation factor is an average of the 20-year Chemicals and the Utilities CPI escalation factors.

The Equipment escalation factor is derived from the Durables, Private transportation, and Services series of the BLS California Class B/C City, and Services data sets to form a combined Equipment inflation factor.

The insurance escalation factor is derived solely from the FRED Producer Price Index for insurance premiums. This index tracks the insurance costs for both liability and property coverage for businesses in the United States.

Table 13. Expense Escalation Factors

Category	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Payroll	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%
Other Employee	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%
Utilities	6.5%	6.5%	6.5%	6.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Chemicals	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%	6.1%
Water Treatment	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Construction	5.6%	5.6%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%
Insurance	9.6%	8.8%	6.4%	6.4%	4.3%	3.0%	3.0%	3.0%	3.0%	3.0%
Overall	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Equipment	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Fuel/Automobile	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%

Customer Growth

Customer growth projections were developed based on an analysis of historical billing records, long-term growth trends, and input from District staff. Additionally, per-account water use was assumed to remain stable throughout the study period.

Water

There are approximately 9,507 property owners served by the District’s water system. In ten years, 9,712 owners are projected. A total of 105 new water service accounts are projected to be connected to the water system during the 5-year rate setting period, approximately 21 per year. **Figure 3** shows the annual water customer growth for the study period. **Table 14** shows the projected number of meters for all customer classes during the rate setting period.

Figure 3. Annual Water Customer Growth FY 2026 to FY 2036

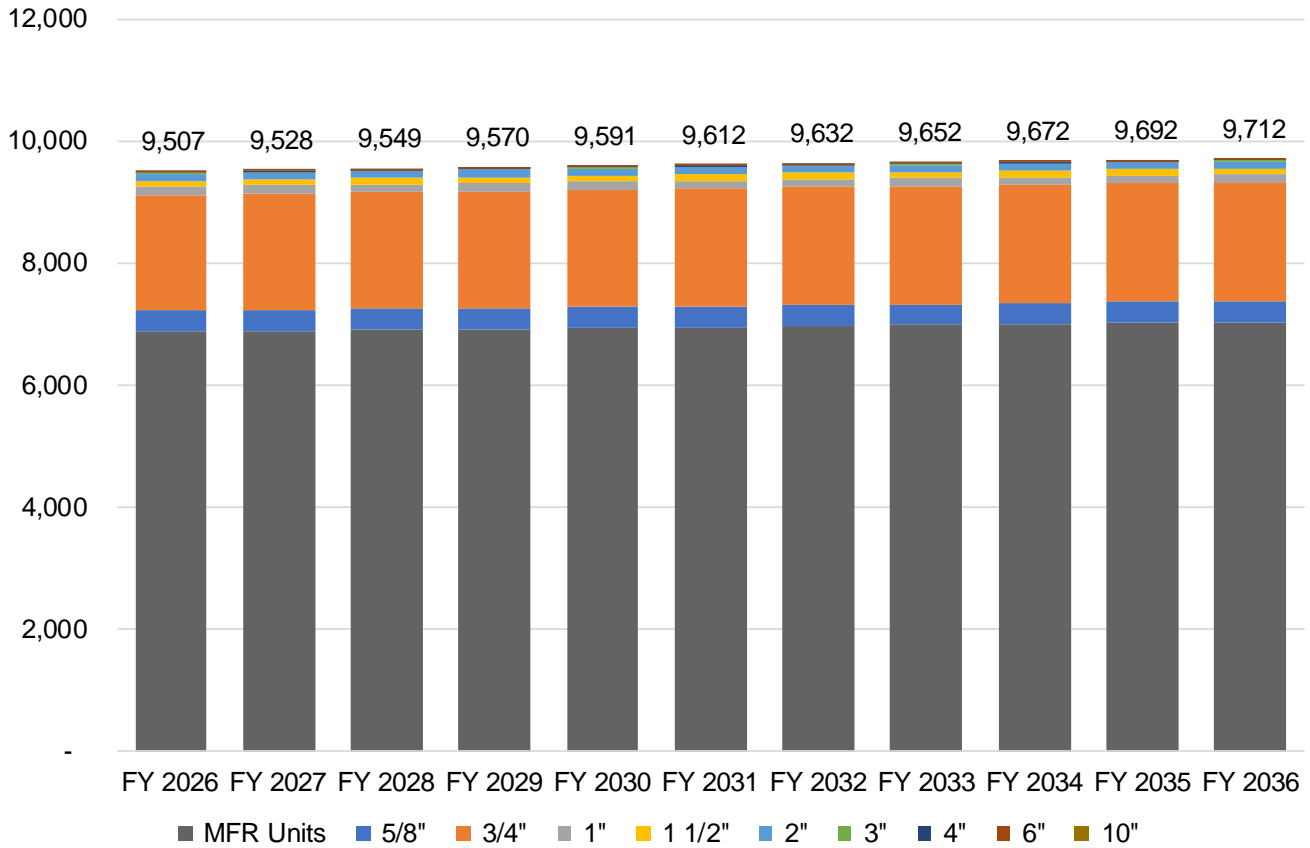


Table 14. Annual Customer Unit Count FY 2026 to FY 2031

Meter Size	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
MFR Units	6,885	6,901	6,917	6,933	6,949	6,965
5/8"	346	346	346	346	346	346
3/4"	1,904	1,909	1,914	1,919	1,924	1,929
1"	130	130	130	130	130	130
1 1/2"	99	99	99	99	99	99
2"	122	122	122	122	122	122
3"	9	9	9	9	9	9
4"	9	9	9	9	9	9
6"	3	3	3	3	3	3
8"	-	-	-	-	-	-
Total	9,507	9,528	9,549	9,570	9,591	9,612

Sewer

During the 5-year study period, a total of 105 new sewer customer connections are expected. Growth was projected for sewer customers based on an analysis of historical billing records and District growth

trends. **Table 15** shows the projected number of billing units from each customer class/type during the rate setting period.

Table 15. Annual Sewer Customer Counts, FY 2026 to FY 2031

Customer Class	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential Dwellings	9,300	9,321	9,343	9,363	9,384	9,405
Non-Residential 3/4"	86	86	86	86	86	86
Non-Residential 1"	78	78	78	78	78	78
Non-Residential 1 1/2"	48	48	48	48	48	48
Non-Residential 2"	49	49	49	49	49	49
Non-Residential 3"	5	5	5	5	5	5
Non-Residential 4" and Above	7	7	7	7	7	7
OD Cabin	134	134	134	134	134	134
OD COM	4	4	4	4	4	4
OD Campground	150	150	150	150	150	150
OD Replacement Charge	529	529	529	529	529	529

Reserve Policy

The District’s reserve policy establishes dedicated reserves for each utility, along with additional reserves for administrative operations and asset replacement. For FY 2026, the total reserve target is \$14.1 million for the Water Fund and \$20.3 million for the Sewer Fund. Each utility also contributes to the Administrative Reserve, funded equally—50 percent from the Water Utility and 50 percent from the Sewer Utility. **Table 16** and **Table 17** present the FY 2026 reserve targets for the Water and Sewer utilities, respectively, including their shares of Administrative Reserves, as well as the policy governing each individual reserve. The total reserve target for all funds is \$37.3 million.

Table 16. Water Reserve Policies and FY 2026 target

Reserve	Policy	FY 2026 Target
Water Operation	9 Months of O&M Expenses	\$4,875,000
Water Capital Replacement	15% of cost to improve system over next 30 years'	\$9,244,000
Water Share of Admin Operation	equal to current average liabilities, plus 20% of employee sick and vacation time	\$185,000
Water Share of Admin Replac	15% of cost to improve system over next 30 years'	\$1,210,000
Total		\$15,514,000

Table 17. Sewer Reserve Policies and FY 2026 target

Reserve	Policy	FY 2026 Target
Sewer Operation	9 Months of O&M Expenses	\$4,905,000
Sewer Capital Replacement	15% of cost to improve system over next 30 years'	\$15,479,000
Sewer Share of Admin Operation	equal to current average liabilities, plus 20% of employee sick and vacation time	\$185,000
Sewer Share of Admin Replacement	15% of cost to improve system over next 30 years'	\$1,210,000
Total		\$21,779,000

Administrative Costs

The District has an Administrative Fund (Fund 10) that incurs general, indirect costs that are allocated between the water and wastewater utilities. Administrative costs include administrative wages, insurance, and other costs tracked in Fund 10. As part of this study, and to adequately account for all expenses incurred by the enterprise funds, RDN worked with District staff to improve the allocation of indirect costs to the respective utility funds. Approximately \$7.4 million in FY 2025 was distributed to the water and wastewater utilities.

Costs within Fund 10 are allocated based upon the average Fund 10 cost allocations over the previous three years. The resulting allocation percentages are shown in **Table 18**.

Table 18. Fund 10 Administration Allocation

Utility	Fund 10 Allocation
Water	49.7%
Wastewater	50.3%

Property Tax Revenue Allocation

Mono County allocates and pays to the District a share of property tax revenues levied on parcels within the District's service area. Historically, the Board designated property tax revenues to capital improvement projects for the water and wastewater utilities. In the present study, property tax revenues are distributed to the water and wastewater utility in the same proportions as the Fund 10 allocation, allocating 49.7 percent of property tax revenue to the water utility and 50.3 percent to wastewater. Once allocated to the respective utility, property tax revenues are first utilized to fund budgeted capital projects. Any remaining property tax revenue is then utilized to partially offset the non-capital portion of user rates.

Table 19. Property Tax Allocation

Utility	District-Wide Property Tax Received	% Allocation	\$ Allocated
Water	\$10,597,372	49.7%	\$5,270,141
Wastewater		50.3%	\$5,327,231

Equivalent Meter Size

When designing fixed monthly service charges, the potential demand or capacity requirements placed on the system can be measured by the size of installed meters which receive services from the system. The number of plumbing fixtures (or capacity) of a particular size of the meter is essentially the limiting factor in terms of the demand that can be exerted on the water system through the meter. The ratio of the operating capacity of various sizes of meters relative to the capacity of a base meter may be used to determine appropriate charges for the larger meter sizes⁶. The District considers 5/8" and 3/4" meters as the base meter capacity. The capacity ratio is calculated using the meter capacities in number of fixtures determined by District engineers in accordance with the California Plumbing Code. **Table 20** shows the equivalent meter ratios used in this study for standard meters and the count of fixtures allowed. The meter ratios are calculated by dividing the fixture count for each meter size by the fixture count for the base meter, which is defined as 39 fixtures. Fixture based meter ratios are used for designing both the water and the sewer rates.

Table 20. Allowable Fixture Unit Meter Ratios

Meter Size	Fixture Count	Meter Ratio
5/8"	39.00	1.00
3/4"	39.00	1.00
1"	85.00	2.18
1 1/2"	370.00	9.49
2"	654.00	16.77
3"	800.00	20.51
4"	1,775.00	45.51
6"	5,350.00	137.18
8"	7,350.00	188.46

⁶ From "Principles of Water Rates, Fees, and Charges" by American Water Works Association, 2017, Seventh Edition, Appendix B, p. 385.

WATER UTILITY

3.1 Financial Plan

RDN built a 10-year financial model for the water utility to meet the District’s long-term financial goals.

Demand Projections

Using historical billing records, RDN first calculated aggregate water usage to establish a baseline for demand projections. We then determined per-account usage for each customer class by dividing total usage by the number of accounts. For the purposes of this study, per-account usage was assumed to remain constant over the forecast period. This assumption allows projected changes in water demand to be driven solely by changes in the number of accounts. Finally, projected account counts were multiplied by per-account usage to estimate total water demand by customer class. **Figure 4** shows the District’s projected water demand over the next ten years.

Figure 4. Annual Aggregate Water Use, FY 2026 to FY 2036

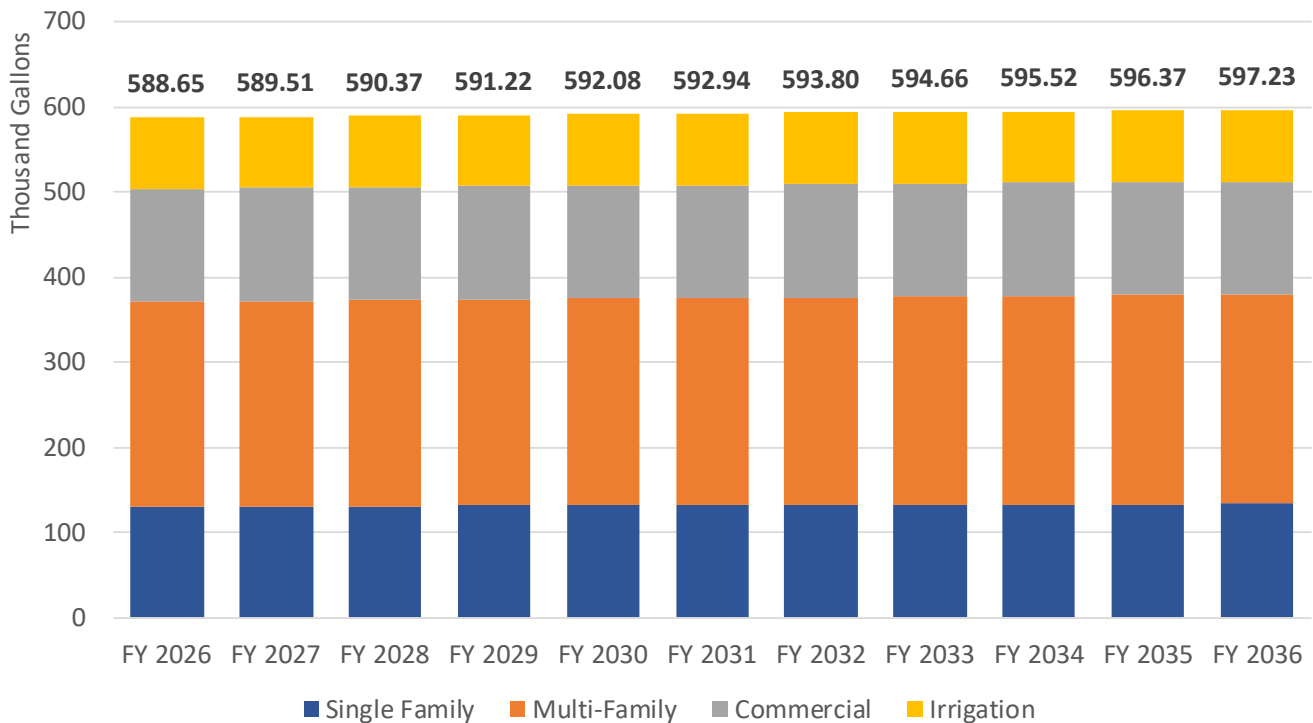


Table 21 shows the annual water use projection by customer class for the rate setting period.

Table 21. Annual Water Use by Customer Class in kgal, FY 2026 to FY 2031⁷

Customer Class	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Single Family	130,943	131,241	131,540	131,839	132,137	132,436
Multi-Family	240,864	241,424	241,984	242,544	243,103	243,663
Commercial	132,712	132,712	132,712	132,712	132,712	132,712
Irrigation	84,129	84,129	84,129	84,129	84,129	84,129
Total	588,648	589,507	590,365	591,224	592,082	592,940

Revenues

Based on the account growth and water demand projections, RDN forecasted revenues generated from customer rates using the current water rates for the study period, which total approximately \$3.7 to \$3.8 million annually. Other operating income, non-operating revenue, and property tax revenue are estimated to provide supplemental revenue each year. **Table 22** shows the projected other operating and non-operating revenue for the water utility by source for FY 2026 to FY 2031. Property tax revenue displayed in **Table 22** represents the property tax revenue available to offset operations expenses or contribute to reserves after funding capital improvement spending.

Table 22. Annual Other and Non-Operating Revenue by Source, FY 2026 to FY 2031⁸

Non-Operating Revenue	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Interest Income	\$752,526	\$752,526	\$752,526	\$752,526	\$752,526	\$752,526
Gain/Loss On Disposal	\$131,732	\$68,652	\$68,652	\$68,652	\$68,652	\$68,652
Carpool Vehicle Rent	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991
Property Tax Revenue	\$2,098,117	\$2,067,314	\$2,030,744	\$2,038,545	\$2,044,576	\$2,048,708
Late Charges	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137
Laboratory Fees	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670
Labor/Equipment Charges	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820
Engineering Fees	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874
Other Revenue	\$1,842	\$1,842	\$1,842	\$1,842	\$1,842	\$1,842
Permits - Connection Fees	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750
Meter Sales	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213
CC Transaction Fees	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431
Other Revenue	\$19,889	\$19,889	\$19,889	\$19,889	\$19,889	\$19,889
Recycled Water Revenue	\$114,618	\$117,777	\$121,023	\$124,358	\$127,786	\$131,307
Total	\$3,481,610	\$3,390,886	\$3,357,562	\$3,368,698	\$3,378,157	\$3,385,810

Table 23 shows the projected revenue flow for the study period (FY 2026 – FY 2031) without any revenue adjustments. The system’s total revenue for the study period is estimated to be approximately \$7.2 million annually under the current rates. These projections are based on water use and customer growth projections as well as other operating and non-operating revenue estimates provided by District staff.

⁷ Use projections derived from historical monthly customer billing records provided by the District and do not include recycled water use

⁸ Revenue categories include water and admin fund projections

Table 23. Water Utility Operating Forecast, FY 2026 to FY 2031

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Revenue from Rates						
Fixed Charges	\$1,949,023	\$1,953,105	\$1,957,187	\$1,961,270	\$1,965,352	\$1,969,435
Variable Charges	\$1,839,026	\$1,841,332	\$1,843,638	\$1,845,944	\$1,848,250	\$1,850,556
Rate Revenue Total	\$3,788,049	\$3,794,437	\$3,800,825	\$3,807,214	\$3,813,602	\$3,819,990
Other Operating Revenues	\$497,244	\$500,403	\$503,649	\$506,984	\$510,412	\$513,934
Non-operating Revenues	\$2,984,365	\$2,890,483	\$2,853,913	\$2,861,714	\$2,867,745	\$2,871,877
Total	\$7,269,658	\$7,185,324	\$7,158,388	\$7,175,912	\$7,191,759	\$7,205,801

Operating and Maintenance (O&M) Expense

The water utility’s budget includes \$6.0 million in operating expenses for FY 2026. Total operating expenses are expected to increase approximately 4.5 percent per year based on the application of specific inflation factors to each budget line item. By the end of the five-year rate setting period, total operating expenses are expected to reach \$7.5 million. **Table 24** shows projected operating expenses for the rate setting period by budget category.

Table 24. Operating Expenses by Fund, FY 2026 to FY 2031⁹

Expense Category	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Water Operating Expenses	\$3,041,117	\$3,178,475	\$3,322,346	\$3,472,310	\$3,629,380	\$3,782,959
Water Share of Admin O&M	\$2,978,744	\$3,115,270	\$3,257,289	\$3,400,760	\$3,550,825	\$3,701,738
Total Operating	\$6,019,861	\$6,293,745	\$6,579,635	\$6,873,070	\$7,180,205	\$7,484,697

Other Obligations

Other obligations included in the financial plan are capital improvement projects funded by rates known as PAYGO (Pay As You Go), debt service payments, and reserve contributions made from rates.

Capital Improvement Projects

The District plans to spend an average of \$3.5 million per year on water capital projects during the rate setting period. Capital expenditures will be fully funded by property tax revenue each year of the study period. **Table 25** shows the District’s scheduled capital improvement projects for the next five years. Because capital projects are funded by property tax revenue, the expenses are not added to the rate revenue requirements.

⁹ District staff provided current year operating expenses by category; projections are based on individual line-item inflationary factors shown in Table 12

Table 25. Rate Study CIP Expenses by Expense Type, FY 2026 to FY 2031¹⁰

CIP Funding Source	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Rate Funded	\$0	\$0	\$0	\$0	\$0	\$0
Property Tax Funded	\$3,172,025	\$3,348,072	\$3,533,890	\$3,679,451	\$3,831,008	\$3,988,807
Total CIP	\$3,172,025	\$3,348,072	\$3,533,890	\$3,679,451	\$3,831,008	\$3,988,807

Debt Service and Coverage Ratios

The water utility currently has no outstanding debt obligations and no plans to issue debt during the study period.

Reserves

The District must maintain an appropriate reserve balance to ensure the day-to-day operation will continue during emergencies and guarantee the future stability of the system. The District’s financial goal is to build an appropriate level of cash reserves for each reserve fund included in the financial plan of this Study. The reserve target for the water utility is described below:

- **Water Operation Fund (Fund 20):** nine months of operating expenses
- **Water Capital Replacement Fund:** 15 percent of cost to improve water system over next 30 years
- **Water Share of Administrative Operation (50%):** Equal to current average liabilities, plus 20 percent of employee sick and vacation time
- **Water Share of Administrative Replacement (50%):** 15 percent of cost to improve system over next 30 years

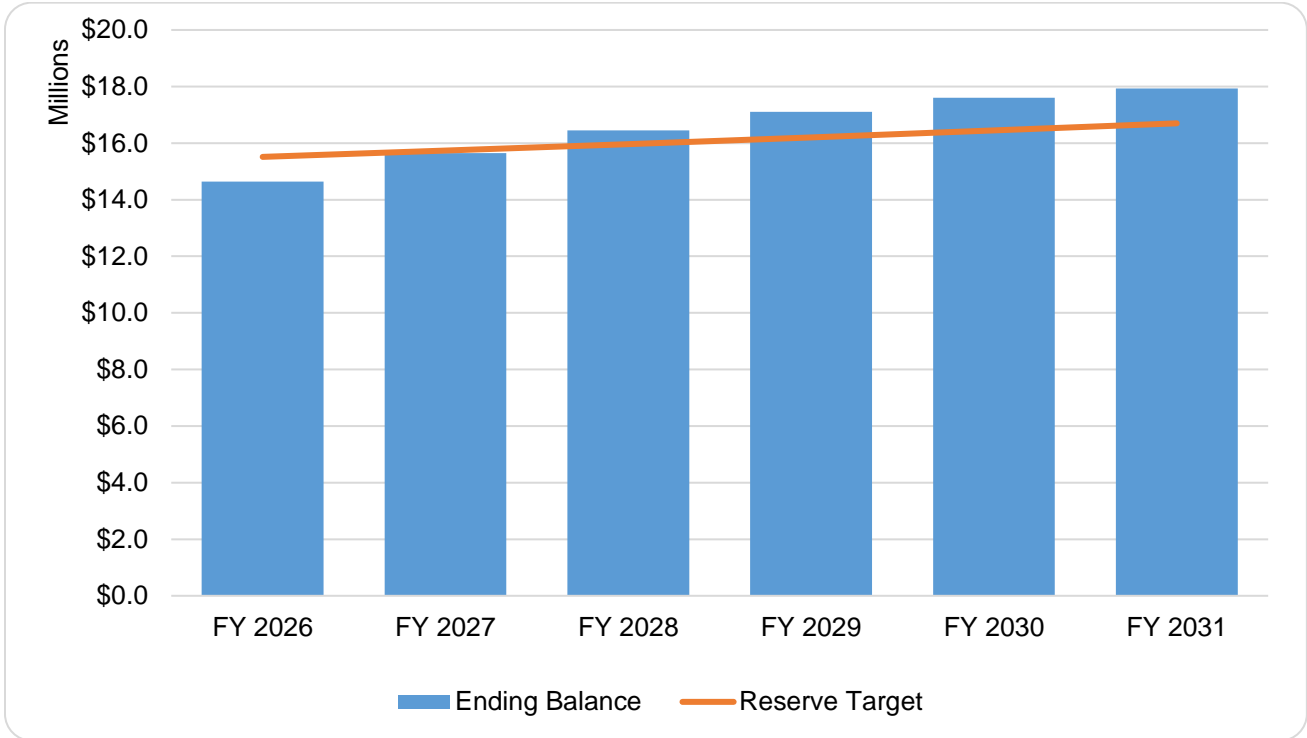
The reserve target at the end of the study period reaches \$16.7 million. **Table 26** shows the District’s reserve targets for FY 2026 through FY 2031 based on the current reserve policy. **Figure 5** displays the resulting cash balances versus the reserve target under the current rates. Reserve targets based on reserve policy shown in **Table 16** and operating and capital expenditure totals shown in **Tables 23** and **24**, respectively.

Table 26. Water Reserve Target, FY 2026 to FY 2031

Reserve Fund	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Water Operation	\$4,875,000	\$5,096,797	\$5,328,316	\$5,565,945	\$5,814,669	\$6,061,253
Water Capital Replacement	\$9,244,000	\$9,244,000	\$9,244,000	\$9,244,000	\$9,244,000	\$9,244,000
Admin Operation (50%)	\$185,000	\$185,000	\$185,000	\$185,000	\$185,000	\$185,000
Admin Replacement (50%)	\$1,210,000	\$1,210,000	\$1,210,000	\$1,210,000	\$1,210,000	\$1,210,000
Total Reserve Target	\$15,514,000	\$15,735,797	\$15,967,316	\$16,204,945	\$16,453,669	\$16,700,253

¹⁰ District input from staff was used for project cost, project type, and funding source

Figure 5. Water Cash Balances and Reserve Target with Current Rates, FY 2026 to FY 2031



Financial Plan

Based on the projected total revenue and necessary costs to be recovered during the study period, RDN built a financial plan that will generate sufficient revenues for the day-to-day operation and make appropriate contributions to reserves. The District currently has a projected ending cash balance of \$14.6 million in FY 2026. **Table 27** shows the status quo water pro forma with no revenue adjustments and the resulting ending balances based on the revenues and expenses outlined in this section.

**Table 27. Status Quo Financial Pro Forma for Mammoth Community Water District Water System,
FY 2026 to FY 2031**

Rate Increase	0.0%	0.0%	0.0%	0.0%	0.0%	
Rate Month Implemented						
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Cash Position Opening Balance	\$ 13,388,168	\$ 14,637,966	\$ 15,529,544	\$ 16,108,297	\$ 16,411,138	\$ 16,422,692
Revenues						
Water Rate Revenue	\$ 3,788,049	\$ 3,794,437	\$ 3,800,825	\$ 3,807,214	\$ 3,813,602	\$ 3,819,990
Adjusted Water Rate Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue	\$ 497,244	\$ 500,403	\$ 503,649	\$ 506,984	\$ 510,412	\$ 513,934
Non-Operating Revenue	\$ 886,249	\$ 823,169	\$ 823,169	\$ 823,169	\$ 823,169	\$ 823,169
Property Tax Revenue	\$ 2,098,117	\$ 2,067,314	\$ 2,030,744	\$ 2,038,545	\$ 2,044,576	\$ 2,048,708
Total Revenues	\$ 7,269,658	\$ 7,185,324	\$ 7,158,388	\$ 7,175,912	\$ 7,191,759	\$ 7,205,801
Operating Expenses	\$ 6,019,861	\$ 6,293,745	\$ 6,579,635	\$ 6,873,070	\$ 7,180,205	\$ 7,484,697
		4.5%	4.5%	4.5%	4.5%	4.2%
Net Operating Revenues	\$ 1,249,797	\$ 891,579	\$ 578,752	\$ 302,842	\$ 11,554	\$ (278,896)
Current Rate Funded Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Rate Funded Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Operating and Debt Service	\$ 6,019,861	\$ 6,293,745	\$ 6,579,635	\$ 6,873,070	\$ 7,180,205	\$ 7,484,697
Total Operating and Debt Net Revenues	\$ 1,249,797	\$ 891,579	\$ 578,752	\$ 302,842	\$ 11,554	\$ (278,896)
Capital Expenditure						
Property Tax	\$ 3,172,025	\$ 3,348,072	\$ 3,533,890	\$ 3,679,451	\$ 3,831,008	\$ 3,988,807
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income	\$ 1,249,797	\$ 891,579	\$ 578,752	\$ 302,842	\$ 11,554	\$ (278,896)
Ending Balance	\$ 14,637,966	\$ 15,529,544	\$16,108,297	\$16,411,138	\$16,422,692	\$16,143,796

Table 28 shows the proposed water pro forma for the study period with the recommended 3.0 percent revenue adjustments per year. Revenue adjustments will occur in April, the beginning of each Fiscal Year.

Table 28. Proposed Financial Pro Forma for Mammoth Community Water District Water System, FY 2026 to FY 2031

Rate Increase	3.0%		3.0%		3.0%		3.0%	
Rate Month Implemented	1-Apr		1-Apr		1-Apr		1-Apr	
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031		
Cash Position Opening Balance	\$ 13,388,168	\$ 14,637,966	\$ 15,643,377	\$ 16,453,600	\$ 17,109,473	\$ 17,599,668		
Revenues								
Water Rate Revenue	\$ 3,788,049	\$ 3,794,437	\$ 3,800,825	\$ 3,807,214	\$ 3,813,602	\$ 3,819,990		
Adjusted Water Rate Revenue	\$ -	\$ 113,833	\$ 231,470	\$ 353,032	\$ 478,641	\$ 608,425		
Other Operating Revenue	\$ 497,244	\$ 500,403	\$ 503,649	\$ 506,984	\$ 510,412	\$ 513,934		
Non-Operating Revenue	\$ 886,249	\$ 823,169	\$ 823,169	\$ 823,169	\$ 823,169	\$ 823,169		
Property Tax Revenue	\$ 2,098,117	\$ 2,067,314	\$ 2,030,744	\$ 2,038,545	\$ 2,044,576	\$ 2,048,708		
Total Revenues	\$ 7,269,658	\$ 7,299,157	\$ 7,389,858	\$ 7,528,943	\$ 7,670,400	\$ 7,814,226		
Operating Expenses	\$ 6,019,861	\$ 6,293,745	\$ 6,579,635	\$ 6,873,070	\$ 7,180,205	\$ 7,484,697		
Net Operating Revenues	\$ 1,249,797	\$ 1,005,412	\$ 810,223	\$ 655,873	\$ 490,195	\$ 329,529		
Current Rate Funded Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Operating and Debt Service	\$ 6,019,861	\$ 6,293,745	\$ 6,579,635	\$ 6,873,070	\$ 7,180,205	\$ 7,484,697		
Net Revenues	\$ 1,249,797	\$ 1,005,412	\$ 810,223	\$ 655,873	\$ 490,195	\$ 329,529		
Capital Expenditure	\$ 3,172,025	\$ 3,348,072	\$ 3,533,890	\$ 3,679,451	\$ 3,831,008	\$ 3,988,807		
Property Tax	\$ 3,172,025	\$ 3,348,072	\$ 3,533,890	\$ 3,679,451	\$ 3,831,008	\$ 3,988,807		
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Net Income	\$ 1,249,797	\$ 1,005,412	\$ 810,223	\$ 655,873	\$ 490,195	\$ 329,529		
Ending Balance	\$ 14,637,966	\$15,643,377	\$ 16,453,600	\$ 17,109,473	\$17,599,668	\$17,929,197		

Revenue Requirements

Table 29 displays the water utility's revenue requirements for FY 2026. In the rate design section, the proposed revenue adjustments will be applied to the cost of service-based rates which were designed considering the FY 2026 revenues and expenses. The total expense for each year is offset by other operating revenues and non-operating revenues to compute the net portion of revenue requirements that need to be recovered from customers' rates. RDN proposes annual revenue adjustments of 3.0 percent in FY 2027 through FY 2031 to reach the financial goals set by the District.

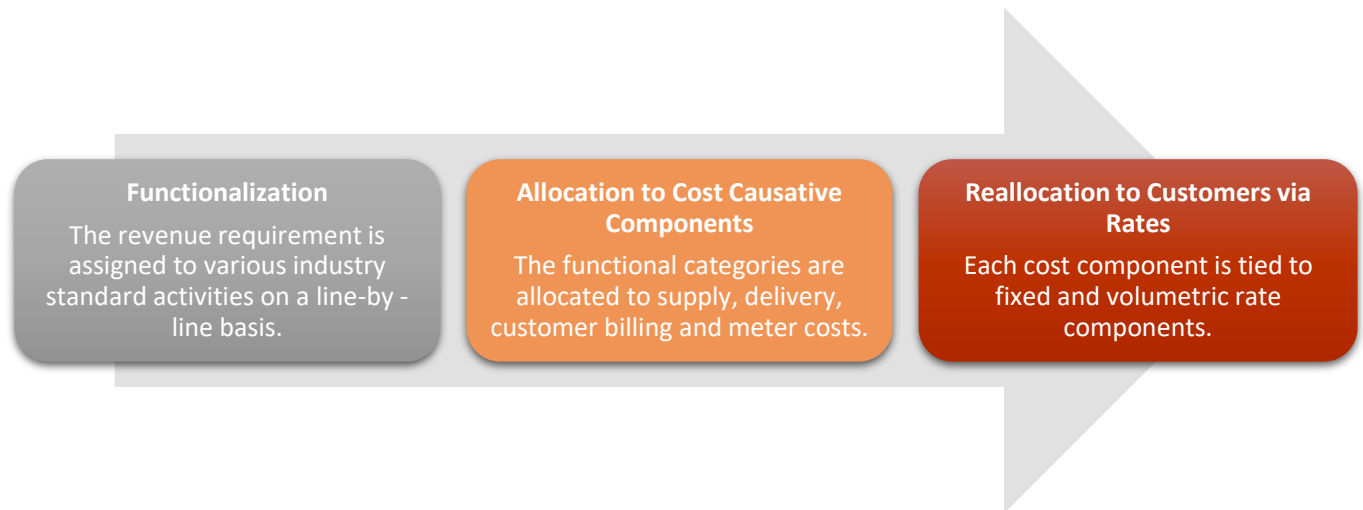
Table 29. Revenue Requirements for Mammoth Community Water District Water Utility, FY 2026

Revenue Requirements	FY 2026
O&M Expenses	\$6,019,861
Capital Expenditures	\$0
Other Operating Revenue	(\$497,244)
Non-Operating Revenue	(\$886,249)
Property Tax Revenue	(\$2,098,117)
Net Balance From Operations	\$1,249,797
Rate Revenue Requirement	\$3,788,049

3.2 Cost of Service Analysis

The purpose of a Cost of Service (COS) analysis is to allocate costs among customers commensurate with their demand on the water service system. RDN employed the “commodity demand” cost-of-service method promulgated in AWWA’s M1, whereby costs are first allocated to individual functions, which are typical industry activities, then the costs of each function are distributed to their appropriate cost causative components, which are defined by the cost driving elements. The results of the COS form a reasonable, equitable basis for designing rates. **Figure 6** displays a typical process for the COS analysis.

Figure 6. A Typical Flow for Cost of Service Analysis Process



Functionalization of Costs

Operating and capital costs are functionalized based on operating categories used in the District’s budget and input from District staff with expertise on the system and utility industry knowledge. The functions of the water system include:

- Water Supply – costs associated with water diversions and maintenance of water rights
- Storage – costs associated with water storage for distribution
- Transmission and Distribution – costs associated with transmitting and distributing water to customers
- Pumping – costs associated with well pumping and energy use
- Treatment – costs associated with treating water
- Meters – costs associated with the reading and maintenance of meters
- Customer – costs associated with customer service and billing related tasks
- Conservation – costs associated with the District’s Conservation Program
- Administrative and General – costs associated with administrative and general functions

Costs and assets were functionalized based on industry standard budget determinations and input from staff. **Table 30** shows the amount and percentage of test year operating expenses allocated to each function.

Table 30. Percentage of Operating Costs Allocated to Standard Functions

O&M Expense		
Category	Allocation	Percent
Total O&M	\$6,019,861	100.0%
Water Supply	\$283,223	4.7%
Storage	\$43,254	0.7%
Transmission and Distribution	\$144,635	2.4%
Pumping	\$116,035	1.9%
Treatment	\$95,938	1.6%
Meters	\$80,581	1.3%
Customer	\$9,200	0.2%
Conservation	\$43,653	0.7%
Administrative and General	\$5,203,342	86.4%

After functionalization, costs are allocated to cost components, which can then be allocated to customers based on their impact on the system. The cost causative components include:

- **Source of Supply** – water procurement costs, chemicals, pumping costs, etc.
- **Delivery** – delivering water to customers under all demand conditions
- **Meters** – the costs of servicing and reading meters
- **Customer Service** – billing and other customer service-related costs
- **Conservation** – conservation program costs

Water supply costs are allocated 100 percent to the Supply component as they relate to groundwater water and surface water procurement. Storage costs are split between Source of Supply (25 percent) and Delivery (75 percent) based on the proportion of O&M costs between these two categories. Treatment, and Pumping costs are allocated to the supply component since all infrastructure is constructed to supply water. Transmission and Distribution costs are split between Source of Supply (10 percent) and Delivery (90 percent) based on the proportion of O&M costs between these two categories. Conservation costs are allocated directly to the conservation component. Meter costs are split between Meters (95 percent) and Delivery (5 percent) while customer service costs were allocated directly to their respective component.

Table 31 and **Table 32** show the percent and total value of functionalized operating costs allocated to the cost causative components, respectively.

Table 31. Percent of Operating Function Categories Allocated to Cost Components

O&M Expense						
Category	Total Allocation	Source of Supply	Delivery	Meters	Customer Service	Conservation
Water Supply	\$283,223	100.0%	0.0%	0.0%	0.0%	0.0%
Storage	\$43,254	25.0%	75.0%	0.0%	0.0%	0.0%
Transmission and Distribution	\$144,635	10.0%	90.0%	0.0%	0.0%	0.0%
Pumping	\$116,035	100.0%	0.0%	0.0%	0.0%	0.0%
Treatment	\$95,938	100.0%	0.0%	0.0%	0.0%	0.0%
Meters	\$80,581	0.0%	5.0%	95.0%	0.0%	0.0%
Customer	\$9,200	0.0%	0.0%	0.0%	100.0%	0.0%
Conservation	\$43,653	0.0%	0.0%	0.0%	0.0%	100.0%
Administrative and General	\$5,203,342	9.1%	60.0%	27.6%	3.3%	0.0%

Table 32. Total Expense of Operating Functional Categories Allocated to Cost Components

O&M Expense						
Category	Total Allocation	Source of Supply	Delivery	Meters	Customer Service	Conservation
Water Supply	\$283,223	\$283,223	\$0	\$0	\$0	\$0
Storage	\$43,254	\$10,814	\$32,441	\$0	\$0	\$0
Transmission and Distribution	\$144,635	\$14,463	\$130,171	\$0	\$0	\$0
Pumping	\$116,035	\$116,035	\$0	\$0	\$0	\$0
Treatment	\$95,938	\$95,938	\$0	\$0	\$0	\$0
Meters	\$80,581	\$0	\$4,029	\$76,552	\$0	\$0
Customer	\$9,200	\$0	\$0	\$0	\$9,200	\$0
Conservation	\$43,653	\$0	\$0	\$0	\$0	\$43,653
Administrative and General	\$5,203,342	\$473,674	\$3,122,732	\$1,434,534	\$172,402	\$0
Percent of Total	100.0%	16.5%	54.6%	25.1%	3.0%	0.7%

Operating allocations are based on the projected test year expenses and the total for each cost component reflects the percentages in **Table 32**. **Table 33** shows the projected test year expenses allocated to each cost component based on the percentages in **Table 32**.

Table 33. Operating Cost Allocation to Cost Components

	Operating Percentage	Operating Costs
Total	100.0%	\$6,019,861
Source of Supply	16.5%	\$994,146
Delivery	54.6%	\$3,289,373
Meters	25.1%	\$1,511,086
Customer Service	3.0%	\$181,602
Conservation	0.7%	\$43,653

Rate Revenue Requirement

Revenue offsets made up of non-operating revenues for FY 2026 shown in **Table 22** will be used to offset water supply costs in the rate design section. **Table 34** shows the total cost allocation by cost category that will be used to allocate costs to each customer. Other operating revenue and net balances are applied based on the overall percentages allocated to each cost category in the percent of total line. Non-operating revenues are primarily comprised of property tax revenue and are applied directly to offset the cost of variable rates.

Table 34. Final Cost of Service Allocations

Allocation Summary	Total	Source of Supply	Delivery	Meters	Customer Service	Conservation	Revenue Offset	OD Replacement Charge
O&M Revenue Requirements	\$6,019,861	\$994,146	\$3,289,373	\$1,511,086	\$181,602	\$43,653	\$0	\$0
Percent of Total		16.5%	54.6%	25.1%	3.0%	0.7%	0.0%	0.0%
Other Operating Revenue	(\$497,244)	(\$82,117)	(\$271,704)	(\$124,817)	(\$15,000)	(\$3,606)	\$0	\$0
Non-Operating Revenue	(\$2,984,365)	\$0	\$0	\$0	\$0	\$0	(\$2,984,365)	\$0
OD Replacement Charge	(\$19,960)	\$0	\$0	(\$19,960)	\$0	\$0	\$0	\$19,960
Net Revenue (Expense)	\$1,249,797	\$206,397	\$682,914	\$313,720	\$37,703	\$9,063	\$0	\$0
Rate Revenue Requirement	\$3,788,049	\$1,118,426	\$3,700,584	\$1,680,030	\$204,305	\$49,110	(\$2,984,365)	\$19,960

3.3 Water Rate Design

RDN proposes the following adjustments to water customer rate structures:

- Adjusting rates annually by the recommended revenue adjustments of 3.0 percent per year
- Adjusting variable rates to remove customer class distinction and assess charges consistently across all customers
- Applying fixture meter ratios to determine the difference in cost allocation between different meter sizes

The water rates have two components: 1) a fixed monthly service charge and 2) volumetric rates. Customers pay the fixed charge regardless of the water use. In addition, customers pay volumetric rates based on the volume of water use.

1. **Fixed monthly service charge:** the rates are established based on the size of the meter at the property or number of units receiving water service and are calculated to recover a portion of the District's fixed costs, such as water facilities repairs and replacements, the peak capacity of that meter which sets the proportionate demand on the system infrastructure, meter reading, and customer service.
2. **Variable rates:** the rates are calculated based on the cost of water supplies, the cost of managing the District's water resources at regular levels and distributing water throughout the system to customers. The remaining fixed costs that are not recovered via fixed charges are also recovered from variable charges. The variable rates are billed per thousand gallons.

Together, the two components (fixed and variable) are calculated to recover the proportionate cost of providing water service attributable to each customer. **Table 35** shows the costs which are allocated to either fixed or variable rates. The revenue offset is made up of non-operating revenues which will be collected in the test year and includes property tax revenue.

Table 35. Allocation of Fixed and Variable Costs¹¹

Expense Category	Fixed	Variable
Source of Supply		\$1,118,426
Delivery		\$3,700,584
Meters	\$1,680,030	
Customer Service	\$204,305	
Conservation		\$49,110
Revenue Offset		-\$2,984,365
Total	\$1,884,335	\$1,883,754

Monthly Fixed Charge

All meter costs are divided by the number of equivalent meters using the fixture-based ratio discussed in the Key Assumptions section to compute the unit cost for each cost component. MFR connections are billed per unit at a rate equivalent to a base meter charge. This is long standing District policy as MFR customers impact the system similar to a standard Single-Family meter. Equivalent meters are determined by multiplying the total meters and MFR units by their equivalent meter value. **Table 36** shows the meters and units currently connected to the water system and the number of equivalent meters based on fixture-based meter equivalency factors.

Table 36. Total Equivalent Meters Used for Cost Allocation

Meter Size or Type	# of Meters/ Units	Fixture-Based Ratio	Equivalent Meters
MFR	6,885	1.00	6,885
5/8"	346	1.00	346
3/4"	1,904	1.00	1,904
1"	130	2.18	283
1 1/2"	99	9.49	940
2"	122	16.77	2,046
3"	9	20.51	185
4"	9	45.51	410
6"	3	137.18	412
8"	-	188.46	-
Total	9,507		13,410

The number of bills in one year (the number of accounts multiplied by 12) serves as the basis for distributing billing and customer service costs associated with customer billing and collection, and other customer services costs. The number of equivalent meters is used to distribute meter related service

¹¹ Revenue offsets are the direct use of non-operating revenues shown in Table 21 to offset variable rates

costs. Customer service costs are divided by the number of bills since the service requirements of this cost type are the same regardless of the meter size.

Table 37 shows the total costs allocated to each cost category, the number of units for the category, and the cost for a year and a monthly period of service for each cost unit. The resulting monthly unit costs are used to calculate the fixed customer rates.

Table 37. Fixed Cost Components Divided by Number of Units

Category	Cost	Units	Cost per Unit	Cost per Month
Meter	\$1,680,030	13,410	\$125.29	\$10.44
Service	\$204,305	3,153	\$64.80	\$5.40

Table 38 shows the monthly fixed charge calculation by meter size for water service customer connections.

Table 38. Monthly Water Service Fixed Charge Calculation¹²

Meter Size	Meter Charge	Meter Ratio	Total Meter	Customer Service	Monthly Rate
MFR	\$10.44 x	1.00 =	\$10.44 +	\$5.40 =	\$15.84
5/8"	\$10.44 x	1.00 =	\$10.44 +	\$5.40 =	\$15.84
3/4"	\$10.44 x	1.00 =	\$10.44 +	\$5.40 =	\$15.84
1"	\$10.44 x	2.18 =	\$22.76 +	\$5.40 =	\$28.16
1 1/2"	\$10.44 x	9.49 =	\$99.08 +	\$5.40 =	\$104.48
2"	\$10.44 x	16.77 =	\$175.09 +	\$5.40 =	\$180.49
3"	\$10.44 x	20.51 =	\$214.13 +	\$5.40 =	\$219.53
4"	\$10.44 x	45.51 =	\$475.15 +	\$5.40 =	\$480.55
6"	\$10.44 x	137.18 =	\$1,432.23 +	\$5.40 =	\$1,437.63
8"	\$10.44 x	188.46 =	\$1,967.61 +	\$5.40 =	\$1,973.01

The proposed monthly fixed charge before revenue adjustments for the base equivalent meter (3/4 inch) is \$15.84.

The proposed five-year monthly fixed charges with revenue adjustments applied for all water customers are shown in **Table 39**. FY 2027 rates are based on the COS rate multiplied by the revenue adjustment of 3 percent a year.

¹² Note that some calculations may be impacted by rounding to two decimal points

Table 39. Proposed 5-year Fixed Charge Schedule

		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment		3.0%	3.0%	3.0%	3.0%	3.0%
	Current	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
MFR	\$16.20	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
5/8"	\$16.20	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
3/4"	\$16.20	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
1"	\$24.67	\$29.00	\$29.87	\$30.77	\$31.69	\$32.65
1 1/2"	\$45.83	\$107.61	\$110.84	\$114.17	\$117.59	\$121.12
2"	\$71.22	\$185.90	\$191.48	\$197.22	\$203.14	\$209.23
3"	\$151.64	\$226.12	\$232.90	\$239.89	\$247.09	\$254.50
4"	\$270.16	\$494.96	\$509.81	\$525.11	\$540.86	\$557.09
6"	\$596.05	\$1,480.75	\$1,525.18	\$1,570.93	\$1,618.06	\$1,666.60
8"	\$1,019.30	\$2,032.20	\$2,093.17	\$2,155.97	\$2,220.65	\$2,287.26

Variable Water Rates

Variable rates are designed to recover the costs associated with source of supply, delivery, conservation programs, and revenue offsets. To ensure customer equity and that costs are allocated based on the costs actually incurred by each parcel. RDN recommends that all customers have consistent tier widths and rates, regardless of class. Variable rates are made up of a number of cost components, all derived based on actual customer use data. Water supply costs are offset by the District’s non-operating revenues. RDN recommends a two-tier variable rate structure that reflects the District’s long-term water supply mix and costs.

Tier Width Determination

Over the past five years, approximately 63.4 percent of total system demand has been supplied by surface water, which is less expensive to produce. The remaining 36.6 percent comes from groundwater, which incurs higher costs due to required energy for pumping, treatment cost, well operation, and associated maintenance needs. To align customer rates with these underlying cost differences, Tier 1 is structured to cover the portion of demand historically supplied with lower-cost surface water. Tier 2 applies to all consumption above that level to reflect the higher costs of supply provided by groundwater production. **Table 40** displays the historical five-year water supply mix, and the resulting average surface water share.

Table 40. 5-year Water Supply Mix

Water Source	CY 2020	CY 2021	CY 2022	CY 2023	CY 2024
Total Use (MG)	658.2	650.3	592.2	598.1	664.0
Surface Water	420.8	163.1	303.6	489.4	630.7
Ground Water	237.4	487.2	288.6	108.7	33.4
Percent of Total Use					
Surface Water	63.9%	25.1%	51.3%	81.8%	95.0%
Ground Water	36.1%	74.9%	48.7%	18.2%	5.0%
5-Year Average Surface Water Share					63.4%

The Tier 1 allocation is determined by first multiplying 63.4 percent by total annual demand to identify the volume of lower-cost surface water projected to be available to supply customer demand. This annual surface water volume is then divided by the total number of meters and multifamily residential (MFR) dwelling units to establish a per-unit annual allocation. Finally, the result is divided by 12 to convert the allocation to a monthly basis, yielding a uniform Tier 1 allowance of 3.3 thousand gallons per unit.

Table 41. Monthly Tier 1 Allocation Calculation

Annual Water Demand	Surface Water Share	Annual Surface Water Demand	# of Meters and Dwellings	Annual per Unit Allocation	Monthly Tier 1 Allocation
588,648	x 0.63	= 373,291	÷ 9,507	= 39.3	÷ 12 = 3.3

The calculated monthly Tier 1 allocation is rounded to 3.5 thousand gallons per unit. Rounding the tier width provides a clear and administratively practical tier threshold for customers and reflects the capabilities of the District’s billing software. This tier width applies uniformly across all customer classes and units. Water use up to this threshold is billed at the Tier 1 rate, while all water use exceeding this amount is billed at the Tier 2 rate. When the proposed Tier 1 width is applied to actual customer usage data, roughly 45 percent of total use falls in Tier 1 and 55 percent falls in Tier 2. **Table 42** shows the projected usage in each tier under the proposed tier widths. Tier 1 is set so everyone has access to surface water. Because of individual use patterns, some customers use less than their allocated Tier 1 and others use more, thus the tier percentages won’t line up exactly with the water source split. Tier use doesn’t directly track where the water comes from, it is a pricing structure and so costs are allocated based on the actual projected water use.

Table 42. Proposed FY 2026 Tiered Usage (kgal)

Tier	FY 2026 Use	% of Total Use
Tier 1	264,224	44.9%
Tier 2	324,424	55.1%
Total Use	588,648	100.0%

Proposed Variable Rates

Variable rates for each tier are designed based on the total for each component assigned to the volumetric portion of rates such as water supply, delivery, and conservation program costs. Water supply costs are offset by the District’s non-operating revenue, comprised primarily of property tax revenue. It is important to note that this significant subsidy results in all water rates being significantly less than the true cost of service. The allocation of the District’s non-operating revenues to the volumetric component of rates is most equitable because the subsidy reflects the actual amount of each customer’s demand on the system.

Because surface water is the District’s primary source of supply and is less expensive to produce than groundwater, the cost of supplying surface water is allocated to Tier 1, while groundwater production costs are assigned to Tier 2. To quantify the cost differential between these sources, RDN analyzed five years of historical electrical pumping costs for both the surface water and groundwater production facilities. The analysis found that 12.6 percent of total pumping expenditures were attributable to surface water production, while 87.4 percent were associated with groundwater production. Accordingly, 12.6 percent of identified water supply costs were allocated to surface water and Tier 1, and the remaining 87.4 percent were allocated to groundwater and Tier 2.

Delivery costs are allocated to Tier 1 and Tier 2 in proportion to the amount of water use occurring in each tier. Based on projected usage, 44.9 percent of use falls within Tier 1 and 55.1 percent falls within Tier 2, and these same proportions are used to assign Delivery costs to each tier. While the resulting unit cost for Delivery is the same for both tiers, the calculation is performed separately for each tier by dividing the costs allocated to that tier by the corresponding projected tier-level water use.

Conservation Program costs are applied exclusively to Tier 2 because the program is necessitated by water use that exceeds the volume that can be reliably supplied from surface water sources. If system demand were limited to levels that could be met entirely with surface water, the conservation program would not be required. Accordingly, Conservation Program costs are allocated to Tier 2 and divided by total Tier 2 water use to determine the Tier 2 unit cost for conservation.

Revenue Offsets are allocated to Tier 1 and Tier 2 in proportion to projected water use in each tier, consistent with the approach applied to Delivery costs. Although the resulting unit credit is the same

across both tiers, the calculation is performed separately for each tier by dividing the revenue offset allocated to that tier by the corresponding projected tier-level water use.

Table 43 summarizes how each cost category is allocated between Tier 1 and Tier 2 based on the applicable allocation methodology. Water Supply costs are distributed according to the proportion of pumping costs attributable to each source, while Delivery, and Revenue Offsets are allocated in proportion to projected tiered water use. Conservation costs are assigned entirely to Tier 2.

Table 43. Allocation of Variable Costs to Tiers

Cost Category	Total Cost	% Allocated to Tier 1	\$ Allocated to Tier 1	% Allocated to Tier 2	\$ Allocated to Tier 2
Water Supply	\$1,118,426	12.6%	\$140,403	87.4%	\$978,024
Delivery	\$3,700,584	44.9%	\$1,661,064	55.1%	\$2,039,520
Conservation	\$49,110	0.0%	\$0	100.0%	\$49,110
Revenue Offset	-\$2,984,365	44.9%	-\$1,339,578	55.1%	-\$1,644,787

Table 44 shows the costs allocated to each tier and the projected water use in each tier, which together are used to derive the unit cost per thousand gallons that forms the basis of the variable rate. Projected tiered usage is estimated by applying the proposed tier widths to recent customer consumption patterns, ensuring that the tier allocations reflect actual system demands.

Table 44. Variable Costs and Tiered Usage Allocations Used to Derive Unit Costs

Cost Category	Tier 1 Cost	Units	Cost per Unit (kgal)	Tier 2 Cost	Units	Cost per Unit (kgal)
Source of Supply	\$140,403 ÷	264,224 =	\$0.53	\$978,024 ÷	324,424 =	\$3.01
Base Delivery	\$1,661,064 ÷	264,224 =	\$6.29	\$2,039,520 ÷	324,424 =	\$6.29
Conservation	\$0 ÷	264,224 =	\$0.00	\$49,110 ÷	324,424 =	\$0.15
Revenue Offset	-\$1,339,578 ÷	264,224 =	-\$5.07	-\$1,644,787 ÷	324,424 =	-\$5.07

To calculate the tiered rates, the unit costs shown in **Table 44** are summed up to determine the total cost per thousand gallons for each tier. **Table 45** presents the calculation used to derive the cost-of-service-based tier rates.

Table 45. Tier Variable Rate Calculation

	Supply Cost	Delivery Cost	Conservation Cost	Revenue Offset	Variable Rate
Tier 1	\$0.53 +	\$6.29 +	\$0.00 -	-\$5.07 =	\$1.75
Tier 2	\$3.01 +	\$6.29 +	\$0.15 -	-\$5.07 =	\$4.38

Table 46 shows the resulting rates under the proposed revenue adjustment.

Table 46. Proposed 5-Year Variable Rate Schedule¹³

	Current				FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment					3.0%	3.0%	3.0%	3.0%	3.0%
	SFR	MFR	COM	IRR	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Tier 1	\$1.01	\$2.55	\$3.45	\$3.85	\$1.80	\$1.85	\$1.91	\$1.97	\$2.03
Tier 2	\$2.09			\$6.68	\$4.51	\$4.65	\$4.79	\$4.93	\$5.08
Tier 3	\$5.14			\$9.05					

OD Replacement Charges

The District receives a share of property tax revenues from in-District customers. Property tax revenues have been utilized to pay for the District’s repair and replacement capital program. Since the District does not receive property tax revenues from Out of District (OD) properties it serves, and to ensure equity with in-District customers, RDN determined an equitable replacement charge commensurate with property tax contributions from in-District customers.

The total property tax received by the District is first allocated between the Water and Wastewater utilities. This apportionment was discussed in Section 2.3 and presented in **Table 19**. The fee is then calculated by dividing the amount of taxes apportioned to the water utility by the total number of equivalent meters from the District’s billing data. This results in an annual Replacement Charge of \$393.01 per OD water equivalent customer. The annual Replacement Charge is multiplied by the number of OD replacement equivalent meters (57) to determine the total property tax replacement responsibility for OD water customers. **Table 47** shows the OD replacement charge revenue requirement calculation. The OD replacement cost share is subtracted from the revenue requirements to avoid over-collection of revenue.

Table 47. OD Replacement Charge Derivation

Description	Value
District-wide Property Tax Revenue	\$10,597,372
Percent Allocation to Water	49.7%
Water - Property Tax	\$5,270,141
Total Water Equivalents	13,410
OD Replacement Charge (Annual)	\$393.01
OD Customer Share	\$22,472.51

The annual replacement charge shown in **Table 50** is then divided by 12 to derive the base monthly replacement charge for OD water customers. The base charge is scaled to larger meters using the fixture-based ratio used to determine the fixed charges for in-District water customers. **Table 48** shows the resulting rate schedule for OD water customers with the revenue adjustments applied each year.

¹³ Proposed variable rates for FY 2027 – FY 2031 apply to all customer classes.

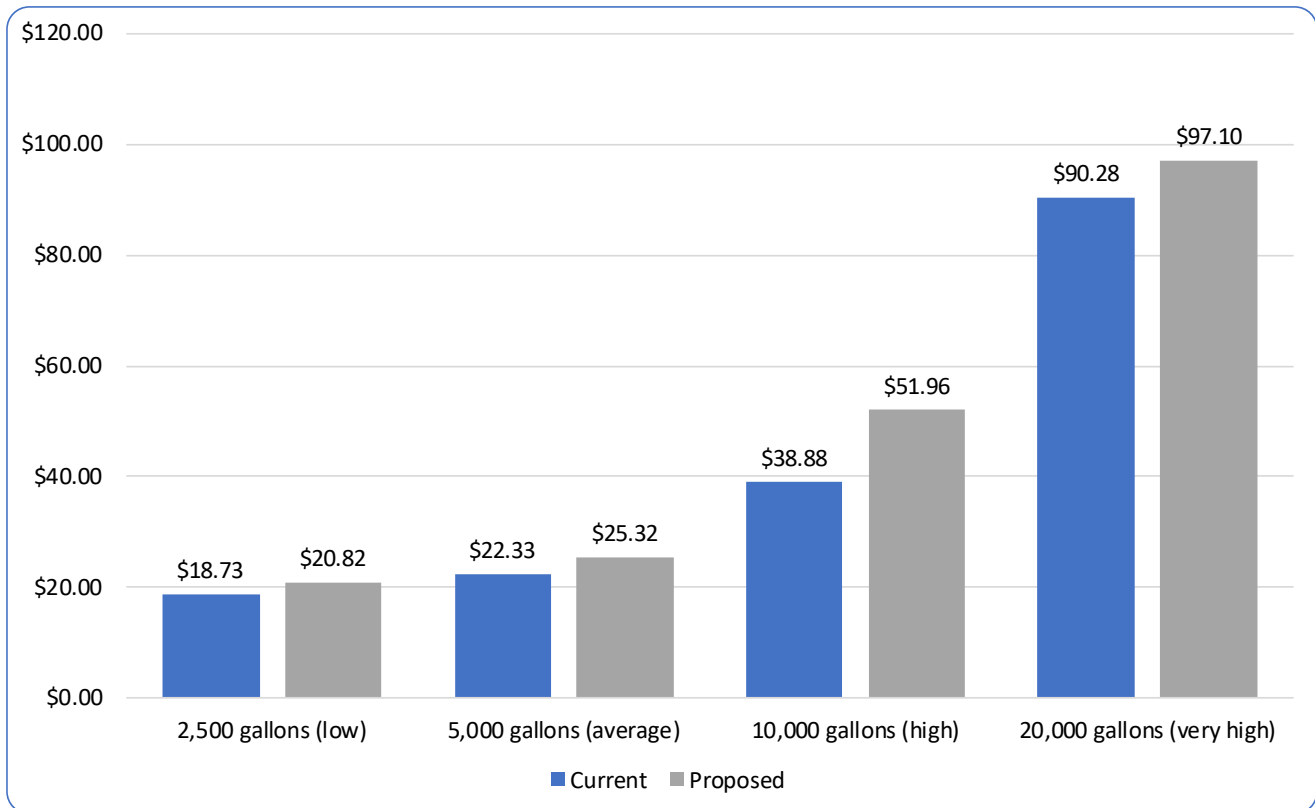
Table 48. OD Replacement Charge Derivation

OD Water Replacement Charge					
Meter Size	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
5/8"	\$29.96	\$30.86	\$31.79	\$32.74	\$33.72
3/4"	\$29.96	\$30.86	\$31.79	\$32.74	\$33.72
1"	\$65.32	\$67.28	\$69.30	\$71.38	\$73.52
1 1/2"	\$284.34	\$292.87	\$301.66	\$310.71	\$320.03
2"	\$502.48	\$517.55	\$533.08	\$549.07	\$565.54
3"	\$614.54	\$632.98	\$651.97	\$671.53	\$691.68
4"	\$1,363.61	\$1,404.52	\$1,446.66	\$1,490.06	\$1,534.76
6"	\$4,110.29	\$4,233.60	\$4,360.61	\$4,491.43	\$4,626.17
8"	\$5,646.77	\$5,816.17	\$5,990.66	\$6,170.38	\$6,355.49

3.4 Bill Impact Analysis

This analysis compares customers' bills under current and proposed rates. **Figure 7** shows the dollar change in the bill based on 3/4" meter Single Family customers use at selected usage points. The District's average 3/4" customer uses 5,000 gallons of water monthly.

Figure 7. Customer Impact by Usage for Single Family 3/4" Meter



SEWER UTILITY

4.1 Financial Plan

RDN built a 10-year financial model for the Mammoth Community Water District’s sewer system to meet the system’s long-term financial goals. The detailed rate analysis was performed for the first five years.

Revenues

RDN conducted a revenue analysis using the current sewer rates. The District currently collects fixed revenues from all customers and variable revenue from non-residential customers. Fixed revenue forecasts are based on the customer growth assumptions described in the Methodology Section. **Table 49** shows the projected number of dwelling units and connections for FY 2026 to FY 2031.

Table 49. Sewer Customer Growth, FY 2026 to FY 2031

Customer Class	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential Dwellings	9,300	9,321	9,343	9,363	9,384	9,405
Non-Residential 3/4"	86	86	86	86	86	86
Non-Residential 1"	78	78	78	78	78	78
Non-Residential 1 1/2"	48	48	48	48	48	48
Non-Residential 2"	49	49	49	49	49	49
Non-Residential 3"	5	5	5	5	5	5
Non-Residential 4" and Above	7	7	7	7	7	7
OD Cabin	134	134	134	134	134	134
OD COM	4	4	4	4	4	4
OD Campground	150	150	150	150	150	150
OD Replacement Charge	529	529	529	529	529	529

The revenue analysis also includes other operating and non-operating revenues such as FOG fees, permit revenue and property tax revenue. These revenues are used to offset the revenue requirements that need to be recovered from customers’ rates. This projection was created under the status quo rates and does not include proposed revenue adjustments.

The system’s total revenue for the study period is estimated to be approximately \$6.7 million annually under the current rates. **Table 50** shows the projected sewer system revenues by category for the study period (FY 2026 – FY 2031) without any revenue adjustments. Projections are based on customer growth projections as well as other operating and non-operating revenue estimates provided by District staff.

Table 50. Sewer System Revenue Forecast, FY 2026 to FY 2031

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Revenue from Rates						
Fixed Rate Revenue	\$2,847,403	\$2,852,978	\$2,858,565	\$2,863,904	\$2,869,517	\$2,874,881
Variable Rate Revenue	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269
Total Rate Revenue	\$3,376,672	\$3,382,247	\$3,387,834	\$3,393,173	\$3,398,786	\$3,404,150
Other Operating Revenue	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219
Non-Operating Revenue	\$3,069,241	\$3,038,105	\$3,001,139	\$3,009,024	\$3,015,121	\$3,019,297
Total	\$6,673,131	\$6,647,570	\$6,616,192	\$6,629,416	\$6,641,125	\$6,650,666

Operating and Maintenance (O&M) Expense

The itemized O&M expenses were carefully reviewed by the District and forecast for the study period using escalation factors discussed in the Key Assumptions section. **Table 51** shows the District’s projected O&M expenses for the sewer utility during the study period. O&M Expenses are expected to increase by 4.6 percent on average annually.

Table 51. Sewer System O&M Expense Forecast, FY 2026 to FY 2031

Expense Category	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Sewer Operating Expenses	\$2,751,325	\$2,879,117	\$3,013,067	\$3,153,467	\$3,300,652	\$3,451,954
Sewer Share of Admin O&M	\$3,037,319	\$3,176,127	\$3,320,511	\$3,466,388	\$3,618,957	\$3,772,410
Total Operating	\$5,788,644	\$6,055,244	\$6,333,578	\$6,619,855	\$6,919,609	\$7,224,364

Other Obligations

Other obligations included in the financial plan are capital improvement projects funded by PAYGO (Pay As You Go), and reserve contributions made from rates.

Capital Improvement Projects

The District plans to spend an average of \$3.6 million a year on sewer capital expenditures during the rate setting period. Capital expenditures will be fully funded by property tax revenue each year of the study period. **Table 52** shows the District’s scheduled capital improvement projects for the next five years. Because capital projects are funded by property tax revenue, the expenses will not impact customer rates.

Table 52. Rate Study Sewer CIP Expenses by Expense Type, FY 2026 to FY 2031

CIP Funding Source	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Rate Funded	\$0	\$0	\$0	\$0	\$0	\$0
Property Tax Funded	\$3,206,386	\$3,384,341	\$3,572,171	\$3,719,309	\$3,872,508	\$4,032,016
Total CIP	\$3,206,386	\$3,384,341	\$3,572,171	\$3,719,309	\$3,872,508	\$4,032,016

Debt Service and Coverage Ratios

The sewer utility currently has no outstanding debt obligations and no plans to issue debt during the study period.

Reserves

The District must maintain an appropriate reserve balance to ensure day-to-day operations will continue during emergencies and guarantee the future stability of the system. The District's financial goal is to build an appropriate level of cash reserves for each reserve fund included in the financial plan of this Study. The reserve target for the sewer utility is described below:

- **Sewer Operation Fund (Fund 30):** nine months of operating expenses
- **Sewer Capital Replacement Fund (Fund 23):** 15 percent of cost to improve water system over next 30 years
- **Sewer Share of Administrative Operation (50%):** Equal to current average liabilities, plus 20 percent of employe sick and vacation time
- **Sewer Share of Administrative Replacement (50%):** 15 percent of cost to improve system over next 30 years

The total reserve target at the end of the study period reaches \$23.0 million. **Table 53** shows the District's reserve targets for FY 2026 through FY 2031 based on the current reserve policy. **Figure 8** displays the resulting cash balances versus the reserve target under the current rates. Reserve targets based on reserve policy shown in **Table 17** and operating and capital totals shown in **Tables 48** and **49**, respectively.

Table 53. Sewer Reserve Target, FY 2026 to FY 2031

Reserve Fund	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Sewer Operation	\$4,905,000	\$5,130,903	\$5,366,749	\$5,609,325	\$5,863,322	\$6,121,555
Sewer Capital Replacement	\$15,479,000	\$15,479,000	\$15,479,000	\$15,479,000	\$15,479,000	\$15,479,000
Admin Operation (50%)	\$185,000	\$185,000	\$185,000	\$185,000	\$185,000	\$185,000
Admin Replacement (50%)	\$1,210,000	\$1,210,000	\$1,210,000	\$1,210,000	\$1,210,000	\$1,210,000
Total Reserve Target	\$21,779,000	\$22,004,903	\$22,240,749	\$22,483,325	\$22,737,322	\$22,995,555

Figure 8. Sewer Cash Balances and Reserve Target With Current Rates, FY 2026 to FY 2031



Financial Plan

Based on the projected total revenue and necessary costs to be recovered during the study period, RDN built a financial plan that will generate sufficient revenues for day-to-day operations and make appropriate contributions to reserves. The District currently has a projected ending cash balance of \$20.6 million in FY 2026. **Table 54** shows the status quo sewer pro forma with no revenue adjustments and the resulting ending balances based on the revenues and expenses outlined in this section.

Table 54. Status Quo Financial Pro Forma for Mammoth Community Water District Sewer System, FY 2026 to FY 2031

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Cash Position Opening Balance	\$ 19,681,764	\$ 20,566,251	\$ 21,158,577	\$ 21,441,191	\$ 21,450,752	\$ 21,172,268
Revenues						
Sewer Rate Revenue	\$ 3,376,672	\$ 3,382,247	\$ 3,387,834	\$ 3,393,173	\$ 3,398,786	\$ 3,404,150
Adjusted Sewer Rate Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue	\$ 227,219	\$ 227,219	\$ 227,219	\$ 227,219	\$ 227,219	\$ 227,219
Non-Operating Revenue	\$ 948,396	\$ 948,396	\$ 948,396	\$ 948,396	\$ 948,396	\$ 948,396
Property Tax Revenue	\$ 2,120,845	\$ 2,089,709	\$ 2,052,743	\$ 2,060,627	\$ 2,066,724	\$ 2,070,901
Total Revenues	\$ 6,673,131	\$ 6,647,570	\$ 6,616,192	\$ 6,629,416	\$ 6,641,125	\$ 6,650,666
Operating Expenses	\$ 5,788,644	\$ 6,055,244	\$ 6,333,578	\$ 6,619,855	\$ 6,919,609	\$ 7,224,364
Net Revenues Before CIP	\$ 884,487	\$ 592,326	\$ 282,614	\$ 9,561	\$ (278,484)	\$ (573,698)
Capital Expenditure	\$ 3,206,386	\$ 3,384,341	\$ 3,572,171	\$ 3,719,309	\$ 3,872,508	\$ 4,032,016
Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax	\$ 3,206,386	\$ 3,384,341	\$ 3,572,171	\$ 3,719,309	\$ 3,872,508	\$ 4,032,016
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income	\$ 884,487	\$ 592,326	\$ 282,614	\$ 9,561	\$ (278,484)	\$ (573,698)
Ending Balance	\$ 20,566,251	\$ 21,158,577	\$ 21,441,191	\$ 21,450,752	\$ 21,172,268	\$ 20,598,570
Reserve Target	\$21,779,000	\$22,004,903	\$22,240,749	\$22,483,325	\$22,737,322	\$22,995,555

Table 55 shows the proposed sewer pro forma for the study period with the recommended revenue adjustments per year. All revenue adjustments will occur in April, the beginning of the Fiscal Year.

Table 55. Proposed Financial Pro Forma for Mammoth Community Water District Sewer System, FY 2026 to FY 2031

Rate Increase	3.0%		3.0%		3.0%		3.0%	
Rate Month Implemented	1-Apr		1-Apr		1-Apr		1-Apr	
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031		
Cash Position Opening Balance	\$ 19,681,764	\$ 20,566,251	\$ 21,260,045	\$ 21,748,978	\$ 22,073,177	\$ 22,221,271		
Revenues								
Sewer Rate Revenue	\$ 3,376,672	\$ 3,382,247	\$ 3,387,834	\$ 3,393,173	\$ 3,398,786	\$ 3,404,150		
Adjusted Sewer Rate Revenue	\$ -	\$ 101,467	\$ 206,319	\$ 314,639	\$ 426,578	\$ 542,193		
Other Operating Revenue	\$ 227,219	\$ 227,219	\$ 227,219	\$ 227,219	\$ 227,219	\$ 227,219		
Non-Operating Revenue	\$ 948,396	\$ 948,396	\$ 948,396	\$ 948,396	\$ 948,396	\$ 948,396		
Property Tax Revenue	\$ 2,120,845	\$ 2,089,709	\$ 2,052,743	\$ 2,060,627	\$ 2,066,724	\$ 2,070,901		
Total Revenues	\$ 6,673,131	\$ 6,749,038	\$ 6,822,511	\$ 6,944,054	\$ 7,067,703	\$ 7,192,859		
Operating Expenses	\$ 5,788,644	\$ 6,055,244	\$ 6,333,578	\$ 6,619,855	\$ 6,919,609	\$ 7,224,364		
Net Revenues Before CIP	\$ 884,487	\$ 693,794	\$ 488,933	\$ 324,199	\$ 148,094	\$ (31,505)		
Capital Expenditure	\$ 3,206,386	\$ 3,384,341	\$ 3,572,171	\$ 3,719,309	\$ 3,872,508	\$ 4,032,016		
Debt Proceeds Proposed	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Debt Proceeds New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Capacity Fee	\$ 3,206,386	\$ 3,384,341	\$ 3,572,171	\$ 3,719,309	\$ 3,872,508	\$ 4,032,016		
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Net Income	\$ 884,487	\$ 693,794	\$ 488,933	\$ 324,199	\$ 148,094	\$ (31,505)		
Ending Balance	\$ 20,566,251	\$ 21,260,045	\$ 21,748,978	\$ 22,073,177	\$ 22,221,271	\$ 22,189,765		

Revenue Requirements

Table 56 displays the sewer utility's revenue requirements for FY 2026. The total expense for each year is offset by other operating revenues and non-operating revenues to compute of the net revenue requirements that need to be recovered from customers' rates. RDN proposes annual revenue adjustments of 3.0 percent FY 2027 through FY 2031 to reach the financial goals set by the District.

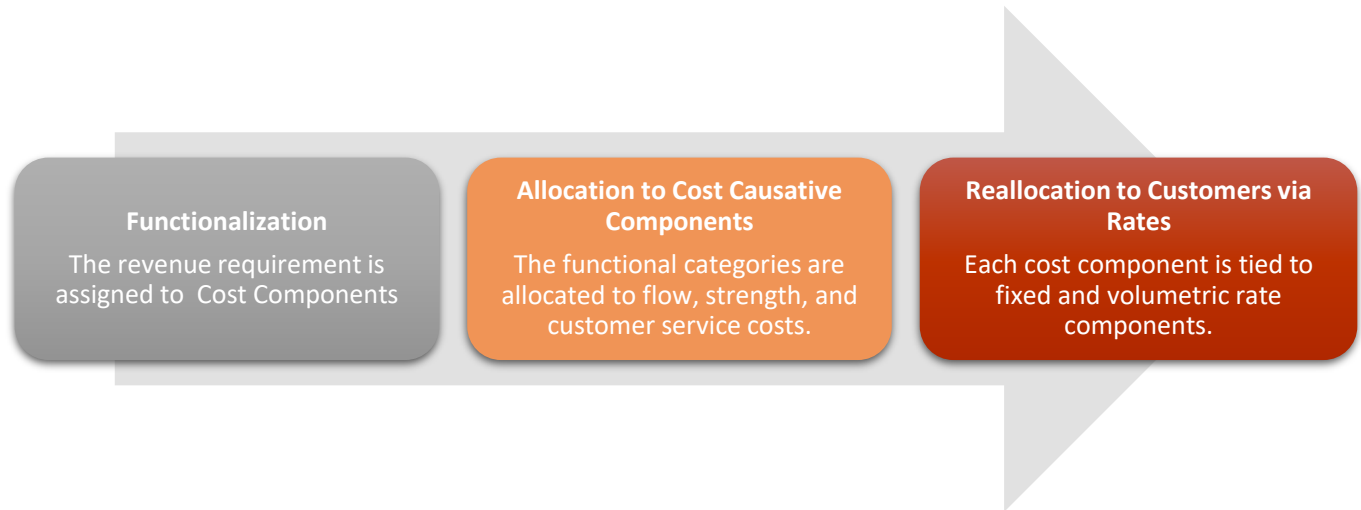
Table 56. Revenue Requirements for Mammoth Community Water District Sewer Utility, FY 2026

Revenue Requirements	FY 2026
O&M Expenses	\$5,788,644
Capital Expenditures	\$0
Other Operating Revenue	-\$227,219
Non-Operating Revenue	-\$948,396
Property Tax Revenue	-\$2,120,845
Net Balance From Operations	\$884,487
Rate Revenue Requirement	\$3,376,672

4.2 Cost of Service Analysis

In the same way as the sewer system's Cost of Service analysis was performed, a sewer system's COS analysis also utilizes a three-step approach to allocate costs proportionally among different customer classes. These steps include 1) functionalization of costs, 2) cost classification, and 3) cost allocation to customers. Provided below is a detailed discussion of the sewer COS analysis conducted for the District, and the specific steps taken for the analysis.

Figure 9. A Typical Flow for Cost of Service Analysis Process



Functionalization of Costs

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

The total cost of sewer service is analyzed by system function in order to equitably distribute costs of service to the various classes of customers. For this analysis, sewer utility costs of service are developed consistent with the guidelines for allocating costs detailed in the Water Environment Federation (WEF) Manual of Practice No. 27, Financing and Charges for Sewer Systems.

A COS analysis distributes the revenue requirements (costs) to each customer class. After determining the revenue requirements, the next step is to functionalize the O&M costs based on the District's O&M classification:

- **Flow** – costs related to conveying wastewater volume
- **BOD** – costs associated with the treatment of organic material in the wastewater (Biochemical Oxygen Demand)

- **TSS** – costs related to removing suspended solids from the wastewater (Total Suspended Solids)
- **Customer** – costs related to billing and customer service
- **Administrative & General** – overhead costs related to management, planning, and administrative functions

The functionalization of costs allows us to better allocate the functionalized costs to the cost causation components. The cost causation components used in this study include:

- **Flow-Related costs** - are those costs that are dependent upon the amount of sewer flow. An example of flow-related costs would be utility costs associated with operating sewer pumps.
- **Strength-Related costs** - are those costs that are dependent upon the amount of effluent strength. This component is further broken down into Biochemical Oxygen Demand (BOD) and Total Suspended Solids (TSS). An example of strength-related costs would be chemical costs associated with treating sewage.
- **Service-Related Costs** - are those costs that do not change with respect to the amount of sewer flow generated (in gallons) or the strength of the effluent (the amount of organic compounds or suspended solids in sewerage). An example of fixed costs would be administrative costs.

Once this process was completed, and the customer classes were identified, the unit cost of these classified costs were calculated and further allocated to different customer classes using the unit of services specific to the class. **Table 57** through **Table 59** show the steps taken to functionalize and allocate the District’s costs to each customer class.

Table 57. Percent of O&M Functional Categories Allocated¹⁴

O&M Expense		
Category	Allocation	Percent
Total O&M	\$5,788,644	100.0%
Flow	\$40,964	0.7%
BOD	\$187,989	3.2%
TSS	\$208,998	3.6%
Customer	\$79,844	1.4%
Admin and General	\$5,270,849	91.1%

¹⁴ District staff provided individual cost allocations for each budget item and system asset based on the standard categories shown

Table 58. Percent of O&M Functional Categories Allocated to Cost Components

O&M Expense					
Category	Total Allocation	Flow	BOD	TSS	Customer
Flow	\$40,964	100.0%	0.0%	0.0%	0.0%
BOD	\$187,989	25.0%	75.0%	0.0%	0.0%
TSS	\$208,998	25.0%	0.0%	75.0%	0.0%
Customer	\$79,844	0.0%	0.0%	0.0%	100.0%
Admin and General	\$5,270,849	27.1%	27.2%	30.3%	15.4%

Table 59. Total Expense of Operating Functional Categories Allocated to Cost Components

O&M Expense					
Category	Total Allocation	Flow	BOD	TSS	Customer
Flow	\$40,964	\$40,964	\$0	\$0	\$0
BOD	\$187,989	\$46,997	\$140,992	\$0	\$0
TSS	\$208,998	\$52,250	\$0	\$156,749	\$0
Customer	\$79,844	\$0	\$0	\$0	\$79,844
Admin and General	\$5,270,849	\$1,427,260	\$1,435,215	\$1,595,611	\$812,763

Table 61 displays the functionalized O&M costs allocated to cost causative components for the sewer system. Operating allocations are based on the actual projected test year expense and the total for each cost component reflect the percentages in **Table 58**.

The District receives a share of property tax revenues from in-District customers. Property tax revenues have been utilized to pay for the District’s repair and replacement capital program. Because the District does not receive property tax revenues from Out of District (OD) properties it serves, and to ensure equity with in-District customers, RDN determined an equitable replacement charge to be collected from OD customers commensurate with property tax contributions from in-District customers.

The total property tax received by the District is first allocated between the Water and Wastewater utilities. This apportionment was discussed in Section 2.3 and presented in **Table 19**. The fee is then calculated by dividing the amount of taxes apportioned to the sewer utility by the total number of residential and non-residential equivalent meters from the District’s billing data. This results in an annual Replacement Charge of \$449.00 per OD customer. The annual Replacement Charge is multiplied by the number of OD replacement customers (529) to determine the total property tax replacement responsibility for OD customers. **Table 60** shows the OD replacement charge revenue requirement calculation. The OD replacement cost share is subtracted from the treatment revenue requirements to reflect treatment plant CIP investments made through the property tax contributions of other customers. This avoids the overcollection of revenue.

Table 60. OD Replacement Charge Derivation

Description	Value
District-wide Property Tax Revenue	\$10,597,372
Percent Allocation to Wastewater	50.3%
Wastewater - Property Tax	\$5,327,231
Total Wastewater Equivalents	11,254
OD Replacement Charge (Annual)	\$473.35
OD Customer Share	\$250,400.07

Table 61. Revenue Requirement Cost Allocation by Cost Component

Category	Total	Flow	BOD	TSS	Customer	OD Replacement Charge
O&M Revenue Requirements	\$5,788,644	\$1,567,471	\$1,576,207	\$1,752,360	\$892,606	\$0
Other Operating Revenue	(\$227,219)	(\$61,527)	(\$61,870)	(\$68,785)	(\$35,037)	\$0
Non-Operating Revenue	(\$3,069,241)	(\$831,101)	(\$835,733)	(\$929,132)	(\$473,276)	\$0
OD Replacement Charge	(\$250,400)	\$0	(\$118,574)	(\$131,826)	\$0	\$250,400
Net Balance From Operations	\$884,487	\$239,505	\$240,840	\$267,755	\$136,388	\$0
Rate Revenue Requirement	\$3,376,672	\$914,348	\$800,870	\$890,373	\$520,681	\$250,400

Allocation to Units

In developing equitable rate structures, revenue requirements are allocated to customers commensurate with customer demand and services rendered. First, an overall number of units was determined for each cost component (**Table 64**). RDN completed a sewer mass balance-based flow to the treatment plant to determine flows for each customer class. Non-residential customer sewer flows were derived using actual water use data as it was assumed 100 percent of commercial water usage returns to sewer. Non-residential customers typically have minimal outdoor, non-sewer, water use due to dedicated landscape meters. Residential customer sewer flows were determined by subtracting Non-residential flow and Inflow estimates from the total wastewater flows. **Table 62** shows the total sewer flow per day in millions of gallons (MG) for fiscal year 2025 as well as annual sewer flow for each customer class.

Table 62. Total Plant Sewer Flows

Customer Class	Sewer Flow (gallons)	Gallons per day (million)	Annual Flow (kgal)
Residential	283,958,163	0.78	283,958
Inflow	104,306,477	0.29	104,306
Non-Residential	120,562,400	0.33	120,562
OD Cabin	4,049,480	0.01	4,049
OD COM	222,360	0.00	222
OD Campground	2,901,120	0.01	2,901
OD Replacement Charge	0	0.00	0
Total		1.41	516,000

As part of the Mass Balance analysis, wastewater strength ratios were also estimated to allocate costs for each customer class. Based on District direction, BOD contributions are estimated at 415 milligrams per liter (mg/L) for all classes and TSS contributions are estimated at 350 mg/L for all customer classes. Total proportional strength for each customer class was determined by multiplying the total customer class sewer flow by strength in milligrams per liter. This total was converted to pounds per year by customer class. **Table 63** shows the total annual strength contributions by customer class, and the District-wide BOD and TSS contributions.

Table 63. Strength Contribution by Customer Class

Customer Class	BOD	TSS
Residential	983,444	829,411
Non-Residential	417,549	352,150
OD Cabin	14,025	11,828
OD COM	770	649
OD Campground	10,048	8,474
OD Replacement	0	0
Inflow	187,153	235,030
Total	1,612,989	1,437,542

Table 64 shows the total functional units allocated to each customer class which is used as the unit to divide the total costs allocated to each sewer function.

Table 64. Cost of Service Units of Service

Customer Class	Flow	LBS/Year BOD	LBS/Year TSS	Customers
Residential	283,958	983,444	829,411	3,165
Non-Residential	120,562	417,549	352,150	273
OD Cabin	4,049	14,025	11,828	76
OD COM	222	770	649	4
OD Campground	2,901	10,048	8,474	1

Costs allocated to each cost component were divided by the number of units to determine a unit cost (**Table 65**).

Table 65. Cost of Service Unit Cost

Category	Total	Flow	BOD	TSS	Customer	OD Replacement Charge
Rate Revenue Requirement	\$3,376,643	\$914,340	\$800,862	\$890,364	\$520,677	\$250,400
Units		411,694	1,425,836	1,202,512	3,519	
Unit Cost		\$2.22	\$0.56	\$0.74	\$147.96	\$250,400

The final step in the cost of service analysis is to allocate costs to each customer class. This is done by multiplying the unit cost for each function, as shown in **Table 65**, by the corresponding number of service units attributed to each customer class (**Table 64**). **Table 66** presents the resulting cost allocations by customer class, which form the basis for the sewer rate calculations discussed in the next section.

Table 66. Cost of Service Allocated to Customer Class

Class	Total	Flow	BOD	TSS	Customer	Replacement Charge
Residential	\$2,265,461	\$630,655	\$552,385	\$614,119	\$468,302	\$0
Non-Residential	\$803,428	\$267,762	\$234,531	\$260,741	\$40,394	\$0
OD Cabin	\$36,874	\$8,994	\$7,877	\$8,758	\$11,245	\$0
OD COM	\$1,999	\$494	\$433	\$481	\$592	\$0
OD Campground	\$18,509	\$6,443	\$5,644	\$6,274	\$148	\$0
OD Replacement Charge	\$250,400	\$0	\$0	\$0	\$0	\$250,400

4.3 Rate Design

The proposed sewer rates consist of a fixed charge, which appears on each customer’s monthly bill, and a variable charge that applies to non-residential water use. The fixed monthly service charge is based on the customer class and the size of the meter at the property and is designed to recover a portion of the District’s fixed costs. The non-residential volumetric rate is billed per thousand gallons of water used and is calculated to recover the costs of higher levels of sewer flow. Together, the fixed and variable components are structured to recover the proportionate cost of providing sewer service.

The amount of costs allocated to fixed and variable rates are shown in **Table 67**. The variable charge basis for non-residential customers is based on all of the costs allocated to sewer flow and half of the costs allocated to both BOD and TSS. The Variable charge is designed to account for the impact on the sewer system of non-residential customers’ diverse sewer flow and strength.

Table 67. Fixed and Variable Rate Allocation

Customer Class	Total Costs	Percent to Fixed	Fixed Charge Basis	Percent to Variable	Variable Charge Basis
Residential	\$2,265,441	100%	\$2,265,441	0%	\$0
Non-Residential	\$803,421	36%	\$288,027	64%	\$515,394
OD Cabin	\$36,874	100%	\$36,874	0%	\$0
OD COM	\$1,999	100%	\$1,999	0%	\$0
OD Campground	\$18,509	100%	\$18,509	0%	\$0
OD Replacement	\$250,400	100%	\$250,400	0%	\$0

Fixed Monthly Service Charges

Fixed monthly service charges are calculated by dividing the total costs by the number of customers within a customer class (residential) or the number of equivalent meters based on fixture units (non-residential). This produces a unit cost that reflects the relative service requirements of different meter sizes. Customer service costs are allocated separately, based on the number of bills issued during the year, since these activities are the same regardless of meter size. The resulting unit costs are converted into monthly amounts and applied to calculate the fixed service charge for each customer. **Table 68** shows the calculation used to derive the monthly fixed charge for each customer.

Table 68. Fixed Monthly Sewer Rate Calculation

Customer Class	Meter Size	Fixed Allocation	Customers	Meter Equivalents	Per Meter Equivalent	Meter Ratio	Meter Costs	Customer Costs	Months	Fixed Rate
Residential Dwellings	All	\$2,265,461 ÷	9,300						12 =	\$20.30
Non-Residential		\$247,636						\$40,394		
	3/4"	\$10,897 ÷		86.0 =	\$126.71 x	1.00 =	\$126.71 +	\$147.96 ÷	12 =	\$22.89
	1"	\$21,545 ÷		170.0 =	\$126.71 x	2.18 =	\$276.22 +	\$147.96 ÷	12 =	\$35.35
	1 1/2"	\$57,717 ÷		455.5 =	\$126.71 x	9.49 =	\$1,202.44 +	\$147.96 ÷	12 =	\$112.53
	2"	\$104,118 ÷		821.7 =	\$126.71 x	16.77 =	\$2,124.86 +	\$147.96 ÷	12 =	\$189.40
	3"	\$12,994 ÷		102.6 =	\$126.71 x	20.51 =	\$2,598.75 +	\$147.96 ÷	12 =	\$228.89
	4"	\$40,365 ÷		318.6 =	\$126.71 x	45.51 =	\$5,766.40 +	\$147.96 ÷	12 =	\$492.86
OD Cabin	All	\$36,874 ÷	134						12 =	\$22.93
OD COM	All	\$1,999 ÷	4						12 =	\$41.65
OD Campground	All	\$18,509 ÷	150						12 =	\$10.28
OD Replacement Charge	All	\$250,400 ÷	529						12 =	\$39.45

Variable Charge

Variable rates are designed by using costs not allocated to the fixed charge. Non-residential sewer flow rates vary depending on the type of customer and the month. Variable rates allow for greater equity because they are billed based on the actual water use of a customer, not estimates.

The components of the variable charge calculation for Non-Residential customers are shown in **Table 69**.

Table 69. Commercial Customers Fixed Sewer Rate Calculation

Variable Cost Allocation	Sewer Flow	Variable Rate
$\$515,398 \div 120,562 =$		$\$4.27$

Sewer Rates

The rates will be escalated by the revenue adjustments and the five-year rate schedule shown in **Table 70**. Each adjustment will occur in April, at the start of the fiscal year.

Table 70. Proposed Sewer Rates FY 2027 to FY 2031

		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment		3.0%	3.0%	3.0%	3.0%	3.0%
Customer Class	Current	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential Dwellings	\$21.83	\$20.91	\$21.54	\$22.18	\$22.85	\$23.53
Non-Residential 3/4"	\$15.15	\$23.58	\$24.28	\$25.01	\$25.76	\$26.53
Non-Residential 1"	\$37.23	\$36.41	\$37.50	\$38.63	\$39.78	\$40.98
Non-Residential 1 1/2"	\$70.96	\$115.91	\$119.39	\$122.97	\$126.66	\$130.46
Non-Residential 2"	\$131.62	\$195.08	\$200.93	\$206.96	\$213.17	\$219.57
Non-Residential 3"	\$274.48	\$235.76	\$242.83	\$250.11	\$257.62	\$265.35
Non-Residential 4" and Above	\$555.86	\$507.64	\$522.87	\$538.56	\$554.72	\$571.36
OD Cabin	\$21.83	\$23.62	\$24.33	\$25.06	\$25.81	\$26.58
OD COM	\$14.08	\$42.90	\$44.19	\$45.51	\$46.88	\$48.28
OD Campground	\$13.97	\$10.59	\$10.91	\$11.24	\$11.57	\$11.92
OD Replacement Charge	\$24.58	\$40.63	\$41.85	\$43.10	\$44.40	\$45.73

	Current	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment		3.0%	3.0%	3.0%	3.0%	3.0%
	Current	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Variable Rate	\$4.39	\$4.40	\$4.54	\$4.67	\$4.81	\$4.96

CONCLUSION

5.1 Summary of Recommendations and Financial Results

Recommendations:

Water

- Adjusting rates annually by the recommended revenue adjustments of 3.0 percent per year
- Develop fixed meter rates based on Fixture Unit Capacity Ratios
- Develop tiered variable rates that apply to all customers to reflect the different water supply costs

Sewer

- Develop fixed meter rates based on Fixture Unit Capacity Ratios
- Adjusting rates annually by the recommended revenue adjustments of 3.0 percent per year

The following figures summarize the recommendations of this report:

Figure 10 shows the status quo water financial plan used for this study.

Figure 10. Rate Study Water Status Quo Financial Plan

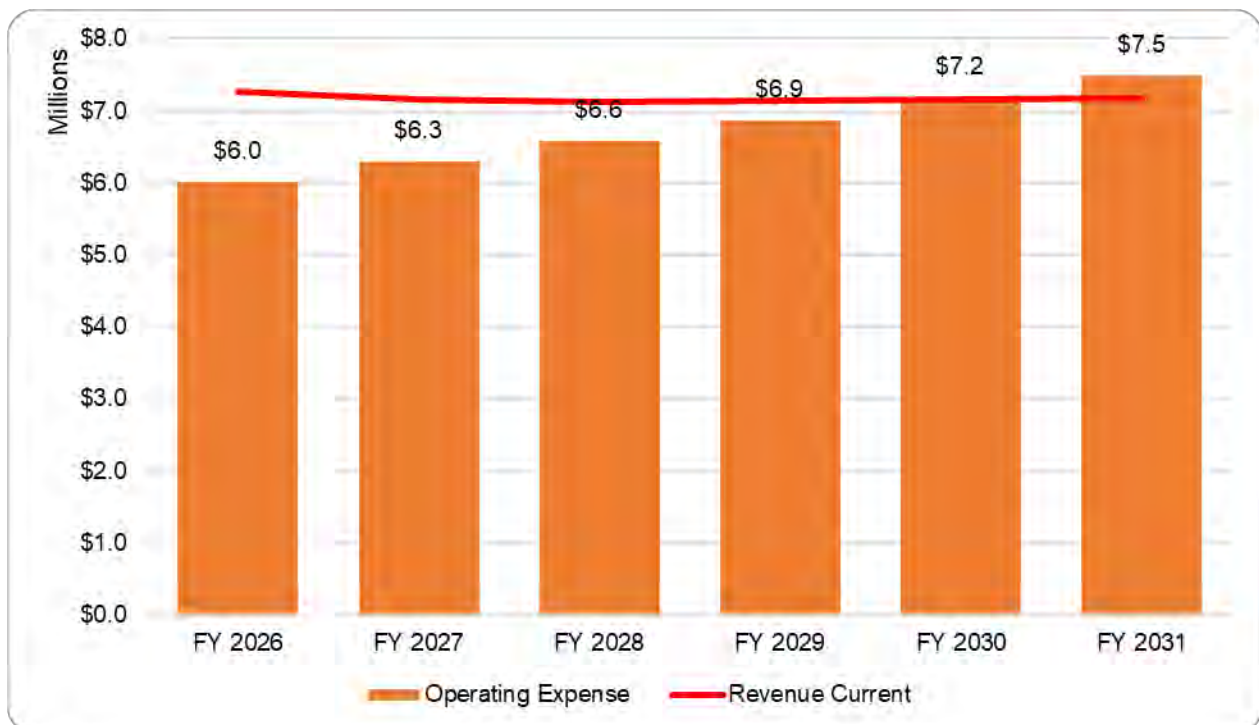


Figure 11 shows the District's water utility ending cash balances with no adjustments to the revenue requirements.

Figure 11. Ending Water Cash Balances with No Revenue Adjustment

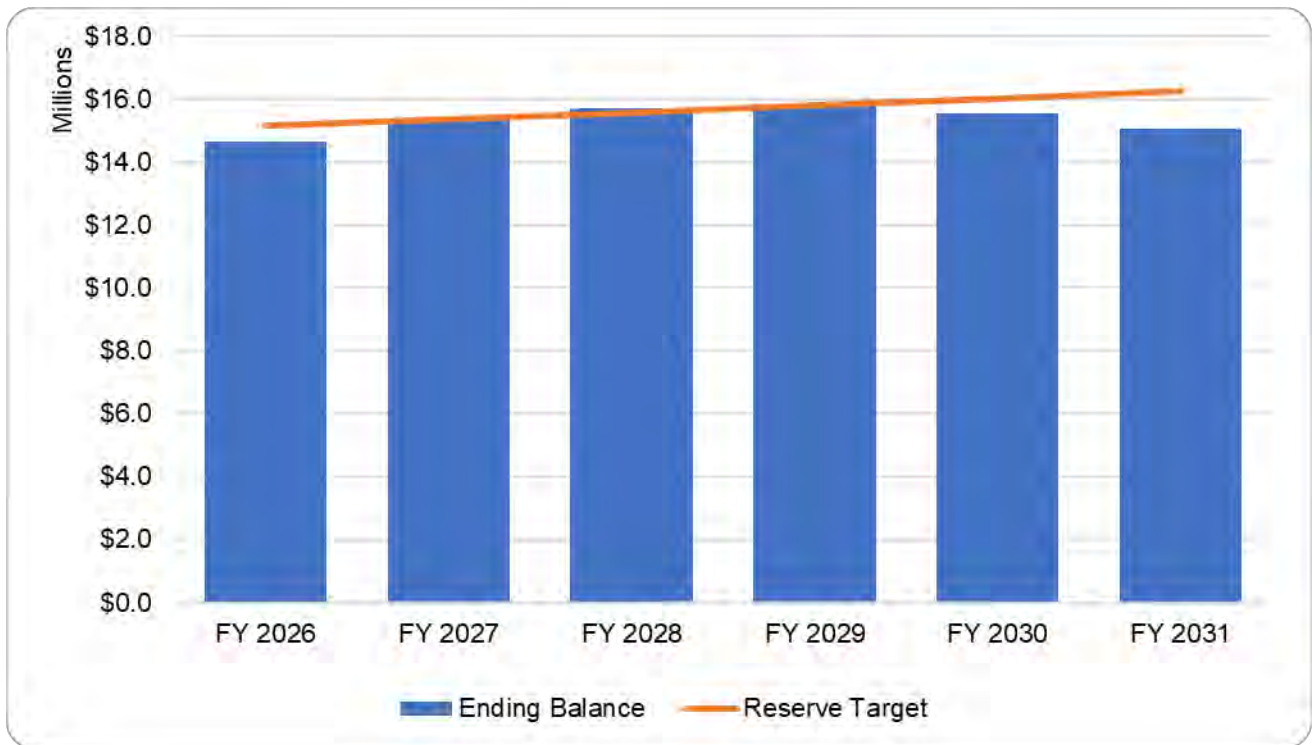


Figure 12 shows the recommended annual water revenue adjustments for each year of the rate setting period.

Figure 12. Recommended Water Revenue Adjustment

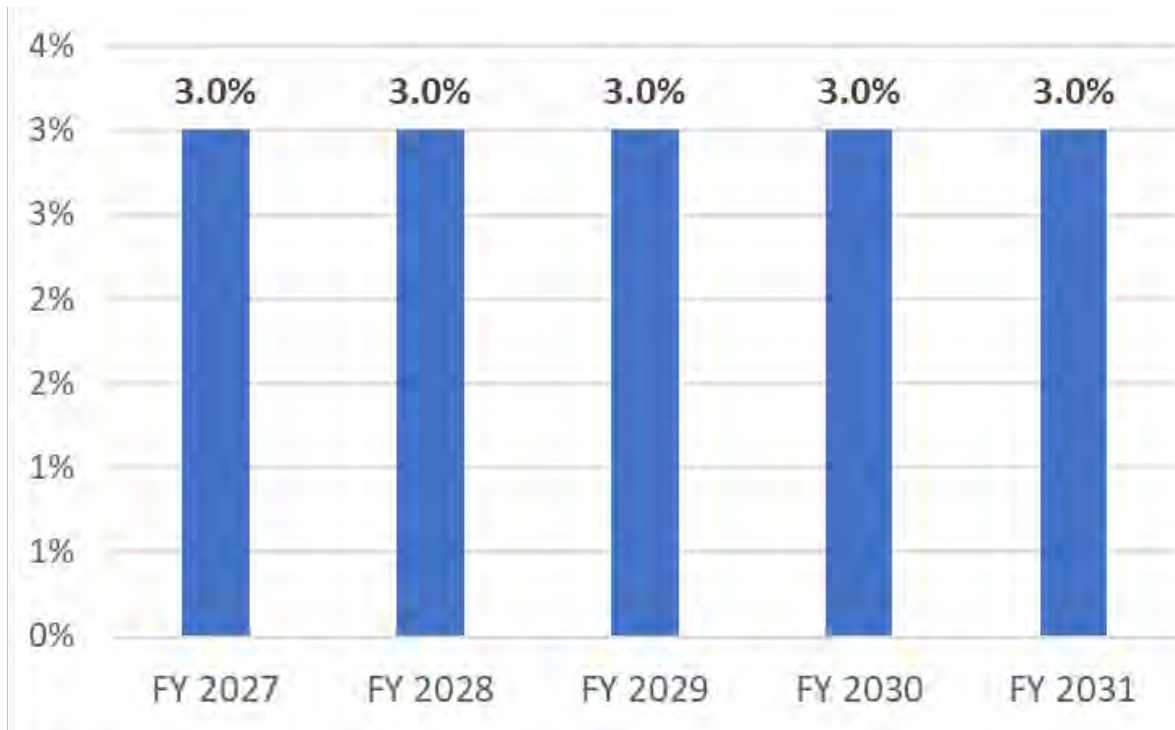


Figure 13 shows the proposed financial plan with revenue adjustments used for this study.

Figure 13. Recommended Rate Study Adjusted Water Financial Plan

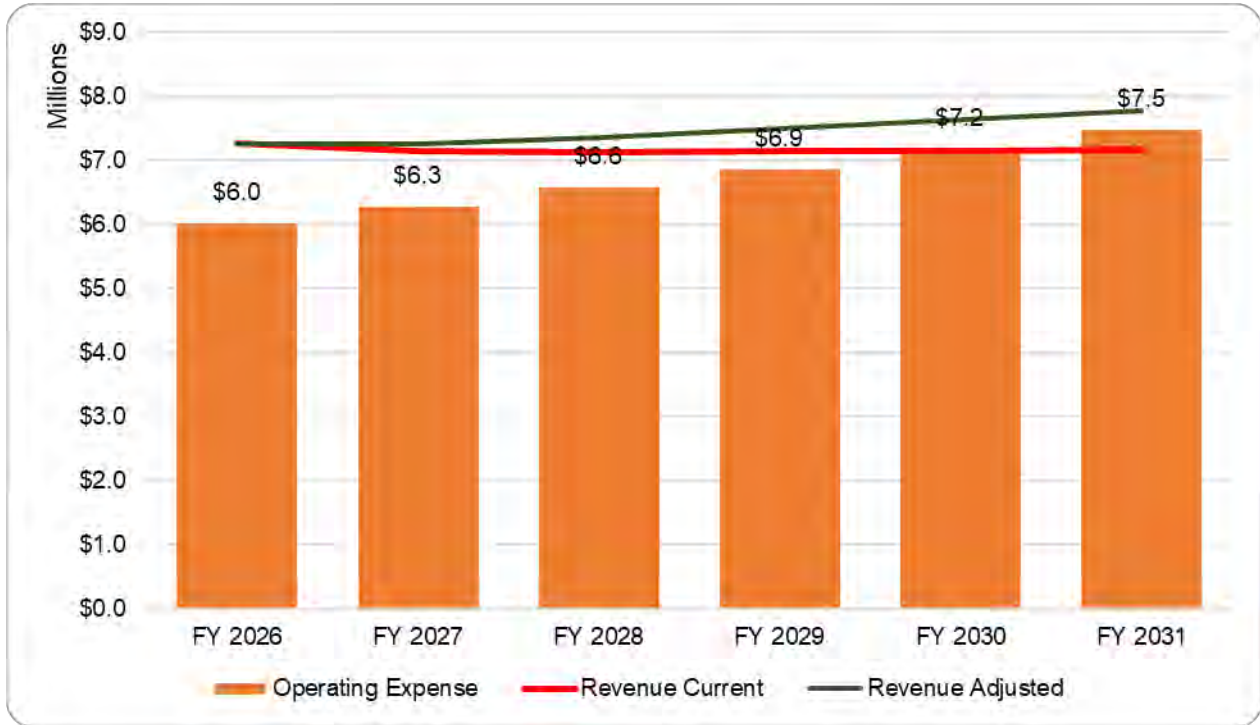


Table 71 and **Table 72** show the proposed fixed rates and variable rates based on the proposed revenue adjustments and cost of service analysis for each year of the rate setting period, respectively.

Table 71. Proposed Fixed Rates for FY 2027 to FY 2031

		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment		3.0%	3.0%	3.0%	3.0%	3.0%
Meter Size	Current	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
MFR	\$16.20	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
5/8"	\$16.20	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
3/4"	\$16.20	\$16.32	\$16.80	\$17.31	\$17.83	\$18.36
1"	\$24.67	\$29.00	\$29.87	\$30.77	\$31.69	\$32.65
1 1/2"	\$45.83	\$107.61	\$110.84	\$114.17	\$117.59	\$121.12
2"	\$71.22	\$185.90	\$191.48	\$197.22	\$203.14	\$209.23
3"	\$151.64	\$226.12	\$232.90	\$239.89	\$247.09	\$254.50
4"	\$270.16	\$494.96	\$509.81	\$525.11	\$540.86	\$557.09
6"	\$596.05	\$1,480.75	\$1,525.18	\$1,570.93	\$1,618.06	\$1,666.60
8"	\$1,019.30	\$2,032.20	\$2,093.17	\$2,155.97	\$2,220.65	\$2,287.26

Table 72. Proposed Variable Rates for FY 2027 to FY 2031

All Customers	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Tier 1	\$1.80	\$1.85	\$1.91	\$1.97	\$2.03
Tier 2	\$4.51	\$4.65	\$4.79	\$4.93	\$5.08

Figure 14 shows the District's ending cash balances after revenue and rate adjustments are made.

Figure 14. Ending Water Cash Balances with Recommended Revenue Adjustments

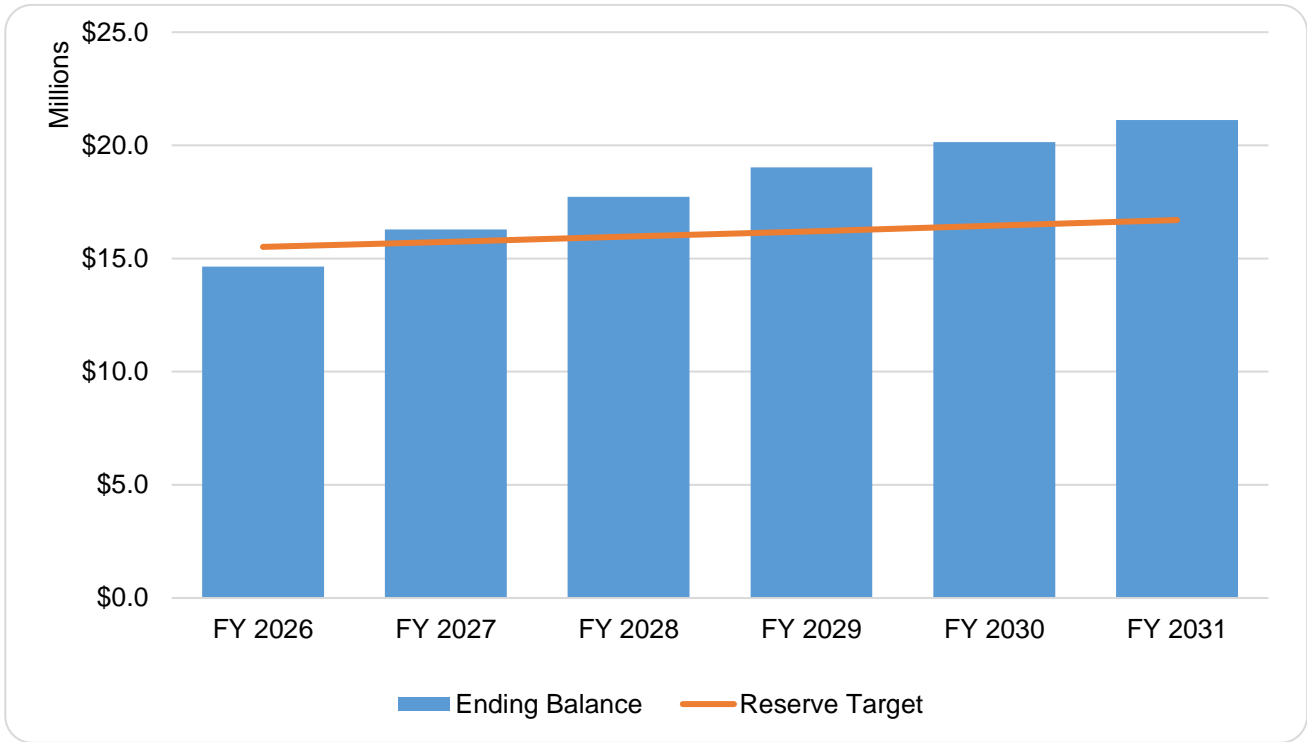


Figure 15 shows the status quo sewer financial plan used for this study.

Figure 15. Rate Study Sewer Status Quo Financial Plan

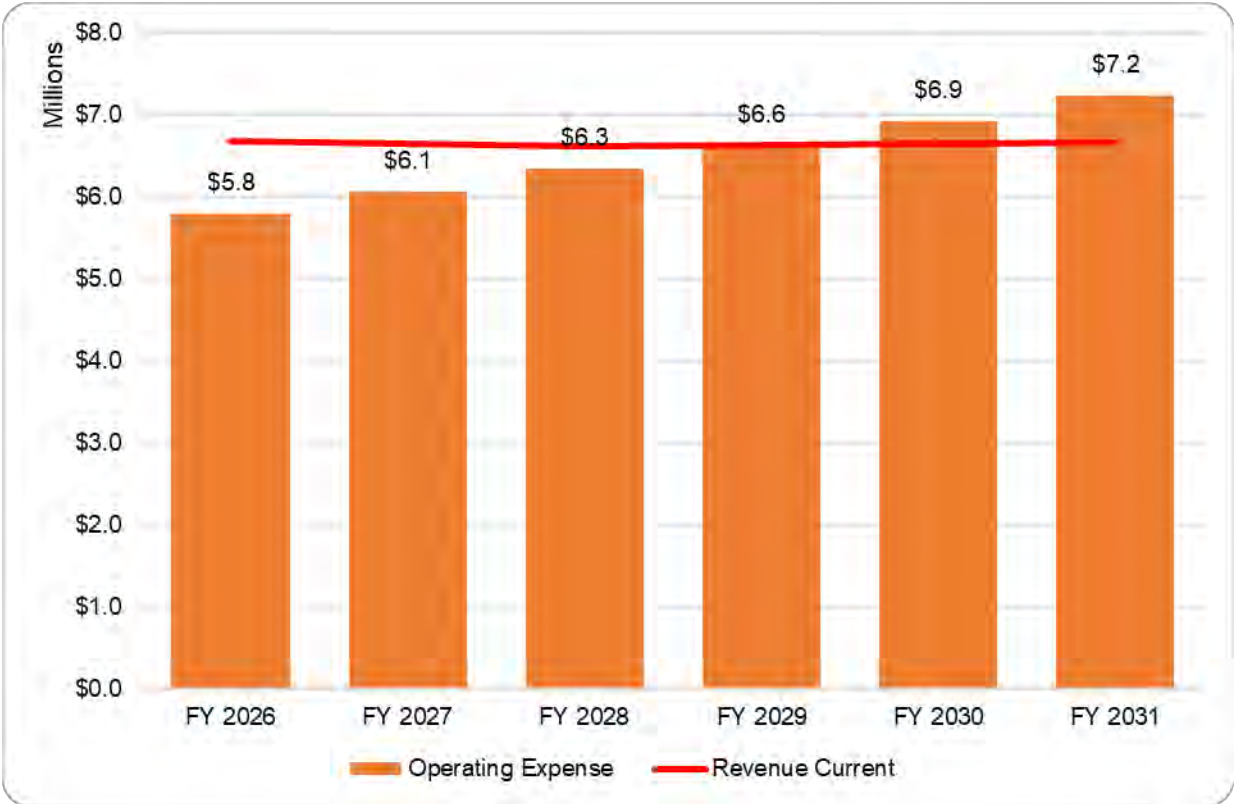


Figure 16 shows the District's sewer utility ending cash balances with no adjustments to the revenue requirements.

Figure 16. Ending Sewer Cash Balances with No Revenue Adjustment



Figure 17 shows the recommended annual sewer revenue adjustments for each year of the rate setting period.

Figure 17. Recommended Sewer Revenue Adjustment

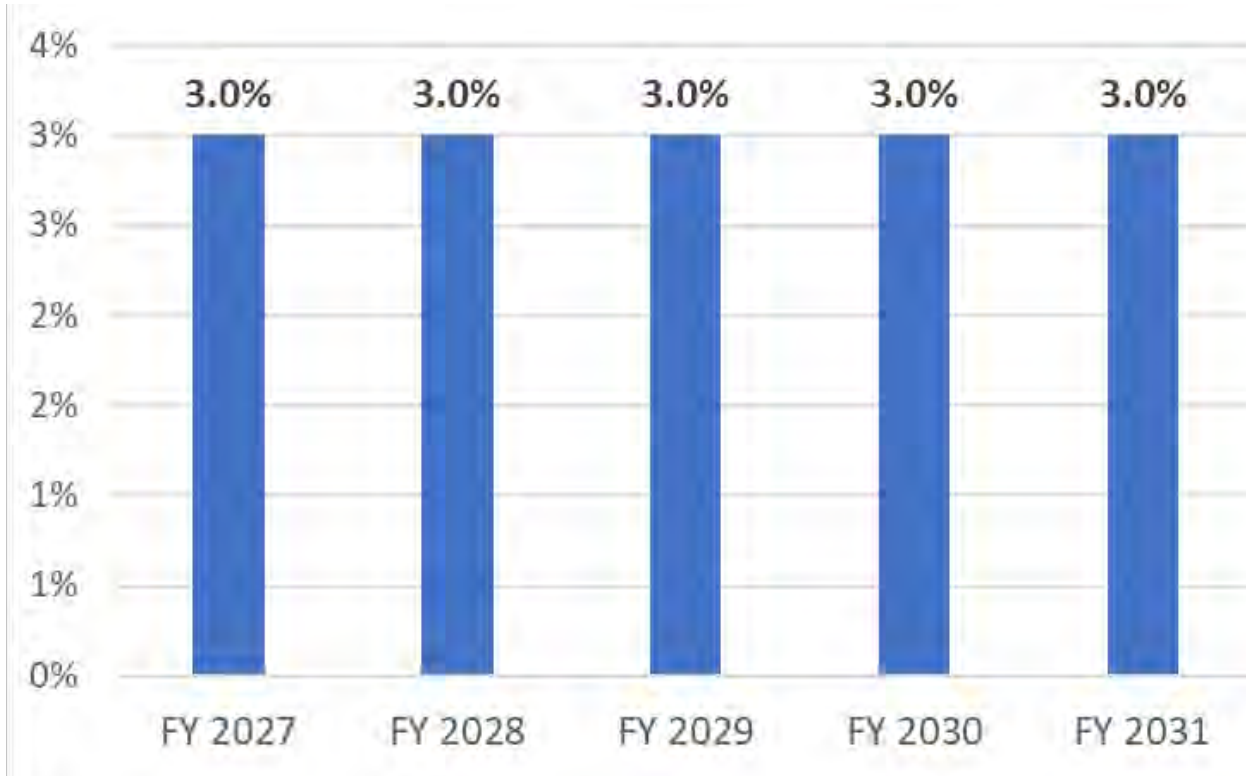


Table 73 shows the resulting Sewer rates based on the proposed revenue adjustments and cost of service analysis for each year of the rate setting period, respectively.

Table 73. Proposed Sewer Rates Based on the Proposed Revenue Adjustment

		FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment		3.0%	3.0%	3.0%	3.0%	3.0%
Customer Class	Current	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Residential Dwellings	\$21.83	\$20.91	\$21.54	\$22.18	\$22.85	\$23.53
Non-Residential 3/4"	\$15.15	\$23.58	\$24.28	\$25.01	\$25.76	\$26.53
Non-Residential 1"	\$37.23	\$36.41	\$37.50	\$38.63	\$39.78	\$40.98
Non-Residential 1 1/2"	\$70.96	\$115.91	\$119.39	\$122.97	\$126.66	\$130.46
Non-Residential 2"	\$131.62	\$195.08	\$200.93	\$206.96	\$213.17	\$219.57
Non-Residential 3"	\$274.48	\$235.76	\$242.83	\$250.11	\$257.62	\$265.35
Non-Residential 4" and Above	\$555.86	\$507.64	\$522.87	\$538.56	\$554.72	\$571.36
OD Cabin	\$21.83	\$23.62	\$24.33	\$25.06	\$25.81	\$26.58
OD COM	\$14.08	\$42.90	\$44.19	\$45.51	\$46.88	\$48.28
OD Campground	\$13.97	\$10.59	\$10.91	\$11.24	\$11.57	\$11.92
OD Replacement Charge	\$24.58	\$40.63	\$41.85	\$43.10	\$44.40	\$45.73

	Current	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Proposed Adjustment		3.0%	3.0%	3.0%	3.0%	3.0%
	Current	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Variable Rate	\$4.39	\$4.40	\$4.54	\$4.67	\$4.81	\$4.96

Figure 18 shows the proposed financial plan with revenue adjustments used for this study.

Figure 18. Rate Study Adjusted Sewer Financial Plan

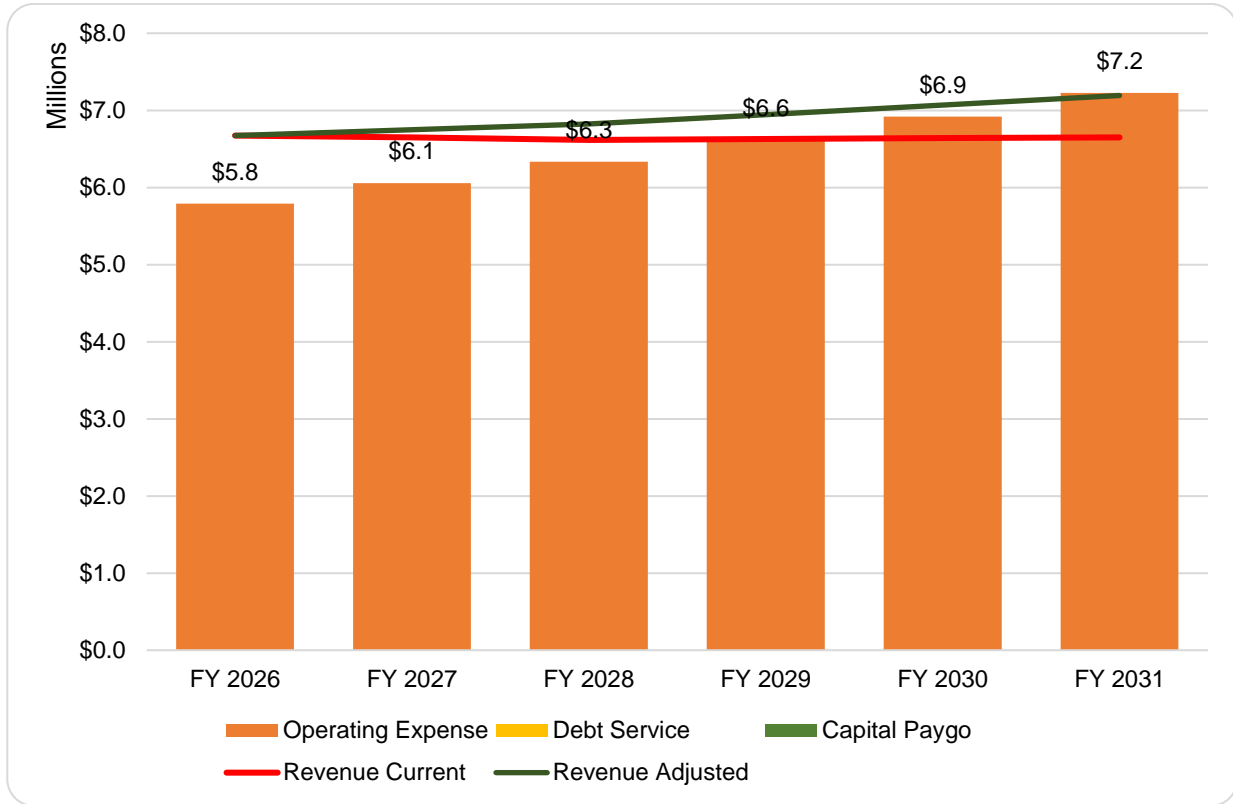
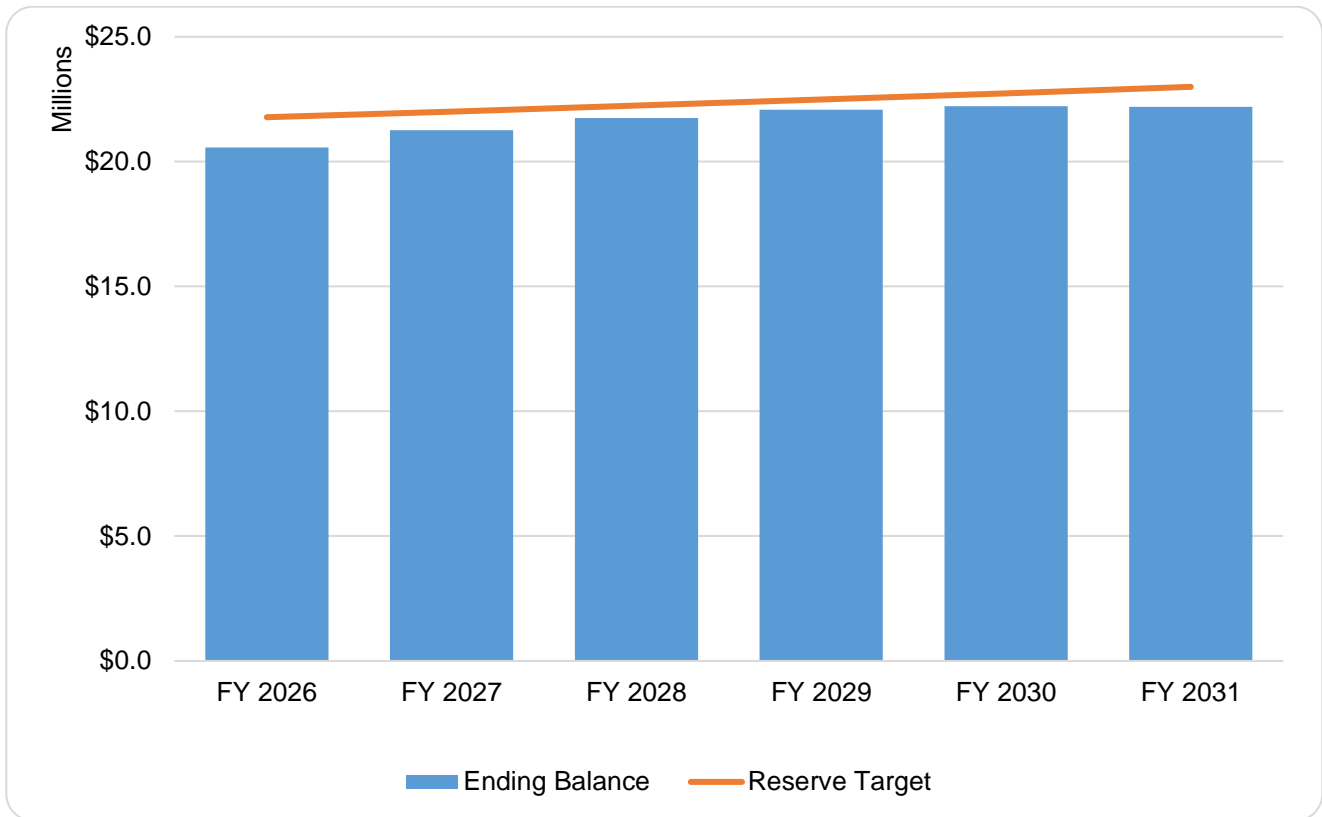


Figure 19 shows the District's ending cash balances after revenue and rate adjustments are made.

Figure 19. Recommended Ending Sewer Cash Balances with Revenue Adjustment



5.2 Rate Impacts and Comparison

Figure 20 and **Figure 21** show combined test year rate impacts water and sewer utilities on different single family residential customer use levels.

Figure 20. Single Family Residential 3/4" Combined Impacts for Water and Sewer

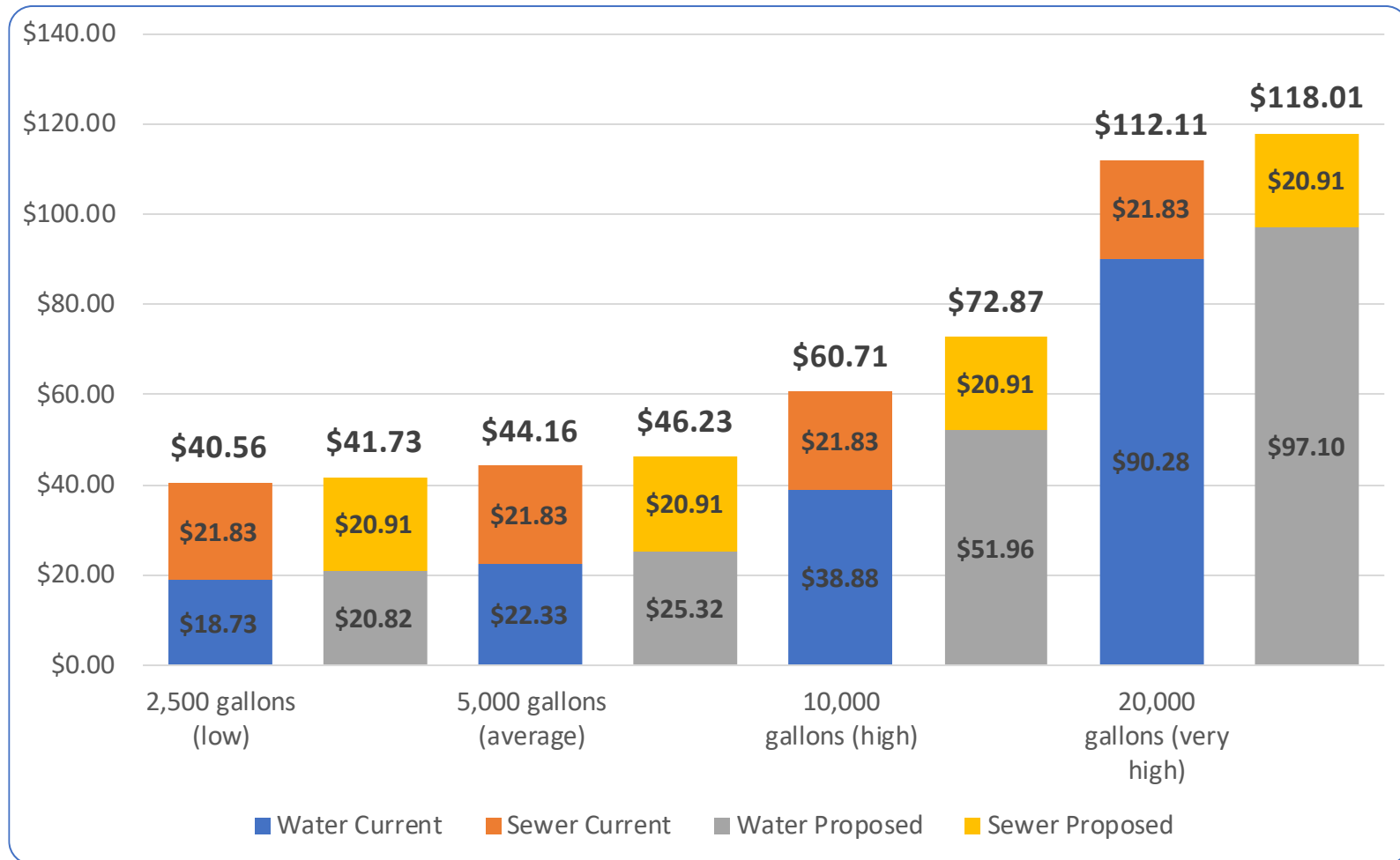
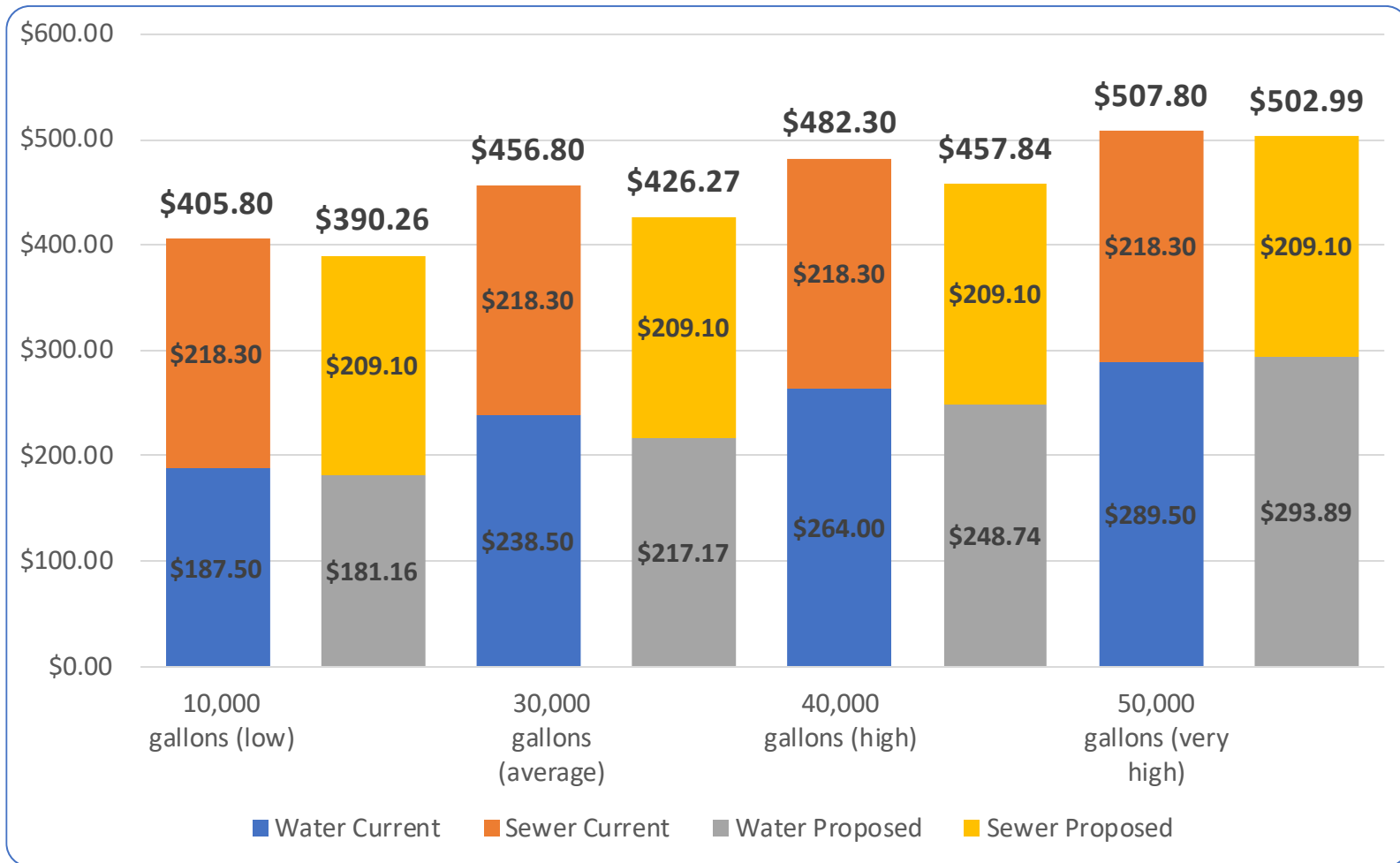


Figure 21. Multi-Family Residential (10-Units) 1" Meter Combined Impacts for Water and Sewer



APPENDIX

This appendix includes the background data used in this report.

Fixed Revenue/Growth Projections - Water

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
SFR	\$433,441	\$434,413	\$435,385	\$436,357	\$437,329	\$438,301	\$439,273	\$440,245	\$441,217	\$442,189	\$443,161
5/8"	335	336	337	338	339	340	341	342	343	344	345
3/4"	1,816	1,820	1,824	1,828	1,832	1,836	1,840	1,844	1,848	1,852	1,856
1"	31	31	31	31	31	31	31	31	31	31	31
1 1/2"	8	8	8	8	8	8	8	8	8	8	8
2"	2	2	2	2	2	2	2	2	2	2	2
3"											
4"											
6"											
8"											
10"											
MFR Dwelling	\$1,338,444	\$1,341,554	\$1,344,665	\$1,347,775	\$1,350,886	\$1,353,996	\$1,357,106	\$1,360,217	\$1,363,327	\$1,366,438	\$1,369,548
5/8"	6885	6,901	6,917	6,933	6,949	6,965	6,981	6,997	7,013	7,029	7,045
3/4"											
1"											
1 1/2"											
2"											
3"											
4"											
6"											
8"											
10"											
Commercial	\$154,802	\$154,802	\$154,802	\$154,802	\$154,802	\$154,802	\$154,802	\$154,802	\$154,802	\$154,802	\$154,802
5/8"	10	10	10	10	10	10	10	10	10	10	10
3/4"	72	72	72	72	72	72	72	72	72	72	72
1"	79	79	79	79	79	79	79	79	79	79	79
1 1/2"	46	46	46	46	46	46	46	46	46	46	46
2"	47	47	47	47	47	47	47	47	47	47	47
3"	5	5	5	5	5	5	5	5	5	5	5
4"	6	6	6	6	6	6	6	6	6	6	6
6"	3	3	3	3	3	3	3	3	3	3	3
8"											
10"											
Irrigation	\$21,036	\$21,036	\$21,036	\$21,036	\$21,036	\$21,036	\$21,036	\$21,036	\$21,036	\$21,036	\$21,036
5/8"	1	1	1	1	1	1	1	1	1	1	1
3/4"	4	4	4	4	4	4	4	4	4	4	4
1"	8	8	8	8	8	8	8	8	8	8	8
1 1/2"	6	6	6	6	6	6	6	6	6	6	6
2"	5	5	5	5	5	5	5	5	5	5	5
3"	2	2	2	2	2	2	2	2	2	2	2
4"	2	2	2	2	2	2	2	2	2	2	2
6"											
8"											
10"											

Variable Revenue/Use Projections - Water

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
SFR	\$385,162	\$386,041	\$386,919	\$387,798	\$388,676	\$389,555	\$390,434	\$391,312	\$392,191	\$393,069	\$393,948
Width 1 4 Tgal	55,233	55,359	55,485	55,611	55,737	55,863	55,989	56,115	56,241	56,367	56,493
Width 2 4 Tgal	19,597	19,641	19,686	19,731	19,776	19,820	19,865	19,910	19,954	19,999	20,044
Width 3 > 8 Tgal	56,113	56,241	56,369	56,497	56,625	56,753	56,881	57,009	57,137	57,265	57,393
MFR Dwelling	\$614,204	\$615,631	\$617,059	\$618,486	\$619,913	\$621,341	\$622,768	\$624,195	\$625,623	\$627,050	\$628,477
Width 1 Tgal	240,864	241,424	241,984	242,544	243,103	243,663	244,223	244,782	245,342	245,902	246,462
Commercial	\$457,857	\$457,857	\$457,857	\$457,857	\$457,857	\$457,857	\$457,857	\$457,857	\$457,857	\$457,857	\$457,857
Width 1 Tgal	132,712	132,712	132,712	132,712	132,712	132,712	132,712	132,712	132,712	132,712	132,712
Irrigation	\$381,803	\$381,803	\$381,803	\$381,803	\$381,803	\$381,803	\$381,803	\$381,803	\$381,803	\$381,803	\$381,803
Width 1 100% MAWA Tgal	64,917	64,917	64,917	64,917	64,917	64,917	64,917	64,917	64,917	64,917	64,917
Width 2 100% to 200% MAWA Tgal	17,719	17,719	17,719	17,719	17,719	17,719	17,719	17,719	17,719	17,719	17,719
Width 3 > 200% of MAWA Tgal	1,492	1,492	1,492	1,492	1,492	1,492	1,492	1,492	1,492	1,492	1,492

Other Revenues - Water

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036	0
Fixed Rate Revenue	\$1,949,023	\$1,953,105	\$1,957,187	\$1,961,270	\$1,965,352	\$1,969,435	\$1,973,323	\$1,977,211	\$1,981,099	\$1,984,987	\$1,988,875	
Variable Rate Revenue	\$1,839,026	\$1,841,332	\$1,843,638	\$1,845,944	\$1,848,250	\$1,850,556	\$1,852,686	\$1,854,816	\$1,856,946	\$1,859,077	\$1,861,207	
Other Operating Revenue	\$497,244	\$500,403	\$503,649	\$506,984	\$510,412	\$513,934	\$517,552	\$521,271	\$525,092	\$529,018	\$533,053	\$0
4033 Late Charges	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137	\$18,137	\$0
4040 Laboratory Fees	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670	\$31,670	\$0
4060 Labor/Equipment Charges	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820	\$2,820	\$0
4070 Engineering Fees	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874	\$51,874	\$0
4211 Other Revenue	\$21,731	\$21,731	\$21,731	\$21,731	\$21,731	\$21,731	\$21,731	\$21,731	\$21,731	\$21,731	\$21,731	\$0
4100 Permits - Connection Fees	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750	\$167,750	\$0
4140 Meter Sales	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213	\$84,213	\$0
4034 CC Transaction Fees	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431	\$4,431	\$0
Recycled Water Revenue	\$114,618	\$117,777	\$121,023	\$124,358	\$127,786	\$131,307	\$134,926	\$138,645	\$142,466	\$146,392	\$150,427	\$0
Non-Operating Revenue	\$886,249	\$794,517	\$794,517	\$794,517	\$794,517	\$794,517	\$794,517	\$794,517	\$794,517	\$794,517	\$794,517	\$0
4206 Interest Income	\$752,525.86	\$752,526	\$752,526	\$752,526	\$752,526	\$752,526	\$752,526	\$752,526	\$752,526	\$752,526	\$752,526	\$0
4205 Gain/Loss on Disposal	\$131,731.60	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$0
4067 Carpool Vehicle Rent	\$1,991.21	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$1,991	\$0

Operating Expenses - Water

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Total Operating Expense	\$6,019,861	\$6,293,745	\$6,579,635	\$6,873,070	\$7,180,205	\$7,484,697	\$7,799,324	\$8,127,589	\$8,470,099	\$8,827,491	\$9,200,428
6000 Salaries & Wages	\$1,230,132	\$1,284,688	\$1,341,664	\$1,401,167	\$1,463,309	\$1,528,206	\$1,595,982	\$1,666,764	\$1,740,685	\$1,817,884	\$1,898,508
6010 Overtime Pay	\$11,118	\$11,611	\$12,126	\$12,664	\$13,225	\$13,812	\$14,424	\$15,064	\$15,732	\$16,430	\$17,159
6015 Standby Pay	\$36,823	\$38,456	\$40,161	\$41,942	\$43,802	\$45,745	\$47,774	\$49,893	\$52,105	\$54,416	\$56,830
6020 Employee Benefits - Group Ins.	\$267,738	\$282,883	\$298,885	\$315,793	\$333,657	\$352,532	\$372,474	\$393,544	\$415,807	\$439,328	\$464,181
6021 Employee Benefits - Pension	\$276,160	\$288,408	\$301,199	\$314,557	\$328,508	\$343,077	\$358,293	\$374,183	\$390,778	\$408,109	\$426,209
6022 Employee Benefits - Workers Comj	\$32,652	\$34,100	\$35,613	\$37,192	\$38,842	\$40,564	\$42,363	\$44,242	\$46,204	\$48,253	\$50,393
6026 Medicare Taxes	\$18,536	\$19,358	\$20,216	\$21,113	\$22,049	\$23,027	\$24,048	\$25,115	\$26,229	\$27,392	\$28,607
6027 Social Security Taxes	\$312	\$326	\$340	\$355	\$371	\$388	\$405	\$423	\$441	\$461	\$481
6028 Unemployment Benefit Expense	\$1,023	\$1,069	\$1,116	\$1,166	\$1,217	\$1,271	\$1,328	\$1,387	\$1,448	\$1,512	\$1,580
6100 Outside Services	\$42,333	\$43,624	\$44,955	\$46,327	\$47,740	\$49,197	\$50,698	\$52,245	\$53,839	\$55,481	\$57,174
6105 Software Licenses/Agreements	\$1,374	\$1,416	\$1,459	\$1,504	\$1,550	\$1,597	\$1,646	\$1,696	\$1,748	\$1,801	\$1,856
6110 Professional Services	\$16,622	\$17,129	\$17,652	\$18,190	\$18,745	\$19,317	\$19,907	\$20,514	\$21,140	\$21,785	\$22,450
6111 Outside Lab Services	\$23,206	\$23,914	\$24,644	\$25,396	\$26,171	\$26,969	\$27,792	\$28,640	\$29,514	\$30,414	\$31,342
6120 Operating Tools/Equipment	\$27,694	\$28,539	\$29,409	\$30,307	\$31,231	\$32,184	\$33,166	\$34,178	\$35,221	\$36,295	\$37,403
6124 Employee Uniform	\$1,861	\$1,918	\$1,976	\$2,037	\$2,099	\$2,163	\$2,229	\$2,297	\$2,367	\$2,439	\$2,514
6125 Gasoline	\$5,432	\$5,608	\$5,791	\$5,980	\$6,174	\$6,375	\$6,583	\$6,797	\$7,019	\$7,247	\$7,483
6126 Diesel Fuel	\$2,288	\$2,363	\$2,439	\$2,519	\$2,601	\$2,686	\$2,773	\$2,863	\$2,957	\$3,053	\$3,152
6145 M & R - Line Repair/Equipment	\$135,338	\$139,467	\$143,723	\$148,108	\$152,626	\$157,283	\$162,082	\$167,027	\$172,123	\$177,374	\$182,786
6150 M & R - Buildings	\$46,698	\$49,290	\$52,025	\$54,168	\$56,400	\$58,723	\$61,141	\$63,660	\$66,282	\$69,012	\$71,855
6155 M & R - Vehicles	\$5,532	\$5,712	\$5,898	\$6,090	\$6,288	\$6,493	\$6,705	\$6,923	\$7,148	\$7,381	\$7,621
6160 Memberships/Certifications	\$1,583	\$1,631	\$1,681	\$1,732	\$1,785	\$1,840	\$1,896	\$1,953	\$2,013	\$2,074	\$2,138
6179 Operating Chemicals	\$72,061	\$74,260	\$76,525	\$78,860	\$81,266	\$83,746	\$86,301	\$88,934	\$91,647	\$94,443	\$97,325
6180 Operating Supplies	\$30,865	\$31,807	\$32,777	\$33,778	\$34,808	\$35,870	\$36,964	\$38,092	\$39,254	\$40,452	\$41,686
6185 Postage/Freight	\$386	\$397	\$410	\$422	\$435	\$448	\$462	\$476	\$490	\$505	\$521
6200 Safety	\$92	\$95	\$98	\$101	\$104	\$107	\$110	\$113	\$117	\$120	\$124
6205 Permits & Licensing	\$33,674	\$34,701	\$35,760	\$36,851	\$37,975	\$39,134	\$40,328	\$41,558	\$42,826	\$44,133	\$45,479
6207 Settlement Cost	\$14,510	\$14,952	\$15,408	\$15,879	\$16,363	\$16,862	\$17,377	\$17,907	\$18,453	\$19,016	\$19,596
6210 Telephone	\$3,374	\$3,477	\$3,583	\$3,692	\$3,805	\$3,921	\$4,041	\$4,164	\$4,291	\$4,422	\$4,557
6215 Training & Meetings	\$7,127	\$7,344	\$7,568	\$7,799	\$8,037	\$8,283	\$8,535	\$8,796	\$9,064	\$9,341	\$9,626
6220 Travel Expenses	\$2,086	\$2,150	\$2,215	\$2,283	\$2,353	\$2,425	\$2,498	\$2,575	\$2,653	\$2,734	\$2,818
6225 Uncollectables	\$111	\$114	\$118	\$121	\$125	\$129	\$133	\$137	\$141	\$145	\$150
6230 Utilities - Electric	\$342,382	\$364,585	\$388,227	\$413,403	\$440,211	\$468,003	\$496,514	\$525,772	\$555,810	\$586,657	\$618,006
6231 Utilities - Propane	\$6,120	\$6,516	\$6,939	\$7,389	\$7,868	\$8,386	\$8,917	\$9,461	\$10,019	\$10,592	\$11,180
6000 Salaries & Wages	\$120,803	\$126,161	\$131,756	\$137,599	\$143,702	\$150,075	\$156,731	\$163,682	\$170,941	\$178,522	\$186,440
6010 Overtime Pay	\$75	\$78	\$82	\$85	\$89	\$93	\$97	\$101	\$106	\$111	\$116
6022 Employee Benefits - Workers Comj	\$5,038	\$5,323	\$5,624	\$5,942	\$6,278	\$6,634	\$7,009	\$7,405	\$7,824	\$8,278	\$8,759
6026 Medicare Taxes	\$1,773	\$1,874	\$1,980	\$2,092	\$2,210	\$2,335	\$2,467	\$2,607	\$2,754	\$2,910	\$3,074
6027 Social Security Taxes	\$7,582	\$8,011	\$8,464	\$8,943	\$9,449	\$9,983	\$10,548	\$11,145	\$11,775	\$12,441	\$13,145
6101 Property Tax Admin. Fee	\$26,307	\$27,110	\$27,937	\$28,789	\$29,667	\$30,573	\$31,505	\$32,467	\$33,457	\$34,478	\$35,530
6120 Operating Tools/Equipment	\$4,532	\$4,671	\$4,813	\$4,960	\$5,111	\$5,267	\$5,428	\$5,593	\$5,764	\$5,940	\$6,121
6124 Employee Uniform	\$1,344	\$1,385	\$1,427	\$1,471	\$1,515	\$1,562	\$1,609	\$1,658	\$1,709	\$1,761	\$1,815
6125 Gasoline	\$1,605	\$1,658	\$1,712	\$1,767	\$1,825	\$1,884	\$1,946	\$2,009	\$2,075	\$2,142	\$2,212
6126 Diesel Fuel	\$14,769	\$15,250	\$15,746	\$16,259	\$16,788	\$17,335	\$17,900	\$18,483	\$19,084	\$19,706	\$20,347
6145 M & R - Line Repair/Equipment	\$1,256	\$1,294	\$1,333	\$1,374	\$1,416	\$1,459	\$1,504	\$1,550	\$1,597	\$1,646	\$1,696
6155 M & R - Vehicles	\$56,654	\$58,499	\$60,404	\$62,371	\$64,402	\$66,499	\$68,665	\$70,900	\$73,209	\$75,593	\$78,055
6165 Permit Meters	\$71,381	\$73,559	\$75,803	\$78,116	\$80,499	\$82,956	\$85,486	\$88,095	\$90,782	\$93,552	\$96,406
6180 Operating Supplies	\$30,755	\$31,693	\$32,660	\$33,657	\$34,684	\$35,742	\$36,832	\$37,956	\$39,114	\$40,308	\$41,537
6000 Salaries & Wages	\$1,420,524	\$1,483,524	\$1,549,318	\$1,618,030	\$1,689,790	\$1,764,732	\$1,842,998	\$1,924,735	\$2,010,097	\$2,099,245	\$2,192,346
6008 Salaries & Wages - Board	\$14,396	\$15,034	\$15,701	\$16,397	\$17,124	\$17,884	\$18,677	\$19,505	\$20,370	\$21,274	\$22,217
6010 Overtime Pay	\$1,902	\$1,987	\$2,075	\$2,167	\$2,263	\$2,363	\$2,468	\$2,577	\$2,692	\$2,811	\$2,936
6020 Employee Benefits - Group Ins.	\$286,144	\$302,331	\$319,433	\$337,503	\$356,595	\$376,767	\$398,081	\$420,600	\$444,392	\$469,531	\$496,092
6021 Employee Benefits - Pension	\$302,135	\$315,535	\$329,529	\$344,143	\$359,406	\$375,345	\$391,992	\$409,377	\$427,533	\$446,494	\$466,296
6022 Employee Benefits - Workers Comj	\$11,821	\$12,346	\$12,893	\$13,465	\$14,062	\$14,686	\$15,337	\$16,017	\$16,728	\$17,470	\$18,244
6026 Medicare Taxes	\$20,345	\$21,248	\$22,190	\$23,174	\$24,202	\$25,275	\$26,396	\$27,567	\$28,789	\$30,066	\$31,400
6027 Social Security Taxes	\$1,648	\$1,721	\$1,797	\$1,877	\$1,960	\$2,047	\$2,138	\$2,232	\$2,331	\$2,435	\$2,543
6028 Unemployment Benefit Expense	\$3,694	\$3,858	\$4,029	\$4,208	\$4,394	\$4,589	\$4,793	\$5,005	\$5,227	\$5,459	\$5,701
6100 Outside Services	\$37,395	\$38,536	\$39,712	\$40,923	\$42,172	\$43,458	\$44,784	\$46,151	\$47,559	\$49,010	\$50,505
6105 Software Licenses/Agreements	\$151,701	\$156,329	\$161,099	\$166,014	\$171,079	\$176,299	\$181,678	\$187,221	\$192,933	\$198,819	\$204,885
6106 IT Services	\$18,400	\$18,961	\$19,540	\$20,136	\$20,751	\$21,384	\$22,036	\$22,708	\$23,401	\$24,115	\$24,851
6108 Banking Fees	\$37,637	\$38,785	\$39,968	\$41,188	\$42,444	\$43,739	\$45,074	\$46,449	\$47,866	\$49,327	\$50,831
6110 Professional Services	\$28,450	\$29,318	\$30,212	\$31,134	\$32,084	\$33,063	\$34,073	\$35,111	\$36,183	\$37,286	\$38,424
6111 Outside Lab Services	\$670	\$691	\$712	\$733	\$756	\$779	\$803	\$827	\$852	\$878	\$905
6120 Operating Tools/Equipment	\$23,105	\$23,810	\$24,536	\$25,285	\$26,056	\$26,851	\$27,670	\$28,515	\$29,385	\$30,281	\$31,205
6123 Employee Engagement	\$10,930	\$11,263	\$11,607	\$11,961	\$12,326	\$12,702	\$13,090	\$13,489	\$13,900	\$14,325	\$14,762
6124 Employee Uniform	\$8,661	\$8,925	\$9,197	\$9,478	\$9,767	\$10,065	\$10,372	\$10,689	\$11,015	\$11,351	\$11,697
6125 Gasoline	\$16,200	\$16,727	\$17,272	\$17,835	\$18,415	\$19,015	\$19,634	\$20,274	\$20,934	\$21,615	\$22,319
6126 Diesel Fuel	\$14,635	\$15,112	\$15,604	\$16,112	\$16,637	\$17,179	\$17,738	\$18,316	\$18,912	\$19,528	\$20,164
6130 Insurance	\$167,558	\$183,660	\$199,914	\$212,668	\$226,235	\$235,941	\$242,926	\$250,117	\$257,520	\$265,143	\$272,992
6140 Legal Services	\$34,510	\$35,562	\$36,647	\$37,766	\$38,918	\$40,105	\$41,329	\$42,590	\$43,889	\$45,228	\$46,608
6145 M & R - Line Repair/Equipment	\$8,041	\$8,286	\$8,539	\$8,800	\$9,068	\$9,345	\$9,630	\$9,924	\$10,226	\$10,538	\$10,860
6150 M & R - Buildings	\$39,810	\$40,200	\$40,552	\$40,879	\$41,181	\$41,456	\$41,704	\$41,926	\$42,123	\$42,296	\$42,445
6155 M & R - Vehicles	\$46,172	\$47,676	\$49,228	\$50,831	\$52,486	\$54,196	\$55,960	\$57,783	\$59,664	\$61,607	\$63,613
6160 Memberships/Certifications	\$24,450	\$25,196	\$25,965	\$26,757	\$27,573	\$28,415	\$29,282	\$30,175	\$31,096	\$32,044	\$33,022
6180 Operating Supplies	\$37,238	\$38,374	\$39,545	\$40,752	\$42,000	\$43,276	\$44,597	\$45,957	\$47,359	\$48,804	\$50,293
6181 Computer Systems/Equipment	\$39,595	\$40,803	\$42,047	\$43,330	\$44,652	\$46,012	\$47,419	\$48,865	\$50,356	\$51,893	\$53,476
6182 Peripherals	\$1,832	\$1,887	\$1,945	\$2,004	\$2,066	\$2,129	\$2,194	\$2,260	\$2,329	\$2,401	\$2,474
6185 Postage/Freight	\$5,071	\$5,226	\$5,385	\$5,550	\$5,719	\$5,894	\$6,073	\$6,259	\$6,450	\$6,646	\$6,849
6190 Advertising Publications & PR	\$27,134	\$27,961	\$28,815	\$29,694	\$30,600	\$31,533	\$32,495	\$33,487	\$34,508	\$35,561	\$36,646
6192 Books & Subscriptions	\$321	\$331	\$341	\$351	\$362	\$373	\$384	\$396	\$408	\$421	\$434
6200 Safety	\$6,084	\$6,269	\$6,461	\$6,658	\$6,861	\$7,070	\$7,286	\$7,508	\$7,737	\$7,973	\$8,217
6205 Permits & Licensing	\$13,213	\$13,616	\$14,032	\$14,460	\$14,901						

Fixed Revenue/Growth Projections – Sewer

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Residential	\$2,436,228	\$2,441,803	\$2,447,391	\$2,452,992	\$2,458,605	\$2,464,232	\$2,469,871	\$2,475,523	\$2,481,189	\$2,486,867	\$2,492,559
MFR Dwellings	6,855	6,871	6,887	6,902	6,918	6,934	6,950	6,966	6,982	6,998	7,014
SFR Dwellings	2,398	2,404	2,409	2,415	2,420	2,426	2,431	2,437	2,442	2,448	2,454
Motel Dwellings	47	47	47	47	47	47	47	47	47	47	47
Non-Residential	\$231,881	\$231,881	\$231,881	\$231,881	\$231,881	\$231,881	\$231,881	\$231,881	\$231,881	\$231,881	\$231,881
5/8"											
3/4"	86	86	86	86	86	86	86	86	86	86	86
1"	78	78	78	78	78	78	78	78	78	78	78
1 1/2"	48	48	48	48	48	48	48	48	48	48	48
2"	49	49	49	49	49	49	49	49	49	49	49
3"	5	5	5	5	5	5	5	5	5	5	5
4"	7	7	7	7	7	7	7	7	7	7	7
6"											
8"											
10"											
OD Cabin	\$86,426	\$86,426	\$86,426	\$86,426	\$86,426	\$86,426	\$86,426	\$86,426	\$86,426	\$86,426	\$86,426
Base	134	134	134	134	134	134	134	134	134	134	134
M&R	174	174	174	174	174	174	174	174	174	174	174
OD COM	\$1,817	\$1,817	\$1,817	\$1,817	\$1,817	\$1,817	\$1,817	\$1,817	\$1,817	\$1,817	\$1,817
Base	4	4	4	4	4	4	4	4	4	4	4
M&R	6	6	6	6	6	6	6	6	6	6	6
OD Campground	\$91,023	\$91,023	\$91,023	\$91,023	\$91,023	\$91,023	\$91,023	\$91,023	\$91,023	\$91,023	\$91,023
Base	150	150	150	150	150	150	150	150	150	150	150
M&R	349	349	349	349	349	349	349	349	349	349	349

Variable Revenue/Sewer Flow Projections

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Non-Residential	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269
Width 1	120,562.40	120,562.40	120,562.40	120,562.40	120,562.40	120,562.40	120,562.40	120,562.40	120,562.40	120,562.40	120,562.40

Other Revenues – Sewer

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Fixed Rate Revenue	\$2,847,375	\$2,852,950	\$2,858,537	\$2,863,876	\$2,869,489	\$2,874,853	\$2,880,491	\$2,886,142	\$2,891,807	\$2,897,484	\$2,903,174
Variable Rate Revenue	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269	\$529,269
Other Operating Revenue	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219	\$227,219
4033 Late Charges	\$17,968.52	\$17,969	\$17,969	\$17,969	\$17,969	\$17,969	\$17,969	\$17,969	\$17,969	\$17,969	\$17,969
4040 Laboratory Fees	\$4,410.00	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410	\$4,410
4060 Labor/Equipment Charges	\$13,127.28	\$13,127	\$13,127	\$13,127	\$13,127	\$13,127	\$13,127	\$13,127	\$13,127	\$13,127	\$13,127
4070 Engineering Fees	\$15,333.35	\$15,333	\$15,333	\$15,333	\$15,333	\$15,333	\$15,333	\$15,333	\$15,333	\$15,333	\$15,333
4130 FOG Fees	\$300.00	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
4211 Other Revenue	\$3,607.60	\$3,608	\$3,608	\$3,608	\$3,608	\$3,608	\$3,608	\$3,608	\$3,608	\$3,608	\$3,608
4100 Permits - Connection Fees	\$137,250.00	\$137,250	\$137,250	\$137,250	\$137,250	\$137,250	\$137,250	\$137,250	\$137,250	\$137,250	\$137,250
4205 Gain/Loss on Disposal	\$10,437.50	\$10,438	\$10,438	\$10,438	\$10,438	\$10,438	\$10,438	\$10,438	\$10,438	\$10,438	\$10,438
Non-Operating Revenue	\$948,396	\$948,396	\$948,396	\$948,396	\$948,396	\$948,396	\$948,396	\$948,396	\$948,396	\$948,396	\$948,396
4206 Interest Income	\$708,779.03	\$708,779	\$708,779	\$708,779	\$708,779	\$708,779	\$708,779	\$708,779	\$708,779	\$708,779	\$708,779
4067 Carpool Vehicle Rent	\$2,012.79	\$2,013	\$2,013	\$2,013	\$2,013	\$2,013	\$2,013	\$2,013	\$2,013	\$2,013	\$2,013
4205 Gain/Loss on Disposal	\$28,962.24	\$28,962	\$28,962	\$28,962	\$28,962	\$28,962	\$28,962	\$28,962	\$28,962	\$28,962	\$28,962
4207 Investment Gain/Loss	\$208,642.33	\$208,642	\$208,642	\$208,642	\$208,642	\$208,642	\$208,642	\$208,642	\$208,642	\$208,642	\$208,642

Operating Expenses – Sewer

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY 2036
Total	\$5,788,644	\$6,055,244	\$6,333,578	\$6,619,855	\$6,919,609	\$7,224,364	\$7,539,807	\$7,869,530	\$8,214,200	\$8,574,519	\$8,951,221
6000 Salaries & Wages	\$1,228,452	\$1,282,933	\$1,339,831	\$1,399,253	\$1,461,310	\$1,526,119	\$1,593,802	\$1,664,487	\$1,738,307	\$1,815,401	\$1,895,914
6010 Overtime Pay	\$27,594	\$28,818	\$30,096	\$31,431	\$32,825	\$34,281	\$35,801	\$37,389	\$39,047	\$40,779	\$42,587
6015 Standby Pay	\$33,081	\$34,549	\$36,081	\$37,681	\$39,352	\$41,097	\$42,920	\$44,824	\$46,811	\$48,888	\$51,056
6020 Employee Benefits - Group Ins.	\$272,570	\$287,989	\$304,280	\$321,493	\$339,679	\$358,895	\$379,197	\$400,648	\$423,312	\$447,258	\$472,559
6021 Employee Benefits - Pension	\$281,172	\$293,642	\$306,665	\$320,266	\$334,470	\$349,304	\$364,795	\$380,974	\$397,870	\$415,516	\$433,944
6022 Employee Benefits - Workers Comp	\$31,845	\$33,257	\$34,732	\$36,273	\$37,881	\$39,562	\$41,316	\$43,148	\$45,062	\$47,061	\$49,148
6026 Medicare Taxes	\$18,883	\$19,720	\$20,595	\$21,508	\$22,462	\$23,458	\$24,499	\$25,585	\$26,720	\$27,905	\$29,142
6027 Social Security Taxes	\$312	\$326	\$340	\$355	\$371	\$387	\$405	\$423	\$441	\$461	\$481
6100 Outside Services	\$109,010	\$112,336	\$115,763	\$119,295	\$122,935	\$126,686	\$130,551	\$134,534	\$138,639	\$142,869	\$147,227
6102 Sludge Disposal	\$45,587	\$47,888	\$50,304	\$52,842	\$55,509	\$58,310	\$61,252	\$64,343	\$67,590	\$71,000	\$74,583
6105 Software Licenses/Agreements	\$717	\$739	\$761	\$784	\$808	\$833	\$858	\$885	\$912	\$939	\$968
6110 Professional Services	\$26,132	\$26,929	\$27,751	\$28,598	\$29,470	\$30,369	\$31,296	\$32,251	\$33,235	\$34,249	\$35,294
6111 Outside Lab Services	\$36,201	\$38,028	\$39,947	\$41,963	\$44,080	\$46,305	\$48,641	\$51,096	\$53,674	\$56,382	\$59,227
6120 Operating Tools/Equipment	\$13,506	\$13,918	\$14,342	\$14,780	\$15,231	\$15,695	\$16,174	\$16,668	\$17,176	\$17,700	\$18,240
6124 Employee Uniform	\$3,615	\$3,725	\$3,839	\$3,956	\$4,077	\$4,201	\$4,330	\$4,462	\$4,598	\$4,738	\$4,883
6125 Gasoline	\$3,396	\$3,507	\$3,621	\$3,739	\$3,861	\$3,986	\$4,116	\$4,250	\$4,389	\$4,531	\$4,679
6126 Diesel Fuel	\$301	\$311	\$321	\$331	\$342	\$353	\$365	\$376	\$389	\$401	\$414
6145 M & R - Line Repair/Equipment	\$102,409	\$105,533	\$108,753	\$112,071	\$115,490	\$119,014	\$122,645	\$126,387	\$130,243	\$134,217	\$138,312
6150 M & R - Buildings	\$972	\$1,026	\$1,083	\$1,127	\$1,174	\$1,222	\$1,272	\$1,325	\$1,379	\$1,436	\$1,495
6155 M & R - Vehicles	\$20,826	\$21,504	\$22,204	\$22,927	\$23,674	\$24,445	\$25,241	\$26,063	\$26,911	\$27,788	\$28,693
6160 Memberships/Certifications	\$3,897	\$4,016	\$4,139	\$4,265	\$4,395	\$4,529	\$4,668	\$4,810	\$4,957	\$5,108	\$5,264
6179 Operating Chemicals	\$310,437	\$329,220	\$349,139	\$370,263	\$392,666	\$416,423	\$441,619	\$468,339	\$496,675	\$526,726	\$558,595
6180 Operating Supplies	\$27,821	\$28,670	\$29,545	\$30,446	\$31,375	\$32,332	\$33,319	\$34,335	\$35,383	\$36,462	\$37,575
6185 Postage/Freight	\$355	\$366	\$377	\$388	\$400	\$412	\$425	\$438	\$451	\$465	\$479
6192 Books & Subscriptions	\$248	\$256	\$264	\$272	\$280	\$288	\$297	\$306	\$316	\$325	\$335
6200 Safety	\$519	\$534	\$551	\$568	\$585	\$603	\$621	\$640	\$660	\$680	\$700
6205 Permits & Licensing	\$43,558	\$44,887	\$46,256	\$47,667	\$49,122	\$50,620	\$52,165	\$53,756	\$55,396	\$57,087	\$58,828
6210 Telephone	\$1,391	\$1,434	\$1,477	\$1,522	\$1,569	\$1,617	\$1,666	\$1,717	\$1,769	\$1,823	\$1,879
6215 Training & Meetings	\$4,269	\$4,399	\$4,534	\$4,672	\$4,814	\$4,961	\$5,113	\$5,269	\$5,429	\$5,595	\$5,766
6220 Travel Expenses	\$6,190	\$6,379	\$6,574	\$6,774	\$6,981	\$7,194	\$7,414	\$7,640	\$7,873	\$8,113	\$8,361
6225 Uncollectables	\$266	\$274	\$282	\$291	\$300	\$309	\$318	\$328	\$338	\$348	\$359
6230 Utilities - Electric	\$81,927	\$87,240	\$92,897	\$98,921	\$105,336	\$109,594	\$114,023	\$118,631	\$123,426	\$128,414	\$133,604
6231 Utilities - Propane	\$13,866	\$14,765	\$15,722	\$16,742	\$17,828	\$18,548	\$19,298	\$20,078	\$20,889	\$21,733	\$22,612
6000 Salaries & Wages	\$1,435,912	\$1,499,594	\$1,566,101	\$1,635,558	\$1,708,095	\$1,783,849	\$1,862,963	\$1,945,585	\$2,031,872	\$2,121,985	\$2,216,095
6008 Salaries & Wages - Board	\$14,551	\$15,197	\$15,871	\$16,575	\$17,310	\$18,077	\$18,879	\$19,717	\$20,591	\$21,504	\$22,458
6010 Overtime Pay	\$1,923	\$2,008	\$2,097	\$2,190	\$2,287	\$2,389	\$2,495	\$2,605	\$2,721	\$2,841	\$2,968
6020 Employee Benefits - Group Ins.	\$289,243	\$305,606	\$322,893	\$341,159	\$360,458	\$380,849	\$402,393	\$425,156	\$449,206	\$474,617	\$501,466
6021 Employee Benefits - Pension	\$305,408	\$318,953	\$333,098	\$347,871	\$363,299	\$379,411	\$396,238	\$413,812	\$432,164	\$451,331	\$471,347
6022 Employee Benefits - Workers Comp	\$11,949	\$12,479	\$13,033	\$13,611	\$14,214	\$14,845	\$15,503	\$16,191	\$16,909	\$17,659	\$18,442
6026 Medicare Taxes	\$20,566	\$21,478	\$22,430	\$23,425	\$24,464	\$25,549	\$26,682	\$27,865	\$29,101	\$30,392	\$31,740
6027 Social Security Taxes	\$1,665	\$1,739	\$1,816	\$1,897	\$1,981	\$2,069	\$2,161	\$2,257	\$2,357	\$2,461	\$2,570
6028 Unemployment Benefit Expense	\$3,734	\$3,900	\$4,073	\$4,253	\$4,442	\$4,639	\$4,845	\$5,060	\$5,284	\$5,518	\$5,763
6100 Outside Services	\$37,800	\$38,953	\$40,142	\$41,366	\$42,629	\$43,929	\$45,269	\$46,651	\$48,074	\$49,541	\$51,052
6105 Software Licenses/Agreements	\$153,344	\$158,023	\$162,844	\$167,813	\$172,933	\$178,209	\$183,646	\$189,249	\$195,023	\$200,973	\$207,105
6106 IT Services	\$18,599	\$19,167	\$19,752	\$20,354	\$20,975	\$21,615	\$22,275	\$22,954	\$23,655	\$24,376	\$25,120
6108 Banking Fees	\$38,044	\$39,205	\$40,401	\$41,634	\$42,904	\$44,213	\$45,562	\$46,952	\$48,385	\$49,861	\$51,382
6110 Professional Services	\$28,758	\$29,636	\$30,540	\$31,471	\$32,432	\$33,421	\$34,441	\$35,492	\$36,574	\$37,690	\$38,840
6111 Outside Lab Services	\$677	\$698	\$719	\$741	\$764	\$787	\$811	\$836	\$862	\$888	\$915
6120 Operating Tools/Equipment	\$23,355	\$24,068	\$24,802	\$25,559	\$26,338	\$27,142	\$27,970	\$28,823	\$29,703	\$30,609	\$31,543
6123 Employee Engagement	\$11,048	\$11,385	\$11,733	\$12,091	\$12,459	\$12,840	\$13,231	\$13,635	\$14,051	\$14,480	\$14,921
6124 Employee Uniform	\$8,755	\$9,022	\$9,297	\$9,581	\$9,873	\$10,174	\$10,484	\$10,804	\$11,134	\$11,474	\$11,824
6125 Gasoline	\$16,375	\$16,909	\$17,455	\$18,028	\$18,615	\$19,221	\$19,847	\$20,493	\$21,161	\$21,850	\$22,561
6126 Diesel Fuel	\$14,794	\$15,276	\$15,773	\$16,287	\$16,817	\$17,365	\$17,930	\$18,514	\$19,117	\$19,739	\$20,382
6130 Insurance	\$169,374	\$185,650	\$202,079	\$214,971	\$228,686	\$238,497	\$245,557	\$252,826	\$260,310	\$268,016	\$275,949
6140 Legal Services	\$34,883	\$35,948	\$37,044	\$38,175	\$39,339	\$40,540	\$41,777	\$43,051	\$44,365	\$45,718	\$47,113
6145 M & R - Line Repair/Equipment	\$8,128	\$8,376	\$8,632	\$8,895	\$9,166	\$9,446	\$9,734	\$10,031	\$10,337	\$10,653	\$10,978
6150 M & R - Buildings	\$40,242	\$42,475	\$44,833	\$46,679	\$48,602	\$50,604	\$52,688	\$54,858	\$57,118	\$59,471	\$61,920
6155 M & R - Vehicles	\$46,672	\$48,192	\$49,761	\$51,382	\$53,055	\$54,783	\$56,566	\$58,408	\$60,310	\$62,274	\$64,302
6160 Memberships/Certifications	\$24,715	\$25,469	\$26,246	\$27,047	\$27,872	\$28,722	\$29,599	\$30,502	\$31,432	\$32,391	\$33,380
6180 Operating Supplies	\$37,641	\$38,790	\$39,973	\$41,193	\$42,450	\$43,745	\$45,080	\$46,455	\$47,872	\$49,333	\$50,838
6181 Computer Systems/Equipment	\$40,023	\$41,245	\$42,503	\$43,800	\$45,136	\$46,513	\$47,932	\$49,395	\$50,902	\$52,455	\$54,055
6182 Peripherals	\$1,851	\$1,908	\$1,966	\$2,026	\$2,088	\$2,152	\$2,217	\$2,285	\$2,355	\$2,427	\$2,501
6185 Postage/Freight	\$5,126	\$5,283	\$5,444	\$5,610	\$5,781	\$5,957	\$6,139	\$6,326	\$6,520	\$6,718	\$6,923
6190 Advertising Publications & PR	\$27,427	\$28,264	\$29,127	\$30,015	\$30,931	\$31,875	\$32,847	\$33,849	\$34,882	\$35,946	\$37,043
6192 Books & Subscriptions	\$325	\$334	\$345	\$355	\$366	\$377	\$389	\$400	\$413	\$425	\$438
6200 Safety	\$6,150	\$6,337	\$6,531	\$6,730	\$6,935	\$7,147	\$7,365	\$7,590	\$7,821	\$8,060	\$8,306
6205 Permits & Licensing	\$13,356	\$13,764	\$14,184	\$14,616	\$15,062	\$15,522	\$15,995	\$16,483	\$16,986	\$17,505	\$18,039
6210 Telephone	\$13,779	\$14,199	\$14,632	\$15,079	\$15,539	\$16,013	\$16,501	\$17,005	\$17,523	\$18,058	\$18,609
6215 Training & Meetings	\$14,595	\$15,040	\$15,499	\$15,972	\$16,459	\$16,961	\$17,478	\$18,012	\$18,561	\$19,128	\$19,711
6220 Travel Expenses	\$16,858	\$17,372	\$17,902	\$18,448	\$19,011	\$19,591	\$20,189	\$20,805	\$21,439	\$22,094	\$22,768
6226 Bank Reconciliation Over/Short	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6230 Utilities - Electric	\$35,631	\$37,941	\$40,402	\$43,022	\$45,812	\$47,663	\$49,590	\$51,594	\$53,679	\$55,849	\$58,106
6231 Utilities - Propane	\$7,321	\$7,796	\$8,302	\$8,840	\$9,413	\$9,794	\$10,190	\$10,602	\$11,030	\$11,476	\$11,940
6237 Water Conservation	\$30,412	\$31,340	\$32,296	\$33,281	\$34,297	\$35,343	\$36,421	\$37,533	\$38,678	\$39,858	\$41,074
6101 Property Tax Admin. Fee	\$26,307	\$27,110	\$27,937	\$28,789	\$29,667	\$30,573	\$31,505	\$32,467	\$33,457	\$34,478	\$35,530

