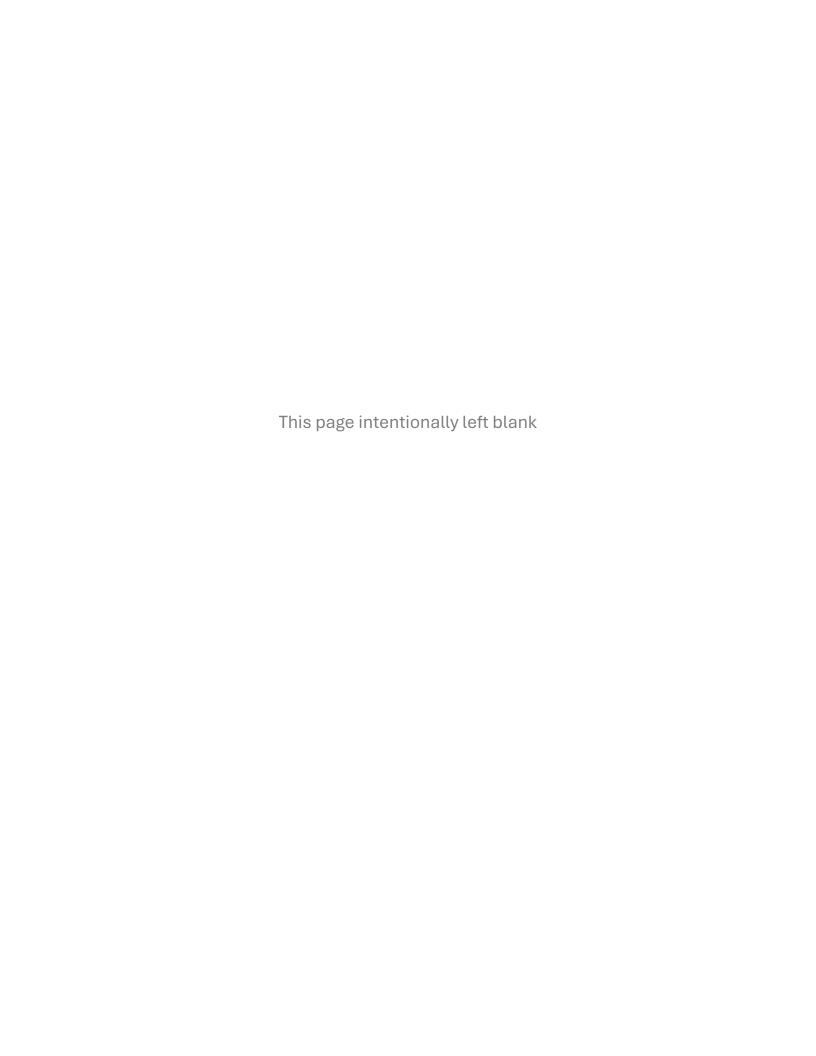
Beaumont-Cherry Valley Water District

2024 Water Rate Study

Final Report – April 2025

Prepared by: Water Resources Economics, LLC







April 3, 2025

Daniel Jaggers General Manager Beaumont-Cherry Valley Water District 560 Magnolia Ave Beaumont, CA 92223

Subject: Beaumont-Cherry Valley Water District Water Rate Study Report

Dear Mr. Jaggers,

Water Resources Economics, LLC (WRE) is pleased to submit this 2024 Water Rate Study Report to the Beaumont-Cherry Valley Water District (District). This report documents the results and recommendations of the District's water rate study update. The goal of the study was to develop an updated five-year schedule of water rates that will sufficiently fund the District's water system expenses and allow the District to meet its financial goals within the study period.

Our project team has a proven track record of developing fair and equitable water rates for numerous public water agencies in California over the past 25 years. We are confident in our ability to develop sound water rates that satisfy the requirements of Proposition 218.

It has been a pleasure assisting the District, and we appreciate the support provided by yourself, the Board of Directors, Ms. Sylvia Molina, Mr. Bill Clayton, and other District staff during this study.

Sincerely,

Sanjay Gaur

Founder / President

Nancy Phan

Principal Consultant

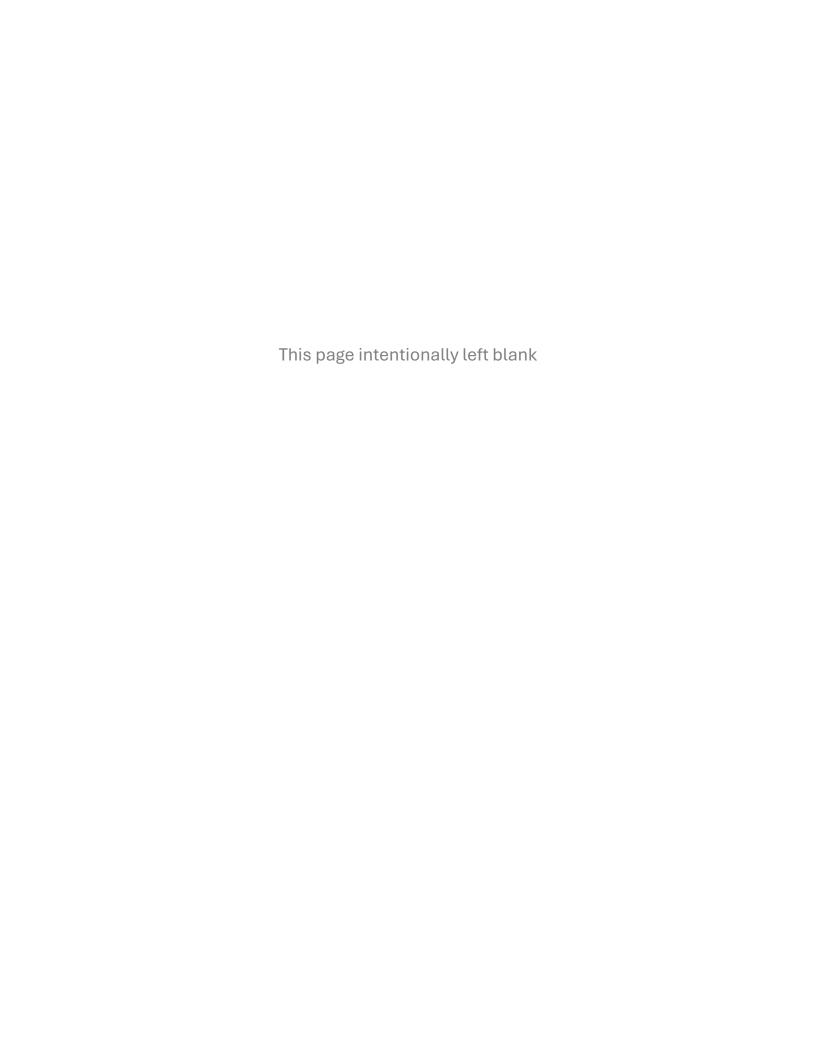


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LIST OF ABBREVIATIONS

BCVWD: Beaumont-Cherry Valley Water District

AEOC: Administration, Engineering, and Operations Center

CCF: 100 cubic feet

CIP: Capital improvement plan

COB: City of Beaumont

CY: Calendar year (January 1st – December 31st) FY: Fiscal Year (January 1st – December 31st)

O&M: Operations and maintenance

SGPWA: San Gorgonio Pass Water Agency WRE: Water Resources Economics, LLC

1. EXECUTIVE SUMMARY

1.1 SYSTEM OVERVIEW

The Beaumont-Cherry Valley Water District (District or BCVWD) provides potable and non-potable water service to over 21,000 metered connections, including Single Family Residential, Multi Family Residential, Commercial/ Industrial, Landscape Irrigation, Schedule Irrigation, Construction, and Non-Potable customer classes. The District's service area stretches between the City of Beaumont, Cherry Valley in Riverside, and San Bernardino Counties in Southern California, and is approximately 28 square miles. The District's water supply sources include the Beaumont Basin Storage Unit, Edgar Canyon, and water from the State Water Project purchased from San Gorgonio Pass Water Agency (SGPWA).

1.2 RATE STUDY OVERVIEW

Public retail water agencies in California typically conduct a rate study every five years to ensure that customers are appropriately charged for water service. The District's existing rate structure was developed in 2019 in a cost-of-service water rate study. Since 2019, the District has updated water rates every year based on this structure. Calendar Year (CY) 2024 is the final year of the five-year implementation plan from the 2019 rate study.

The District engaged Water Resources Economics, LLC (WRE) in 2024 to conduct a comprehensive water rate study, with the following objectives:

- Develop a five-year water rate schedule for CY 2025 through CY 2027 and CY 2029
- Evaluate a five-year financial plan scenario to meet financial targets and fund operating costs and capital projects for CY 2025 to CY 2029
- Conduct a comparative survey of rates charged by other neighboring Riverside and San Bernardino County water agencies

1.3 LEGAL REQUIREMENTS

Legal considerations relating to retail water rates in California focus heavily on Proposition 218, which was enacted in 1996 and is now reflected in Article XIII C and Article XIII D of the California Constitution. Proposition 218 states that "property related fees and charges" (which include retail water rates) may not exceed the proportional cost of providing the service to the customer and may not be used for any purpose other than providing said service. The practical implication is that public retail water agencies in California must demonstrate a sufficient nexus between the costs incurred by the agency to provide water service and the rates charged to customers.

Proposition 218 also affects the rate adoption process by requiring agencies to hold a public hearing to adopt rates. The agency must mail public hearing notices to all customers no fewer than 45 days prior to the public hearing. The public hearing notices must clearly show all proposed rate changes, provide information on the public hearing date/time/location, and

provide instructions on how customers may protest the proposed rate changes. If a majority of customers submit a protest, the proposed rate changes cannot be adopted.

1.4 RATE-SETTING METHODOLOGY

This study was conducted using industry-standard methodology outlined by the American Water Works Association (AWWA) in its *Manual of Water Supply Practices M1: Principles of Water Rates, Fees and Charges, Seventh Edition* (M1 Manual). The rate study process includes the following steps:

- 1. **Financial Plan**: Annual revenues and expenses are projected over the rate-setting period to determine the magnitude of rate increases needed to maintain financial sufficiency. Financial policies, such as reserve targets, are also evaluated and updated if necessary.
- 2. **Rate Design**: A multi-year proposed rate schedule is calculated directly from the results of the financial plan.
- 3. **Rate Study Documentation**: A rate study report is developed to document the proposed rate development process. This provides transparency and enhances legal defensibility in light of Proposition 218 requirements. This document serves as the report for this rate study.

1.5 ADDITIONAL INFORMATION AND DISCLAIMERS

This report summarizes the data, analyses, processes, and results of the District's water rate study. Some important information to keep in mind when reading the report includes the following:

- All study projections are based on the best available data as of December 2024.
- All table values are rounded to the nearest digit shown unless stated otherwise.
 However, all calculations are based on precise values. Attempting to manually recreate the calculations described in this report from the values displayed in tables may therefore produce slightly different results.
- All current and proposed rates and charges in this report are shown on a bi-monthly basis.

1.6 CURRENT WATER RATES

CURRENT WATER RATES

The District's current water rate structure includes fixed bi-monthly meter service charges by meter size, fixed bi-monthly private fire service charges by fire line diameter (charged to private fire customers only), quantitative use charges by water usage measured in hundred cubic feet (ccf) for each customer class, and pass-through surcharges for SGPWA imported water and Southern California Edison (SCE) electrical costs, charged based on ccf of water use for all customers. Single Family Residential customers' quantitative use charges have three tiers; all other customers have a uniform quantity charge. Select large volume commercial, industrial,

construction, landscape, and fire service customers are billed monthly instead of bi-monthly, however their charges are shown on a bi-monthly basis, consistent with the billing of all other customers. Actual billing reflects the proportionate amount of each bi-monthly charge

Table 1-1, Table 1-2, Table 1-3, and **Table 1-4** show the current bi-monthly meter service charges, bi-monthly private fire service charges, quantitative use charges, and pass-through surcharges adopted over the past two calendar years.

Table 1-1: Current Bi-Monthly Meter Service Charges

| Line | Bi-Monthly Meter Service Charge | As of 1/1/23 | As of 1/1/24 |
|------|------------------------------------|--------------|--------------|
| 1 | 5/8" meter | \$27.69 | \$29.63 |
| 2 | 3/4" meter | \$38.15 | \$40.83 |
| 3 | 1" meter | \$59.11 | \$63.25 |
| 4 | 1-1/2" meter | \$111.51 | \$119.32 |
| 5 | 2" meter | \$174.38 | \$186.59 |
| 6 | 3" meter | \$373.46 | \$399.61 |
| 7 | 4" meter | \$666.86 | \$713.55 |
| 8 | 6" meter | \$1,368.92 | \$1,464.75 |
| 9 | 8" meter | \$2,940.69 | \$3,146.54 |
| 10 | 10" meter | \$4,407.66 | \$4,716.20 |
| 11 | 12" meter | \$5,560.28 | \$5,949.50 |

Table 1-2: Current Bi-Monthly Private Fire Service Charges

| Line | Bi-Monthly Private Fire Service Charges | As of 1/1/23 | As of 1/1/24 |
|------|--|--------------|--------------|
| 1 | 4" meter | \$54.22 | \$58.02 |
| 2 | 6" meter | \$144.71 | \$154.84 |
| 3 | 8" meter | \$300.78 | \$321.84 |
| 4 | 10" meter | \$535.57 | \$573.06 |
| 5 | 12" meter | \$860.95 | \$921.22 |

Table 1-3: Current Quantitative Use Charges

| Line | Quantitative Use Charge (\$/ccf) | As of 1/1/23 | As of 1/1/24 |
|------|-------------------------------------|--------------|--------------|
| 1 | Single Family | | |
| 2 | Tier 1 (0-16 units) | \$0.82 | \$0.88 |
| 3 | Tier 2 (17-34 units) | \$1.01 | \$1.09 |
| 4 | Tier 3 (35+ units) | \$1.68 | \$1.80 |
| 5 | Multi-Family | \$1.26 | \$1.35 |
| 6 | Commercial / Industrial | \$1.18 | \$1.27 |
| 7 | Landscape Irrigation | \$1.31 | \$1.41 |
| 8 | Schedule Irrigation | \$1.31 | \$1.41 |
| 9 | Construction | \$1.45 | \$1.56 |
| 10 | Non-Potable | \$1.06 | \$1.07 |
| 11 | Fire Service | \$1.45 | \$1.56 |

Table 1-4: Current Pass-Through Surcharges

| Line | Pass-Through Surcharges (\$/ccf) | As of 1/1/23 | As of 1/1/24 |
|------|-------------------------------------|--------------|--------------|
| 1 | SGPWA Importation Charges | \$0.72 | \$0.72 |
| 2 | SCE Power Charges | \$0.42 | \$0.42 |

1.7 FINANCIAL PLAN

WRE worked closely with District staff and the District's Board of Directors to determine the financial plan scenario that best suits the District's needs. The results and recommendations of the water rate study are driven by the District's financial performance, input from District staff, and feedback and direction from the Board.

FACTORS AFFECTING FINANCIAL PERFORMANCE

The water system's financial performance is driven by the ability of the current water rates to meet the District's funding needs. To maintain financial sufficiency, water rates must fully fund operations and maintenance (O&M) costs, capital improvement plan (CIP) expenditures, and any relevant financial policies, which typically include target reserve balances and debt coverage.

The key factors affecting financial performance include:

- Substantial capital needs: The cost of planned capital projects over the next five years (CY 2025 through CY 2029) is approximately \$192.3 million. Of this planned expenditure, the District expects to reasonably execute 65% each year, bringing expected CIP costs to approximately \$125 million. Significant projects include fulfilling the Administration, Engineering and Operations Center (AEOC) staffing and space requirements, and conducting well replacements.
- **Projected O&M cost increases:** O&M expenses are projected to increase by 5.7% annually on average over the next five years due to inflationary pressures. That does not factor in the potential of added costs, unknown as of yet, for recycled water implementation and operation. In addition, the District expects additional staffing costs starting in CY 2026, adding an additional \$2.5 million to current O&M expenses over the five-year study period. Based on current revenues, prior to any revenue adjustments, O&M expenses exceed revenues in CY 2025, indicating an operating deficit. Rate adjustments are necessary to ensure sufficient recovery of O&M expenses.
- Reserve policy targets: The District's current reserve policy, shown in Table 1-5, includes targets for operating, capital replacement, and emergency reserves. The reserve policies in place allow the District to maintain cash on hand to meet short-term cash flow requirements, execute CIP projects, and prepare for emergency situations where unanticipated expenses may arise. The fund balances for CY 2025 prior to any revenue adjustments do not meet the combined reserve target.

Table 1-5: Reserve Policy Targets

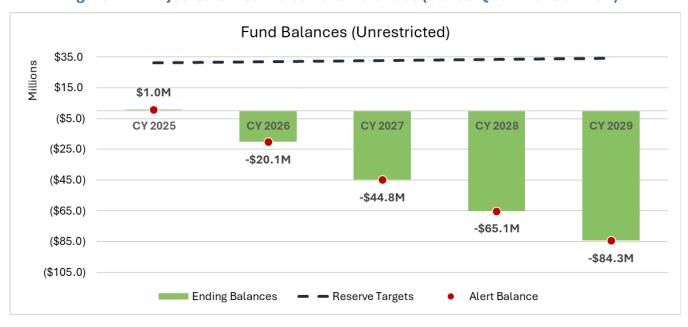
| Line | Reserve Policy Policy Targets | | CY 2025 |
|------|-------------------------------|----------------------------|--------------|
| 1 | Operating | 33% of operating expenses | \$7,230,148 |
| 2 | Capital Replacement | 100% of 5-year average CIP | \$20,810,276 |
| 3 | Emergency | 15% of operating expenses | \$3,298,755 |
| 4 | Combined Target | | \$31,339,179 |
| 5 | | | |
| 6 | Projected Ending Fund | \$960,729 | |

STATUS QUO FINANCIAL PLAN

The first step in evaluating the District's financial performance is to develop a "status quo financial plan," which is the scenario in which the District does not increase its water rate revenues or issue new debt to fund CIP. This exercise is to determine whether the District's current water rates are sufficient to meet key financial performance metrics. The District has no existing debt, therefore only the projected fund balances are shown below.

Figure 1-1 shows the projected unrestricted fund balances under the status quo scenario. Unrestricted funds are funds that can be freely spent without any legal or other requirements designating them for a specific purpose. The green bars represent the ending funding balances, the dashed line represents the combined reserve policy targets, and the red circles represent balances that fall under reserve policy targets starting in CY 2025. In this scenario, the District will not meet its reserve targets starting in CY 2025 through the study period, and projected fund balances will be negative starting in CY 2026.

Figure 1-1: Projected Unrestricted Fund Balances (Status Quo Financial Plan)



PROPOSED REVENUE ADJUSTMENTS AND DEBT ISSUANCES

Overall annual increases in water rate revenues resulting from rate increases are referred to as "revenue adjustments." WRE worked with the Board of Directors and District staff to determine the most appropriate financial plan scenario, shown in **Table 1-6**. Adjustments for CY 2028 and CY 2029 are subject to change based on updated cost assessments to meet impending regulatory requirements, however the financial plan scenario includes revenue adjustments for five years to evaluate the District's financial performance over a longer planning horizon.

The proposed financial plan scenario includes five years of revenue adjustments, which are required to maintain financial sufficiency and resiliency, and debt issuances in each year to fund \$55 million worth of CIP projects. The proposed scenario allows the District to meet its reserve targets and debt coverage requirements in all years of the study period.

Calendar Revenue Debt **Debt Proceeds** Line Year for CIP Adjustment Issuance 1 CY 2025 15.0% \$15,306,122 \$15,000,000 \$10,000,000 2 CY 2026 15.0% \$10,204,082 \$15,000,000 3 CY 2027 15.0% \$15,306,122 4 CY 2028 15.0% \$10,204,082 \$10,000,000 CY 2029 5 15.0% \$5,102,041 \$5,000,000

Table 1-6: Proposed Financial Plan Scenario

PROPOSED FINANCIAL PLAN

The proposed financial plan applies the revenue adjustments and debt issuances, shown in **Table 1-6**, to reevaluate financial performance based on fund balances and debt coverage of the proposed debt issuances.

Figure 1-2 shows the projected fund balances under the proposed scenario. In this scenario, the District will meet its reserve targets for all years of the study period.

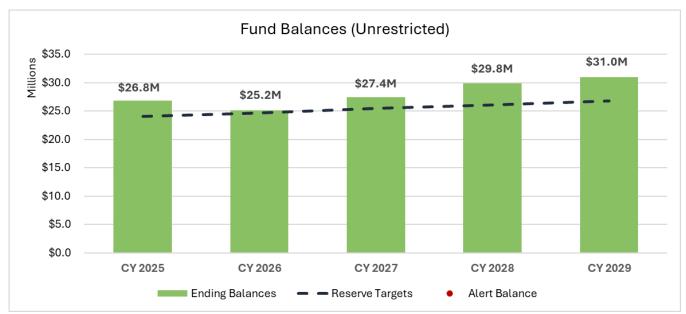


Figure 1-2: Projected Fund Balances (Proposed Financial Plan)

Figure 1-3 shows the projected debt coverage under the proposed scenario. Although this scenario includes approximately \$56 million in debt issuances, the District will meet coverage requirements for all years (assuming a debt coverage ratio of 120%).

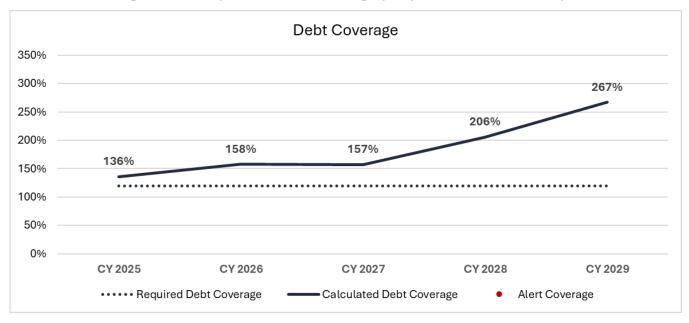


Figure 1-3: Projected Debt Coverage (Proposed Financial Plan)

1.8 PROPOSED WATER RATES

The proposed rate schedules in this section are based on the proposed revenue adjustments for the five-year study period. However, rates for CY 2028 and CY 2029 are subject to change based on updated cost assessments to meet impending regulatory requirements. If this is the case,

then the District and the Board of Directors must revisit the rate study and rate adoption process. The first year of water rates will be effective starting May 2025. After 2025, the proposed water rates are to be implemented in January of each year thereafter.

Table 1-7, **Table 1-8**, **Table 1-9**, and **Table 1-10** show the proposed bi-monthly meter service charges, bi-monthly private fire service charges, quantitative use charges, and pass-through surcharges, respectively.

Table 1-7: Proposed Bi-Monthly Meter Service Charges

| Line | Bi-Monthly Meter Service Charge | Effective 5/1/2025 | Effective 1/1/2026 | Effective 1/1/2027 | Effective 1/1/2028 | Effective 1/1/2029 |
|------|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 5/8" meter | \$34.08 | \$39.20 | \$45.08 | \$51.85 | \$59.63 |
| 2 | 3/4" meter | \$46.96 | \$54.01 | \$62.12 | \$71.44 | \$82.16 |
| 3 | 1" meter | \$72.74 | \$83.66 | \$96.21 | \$110.65 | \$127.25 |
| 4 | 1-1/2" meter | \$137.22 | \$157.81 | \$181.49 | \$208.72 | \$240.03 |
| 5 | 2" meter | \$214.58 | \$246.77 | \$283.79 | \$326.36 | \$375.32 |
| 6 | 3" meter | \$459.56 | \$528.50 | \$607.78 | \$698.95 | \$803.80 |
| 7 | 4" meter | \$820.59 | \$943.68 | \$1,085.24 | \$1,248.03 | \$1,435.24 |
| 8 | 6" meter | \$1,684.47 | \$1,937.15 | \$2,227.73 | \$2,561.89 | \$2,946.18 |
| 9 | 8" meter | \$3,618.53 | \$4,161.31 | \$4,785.51 | \$5,503.34 | \$6,328.85 |
| 10 | 10" meter | \$5,423.63 | \$6,237.18 | \$7,172.76 | \$8,248.68 | \$9,485.99 |
| 11 | 12" meter | \$6,841.93 | \$7,868.22 | \$9,048.46 | \$10,405.73 | \$11,966.59 |

Table 1-8: Proposed Bi-Monthly Private Fire Service Charges

| Line | Bi-Monthly Private Fire Service Charges | Effective 5/1/2025 | Effective 1/1/2026 | Effective 1/1/2027 | Effective 1/1/2028 | Effective 1/1/2029 |
|------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 4" meter | \$66.73 | \$76.74 | \$88.26 | \$101.50 | \$116.73 |
| 2 | 6" meter | \$178.07 | \$204.79 | \$235.51 | \$270.84 | \$311.47 |
| 3 | 8" meter | \$370.12 | \$425.64 | \$489.49 | \$562.92 | \$647.36 |
| 4 | 10" meter | \$659.02 | \$757.88 | \$871.57 | \$1,002.31 | \$1,152.66 |
| 5 | 12" meter | \$1,059.41 | \$1,218.33 | \$1,401.08 | \$1,611.25 | \$1,852.94 |

Table 1-9: Proposed Quantitative Use Charges

| Line | Quantitative Use Charge (\$/ccf) | Effective 5/1/2025 | Effective 1/1/2026 | Effective 1/1/2027 | Effective 1/1/2028 | Effective 1/1/2029 |
|------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | Single Family | | | | | |
| 2 | Tier 1 (0-16 units) | \$1.02 | \$1.18 | \$1.36 | \$1.57 | \$1.81 |
| 3 | Tier 2 (17-34 units) | \$1.26 | \$1.45 | \$1.67 | \$1.93 | \$2.22 |
| 4 | Tier 3 (35+ units) | \$2.07 | \$2.39 | \$2.75 | \$3.17 | \$3.65 |
| 5 | Multi-Family | \$1.56 | \$1.80 | \$2.07 | \$2.39 | \$2.75 |
| 6 | Commercial / Industrial | \$1.47 | \$1.70 | \$1.96 | \$2.26 | \$2.60 |
| 7 | Landscape Irrigation | \$1.63 | \$1.88 | \$2.17 | \$2.50 | \$2.88 |
| 8 | Schedule Irrigation | \$1.63 | \$1.88 | \$2.17 | \$2.50 | \$2.88 |
| 9 | Construction | \$1.80 | \$2.07 | \$2.39 | \$2.75 | \$3.17 |
| 10 | Non-Potable | \$1.24 | \$1.43 | \$1.65 | \$1.90 | \$2.19 |
| 11 | Fire Service | \$1.80 | \$2.07 | \$2.39 | \$2.75 | \$3.17 |

Table 1-10: Proposed Pass-Through Surcharges¹

| Line | Pass-Thru Surcharges (\$/ccf) | Effective 5/1/2025 | Effective 1/1/2026 | Effective 1/1/2027 | Effective 1/1/2028 | Effective 1/1/2029 |
|------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | SGPWA Importation Charges | \$0.81 | \$0.86 | \$0.92 | \$0.98 | \$1.04 |
| 2 | SCE Power Charges | \$0.56 | \$0.60 | \$0.64 | \$0.68 | \$0.72 |

CUSTOMER IMPACTS

WRE evaluated the impacts to the Single Family Residential customer class, which represents approximately 94% of the District's potable and non-potable metered connections, and the Commercial customer class based on the proposed water rates for CY 2025.

Table 1-11 shows the proposed impacts for a Single Family Residential customer with a 5/8" meter (the most common meter size for this customer class, representing approximately 65% of customers) at 30 ccf for their bi-monthly usage. This was estimated from the average bi-monthly residential consumption from CY 2023, assuming slightly higher consumption in CY 2025. The proposed rates present the impact of the 15% revenue adjustment applied to CY 2025.

Table 1-11: Proposed Single Family Residential Customer Impacts

| Line | Residential Customer Impacts | Current Bill | Proposed 2025 Bill | Difference (\$) | Difference (%) |
|------|--|--------------|-----------------------|--------------------|-------------------|
| 1 | Bi-Monthly Meter Service Charge (5/8" meter) | \$29.63 | \$34.08 | \$4.45 | 15.0% |
| 2 | Quantitative Use Charge (30 ccf) | \$29.34 | \$33.96 | \$4.62 | 15.7% |
| 3 | Pass-Thru Surcharges | \$34.20 | \$41.10 | \$6.90 | 20.2% |
| 4 | Total Charge | \$93.17 | \$109.14 | \$15.97 | 17.1% |

Figure 1-4 shows a bi-monthly bill comparison for a Single Family Residential customer with a 5/8" meter at 30 ccf for their bi-monthly usage. The black sections of each bar represent the portion of each bill funded by fixed charges and the blue sections of each bar represent the portion of each bill funded by variable charges. Relative to the current residential bills of eight other neighboring water agencies, the proposed bill still falls under the area's average residential bill (shown by the gray dashed line).

¹ Pass-through surcharges are calculated annually based on actual cost changes from SGPWA and SCE. The surcharges shown in this report for January 2026 and later are estimated based on best available data but are subject to change based on pass-through provisions.

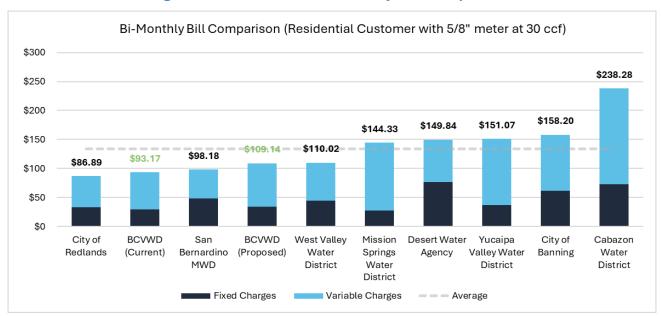


Figure 1-4: Residential Bi-Monthly Bill Comparison

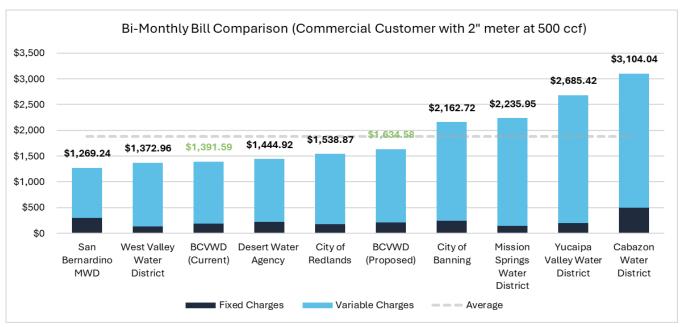
Table 1-12 shows the proposed impacts for a Commercial customer with a 2" meter billed bimonthly at 500 ccf. Large volume commercial, industrial, construction, and landscape accounts are billed monthly, but for consistency of presentation, this table and all other report tables are represented as a bi-monthly amount. Actual billing reflects the proportionate amount of said bimonthly charges. These inputs were determined from discussions with District staff and input from the Board of Directors. The proposed rates represent the impact of the 15% revenue adjustment applied to CY 2025.

Table 1-12: Proposed Commercial Customer Impacts

| Line | Commercial Customer Impacts | Current Bill | Proposed 2025 Bill | Difference (\$) | Difference (%) |
|------|--|--------------|-----------------------|--------------------|-------------------|
| 1 | Bi-Monthly Meter Service Charge (2" meter) | \$186.59 | \$214.58 | \$27.99 | 15.0% |
| 2 | Quantitative Use Charge (500 ccf) | \$635.00 | \$735.00 | \$100.00 | 15.7% |
| 3 | Pass-Thru Surcharges | \$570.00 | \$685.00 | \$115.00 | 20.2% |
| 4 | Total Charge | \$1,391.59 | \$1,634.58 | \$242.99 | 17.5% |

Figure 1-5 shows a bi-monthly bill comparison for a Commercial customer with a 2" meter billed bi-monthly at 500 ccf. Large volume commercial, industrial, construction, and landscape accounts are billed monthly, but for consistency of presentation, this Table and all other Tables are represented as a bi-monthly amount. Actual billing reflects the proportionate amount of said bi-monthly charges. The black sections of each bar represent the portion of each bill funded by fixed charges and the blue sections of each bar represent the portion of each bill funded by variable charges. Relative to the current commercial bills of eight other neighboring water agencies, the proposed bill still falls under the area's average commercial bill (shown by the gray dashed line).

Figure 1-5: Commercial Bi-Monthly Bill Comparison



2. FINANCIAL PLAN

2.1 FINANCIAL PLAN METHODOLOGY

The purpose of a financial plan is to project revenues, expenses, cash flows, reserve balances, and debt coverage over a multi-year period to assess financial sufficiency and performance and to determine the amount of required rate revenue. For this study, the planning period is from CY 2025 through CY 2029; data for CY 2024 is shown when needed to represent budgeted and/or actual data inputs. The key steps in developing a financial plan for a water enterprise are below:

- Revenue projections: Annual revenues from rates and other miscellaneous sources are
 projected over the planning period. Rate revenues are projected based on current rates to
 establish baseline revenues from which the need for additional rate increases can be
 evaluated.
- **Expense projections:** Annual expenses are projected over the study period, including O&M expenses, debt service, and CIP costs. CIP funding options (grants, debt, etc.) are evaluated.
- **Financial policy evaluation:** Key financial policies include debt coverage requirements and reserve targets. Debt coverage requirements are typically explicitly stated in official agreements on outstanding debt issuances. Reserve targets are typically set by an agency's elected officials and may need to be periodically evaluated and updated.
- Status quo financial plan projections: Cash flow, reserve balances, and debt coverage are projected over the study period in the absence of additional rate increases (this scenario is called the "status quo"). Projected reserve balances and debt coverage are then compared to the agency's financial policy requirements and targets. The status quo financial plan provides a baseline to evaluate the need for rate increases.
- Proposed financial plan projections: The magnitude and timing of annual proposed revenue increases over the study period are evaluated and determined based on the agency's financial policies, financial performance, and policy objectives. Proposed rate increases (referred to as "revenue adjustments") should generate sufficient revenue to recover the agency's expenses, maintain adequate reserves, and meet all debt coverage requirements. The proposed financial plan determines the total annual rate revenue requirement over the study period.

2.2 REVENUES

CURRENT WATER RATES

The District's current water rate structure includes fixed bi-monthly meter service charges by meter size, fixed bi-monthly private fire service charges by fire line diameter (charged to private fire customers only), quantitative use charges by water usage measured in ccf for each customer class, and pass-through surcharges for SGPWA imported water and SCE electrical costs, charged based on ccf of water use for all customers. Single Family Residential customers' quantitative use charges have three tiers; all other customers have a uniform quantity charge. Select large volume commercial, industrial, construction, landscape, and fire

service customers are billed monthly instead of bi-monthly, however their charges are shown on a bi-monthly basis, consistent with the billing of all other customers. Actual billing reflects the proportionate amount of each bi-monthly charge.

Table 2-1, Table 2-2, Table 2-3, and **Table 2-4** show the current bi-monthly meter service charges, bi-monthly private fire service charges, quantitative use charges, and pass-through surcharges, respectively. The current rates are based on the District's most recent water rate study and were implemented on January 1, 2023 (for CY 2023) and January 1, 2024 (for CY 2024).

Table 2-1: Current Bi-Monthly Meter Service Charges

| Line | Bi-Monthly Meter Service Charge | As of 1/1/23 | As of 1/1/24 |
|------|------------------------------------|--------------|--------------|
| 1 | 5/8" meter | \$27.69 | \$29.63 |
| 2 | 3/4" meter | \$38.15 | \$40.83 |
| 3 | 1" meter | \$59.11 | \$63.25 |
| 4 | 1-1/2" meter | \$111.51 | \$119.32 |
| 5 | 2" meter | \$174.38 | \$186.59 |
| 6 | 3" meter | \$373.46 | \$399.61 |
| 7 | 4" meter | \$666.86 | \$713.55 |
| 8 | 6" meter | \$1,368.92 | \$1,464.75 |
| 9 | 8" meter | \$2,940.69 | \$3,146.54 |
| 10 | 10" meter | \$4,407.66 | \$4,716.20 |
| 11 | 12" meter | \$5,560.28 | \$5,949.50 |

Table 2-2: Current Bi-Monthly Private Fire Service Charges

| Line | Bi-Monthly Private Fire Service Charges | As of 1/1/23 | As of 1/1/24 |
|------|--|--------------|--------------|
| 1 | 4" meter | \$54.22 | \$58.02 |
| 2 | 6" meter | \$144.71 | \$154.84 |
| 3 | 8" meter | \$300.78 | \$321.84 |
| 4 | 10" meter | \$535.57 | \$573.06 |
| 5 | 12" meter | \$860.95 | \$921.22 |

Table 2-3: Current Quantitative Use Charges

| Line | Quantitative Use Charge (\$/ccf) | As of 1/1/23 | As of 1/1/24 | |
|------|-------------------------------------|--------------|--------------|--|
| 1 | Single Family | | | |
| 2 | Tier 1 (0-16 units) | \$0.82 | \$0.88 | |
| 3 | Tier 2 (17-34 units) | \$1.01 | \$1.09 | |
| 4 | Tier 3 (35+ units) | \$1.68 | \$1.80 | |
| 5 | Multi-Family | \$1.26 | \$1.35 | |
| 6 | Commercial / Industrial | \$1.18 | \$1.27 | |
| 7 | Landscape Irrigation | \$1.31 | \$1.41 | |
| 8 | Schedule Irrigation | \$1.31 | \$1.41 | |
| 9 | Construction | \$1.45 | \$1.56 | |
| 10 | Non-Potable | \$1.06 | \$1.07 | |
| 11 | Fire Service | \$1.45 | \$1.56 | |

Table 2-4: Current Pass-Through Surcharges

| Line | Pass-Through Surcharges (\$/ccf) | As of 1/1/23 | As of 1/1/24 |
|------|----------------------------------|--------------|--------------|
| 1 | SGPWA Importation Charges | \$0.72 | \$0.72 |
| 2 | SCE Power Charges | \$0.42 | \$0.42 |

CUSTOMER ACCOUNTS AND USAGE

This section details the customer accounts and water usage for all years of the study, which are referred to as the units of service. Units of service represent the quantity of billing units that are subject to the District's water rates and charges.

Table 2-5 shows the projected number of meters for each customer class for the study period, based on actual CY 2023 data and adjustments based on customer growth and demand assumptions provided by District staff. The study assumes growth in single family, multi-family, commercial/industrial and landscape irrigation meters, on average 1.4% over the five-year study period. The study assumes no growth in schedule irrigation, construction, and non-potable meters. The number of metered connections is the unit of service for the District's bi-monthly meter service charges.

Table 2-5: Projected Customer Accounts (Meters)

| | 0 | | | | | | |
|------|----------------------------|---------|---------|---------|---------|---------|---------|
| Line | Customer Accounts (Meters) | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
| 1 | Single Family | | | | | | |
| 2 | 5/8" meter | 13,135 | 13,282 | 13,427 | 13,645 | 13,905 | 14,096 |
| 3 | 3/4" meter | 367 | 371 | 375 | 381 | 388 | 394 |
| 4 | 1" meter | 6,429 | 6,501 | 6,572 | 6,679 | 6,806 | 6,900 |
| 5 | 1-1/2" meter | 18 | 18 | 19 | 19 | 19 | 19 |
| 6 | 2" meter | 2 | 2 | 2 | 2 | 2 | 2 |
| 7 | 3" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | 4" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 | 6" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 | 8" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 | 10" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | 12" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 | Subtotal | 19,952 | 20,175 | 20,395 | 20,726 | 21,120 | 21,411 |
| 14 | | | | | | | |
| 15 | Multi-Family | | | | | | |
| 16 | 5/8" meter | 89 | 90 | 91 | 92 | 94 | 95 |
| 17 | 3/4" meter | 4 | 4 | 4 | 4 | 4 | 4 |
| 18 | 1" meter | 57 | 58 | 59 | 60 | 61 | 62 |
| 19 | 1-1/2" meter | 13 | 13 | 13 | 14 | 14 | 14 |
| 20 | 2" meter | 11 | 11 | 11 | 12 | 12 | 12 |
| 21 | 3" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 22 | 4" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 23 | 6" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 | 8" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 | 10" meter | 0 | 0 | 0 | 0 | 0 | 0 |

| Line | Customer Accounts (Meters) | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|-------------------------------|---------|---------|---------|---------|---------|---------|
| 26 | 12" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 | Subtotal | 174 | 176 | 178 | 181 | 185 | 187 |
| 28 | | | | | | | |
| | Commercial / | | | | | | |
| 29 | Industrial | | | | | | |
| 30 | 5/8" meter | 174 | 176 | 178 | 181 | 185 | 187 |
| 31 | 3/4" meter | 22 | 22 | 23 | 23 | 23 | 24 |
| 32 | 1" meter | 174 | 176 | 178 | 181 | 185 | 187 |
| 33 | 1-1/2" meter | 46 | 47 | 47 | 48 | 49 | 50 |
| 34 | 2" meter | 124 | 125 | 127 | 129 | 131 | 133 |
| 35 | 3" meter | 1 | 1 | 1 | 1 | 1 | 1 |
| 36 | 4" meter | 3 | 3 | 3 | 3 | 3 | 3 |
| 37 | 6" meter | 2 | 2 | 2 | 2 | 2 | 2 |
| 38 | 8" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 39 | 10" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 40 | 12" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 41 | Subtotal | 547 | 553 | 560 | 569 | 579 | 587 |
| 42 | | | | | | | |
| 43 | Landscape Irrigation | | | | | | |
| 44 | 5/8" meter | 3 | 3 | 3 | 3 | 3 | 3 |
| 45 | 3/4" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 46 | 1" meter | 24 | 24 | 25 | 25 | 26 | 26 |
| 47 | 1-1/2" meter | 5 | 5 | 5 | 5 | 5 | 5 |
| 48 | 2" meter | 22 | 22 | 23 | 23 | 23 | 24 |
| 49 | 3" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 50 | 4" meter | 1 | 1 | 1 | 1 | 1 | 1 |
| 51 | 6" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 52 | 8" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 53 | 10" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 54 | 12" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 55 | Subtotal | 55 | 56 | 57 | 58 | 59 | 59 |
| 56 | | | | | | | |
| 57 | Schedule Irrigation | | | | | | |
| 58 | 5/8" meter | 1 | 1 | 1 | 1 | 1 | 1 |
| 59 | 3/4" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 60 | 1" meter | 14 | 14 | 14 | 14 | 14 | 14 |
| 61 | 1-1/2" meter | 9 | 9 | 9 | 9 | 9 | 9 |
| 62 | 2" meter | 15 | 15 | 15 | 15 | 15 | 15 |
| 63 | 3" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 64 | 4" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 65 | 6" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 66 | 8" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 67 | 10" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 68 | 12" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 69 | Subtotal | 39 | 39 | 39 | 39 | 39 | 39 |
| 70 | | | | | | | |
| 71 | Construction | | | | | | _ |
| 72 | 5/8" meter | 57 | 57 | 57 | 57 | 57 | 57 |
| 73 | 3/4" meter | 0 | 0 | 0 | 0 | 0 | 0 |

| Line | Customer Accounts (Meters) | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|----------------------------|---------|---------|---------|---------|---------|---------|
| 74 | 1" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 75 | 1-1/2" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 76 | 2" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 77 | 3" meter | 41 | 41 | 41 | 41 | 41 | 41 |
| 78 | 4" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 79 | 6" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 80 | 8" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 81 | 10" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 82 | 12" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 83 | Subtotal | 98 | 98 | 98 | 98 | 98 | 98 |
| 84 | | | | | | | |
| 85 | Non-Potable | | | | | | |
| 86 | 5/8" meter | 1 | 1 | 1 | 1 | 1 | 1 |
| 87 | 3/4" meter | 1 | 1 | 1 | 1 | 1 | 1 |
| 88 | 1" meter | 53 | 53 | 53 | 53 | 53 | 53 |
| 89 | 1-1/2" meter | 93 | 93 | 93 | 93 | 93 | 93 |
| 90 | 2" meter | 178 | 178 | 178 | 178 | 178 | 178 |
| 91 | 3" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 92 | 4" meter | 1 | 1 | 1 | 1 | 1 | 1 |
| 93 | 6" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 94 | 8" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 95 | 10" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 96 | 12" meter | 0 | 0 | 0 | 0 | 0 | 0 |
| 97 | Subtotal | 327 | 327 | 327 | 327 | 327 | 327 |
| 98 | | | | | | | |
| 99 | Total | 21,193 | 21,425 | 21,653 | 21,997 | 22,407 | 22,709 |

Table 2-6 shows the projected number of private fire lines for the study period. District staff provided data for CY 2023 and CY 2024; this study assumes no growth in private fire connections for the period. The number of private fire lines is the unit of service for the District's bi-monthly private fire service charges.

Table 2-6: Projected Customer Accounts (Fire Service)

| Line | Customer Accounts (Fire) | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|-----------------------------|---------|---------|---------|---------|---------|---------|
| 1 | Fire Service | | | | | | |
| 2 | 4" meter | 78 | 78 | 78 | 78 | 78 | 78 |
| 3 | 6" meter | 16 | 16 | 16 | 16 | 16 | 16 |
| 4 | 8" meter | 49 | 49 | 49 | 49 | 49 | 49 |
| 5 | 10" meter | 22 | 22 | 22 | 22 | 22 | 22 |
| 6 | 12" meter | 13 | 13 | 13 | 13 | 13 | 13 |
| 7 | Total | 178 | 178 | 178 | 178 | 178 | 178 |

Table 2-7 shows the demand growth assumptions for each customer class. WRE worked with District staff to determine the most appropriate estimates for annual water usage based on historical trends and an expected water usage rebound from CY 2024 for single family, multifamily, commercial/ industrial, and landscape irrigation customer classes. Following CY 2025,

the study assumes on average 1.5% growth in demand over a four-year period. The study assumes no growth for schedule irrigation, construction, and non-potable customer classes.

Table 2-7: Demand Growth Assumptions

| Line | Water Demand Growth | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|-------------------------|---------|---------|---------|---------|---------|
| 1 | Single Family | 8.1% | 1.1% | 1.6% | 1.9% | 1.4% |
| 2 | Multi-Family | 8.1% | 1.1% | 1.6% | 1.9% | 1.4% |
| 3 | Commercial / Industrial | 8.1% | 1.1% | 1.6% | 1.9% | 1.4% |
| 4 | Landscape Irrigation | 8.1% | 1.1% | 1.6% | 1.9% | 1.4% |
| 5 | Schedule Irrigation | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 6 | Construction | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 7 | Non-Potable | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |

Table 2-8 shows the projected water usage for each customer class and tier. District staff provided actual data for CY 2023 (not shown), which is then projected forward based on the demand growth assumptions (**Table 2-7**).

Table 2-8: Projected Water Usage (ccf)

| Line | Water Usage (ccf) | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|-------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 | Single Family | | | | | | |
| 2 | Tier 1 (0-16 units) | 1,654,711 | 1,788,424 | 1,807,918 | 1,837,290 | 1,872,259 | 1,898,012 |
| 3 | Tier 2 (17-34 units) | 976,369 | 1,055,267 | 1,066,770 | 1,084,101 | 1,104,734 | 1,119,930 |
| 4 | Tier 3 (35+ units) | 923,941 | 998,603 | 1,009,487 | 1,025,888 | 1,045,413 | 1,059,793 |
| 5 | Multi-Family | 153,056 | 165,424 | 167,227 | 169,944 | 173,178 | 175,560 |
| 6 | Commercial / Industrial | 622,452 | 672,751 | 680,084 | 691,133 | 704,287 | 713,974 |
| 7 | Landscape Irrigation | 94,025 | 101,623 | 102,730 | 104,399 | 106,386 | 107,850 |
| 8 | Schedule Irrigation | 14,370 | 14,370 | 14,370 | 14,370 | 14,370 | 14,370 |
| 9 | Construction | 42,569 | 42,569 | 42,569 | 42,569 | 42,569 | 42,569 |
| 10 | Non-Potable | 698,696 | 698,696 | 698,696 | 698,696 | 698,696 | 698,696 |
| 11 | Total (ccf) | 5,180,188 | 5,537,727 | 5,589,851 | 5,668,390 | 5,761,893 | 5,830,755 |

REVENUES FROM CURRENT RATES

Table 2-9 shows the calculated water rate revenues for the study period based on the current effective water rates and the projected units of service.

The bi-monthly meter service charge revenues (Lines 1-9) are calculated by multiplying the effective bi-monthly meter service charges (**Table 2-1**) by the projected meter connections (**Table 2-5**) for six bi-monthly billing periods. The bi-monthly private fire service charge revenues (Lines 11-13) are calculated by multiplying the effective bi-monthly private fire service charges (**Table 2-2**) by the projected private fire connections (**Table 2-6**) for six bi-monthly billing periods. Select large volume commercial, industrial, construction, landscape, and fire service customers are billed monthly instead of bi-monthly, however their charges are shown on a bi-monthly basis, consistent with the billing of all other customers. Actual billing reflects the proportionate amount of each bi-monthly charge.

The quantity charge revenues (Lines 15-23) are calculated by multiplying the effective quantitative use charges (**Table 2-3**) by the projected water usage (**Table 2-8**) in each year. The pass-through surcharge revenues (Lines 12-28) are calculated by multiplying the effective pass-through surcharges (**Table 2-4**) by the total projected water usage for each year (**Table 2-8**, Line 11).

Table 2-9: Calculated Rate Revenues at Current Rates

| Line | Calculated Rate Revenues | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|--------------|--------------|--------------|--------------|--------------|--------------|
| 1 | Bi-Monthly Meter Service Charge | | | | | | |
| 2 | Single Family | \$4,880,289 | \$4,934,815 | \$4,988,604 | \$5,069,652 | \$5,166,141 | \$5,237,203 |
| 3 | Multi-Family | \$60,361 | \$61,036 | \$61,701 | \$62,703 | \$63,897 | \$64,776 |
| 4 | Commercial / Industrial | \$307,717 | \$311,155 | \$314,546 | \$319,656 | \$325,740 | \$330,221 |
| 5 | Landscape Irrigation | \$42,472 | \$42,947 | \$43,415 | \$44,120 | \$44,960 | \$45,578 |
| 6 | Schedule Irrigation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 7 | Construction | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 8 | Non-Potable | \$290,676 | \$290,676 | \$290,676 | \$290,676 | \$290,676 | \$290,676 |
| 9 | Subtotal | \$5,581,515 | \$5,640,629 | \$5,698,942 | \$5,786,808 | \$5,891,414 | \$5,968,454 |
| 10 | | | | | | | |
| 11 | Bi-Monthly Private Fire Service Charges | | | | | | |
| 12 | Fire Service | \$284,138 | \$284,138 | \$284,138 | \$284,138 | \$284,138 | \$284,138 |
| 13 | Subtotal | \$284,138 | \$284,138 | \$284,138 | \$284,138 | \$284,138 | \$284,138 |
| 14 | | | | | | | |
| 15 | Quantitative Use Charge (\$/ccf) | | | | | | |
| 16 | Single Family | \$4,183,481 | \$4,521,540 | \$4,570,824 | \$4,645,084 | \$4,733,492 | \$4,798,603 |
| 17 | Multi-Family | \$206,625 | \$223,322 | \$225,756 | \$229,424 | \$233,790 | \$237,006 |
| 18 | Commercial / Industrial | \$790,514 | \$854,393 | \$863,706 | \$877,739 | \$894,444 | \$906,747 |
| 19 | Landscape Irrigation | \$132,575 | \$143,288 | \$144,850 | \$147,203 | \$150,005 | \$152,068 |
| 20 | Schedule Irrigation | \$20,262 | \$20,262 | \$20,262 | \$20,262 | \$20,262 | \$20,262 |
| 21 | Construction | \$66,408 | \$66,408 | \$66,408 | \$66,408 | \$66,408 | \$66,408 |
| 22 | Non-Potable | \$747,605 | \$747,605 | \$747,605 | \$747,605 | \$747,605 | \$747,605 |
| 23 | Subtotal | \$6,147,469 | \$6,576,817 | \$6,639,410 | \$6,733,724 | \$6,846,006 | \$6,928,699 |
| 24 | | | | | | | |
| 25 | Pass-Thru Surcharges | | | | | | |
| 26 | SGPWA Importation Charges | \$3,729,735 | \$3,987,163 | \$4,024,692 | \$4,081,241 | \$4,148,563 | \$4,198,144 |
| 27 | SCE Power Charges | \$2,175,679 | \$2,325,845 | \$2,347,737 | \$2,380,724 | \$2,419,995 | \$2,448,917 |
| 28 | Subtotal | \$5,905,414 | \$6,313,008 | \$6,372,430 | \$6,461,965 | \$6,568,558 | \$6,647,061 |
| 29 | | | | | | | |
| 30 | Total | \$17,918,536 | \$18,814,592 | \$18,994,920 | \$19,266,635 | \$19,590,115 | \$19,828,352 |

REVENUE SUMMARY

Table 2-10 shows the summary of projected revenues for the study period. District staff provided the budgeted revenues for CY 2024 and projected revenues for CY 2025; all other years

are projected based on the relevant assumptions or calculations. A comprehensive breakdown of the revenues that fall into each category is available in the **Appendix** (**Table 4-1**).

Water sales (Line 1) include all rate revenue except for pass-through surcharges (Line 2). Water sales (Line 1) plus pass-through surcharges (Line 2) for CY 2026 through CY 2029 are equal to the calculated rate revenues at current rates (**Table 2-9**, Line 30). Notice and reinstatement revenues are inflated based on a 5% growth rate in Other Charges for Service (Line 3). Other revenues in Other Charges for Service are either inflated by a 1% growth rate or not inflated. In District Housing Charges (Line 4), utilities are inflated based on an 8% growth rate while other revenues are not inflated. Capacity Charges (Line 5) are inflated based on a 3% growth rate, and Interest Earned (Line 6) is calculated based on ending fund balances and a 1% interest rate.

Line Revenues CY 2024 CY 2025 CY 2026 CY 2027 CY 2028 CY 2029 Water Sales \$11,823,000 \$12,138,465 \$12,622,490 \$12,804,670 \$13,021,558 \$13,181,291 1 2 Pass-Thru Surcharges \$6,676,127 \$6,372,430 \$6,461,965 \$6,647,061 \$5,990,000 \$6,568,558 3 Other Charges for Service \$645,000 \$561,915 \$575,505 \$589,710 \$604,562 \$620,092 4 **District Housing Charges** \$42,000 \$45,100 \$46,716 \$48,461 \$50,346 \$52,382 5 Capacity Charges \$2,053,000 \$2,128,915 \$2,186,398 \$2,245,550 \$2,306,418 \$2,369,055 6 Interest Earned \$1,751,500 \$1,816,100 \$1,816,100 \$497,451 \$500,504 \$523,694 7 Total \$22,304,500 \$23,366,622 \$23,619,639 \$22,647,808 \$23,051,947 \$23,393,576

Table 2-10: Revenue Summary

2.3 OPERATING EXPENSES

INFLATIONARY ASSUMPTIONS

WRE worked with District staff to determine the annual inflationary assumptions to apply to the District's O&M expense budget. District staff provided actual expenses for CY 2023, budgeted expenses for CY 2024, and projected expenses for CY 2025. All other years are projected based on the inflationary assumptions shown in **Table 2-11** (Lines 1-5). There are additional staffing expenses starting in CY 2026 and CY 2027. For these expenses, District staff provided estimated expenses for CY 2026 and CY 2027; all other years are projected based on the inflationary assumptions show in **Table 2-11** (Lines 6-7). It should be noted that no additional staff are provided for recycled water system implementation and/or operation due to the uncertainty of timing, quantity, and cost of recycled water from the City of Beaumont.

| | Table 2-11. Expense initationally Assumptions | | | | | | | | | |
|------|---|---------|---------|---------|---------|--|--|--|--|--|
| Line | Inflationary Assumptions | CY 2026 | CY 2027 | CY 2028 | CY 2029 | | | | | |
| 1 | General | 3.0% | 3.0% | 3.0% | 3.0% | | | | | |
| 2 | Labor | 5.0% | 5.0% | 5.0% | 5.0% | | | | | |
| 3 | Benefits | 5.0% | 5.0% | 5.0% | 5.0% | | | | | |
| 4 | Water Supply | 5.0% | 5.0% | 5.0% | 5.0% | | | | | |
| 5 | Utilities | 5.0% | 5.0% | 5.0% | 5.0% | | | | | |
| 6 | COLA | | 2.5% | 2.5% | 2.5% | | | | | |
| 7 | Merit | | 5.0% | 5.0% | 5.0% | | | | | |

Table 2-11: Expense Inflationary Assumptions

OPERATING EXPENSE SUMMARY

Table 2-12 shows the summary of O&M expenses for the study period. All expenses are inflated based on the assumptions in **Table 2-11**. Detailed operating expense projections are included in the **Appendix (Table 4-2)**.

CY 2024 CY 2025 CY 2026 CY 2027 CY 2028 CY 2029 Line **Expenses** Staffing and Administration \$5,323,700 \$5,583,100 \$5,771,420 \$6,303,507 \$6,648,417 1 \$6,091,370 \$1,177,038 \$1,222,467 2 Information Technology \$1,003,500 \$1,133,400 \$1,269,765 \$1,319,012 3 Source of Supply \$1,541,000 \$1,635,700 \$1,714,668 \$1,799,223 \$1,889,057 \$1,981,792 4 SGPWA Water Purchases \$4,469,000 \$4,468,800 \$4,736,406 \$5,043,102 \$5,382,605 \$5,719,281 SCE Electricity for Wells \$3,100,000 5 \$2,750,000 \$3,285,638 \$3,498,393 \$3,733,905 \$3,967,457 Operations and Maintenance \$5,508,700 \$6,070,700 \$6,610,537 \$6,899,044 \$7,200,725 6 \$6,334,611 7 Additional Staffing² \$0 \$0 \$198,000 \$714,048 \$768,494 \$827,091 8 Total \$20,595,900 \$21,991,700 \$23,217,781 \$24,979,140 \$26,246,376 \$27,663,775

Table 2-12: Operating Expense Summary

2.4 DEBT SERVICE

PROPOSED DEBT SERVICE

Table 2-13 shows the District's proposed annual debt service for the study period. The District has no existing debt. The proposed financial plan scenario includes new debt for each year of the study period (assuming a 5% interest rate, a 30-year term, and 2.0% issuance cost) (Line 1). This results in new annual debt service payments each year (Lines 2-8). This debt issuance results in \$55 million of proceeds used to fund CIP.

| Line | Debt Service | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|------------------------|---------|--------------|--------------|--------------|--------------|-------------|
| 1 | Proposed Debt Issuance | \$0 | \$15,306,122 | \$10,204,082 | \$15,306,122 | \$10,204,082 | \$5,102,041 |
| 2 | Proposed Debt Service | | | | | | |
| 3 | CY 2025 Issuance | | \$995,685 | \$995,685 | \$995,685 | \$995,685 | \$995,685 |
| 4 | CY 2026 Issuance | | | \$663,790 | \$663,790 | \$663,790 | \$663,790 |
| 5 | CY 2027 Issuance | | | | \$995,685 | \$995,685 | \$995,685 |
| 6 | CY 2028 Issuance | | | | | \$663,790 | \$663,790 |
| 7 | CY 2029 Issuance | | | | | | \$331,895 |
| 8 | Total | \$0 | \$995,685 | \$1,659,475 | \$2,655,161 | \$3,318,951 | \$3,650,846 |

Table 2-13: Proposed Debt Service

2.5 CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PROJECTS

Table 2-14 shows the District's six-year CIP. District staff provided inflated project costs based on their estimates (Lines 1-9). Project costs are then broken down by their fund sources (Lines 11-16). Projects to be funded by grants, capacity charges, and developer fees are identified and the total cost of these projects by source is represented below (Lines 11-14). A breakdown of

² Additional staffing expenses account for potential adjustments in role allocation based on District needs, such as replacing IT positions with operating positions

projects funded by capacity charges, developer fees, and grants is included in the **Appendix** (**Table 4-3**). It is assumed that the remainder of projects not funded by grants, capacity charges, or developer fees will be funded by rates, reserves, or new debt (Line 15). Total project costs (Line 9) are equal to total funding sources (Line 16) for each year. The capital execution rate (Line 18) is then applied to the total CIP (Line 9 and Line 16) to determine the total CIP executed each year (Line 19). The execution rate was determined from discussions with District staff. Detailed CIP costs are included in the **Appendix** (**Table 4-3**).

Table 2-14: Capital Project Costs, Funding Sources, and Execution Rate

| Line | Capital Improvement Projects | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|---|-------------|--------------|--------------|--------------|--------------|--------------|
| 1 | Potable Infrastructure Projects | \$1,811,227 | \$27,244,900 | \$21,498,200 | \$24,582,700 | \$13,152,700 | \$18,801,500 |
| 2 | Potable Pipeline Replacements | \$113,824 | \$10,917,100 | \$5,496,600 | \$8,253,900 | \$8,940,300 | \$8,694,000 |
| 3 | IT Network Infrastructure Projects | \$0 | \$109,900 | \$113,400 | \$308,700 | \$120,800 | \$124,500 |
| 4 | IT SCADA/AMR Infrastructure Projects | \$0 | \$2,974,700 | \$869,300 | \$688,000 | \$694,700 | \$701,600 |
| 5 | IT/Field Operations/Administration Projects | \$0 | \$160,100 | \$42,000 | \$54,100 | \$52,300 | \$0 |
| 6 | Vehicles & Equipment | \$45,236 | \$881,900 | \$422,400 | \$834,800 | \$555,900 | \$0 |
| 7 | Non-Potable Infrastructure Projects | \$0 | \$506,800 | \$5,184,600 | \$4,588,900 | \$2,390,700 | \$1,561,200 |
| 8 | Non-Potable Pipeline Projects | \$0 | \$3,074,500 | \$3,680,900 | \$3,794,600 | \$5,301,400 | \$4,908,200 |
| 9 | Total - Capital Improvement Projects | \$1,970,287 | \$45,869,900 | \$37,307,400 | \$43,105,700 | \$31,208,800 | \$34,791,000 |
| 10 | | | | | | | |
| 11 | CIP by Funding Source | | | | | | |
| 12 | Cap. Charge | \$1,785,036 | \$11,137,068 | \$16,543,244 | \$19,126,915 | \$13,662,640 | \$17,055,170 |
| 13 | Developer | \$0 | \$2,897,175 | \$1,384,850 | \$2,028,600 | \$475,500 | \$2,437,100 |
| 14 | Grant | \$11,799 | \$1,483,159 | \$0 | \$0 | \$0 | \$0 |
| 15 | Rates / Reserves / New Debt | \$173,452 | \$30,352,498 | \$19,379,306 | \$21,950,185 | \$17,070,660 | \$15,298,730 |
| 16 | Total - CIP by Funding Source | \$1,970,287 | \$45,869,900 | \$37,307,400 | \$43,105,700 | \$31,208,800 | \$34,791,000 |
| 17 | | | | | | | |
| 18 | Capital Execution Rate | 100% | 65% | 65% | 65% | 65% | 65% |
| 19 | Total - Executed Projects | \$1,970,287 | \$29,815,435 | \$24,249,810 | \$28,018,705 | \$20,285,720 | \$22,614,150 |

CAPITAL EXPENSE SUMMARY

Table 2-15 shows the capital expense summary and funding sources. The proposed debt issuance will provide \$55 million in debt proceeds, which will fund capital projects in each year of the study period. All other project costs will be funded by capacity charges (Line 1), developer fees (Line 2), grants (Line 3), and water rates or reserves (Line 5). Unfunded CIP (Line 6) is equal to the difference between total capital projects (**Table 2-14**, Line 9 and Line 16) and executed capital projects (**Table 2-14**, Line 19).

CY 2024 CY 2025 CY 2026 CY 2027 CY 2028 Line **Capital Financing Plan** CY 2029 1 Cap. Charge Funded \$1,785,036 \$7,239,094 \$10,753,109 \$12,432,495 \$8,880,716 \$11,085,860 **Developer Funded** \$1,883,164 \$900,153 \$309,075 2 \$0 \$1,318,590 \$1,584,115 3 **Grant Funded** \$11,799 \$964,053 \$0 \$0 \$0 \$0 4 **Debt Funded** \$0 \$15,000,000 \$10,000,000 \$10,732,380 \$5,000,000 \$14,267,620 5 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$363,550 \$4,944,175 \$0 6 Unfunded \$0 \$16,054,465 \$13,057,590 \$15,086,995 \$10,923,080 \$12,176,850 Total \$1,970,287 \$45,869,900 \$37,307,400 \$43,105,700 \$31,208,800 \$34,791,000

Table 2-15: Capital Expense Summary

2.6 FINANCIAL POLICIES

RESERVE POLICY

The District's reserve policy maintains cash on hand to meet short-term cash flow requirements, execute CIP projects, and prepare for emergency situations where unanticipated expenses may arise. The reserve target for the study period ranges from approximately \$24.1 million to \$26.8 million in the District's reserve funds.

The District currently has an adopted reserve policy that consists of the following components:

- Operating reserve target: 33% of annual O&M expenses
- Capital replacement reserve target: 100% of average 5-year CIP
- Emergency reserve target: 15% of annual O&M expenses

DEBT COVERAGE REQUIREMENT

The District has no existing debt or coverage requirements. A typical debt coverage requirement is 120% of annual debt service. To meet coverage requirements, net revenues (revenues less O&M expenses) must be at least 120% greater than annual debt service.

2.7 STATUS QUO FINANCIAL PLAN

STATUS QUO FINANCIAL PLAN SCENARIO

Table 2-16 shows the status quo financial plan scenario, which assumes no revenue adjustments and no proposed debt issuances. This scenario is used to evaluate the ability of the current water rates to meet the District's financial targets and to determine the need for revenue adjustments.

Table 2-16: Status Quo Financial Plan Scenario

| Line | Calendar Year | | | Debt Proceeds for CIP | |
|------|------------------|------|-----|-----------------------------|--|
| 1 | CY 2025 | 0.0% | \$0 | \$0 | |
| 2 | CY 2026 | 0.0% | \$0 | \$0 | |
| 3 | CY 2027 | 0.0% | \$0 | \$0 | |
| 4 | CY 2028 | 0.0% | \$0 | \$0 | |
| 5 | CY 2029 | 0.0% | \$0 | \$0 | |

STATUS QUO CASH FLOW PROJECTIONS

Table 2-17 shows the cash flow projections for the status quo financial plan. Revenues³ (Lines 1-8) are from **Table 2-10**. Operating expenses (Lines 10-18) are from **Table 2-12**. Net operating revenue (Line 20) is equal to the difference between total revenues (Line 8) and total expenses (Line 18). The District has no existing debt (Line 23). Net revenue less debt (Line 27) is equal to the difference between net operating revenue (Line 20) and total debt service (Line 25). Rate funded CIP (Line 30) is from **Table 2-15**. The status quo scenario assumes no new debt; all CIP is expected to be rate funded. Net cash flow (Line 33) is equal to the net operating revenue (Line 20) less debt service (Line 25) and rate funded CIP (Line 31). Developer fee proceeds, grant proceeds, debt proceeds, and the portions of each used to fund CIP are not included in the cash flow projections since they are cost neutral (expenses equal to funding sources over the five-year period). Capacity charge revenues and capacity charged funded CIP are also not included because capacity charge revenue is designated for specific capital projects.

The net operating revenue (Line 20) in this scenario is negative for all years following CY 2025, meaning that the District's current revenues are not sufficient to fund its operating expenses and indicate an operating deficit. Additionally, the net cash flow (Line 33) in the status quo scenario is negative for all years, meaning that the District's current revenues are also not sufficient to fund its annual CIP.

Water Resources Economics

³ Interest earned (Line 7) is different in the status quo financial plan scenario because it is based on projected fund balances. The status quo scenario results in lower fund balances; therefore, the District has less interest earned. **Table 2-10** shows the interest earned for the proposed financial plan scenario.

Table 2-17: Projected Cash Flows (Status Quo Financial Plan)

| Line | Cash Flow Projections | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|---------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|
| 1 | Revenues | O1 2024 | C1 2025 | C1 2020 | C1 2027 | C1 2020 | C1 2029 |
| 2 | Rate Revenues at Existing Rates | \$11,823,000 | \$12,138,465 | \$12,622,490 | \$12,804,670 | \$13,021,558 | \$13,181,291 |
| 3 | Revenue Adjustments | \$11,823,000 | \$0 | \$12,022,490 | \$0 | \$13,021,338 | \$13,101,291 |
| 4 | Pass-Thru Surcharges | \$5,990,000 | \$7,568,800 | \$8,022,044 | \$8,541,495 | \$9,116,510 | \$9,686,738 |
| 5 | Other Charges for Service | \$645,000 | \$561,915 | \$575,505 | \$589,710 | \$604,562 | \$620,092 |
| 6 | District Housing Charges | | \$45,100 | | | | |
| | Interest Earned | \$42,000 | | \$46,716 | \$48,461 | \$50,346 | \$52,382 |
| 7 | | \$1,751,500 | \$1,816,100 | \$240,000 | \$240,000 | \$240,000 | \$240,000 |
| 8 | Subtotal | \$20,251,500 | \$22,130,380 | \$21,506,755 | \$22,224,337 | \$23,032,976 | \$23,780,502 |
| 9 | _ | | | | | | |
| 10 | Expenses | 4 | * | 4 / /00 | 40.001.000 | . | ***** |
| 11 | Staffing and Administration | \$5,323,700 | \$5,583,100 | \$5,771,420 | \$6,091,370 | \$6,303,507 | \$6,648,417 |
| 12 | Information Technology | \$1,003,500 | \$1,133,400 | \$1,177,038 | \$1,222,467 | \$1,269,765 | \$1,319,012 |
| 13 | Source of Supply | \$1,541,000 | \$1,635,700 | \$1,714,668 | \$1,799,223 | \$1,889,057 | \$1,981,792 |
| 14 | SGPWA Water Purchases | \$4,469,000 | \$4,468,800 | \$4,736,406 | \$5,043,102 | \$5,382,605 | \$5,719,281 |
| 15 | SCE Electricity for Wells | \$2,750,000 | \$3,100,000 | \$3,285,638 | \$3,498,393 | \$3,733,905 | \$3,967,457 |
| 16 | Operations and Maintenance | \$5,508,700 | \$6,070,700 | \$6,334,611 | \$6,610,537 | \$6,899,044 | \$7,200,725 |
| 17 | Additional Staffing | \$0 | \$0 | \$198,000 | \$714,048 | \$768,494 | \$827,091 |
| 18 | Subtotal | \$20,595,900 | \$21,991,700 | \$23,217,781 | \$24,979,140 | \$26,246,376 | \$27,663,775 |
| 19 | | | | | | | |
| 20 | Net Operating Revenue | (\$344,400) | \$138,680 | (\$1,711,026) | (\$2,754,803) | (\$3,213,401) | (\$3,883,273) |
| 21 | | | | | | | |
| 22 | Debt Service | | | | | | |
| 23 | Existing Debt Service | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 24 | Proposed Debt Service | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 25 | Subtotal | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 26 | | | | | | | |
| 27 | Net Revenue Less Debt | (\$344,400) | \$138,680 | (\$1,711,026) | (\$2,754,803) | (\$3,213,401) | (\$3,883,273) |
| 28 | | | | | | | |
| 29 | Capital Projects | | | | | | |
| 30 | Rate Funded | \$173,452 | \$30,352,498 | \$19,379,306 | \$21,950,185 | \$17,070,660 | \$15,298,730 |
| 31 | Subtotal | \$173,452 | \$30,352,498 | \$19,379,306 | \$21,950,185 | \$17,070,660 | \$15,298,730 |
| 32 | | | | | | | |
| 33 | Net Cash Flow | (\$517,852) | (\$30,213,818) | (\$21,090,332) | (\$24,704,988) | (\$20,284,061) | (\$19,182,003) |

STATUS QUO FUND BALANCE PROJECTIONS

Table 2-18 shows the unrestricted fund balance projections for the status quo financial plan. Based on the sources (revenues) and uses (operating expenses, debt service, and CIP) of funds, the District's unrestricted fund balances will be negative by the end of CY 2026. At the end of the study period, the District's fund balances will be approximately negative \$84.3 million in CY 2029, from a starting balance of approximately \$31.7 million in CY 2024. This represents a net loss of approximately \$116.0 million over six years.

Table 2-19 shows the restricted fund balance projections for the status quo financial plan. Capacity charge revenue is in a restricted fund designated for capacity charge funded capital projects. Based on the sources (capacity charges) and uses (capacity charge funded CIP), the District's restricted fund balances will be negative by the end of CY 2028. Restricted fund balances are not used to meet reserve targets because these funds cannot be freely spent.

Table 2-18: Projected Unrestricted Fund Balances (Status Quo Financial Plan)

| Line | Unrestricted Fund Balance Projections | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|--------------|--------------|----------------|----------------|----------------|----------------|
| 1 | Beginning Balance | \$31,703,400 | \$31,185,547 | \$971,729 | (\$20,118,603) | (\$44,823,591) | (\$65,107,652) |
| 2 | | | | | | | |
| 3 | Sources of Funds | | | | | | |
| 4 | Rate Revenues at Existing Rates | \$11,823,000 | \$12,138,465 | \$12,622,490 | \$12,804,670 | \$13,021,558 | \$13,181,291 |
| 5 | Revenue Adjustments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 6 | Pass-Thru Surcharges | \$5,990,000 | \$7,568,800 | \$8,022,044 | \$8,541,495 | \$9,116,510 | \$9,686,738 |
| 7 | Other Charges for Service | \$645,000 | \$561,915 | \$575,505 | \$589,710 | \$604,562 | \$620,092 |
| 8 | District Housing Charges | \$42,000 | \$45,100 | \$46,716 | \$48,461 | \$50,346 | \$52,382 |
| 9 | Interest Income | \$1,473,500 | \$1,576,100 | \$0 | \$0 | \$0 | \$0 |
| 10 | Interest Earned | \$278,000 | \$240,000 | \$240,000 | \$240,000 | \$240,000 | \$240,000 |
| 11 | Developer Funds | \$0 | \$2,897,175 | \$1,384,850 | \$2,028,600 | \$475,500 | \$2,437,100 |
| 12 | Grant Funds | \$11,799 | \$1,483,159 | \$0 | \$0 | \$0 | \$0 |
| 13 | Proposed Debt Proceeds | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 14 | Subtotal | \$20,263,299 | \$26,510,714 | \$22,891,605 | \$24,252,937 | \$23,508,476 | \$26,217,602 |
| 15 | | | | | | | |
| 16 | Uses of Funds | | | | | | |
| 17 | Operating Expenses | \$20,595,900 | \$21,991,700 | \$23,217,781 | \$24,979,140 | \$26,246,376 | \$27,663,775 |
| 18 | Debt Service | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 19 | Developer Funded CIP | \$0 | \$2,897,175 | \$1,384,850 | \$2,028,600 | \$475,500 | \$2,437,100 |
| 20 | Grant Funded CIP | \$11,799 | \$1,483,159 | \$0 | \$0 | \$0 | \$0 |
| 21 | Debt Funded CIP | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 22 | Rate Funded CIP | \$173,452 | \$30,352,498 | \$19,379,306 | \$21,950,185 | \$17,070,660 | \$15,298,730 |
| 23 | Subtotal | \$20,781,151 | \$56,724,532 | \$43,981,937 | \$48,957,925 | \$43,792,537 | \$45,399,606 |
| 24 | | | | | | | |
| 25 | Ending Balance | \$31,185,547 | \$971,729 | (\$20,118,603) | (\$44,823,591) | (\$65,107,652) | (\$84,289,655) |

Table 2-19: Projected Restricted Fund Balances (Status Quo Financial Plan)

| Line | Restricted Fund Balance Projections | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|--------------|--------------|--------------|--------------|---------------|----------------|
| 1 | Beginning Balance | \$49,869,475 | \$50,137,439 | \$41,129,286 | \$26,772,440 | \$9,891,075 | (\$1,465,146) |
| 2 | | | | | | | |
| 3 | Sources of Funds | | | | | | |
| 4 | Capacity Charges | \$2,053,000 | \$2,128,915 | \$2,186,398 | \$2,245,550 | \$2,306,418 | \$2,369,055 |
| 5 | Total - Sources of Funds | \$2,053,000 | \$2,128,915 | \$2,186,398 | \$2,245,550 | \$2,306,418 | \$2,369,055 |
| 6 | | | | | | | |
| 7 | Uses of Funds | | | | | | |
| 8 | Cap. Charge Funded CIP | \$1,785,036 | \$11,137,068 | \$16,543,244 | \$19,126,915 | \$13,662,640 | \$17,055,170 |
| 9 | Total - Uses of Funds | \$1,785,036 | \$11,137,068 | \$16,543,244 | \$19,126,915 | \$13,662,640 | \$17,055,170 |
| 10 | | | | | | | |
| 11 | Ending Balance | \$50,137,439 | \$41,129,286 | \$26,772,440 | \$9,891,075 | (\$1,465,146) | (\$16,151,260) |

STATUS QUO FINANCIAL PERFORMANCE

The District's financial performance is evaluated based on the reserve targets, as shown in **Table 2-20**. Under the status quo financial plan, the District will not meet its reserve targets from CY 2025 to CY 2029. Fund balances are the District's constraining factor during the study period.

Table 2-20: Forecasted Financial Performance (Status Quo Financial Plan)

| Line | Financial Performance | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--------------------------|--------------|--------------|----------------|----------------|----------------|----------------|
| 1 | Reserve Policy | | | | | | |
| 2 | Operating | \$6,771,255 | \$7,230,148 | \$7,633,243 | \$8,212,320 | \$8,628,946 | \$9,094,940 |
| 3 | Capital Replacement | \$17,785,220 | \$20,810,276 | \$20,810,276 | \$20,810,276 | \$20,810,276 | \$20,810,276 |
| 4 | Emergency | \$3,089,385 | \$3,298,755 | \$3,482,667 | \$3,746,871 | \$3,936,956 | \$4,149,566 |
| 5 | Combined Target | \$27,645,860 | \$31,339,179 | \$31,926,186 | \$32,769,467 | \$33,376,178 | \$34,054,782 |
| 6 | Combined Reserves | \$31,185,547 | \$971,729 | (\$20,118,603) | (\$44,823,591) | (\$65,107,652) | (\$84,289,655) |
| 7 | Meets Target? | Yes | No | No | No | No | No |
| 8 | | | | | | | |
| 9 | Debt Coverage | | | | | | |
| 10 | Required Coverage | 120% | 120% | 120% | 120% | 120% | 120% |
| 11 | Calculated Coverage | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |
| 12 | Meets Target? | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |
| 12 | Meets Target? | No Debt | No Debt | No Debt | No Debt | No Debt | No Debt |

Figure 2-1 shows the comparison of revenues and the revenue requirement for the status quo scenario. The stacked bars represent the revenue requirements, or costs: dark blue for O&M expenses, and light blue for rate funded CIP. The District will not be adding to its reserves (grey bars) in this scenario. The current revenue, shown as a solid line, is lower than the revenue requirements, meaning that revenues are insufficient to fund necessary costs. The red circle represents an operating deficit where revenues are insufficient to fund O&M expenses starting in CY 2026.

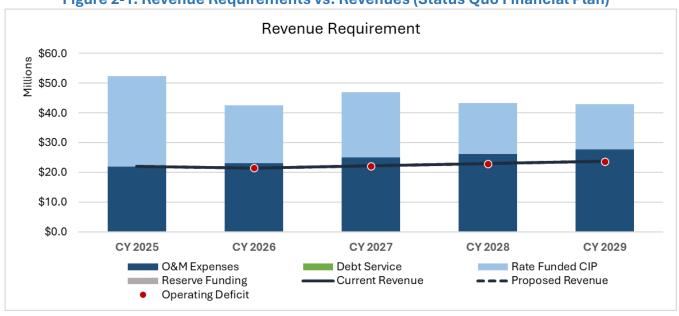


Figure 2-1: Revenue Requirements vs. Revenues (Status Quo Financial Plan)

Figure 2-2 shows the fund balance projections in the status quo financial plan. The District's ending balance (green bars) will not meet the reserve targets (dashed line) from CY 2025 through CY 2029. The District's fund balances will be negative starting in CY 2026.

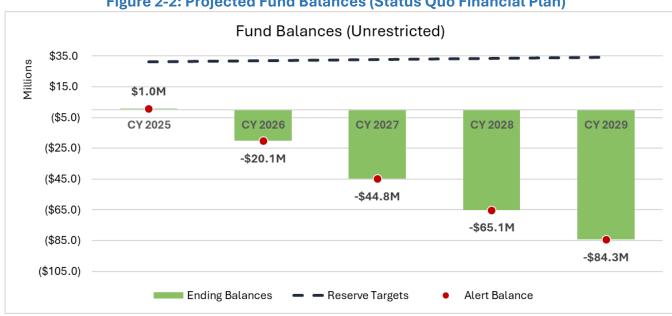


Figure 2-2: Projected Fund Balances (Status Quo Financial Plan)

2.8 PROPOSED FINANCIAL PLAN

PROPOSED FINANCIAL PLAN SCENARIO

The proposed financial plan includes five years of revenue adjustments and debt issuances, shown in **Table 2-21**. These adjustments are needed to maintain the District's financial sufficiency and were developed based on direction from the District's Board of Directors.

Debt Calendar Revenue Debt Line **Proceeds for** Year Adjustment Issuance CIP CY 2025 \$15,306,122 \$15,000,000 15.0% 1 CY 2026 15.0% \$10,204,082 \$10,000,000 2 3 CY 2027 15.0% \$15,306,122 \$15,000,000 4 CY 2028 15.0% \$10,204,082 \$10,000,000 \$5,000,000 5 CY 2029 15.0% \$5,102,041

Table 2-21: Proposed Financial Plan Scenario

PROPOSED CASH FLOW PROJECTIONS

Table 2-22 shows the cash flow projections for the proposed financial plan. Revenues (Lines 1-8) are from **Table 2-10**. Revenue adjustments (Line 3) are based on the proposed revenue adjustments in **Table 2-21**. Operating expenses (Lines 10-18) are from **Table 2-12**. Net operating revenue (Line 20) is equal to the difference between total revenues (Line 8) and total expenses (Line 18). Debt service (Lines 22-25) is from **Table 2-13**. Net revenue less debt (Line 27) is equal to the difference between net operating revenue (Line 20) and total debt service (Line 25). Rate funded CIP (Line 30) is from **Table 2-15**.

Net cash flow (Line 33) is equal to the net operating revenue (Line 20) less debt service (Line 25) and rate funded CIP (Line 31). Grant proceeds, debt proceeds, developer fee proceeds, and portions of each used to fund CIP are not included in the cash flow projections, since they are cost neutral (expenses equal to funding sources over the five-year period). Capacity charge revenues and capacity charge funded CIP are also not included because capacity charge revenue is designated for specific capital projects.

Table 2-22: Projected Cash Flows (Proposed Financial Plan)

| Revenues | Line | Cook Flow Projections | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|--|------|-----------------------------|--------------|-----------------|---------------|--------------|--------------|----------------|
| 2 Rate Revenues at Existing Rates \$11,823,000 \$12,138,465 \$12,622,490 \$12,804,670 \$13,021,558 \$13,181,25 | | - | CY 2024 | C1 2025 | G1 2026 | GY 2027 | G1 2026 | C1 2029 |
| Revenue Adjustments | | | ¢11 000 000 | ¢10.100.40F | ¢10,000,400 | ¢10.004.070 | ¢12.021.FF0 | ¢12.101.201 |
| ## Pass-Thru Surcharges | | | | | | | | |
| 5 Other Charges for Service \$645,000 \$561,915 \$575,505 \$589,710 \$604,562 \$620,06 6 District Housing Charges \$42,000 \$45,100 \$497,451 \$500,504 \$523,694 \$541,42 8 Subtotal \$20,251,500 \$23,344,227 \$25,834,959 \$29,154,474 \$33,069,898 \$37,412,91 9 10 Expenses 11 Staffing and Administration \$5,323,700 \$5,583,100 \$5,771,420 \$6,091,370 \$6,303,507 \$6,648,41 12 Information Technology \$1,003,500 \$1,133,400 \$1,177,038 \$1,222,467 \$1,269,765 \$1,319,01 13 Source of Supply \$1,541,000 \$1,635,700 \$1,714,668 \$1,799,223 \$1,889,057 \$1,981,75 15 SCE Electricity for Wells \$2,750,000 \$3,100,000 \$3,285,638 \$3,498,393 \$3,733,905 \$3,967,45 16 Operations and Maintenance \$5,508,700 \$6,070,700 \$6,334,611 \$6,610,537 \$6,899,044 \$7,200,72 18 | - | • | | | | | | |
| District Housing Charges \$42,000 \$45,100 \$46,716 \$48,461 \$50,346 \$52,3694 \$541,425 \$8 \$1,751,500 \$1,816,100 \$497,451 \$500,504 \$523,694 \$541,425 \$9 \$9 \$10 \$23,344,227 \$25,834,959 \$29,154,474 \$33,069,898 \$37,412,919 \$10 \$2 \$2 \$2 \$2 \$2 \$2 \$2 \$ | | | | | | | | |
| The content of the | | | | | | | | |
| 8 Subtotal \$20,251,500 \$23,344,227 \$25,834,959 \$29,154,474 \$33,069,898 \$37,412,919 10 Expenses 11 Staffing and Administration \$5,323,700 \$5,583,100 \$5,771,420 \$6,091,370 \$6,303,507 \$6,648,4412 Information Technology \$1,003,500 \$1,133,400 \$1,177,038 \$1,222,467 \$1,269,765 \$1,319,0113 Source of Supply \$1,541,000 \$1,635,700 \$1,714,668 \$1,799,223 \$1,889,057 \$1,991,7514 \$6,000 \$4,469,000 \$4,469,800 \$4,736,406 \$5,043,102 \$5,382,605 \$5,719,265 \$1,319,0115 \$6,000 \$1,0 | | | | | | | | \$52,382 |
| 9 | | | | | | | | \$541,420 |
| 10 Expenses | | Subtotal | \$20,251,500 | \$23,344,227 | \$25,834,959 | \$29,154,474 | \$33,069,898 | \$37,412,915 |
| 11 Staffing and Administration \$5,323,700 \$5,583,100 \$5,771,420 \$6,091,370 \$6,303,507 \$6,648,41 12 Information Technology \$1,003,500 \$1,133,400 \$1,177,038 \$1,222,467 \$1,269,765 \$1,319,01 13 Source of Supply \$1,541,000 \$1,635,700 \$1,714,668 \$1,799,223 \$1,889,057 \$1,981,75 14 SGPWA Water Purchases \$4,469,000 \$4,468,800 \$4,736,406 \$5,043,102 \$5,382,605 \$5,719,28 15 SCE Electricity for Wells \$2,750,000 \$3,100,000 \$3,285,638 \$3,498,393 \$3,733,905 \$3,967,44 16 Operations and Maintenance \$5,508,700 \$6,070,700 \$6,334,611 \$6,610,537 \$6,899,044 \$7,200,72 17 Additional Staffing \$0 \$0 \$198,000 \$714,048 \$768,494 \$827,06 18 Subtotal \$20,595,900 \$21,991,700 \$23,217,781 \$24,979,140 \$26,246,376 \$27,663,77 20 Net Operating Revenue \$0 \$0 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> | | | | | | | | |
| 12 | | • | | | | | | |
| 13 Source of Supply \$1,541,000 \$1,635,700 \$1,714,668 \$1,799,223 \$1,889,057 \$1,981,75 14 SGPWA Water Purchases \$4,469,000 \$4,468,800 \$4,736,406 \$5,043,102 \$5,382,605 \$5,719,28 15 SCE Electricity for Wells \$2,750,000 \$3,100,000 \$3,285,638 \$3,498,393 \$3,733,905 \$3,967,45 16 Operations and Maintenance \$5,508,700 \$6,070,700 \$6,334,611 \$6,610,537 \$6,899,044 \$7,200,72 17 Additional Staffing \$0 \$0 \$198,000 \$714,048 \$768,494 \$827,00 18 Subtotal \$20,595,900 \$21,991,700 \$23,217,781 \$24,979,140 \$26,246,376 \$27,663,77 19 | 11 | Staffing and Administration | \$5,323,700 | \$5,583,100 | \$5,771,420 | \$6,091,370 | \$6,303,507 | \$6,648,417 |
| 14 SGPWA Water Purchases \$4,469,000 \$4,468,800 \$4,736,406 \$5,043,102 \$5,382,605 \$5,719,26 15 SCE Electricity for Wells \$2,750,000 \$3,100,000 \$3,285,638 \$3,498,393 \$3,733,905 \$3,967,45 16 Operations and Maintenance \$5,508,700 \$6,070,700 \$6,334,611 \$6,610,537 \$6,899,044 \$7,200,72 17 Additional Staffing \$0 \$0 \$198,000 \$714,048 \$768,494 \$827,00 18 Subtotal \$20,595,900 \$21,991,700 \$23,217,781 \$24,979,140 \$26,246,376 \$27,663,77 19 Net Operating Revenue (\$344,400) \$1,352,527 \$2,617,178 \$4,175,334 \$6,823,522 \$9,749,14 21 Debt Service \$0 \$0 \$0 \$0 \$0 \$9,749,14 22 Debt Service \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,84 25 Subtotal \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318, | 12 | Information Technology | \$1,003,500 | \$1,133,400 | \$1,177,038 | \$1,222,467 | \$1,269,765 | \$1,319,012 |
| 15 SCE Electricity for Wells \$2,750,000 \$3,100,000 \$3,285,638 \$3,498,393 \$3,733,905 \$3,967,45 16 Operations and Maintenance \$5,508,700 \$6,070,700 \$6,334,611 \$6,610,537 \$6,899,044 \$7,200,72 17 Additional Staffing \$0 \$0 \$198,000 \$714,048 \$768,494 \$827,063,77 18 Subtotal \$20,595,900 \$21,991,700 \$23,217,781 \$24,979,140 \$26,246,376 \$27,663,77 19 20 Net Operating Revenue (\$344,400) \$1,352,527 \$2,617,178 \$4,175,334 \$6,823,522 \$9,749,14 21 21 22 Debt Service \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$2,655,161 \$3,318,951 \$3,650,842 \$2,655,161 \$3,318,951 \$3,650,842 \$2 \$2,655,161 \$3,318,951 \$3,650,842 \$2 \$2,596,549 \$0 \$363,550 \$4,944,17 \$4,944,17 \$3,650,842 \$2,596,549 \$0 \$363,550 \$4,944,17 \$4,944,17 | 13 | Source of Supply | \$1,541,000 | \$1,635,700 | \$1,714,668 | \$1,799,223 | \$1,889,057 | \$1,981,792 |
| 16 Operations and Maintenance \$5,508,700 \$6,070,700 \$6,334,611 \$6,610,537 \$6,899,044 \$7,200,72 17 Additional Staffing \$0 \$198,000 \$714,048 \$768,494 \$827,063,77 18 Subtotal \$20,595,900 \$21,991,700 \$23,217,781 \$24,979,140 \$26,246,376 \$27,663,77 19 Net Operating Revenue (\$344,400) \$1,352,527 \$2,617,178 \$4,175,334 \$6,823,522 \$9,749,14 21 Debt Service \$0 < | 14 | SGPWA Water Purchases | \$4,469,000 | \$4,468,800 | \$4,736,406 | \$5,043,102 | \$5,382,605 | \$5,719,281 |
| 17 Additional Staffing \$0 \$198,000 \$714,048 \$768,494 \$827,063,77 18 Subtotal \$20,595,900 \$21,991,700 \$23,217,781 \$24,979,140 \$26,246,376 \$27,663,77 19 \$24,979,140 \$26,246,376 \$27,663,77 19 \$24,979,140 \$26,246,376 \$27,663,77 20 Net Operating Revenue (\$344,400) \$1,352,527 \$2,617,178 \$4,175,334 \$6,823,522 \$9,749,14 21 | 15 | SCE Electricity for Wells | \$2,750,000 | \$3,100,000 | \$3,285,638 | \$3,498,393 | \$3,733,905 | \$3,967,457 |
| 18 Subtotal \$20,595,900 \$21,991,700 \$23,217,781 \$24,979,140 \$26,246,376 \$27,663,77 19 (\$344,400) \$1,352,527 \$2,617,178 \$4,175,334 \$6,823,522 \$9,749,14 21 22 Debt Service \$0 | 16 | Operations and Maintenance | \$5,508,700 | \$6,070,700 | \$6,334,611 | \$6,610,537 | \$6,899,044 | \$7,200,725 |
| 19 | 17 | Additional Staffing | \$0 | \$0 | \$198,000 | \$714,048 | \$768,494 | \$827,091 |
| 20 Net Operating Revenue (\$344,400) \$1,352,527 \$2,617,178 \$4,175,334 \$6,823,522 \$9,749,14 21 Debt Service \$0 | 18 | Subtotal | \$20,595,900 | \$21,991,700 | \$23,217,781 | \$24,979,140 | \$26,246,376 | \$27,663,775 |
| 21 Debt Service \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$2 \$2 Existing Debt Service \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,842 \$3,650,842 \$2,655,161 \$3,318,951 \$3,650,842 \$3,650,842 \$3,650,842 \$3,504,571 \$6,098,252 </td <td>19</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> | 19 | | | | | | | |
| 21 Debt Service \$0 \$0 \$0 \$0 \$0 \$0 \$0 \$2 \$2 Existing Debt Service \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,842 \$3,650,842 \$2,655,161 \$3,318,951 \$3,650,842 \$3,650,842 \$3,650,842 \$3,504,571 \$6,098,252 </td <td>20</td> <td>Net Operating Revenue</td> <td>(\$344,400)</td> <td>\$1,352,527</td> <td>\$2,617,178</td> <td>\$4,175,334</td> <td>\$6,823,522</td> <td>\$9,749,140</td> | 20 | Net Operating Revenue | (\$344,400) | \$1,352,527 | \$2,617,178 | \$4,175,334 | \$6,823,522 | \$9,749,140 |
| 23 Existing Debt Service \$0 \$0 \$0 \$0 \$0 \$0 \$2 \$2 Proposed Debt Service \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,842 \$3,650,842 \$3,650,842 \$4,729,124 \$1,520,174 \$3,504,571 \$6,098,29 \$6, | 21 | | | | | | | |
| 24 Proposed Debt Service \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,842 25 Subtotal \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,842 26 Post Revenue Less Debt (\$344,400) \$356,842 \$957,703 \$1,520,174 \$3,504,571 \$6,098,250 28 Post Revenue Less Debt \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 30 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 32 Post Revenue Less Debt \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 | 22 | Debt Service | | | | | | |
| 24 Proposed Debt Service \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,82 25 Subtotal \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,82 26 27 Net Revenue Less Debt (\$344,400) \$356,842 \$957,703 \$1,520,174 \$3,504,571 \$6,098,29 28 29 Capital Projects 30 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 32 | 23 | Existing Debt Service | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 25 Subtotal \$0 \$995,685 \$1,659,475 \$2,655,161 \$3,318,951 \$3,650,842 27 Net Revenue Less Debt (\$344,400) \$356,842 \$957,703 \$1,520,174 \$3,504,571 \$6,098,29 28 29 Capital Projects 30 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 32 | 24 | | \$0 | \$995,685 | \$1,659,475 | \$2,655,161 | \$3,318,951 | \$3,650,846 |
| 26 (\$344,400) \$356,842 \$957,703 \$1,520,174 \$3,504,571 \$6,098,29 28 29 Capital Projects 30 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 32 | 25 | · | \$0 | | | | | \$3,650,846 |
| 27 Net Revenue Less Debt (\$344,400) \$356,842 \$957,703 \$1,520,174 \$3,504,571 \$6,098,29 28 29 Capital Projects 30 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 32 | | | | | | | | , , , |
| 28 29 Capital Projects 30 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 32 \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 | | Net Revenue Less Debt | (\$344,400) | \$356,842 | \$957,703 | \$1,520,174 | \$3,504,571 | \$6,098,294 |
| 29 Capital Projects 30 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 32 | | | (, , , , , | | | | . , , | . , , , |
| 30 Rate Funded \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 32 | | Capital Projects | | | | | | |
| 31 Subtotal \$173,452 \$4,729,124 \$2,596,549 \$0 \$363,550 \$4,944,17 | | | \$173.452 | \$4,729.124 | \$2,596.549 | \$0 | \$363.550 | \$4,944,175 |
| 32 | | | | | | | | \$4,944,175 |
| | | | ψ17 C, 102 | Ψ 1,7 = 0,1 = 1 | ΨΞ,000,040 | Ψ | 4000,000 | Ψ .,σ, ι , ι , |
| | 33 | Net Cash Flow | (\$517,852) | (\$4,372,282) | (\$1,638,846) | \$1,520,174 | \$3,141,021 | \$1,154,119 |

PROPOSED FUND BALANCE PROJECTIONS

Table 2-23 shows the unrestricted fund balance projections for the proposed financial plan. Based on the sources (revenues, revenue adjustments, debt proceeds) and uses (operating expenses, debt service, and CIP) of funds, the District's fund balances will be approximately \$40.0 million at the end of the study.

Table 2-24 shows the restricted fund balance projections for the proposed financial plan. Capacity charge revenue is in a restricted fund designated for capacity charge funded capital projects. Based on the sources (capacity charges) and uses (capacity charge funded CIP), the District's restricted fund balances will be approximately \$11.0 million at the end of the study. Restricted fund balances are not used to meet reserve targets because these funds cannot be freely spent.

Table 2-23: Projected Unrestricted Fund Balances (Proposed Financial Plan)

| Line | Unrestricted Fund Balance Projections | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|--------------|--------------|--------------|--------------|--------------|--------------|
| 1 | Beginning Balance | \$31,703,400 | \$31,185,547 | \$26,813,265 | \$25,174,419 | \$27,426,972 | \$29,835,614 |
| 2 | | | | | | | |
| 3 | Sources of Funds | | | | | | |
| 4 | Rate Revenues at Existing Rates | \$11,823,000 | \$12,138,465 | \$12,622,490 | \$12,804,670 | \$13,021,558 | \$13,181,291 |
| 5 | Revenue Adjustments | \$0 | \$1,213,847 | \$4,070,753 | \$6,669,633 | \$9,753,228 | \$13,330,993 |
| 6 | Pass-Thru Surcharges | \$5,990,000 | \$7,568,800 | \$8,022,044 | \$8,541,495 | \$9,116,510 | \$9,686,738 |
| 7 | Other Charges for Service | \$645,000 | \$561,915 | \$575,505 | \$589,710 | \$604,562 | \$620,092 |
| 8 | District Housing Charges | \$42,000 | \$45,100 | \$46,716 | \$48,461 | \$50,346 | \$52,382 |
| 9 | Interest Income | \$1,473,500 | \$1,576,100 | \$257,451 | \$260,504 | \$283,694 | \$301,420 |
| 10 | Interest Earned | \$278,000 | \$240,000 | \$240,000 | \$240,000 | \$240,000 | \$240,000 |
| 11 | Developer Funds | \$0 | \$1,883,164 | \$900,153 | \$1,318,590 | \$309,075 | \$1,584,115 |
| 12 | Grant Funds | \$11,799 | \$964,053 | \$0 | \$0 | \$0 | \$0 |
| 13 | Proposed Debt Proceeds | \$0 | \$15,000,000 | \$10,000,000 | \$15,000,000 | \$10,000,000 | \$5,000,000 |
| 14 | Subtotal | \$20,263,299 | \$41,191,444 | \$36,735,111 | \$45,473,064 | \$43,378,973 | \$43,997,030 |
| 15 | | | | | | | |
| 16 | Uses of Funds | | | | | | |
| 17 | Operating Expenses | \$20,595,900 | \$21,991,700 | \$23,217,781 | \$24,979,140 | \$26,246,376 | \$27,663,775 |
| 18 | Debt Service | \$0 | \$995,685 | \$1,659,475 | \$2,655,161 | \$3,318,951 | \$3,650,846 |
| 19 | Developer Funded CIP | \$0 | \$1,883,164 | \$900,153 | \$1,318,590 | \$309,075 | \$1,584,115 |
| 20 | Grant Funded CIP | \$11,799 | \$964,053 | \$0 | \$0 | \$0 | \$0 |
| 21 | Debt Funded CIP | \$0 | \$15,000,000 | \$10,000,000 | \$14,267,620 | \$10,732,380 | \$5,000,000 |
| 22 | Rate Funded CIP | \$173,452 | \$4,729,124 | \$2,596,549 | \$0 | \$363,550 | \$4,944,175 |
| 23 | Subtotal | \$20,781,151 | \$45,563,726 | \$38,373,958 | \$43,220,511 | \$40,970,331 | \$42,842,911 |
| 24 | | | | | | | |
| 25 | Ending Balance | \$31,185,547 | \$26,813,265 | \$25,174,419 | \$27,426,972 | \$29,835,614 | \$30,989,733 |

Table 2-24: Projected Restricted Fund Balances (Proposed Financial Plan)

| Line | Restricted Fund Balance Projections | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|--------------|--------------|--------------|--------------|--------------|--------------|
| 1 | Beginning Balance | \$49,869,475 | \$50,137,439 | \$45,027,260 | \$36,460,550 | \$26,273,605 | \$19,699,307 |
| 2 | | | | | | | |
| 3 | Sources of Funds | | | | | | |
| 4 | Capacity Charges | \$2,053,000 | \$2,128,915 | \$2,186,398 | \$2,245,550 | \$2,306,418 | \$2,369,055 |
| 5 | Total - Sources of Funds | \$2,053,000 | \$2,128,915 | \$2,186,398 | \$2,245,550 | \$2,306,418 | \$2,369,055 |
| 6 | | | | | | | |
| 7 | Uses of Funds | | | | | | |
| 8 | Cap. Charge Funded CIP | \$1,785,036 | \$7,239,094 | \$10,753,109 | \$12,432,495 | \$8,880,716 | \$11,085,860 |
| 9 | Total - Uses of Funds | \$1,785,036 | \$7,239,094 | \$10,753,109 | \$12,432,495 | \$8,880,716 | \$11,085,860 |
| 10 | | | | | | | |
| 11 | Ending Balance | \$50,137,439 | \$45,027,260 | \$36,460,550 | \$26,273,605 | \$19,699,307 | \$10,982,503 |

PROPOSED FINANCIAL PERFORMANCE

Table 2-25 shows the forecasted financial performance for the proposed financial plan. Under this plan, the District will meet its reserve targets and debt coverage requirements in all years of the study.

Table 2-25: Forecasted Financial Performance (Proposed Financial Plan)

| Line | Financial CY 2024 Performance | | CY 2025 CY 2026 | | CY 2027 | CY 2028 | CY 2029 |
|------|-------------------------------|--------------|-----------------|--------------|--------------|--------------|--------------|
| 1 | Reserve Policy | | | | | | |
| 2 | Operating | \$6,771,255 | \$7,230,148 | \$7,633,243 | \$8,212,320 | \$8,628,946 | \$9,094,940 |
| 3 | Capital Replacement | \$11,572,535 | \$13,526,679 | \$13,526,679 | \$13,526,679 | \$13,526,679 | \$13,526,679 |
| 4 | Emergency | \$3,089,385 | \$3,298,755 | \$3,482,667 | \$3,746,871 | \$3,936,956 | \$4,149,566 |
| 5 | Combined Target | \$21,433,175 | \$24,055,582 | \$24,642,590 | \$25,485,870 | \$26,092,582 | \$26,771,186 |
| 6 | Combined Reserves | \$31,185,547 | \$26,813,265 | \$25,174,419 | \$27,426,972 | \$29,835,614 | \$30,989,733 |
| 7 | Meets Target? | Yes | Yes | Yes | Yes | Yes | Yes |
| 8 | | | | | | | |
| 9 | Debt Coverage | | | | | | |
| 10 | Required Coverage | 120% | 120% | 120% | 120% | 120% | 120% |
| 11 | Calculated Coverage | No Debt | 136% | 158% | 157% | 206% | 267% |
| 12 | Meets Target? | No Debt | Yes | Yes | Yes | Yes | Yes |

Figure 2-3 shows the comparison of revenues and the revenue requirement for the proposed scenario. The stacked bars represent the revenue requirements, or costs. The current revenue, shown as a solid line, is lower than the revenue requirements. The proposed revenue, shown as a dotted line, is greater than the revenue requirements (except for CY 2025, CY 2026, and CY 2029), meaning that the District's revenues are able to sufficiently fund its expenses. During CY 2025 and CY 2026, the District will be drawing from reserves. The District will start rebuilding reserves in CY 2027 and CY 2028 to fund capital projects in CY 2029.

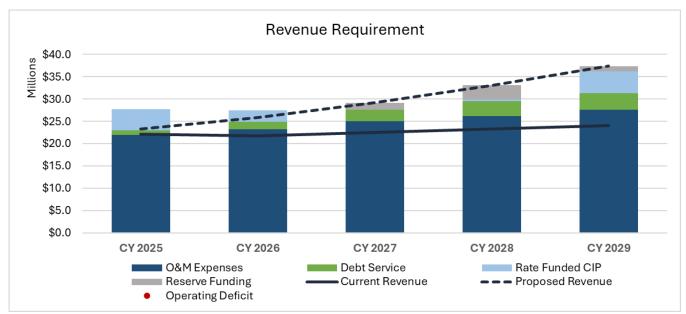


Figure 2-3: Revenue Requirements vs. Revenues (Proposed Financial Plan)

Figure 2-4 shows the debt coverage projections in the proposed financial plan. The required debt coverage (solid black line) is equal to 120%. The District is expected to meet its debt coverage requirements for all years of this scenario.

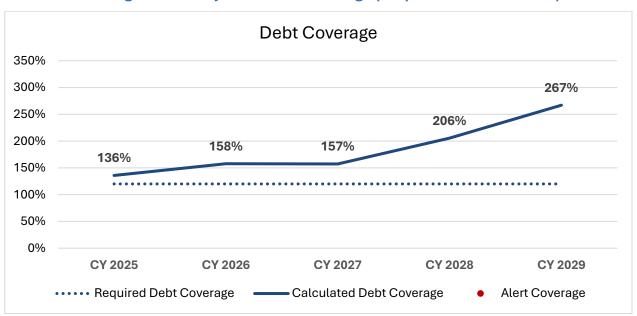


Figure 2-4: Projected Debt Coverage (Proposed Financial Plan)

Figure 2-5 shows the fund balance projections in the proposed financial plan. The District's ending balance (green bars) will meet the reserve targets (dashed line) from CY 2025 through CY 2029.

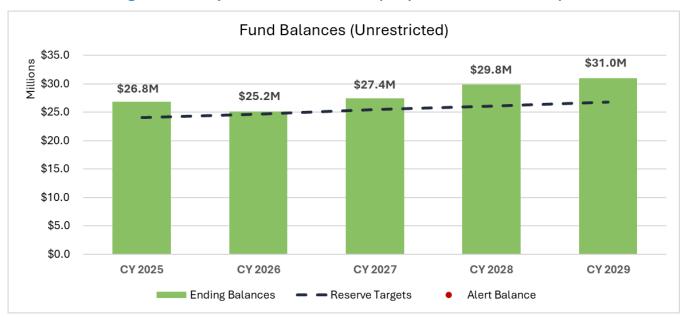


Figure 2-5: Projected Fund Balances (Proposed Financial Plan)

3. WATER RATES

3.1 RATE DESIGN METHODOLOGY

A five-year proposed water rate schedule was developed based on the results of the proposed financial plan. However, adjustments for CY 2028 and CY 2029 are subject to change based on updated cost assessments to meet impending regulatory requirements. If this is the case, then the District and the Board of Directors must revisit the rate study and rate adoption process. Proposed rates for the study period are calculated by increasing the current rates by the proposed annual revenue adjustment percentages from the proposed financial plan.

3.2 PROPOSED WATER RATE SCHEDULE

PROPOSED REVENUE ADJUSTMENTS

Table 3-1 shows the revenue adjustments for the five-year period and their effective date based on the proposed financial plan (**Table 2-21**).

Effective Revenue **Fiscal Year** Line Date **Adjustments** 1 CY 2025 15.0% 5/1/2025 2 CY 2026 15.0% 1/1/2026 3 CY 2027 15.0% 1/1/2027 4 CY 2028 15.0% 1/1/2028 1/1/2029 5 CY 2029 15.0%

Table 3-1: Proposed Revenue Adjustments

PROPOSED WATER RATE SCHEDULE

The proposed water rate schedules are based on the proposed revenue adjustments (**Table 3-1**). The proposed rates for CY 2025 through CY 2029 were calculated by increasing the current rates by the revenue adjustments, rounded up to the nearest cent.

The estimated pass-through surcharges are calculated by dividing the cost of SGPWA imported water and SCE electrical costs by the total water usage per year. However, pass-through surcharges are calculated annually based on cost changes from SGPWA and SCE.

Table 3-2, **Table 3-3**, **Table 3-4**, and **Table 3-5** show the proposed bi-monthly meter service charges, bi-monthly private fire service charges, quantitative use charges, and pass-through surcharges respectively.

Table 3-2: Proposed Bi-Monthly Meter Service Charges

| Line | Bi-Monthly Meter Service Charge | Effective 5/1/2025 | Effective 1/1/2026 | Effective 1/1/2027 | Effective 1/1/2028 | Effective 1/1/2029 |
|------|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 5/8" meter | \$34.08 | \$39.20 | \$45.08 | \$51.85 | \$59.63 |
| 2 | 3/4" meter | \$46.96 | \$54.01 | \$62.12 | \$71.44 | \$82.16 |
| 3 | 1" meter | \$72.74 | \$83.66 | \$96.21 | \$110.65 | \$127.25 |
| 4 | 1-1/2" meter | \$137.22 | \$157.81 | \$181.49 | \$208.72 | \$240.03 |
| 5 | 2" meter | \$214.58 | \$246.77 | \$283.79 | \$326.36 | \$375.32 |
| 6 | 3" meter | \$459.56 | \$528.50 | \$607.78 | \$698.95 | \$803.80 |
| 7 | 4" meter | \$820.59 | \$943.68 | \$1,085.24 | \$1,248.03 | \$1,435.24 |
| 8 | 6" meter | \$1,684.47 | \$1,937.15 | \$2,227.73 | \$2,561.89 | \$2,946.18 |
| 9 | 8" meter | \$3,618.53 | \$4,161.31 | \$4,785.51 | \$5,503.34 | \$6,328.85 |
| 10 | 10" meter | \$5,423.63 | \$6,237.18 | \$7,172.76 | \$8,248.68 | \$9,485.99 |
| 11 | 12" meter | \$6,841.93 | \$7,868.22 | \$9,048.46 | \$10,405.73 | \$11,966.59 |

Table 3-3: Proposed Bi-Monthly Private Fire Service Charges

| Line | Bi-Monthly Private Fire | Effective | Effective | Effective | Effective | Effective |
|------|-------------------------|------------|------------|------------|------------|------------|
| | Service Charges | 5/1/2025 | 1/1/2026 | 1/1/2027 | 1/1/2028 | 1/1/2029 |
| 1 | 4" meter | \$66.73 | \$76.74 | \$88.26 | \$101.50 | \$116.73 |
| 2 | 6" meter | \$178.07 | \$204.79 | \$235.51 | \$270.84 | \$311.47 |
| 3 | 8" meter | \$370.12 | \$425.64 | \$489.49 | \$562.92 | \$647.36 |
| 4 | 10" meter | \$659.02 | \$757.88 | \$871.57 | \$1,002.31 | \$1,152.66 |
| 5 | 12" meter | \$1,059.41 | \$1,218.33 | \$1,401.08 | \$1,611.25 | \$1,852.94 |

Table 3-4: Proposed Quantitative Use Charges

| Line | Quantitative Use Charge (\$/ccf) | Effective 5/1/2025 | Effective 1/1/2026 | Effective 1/1/2027 | Effective 1/1/2028 | Effective 1/1/2029 |
|------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | Single Family | | | | | |
| 2 | Tier 1 (0-16 units) | \$1.02 | \$1.18 | \$1.36 | \$1.57 | \$1.81 |
| 3 | Tier 2 (17-34 units) | \$1.26 | \$1.45 | \$1.67 | \$1.93 | \$2.22 |
| 4 | Tier 3 (35+ units) | \$2.07 | \$2.39 | \$2.75 | \$3.17 | \$3.65 |
| 5 | Multi-Family | \$1.56 | \$1.80 | \$2.07 | \$2.39 | \$2.75 |
| 6 | Commercial / Industrial | \$1.47 | \$1.70 | \$1.96 | \$2.26 | \$2.60 |
| 7 | Landscape Irrigation | \$1.63 | \$1.88 | \$2.17 | \$2.50 | \$2.88 |
| 8 | Schedule Irrigation | \$1.63 | \$1.88 | \$2.17 | \$2.50 | \$2.88 |
| 9 | Construction | \$1.80 | \$2.07 | \$2.39 | \$2.75 | \$3.17 |
| 10 | Non-Potable | \$1.24 | \$1.43 | \$1.65 | \$1.90 | \$2.19 |
| 11 | Fire Service | \$1.80 | \$2.07 | \$2.39 | \$2.75 | \$3.17 |

Table 3-5: Proposed Pass-Through Surcharges⁴

| Line | Pass-Thru Surcharges (\$/ccf) | Effective 5/1/2025 | Effective 1/1/2026 | Effective 1/1/2027 | Effective 1/1/2028 | Effective 1/1/2029 |
|------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | SGPWA Importation Charges | \$0.81 | \$0.86 | \$0.92 | \$0.98 | \$1.04 |
| 2 | SCE Power Charges | \$0.56 | \$0.60 | \$0.64 | \$0.68 | \$0.72 |

3.3 CUSTOMER IMPACTS

Table 3-6 shows the proposed impacts for a Single Family Residential customer with a 5/8" meter (the most common meter size for this customer class, representing approximately 65% of customers) at 30 ccf for their bi-monthly usage. This was estimated from the average bi-monthly residential consumption from CY 2023, assuming slightly higher consumption in CY 2025. The proposed rates present the impact of the 15% revenue adjustment applied to CY 2025.

Table 3-6: Proposed Single Family Residential Customer Impacts

| Line | Residential Customer Impacts | Current Bill | Proposed Bill | Difference (\$) | Difference (%) |
|------|--|-----------------|------------------|--------------------|-------------------|
| 1 | Bi-Monthly Meter Service Charge (5/8" meter) | \$29.63 | \$34.08 | \$4.45 | 15.0% |
| 2 | Quantitative Use Charge (30 ccf) | \$29.34 | \$33.96 | \$4.62 | 15.7% |
| 3 | Pass-Thru Surcharges | \$34.20 | \$41.10 | \$6.90 | 20.2% |
| 4 | Total Charge | \$93.17 | \$109.14 | \$15.97 | 17.1% |

Figure 3-1 shows a bi-monthly bill comparison for a Single Family Residential customer with a 5/8" meter at 30 ccf for their bi-monthly usage. The black sections of each bar represent the portion of each bill funded by fixed charges and the blue sections of each bar represent the portion of each bill funded by variable charges. Relative to the current residential bills of eight other neighboring water agencies, the proposed bill still falls under the area's average residential bill (shown by the gray dashed line).

⁴ Pass-through surcharges are calculated annually based on actual costs incurred by the District each year from SGPWA and SCE. The surcharges shown in this report for January 2026 and later are estimated based on best available data but are subject to change based on pass-through provisions.

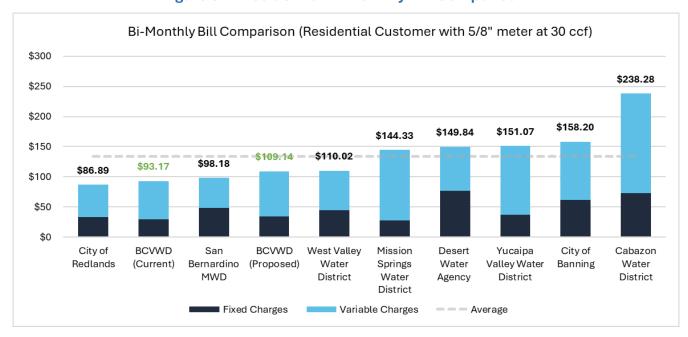


Figure 3-1: Residential Bi-Monthly Bill Comparison

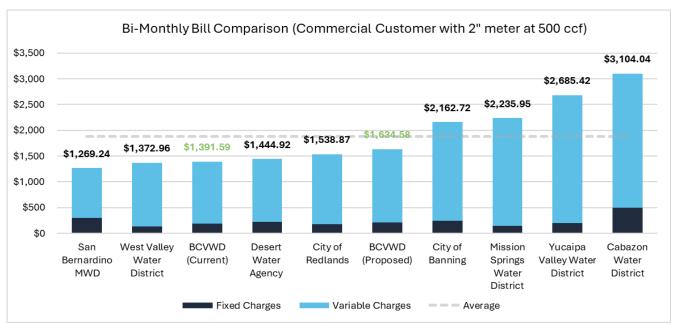
Table 3-7 shows the proposed impacts for a Commercial customer with a 2" meter at 500 ccf. Large volume commercial, industrial, construction, and landscape accounts are billed monthly, but for consistency of presentation, this table and all other report tables are represented as a bimonthly amount. Actual billing reflects the proportionate amount of said bi-monthly charges. These inputs were determined from discussions with District staff and input from the Board of Directors. The proposed rates represent the impact of the 15% revenue adjustment applied to CY 2025.

Table 3-7: Proposed Commercial Customer Impacts

| Line | Commercial Customer Impacts | Current Bill | Proposed Bill | Difference (\$) | Difference (%) |
|------|--|-----------------|------------------|--------------------|-------------------|
| 1 | Bi-Monthly Meter Service Charge (2" meter) | \$186.59 | \$214.58 | \$27.99 | 15.0% |
| 2 | Quantitative Use Charge (500 ccf) | \$635.00 | \$735.00 | \$100.00 | 15.7% |
| 3 | Pass-Thru Surcharges | \$570.00 | \$685.00 | \$115.00 | 20.2% |
| 4 | Total Charge | \$1,391.59 | \$1,634.58 | \$242.99 | 17.5% |

Figure 3-2 shows a bi-monthly bill comparison for a Commercial customer with a 2" meter at 500 ccf for their bi-monthly usage. Large volume commercial, industrial, construction, and landscape accounts are billed monthly, but for consistency of presentation, this Table and all other Tables are represented as a bi-monthly amount. Actual billing reflects the proportionate amount of said bi-monthly charges. The black sections of each bar represent the portion of each bill funded by fixed charges and the blue sections of each bar represent the portion of each bill funded by variable charges. Relative to the current commercial bills of eight other neighboring water agencies, the proposed bill still falls under the area's average commercial bill (shown by the gray dashed line).

Figure 3-2: Commercial Bi-Monthly Bill Comparison



4. APPENDICES

4.1 FINANCIAL PLAN APPENDICES

Table 4-1: Revenues (Detail)⁵

| Line | Revenue | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1 | Water Sales | | | | | | | |
| 2 | Sales | 01-50-510-410100 | \$6,072,000 | \$6,132,800 | \$6,552,741 | \$6,647,055 | \$6,759,336 | \$6,842,029 |
| 3 | Agricultural Irrigation Sales | 01-50-510-410151 | \$27,000 | \$18,317 | \$20,262 | \$20,262 | \$20,262 | \$20,262 |
| 4 | Construction Sales | 01-50-510-410171 | \$93,500 | \$64,372 | \$66,408 | \$66,408 | \$66,408 | \$66,408 |
| 5 | Fixed Meter Charges | 01-50-510-413011 | \$5,630,500 | \$5,922,977 | \$5,983,080 | \$6,070,946 | \$6,175,552 | \$6,252,592 |
| 6 | Pass-Thru Surcharges | | | | | | | |
| 7 | SGPWA Importation Charges | 01-50-510-415001 | \$3,783,000 | \$4,216,501 | \$4,024,692 | \$4,081,241 | \$4,148,563 | \$4,198,144 |
| 8 | SCE Power Charges | 01-50-510-415011 | \$2,207,000 | \$2,459,626 | \$2,347,737 | \$2,380,724 | \$2,419,995 | \$2,448,917 |
| 9 | Other Charges for Service | | | | | | | |
| 10 | Backflow Administration Charges | 01-50-510-413001 | \$69,500 | \$90,180 | \$91,082 | \$91,993 | \$92,913 | \$93,842 |
| 11 | 2nd Notice Charges | 01-50-510-417001 | \$82,000 | \$86,100 | \$90,405 | \$94,925 | \$99,672 | \$104,655 |
| 12 | 3rd Notice Charges | 01-50-510-417011 | \$104,500 | \$113,085 | \$118,739 | \$124,676 | \$130,910 | \$137,456 |
| 13 | Account Reinstatement Fees | 01-50-510-417021 | \$39,000 | \$40,950 | \$42,998 | \$45,147 | \$47,405 | \$49,775 |
| 14 | Lien Processing Fees | 01-50-510-417031 | \$12,000 | \$12,000 | \$12,120 | \$12,241 | \$12,364 | \$12,487 |
| 15 | Credit Check Processing Fees | 01-50-510-417041 | \$18,500 | \$20,000 | \$20,200 | \$20,402 | \$20,606 | \$20,812 |
| 16 | Return Check Fees | 01-50-510-417051 | \$5,500 | \$5,700 | \$5,757 | \$5,815 | \$5,873 | \$5,931 |
| 17 | Customer Damages/Upgrade Charges | 01-50-510-417061 | \$22,500 | \$26,000 | \$26,260 | \$26,523 | \$26,788 | \$27,056 |
| 18 | After-Hours Call Out Charges | 01-50-510-417071 | \$3,000 | \$4,400 | \$4,444 | \$4,488 | \$4,533 | \$4,579 |
| 19 | Bench Test Fees (Credits) | 01-50-510-417081 | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 |
| 20 | Credit Card Processing Fees | 01-50-510-417091 | \$125,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 21 | Well Maintenance Reimbursement | 01-50-510-419031 | \$162,000 | \$162,000 | \$162,000 | \$162,000 | \$162,000 | \$162,000 |
| 22 | Miscellaneous Income | 01-50-510-419061 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 |
| 23 | District Housing Charges | | | | | | | |
| 24 | Maintenance Fees - 13695 Oak Glen Rd | 01-50-510-471011 | \$8,000 | \$8,300 | \$8,300 | \$8,300 | \$8,300 | \$8,300 |
| 25 | Maintenance Fees - 13697 Oak Glen Rd | 01-50-510-471021 | \$9,000 | \$9,300 | \$9,300 | \$9,300 | \$9,300 | \$9,300 |
| 26 | Maintenance Fees - 9781 Avenida Miravilla | 01-50-510-471031 | \$7,000 | \$7,300 | \$7,300 | \$7,300 | \$7,300 | \$7,300 |
| 27 | Utilities - 13695 Oak Glen Rd | 01-50-510-471111 | \$6,000 | \$6,900 | \$7,452 | \$8,048 | \$8,692 | \$9,387 |
| 28 | Utilities - 13697 Oak Glen Rd | 01-50-510-471121 | \$7,000 | \$7,900 | \$8,532 | \$9,215 | \$9,952 | \$10,748 |
| 29 | Utilities - 9781 Avenida Miravilla | 01-50-510-471131 | \$5,000 | \$5,400 | \$5,832 | \$6,299 | \$6,802 | \$7,347 |
| 30 | Capacity Charges | | | | | | | |
| 31 | Capacity Charges-Wells | 01-50-510-481001 | \$388,000 | \$420,100 | \$432,703 | \$445,684 | \$459,055 | \$472,826 |
| 32 | Capacity Charges-Water Rights (SWP) | 01-50-510-481006 | \$245,000 | \$214,921 | \$221,369 | \$228,010 | \$234,850 | \$241,895 |
| 33 | Capacity Charges-Water Treatment Plant | 01-50-510-481012 | \$185,000 | \$200,400 | \$206,412 | \$212,604 | \$218,982 | \$225,552 |
| 34 | Capacity Charges-Local Water Resources | 01-50-510-481018 | \$97,000 | \$85,094 | \$87,647 | \$90,276 | \$92,985 | \$95,774 |
| 35 | Capacity Charges-Recycled Water Facilities | 01-50-510-481024 | \$281,000 | \$283,200 | \$286,032 | \$288,892 | \$291,781 | \$294,699 |

⁵ Revenues are based on the current budget, projected forward from CY 2026 to CY 2029, and do not include revenue adjustments

| Line | Revenue | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|---|------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 36 | Capacity Charges-Transmission (16") | 01-50-510-481030 | \$314,000 | \$340,000 | \$350,200 | \$360,706 | \$371,527 | \$382,673 |
| 37 | Capacity Charges-Storage | 01-50-510-481036 | \$402,000 | \$435,300 | \$448,359 | \$461,810 | \$475,664 | \$489,934 |
| 38 | Capacity Charges-Booster | 01-50-510-481042 | \$28,000 | \$30,400 | \$31,312 | \$32,251 | \$33,219 | \$34,215 |
| 39 | Capacity Charges-Pressure Reducing Stations | 01-50-510-481048 | \$15,000 | \$16,300 | \$16,789 | \$17,293 | \$17,811 | \$18,346 |
| 40 | Capacity Charges-Miscellaneous Projects | 01-50-510-481054 | \$13,000 | \$14,100 | \$14,523 | \$14,959 | \$15,407 | \$15,870 |
| 41 | Capacity Charges-Financing Costs | 01-50-510-481060 | \$61,000 | \$65,100 | \$67,053 | \$69,065 | \$71,137 | \$73,271 |
| 42 | Front Footage Fees | 01-50-510-485001 | \$24,000 | \$24,000 | \$24,000 | \$24,000 | \$24,000 | \$24,000 |
| 43 | Interest Earned | | | | | | | |
| 44 | Interest Income | 01-50-510-490001 | \$1,473,500 | \$1,576,100 | \$1,576,100 | \$257,451 | \$260,504 | \$283,694 |
| 45 | Net Amort/Accret on Investment | 01-50-510-490051 | \$278,000 | \$240,000 | \$240,000 | \$240,000 | \$240,000 | \$240,000 |
| 46 | Total | | \$22,304,500 | \$23,366,622 | \$23,619,639 | \$22,647,808 | \$23,051,947 | \$23,393,576 |

Table 4-2: O&M Expenses (Detail)

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--------------------------------|------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 | Board of Directors | | | | | | | |
| 2 | Board of Directors Fees | 01-10-110-500101 | \$124,500 | \$128,000 | \$134,400 | \$141,120 | \$148,176 | \$155,585 |
| 3 | Social Security | 01-10-110-500115 | \$8,000 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 4 | Medicare | 01-10-110-500120 | \$2,000 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 5 | Health Insurance | 01-10-110-500125 | \$81,500 | \$94,500 | \$99,225 | \$104,186 | \$109,396 | \$114,865 |
| 6 | Life Insurance | 01-10-110-500140 | \$2,500 | \$2,500 | \$2,625 | \$2,756 | \$2,894 | \$3,039 |
| 7 | EAP Program | 01-10-110-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 8 | Workers' Compensation | 01-10-110-500145 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 9 | Training/Education/Mtgs/Travel | 01-10-110-500175 | \$47,000 | \$55,000 | \$57,750 | \$60,638 | \$63,669 | \$66,853 |
| 10 | Election Expenses | 01-10-110-550012 | \$1,000 | \$65,000 | \$5,000 | \$65,000 | \$5,000 | \$65,000 |
| 11 | Supplies-Other | 01-10-110-550043 | \$1,000 | \$1,700 | \$1,751 | \$1,804 | \$1,858 | \$1,913 |
| 12 | Advertising/Legal Notices | 01-10-110-550051 | \$2,500 | \$2,000 | \$2,060 | \$2,122 | \$2,185 | \$2,251 |
| 13 | Engineering | | | | | | | |
| 14 | Labor | 01-20-210-500105 | \$516,000 | \$539,500 | \$566,475 | \$594,799 | \$624,539 | \$655,766 |
| 15 | Incentive Pay | 01-20-210-500114 | \$2,500 | \$2,500 | \$2,500 | \$2,500 | \$2,500 | \$2,500 |
| 16 | Social Security | 01-20-210-500115 | \$39,000 | \$42,000 | \$44,100 | \$46,305 | \$48,620 | \$51,051 |
| 17 | Medicare | 01-20-210-500120 | \$9,500 | \$10,000 | \$10,500 | \$11,025 | \$11,576 | \$12,155 |
| 18 | Health Insurance | 01-20-210-500125 | \$89,500 | \$97,000 | \$101,850 | \$106,943 | \$112,290 | \$117,904 |
| 19 | Life Insurance | 01-20-210-500140 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 20 | EAP Program | 01-20-210-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 21 | Workers' Compensation | 01-20-210-500145 | \$5,000 | \$5,500 | \$5,775 | \$6,064 | \$6,367 | \$6,685 |
| 22 | Unemployment Insurance | 01-20-210-500150 | \$7,500 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 23 | Retirement/CalPERS | 01-20-210-500155 | \$54,500 | \$55,500 | \$58,275 | \$61,189 | \$64,248 | \$67,461 |
| 24 | Uniforms & Employee Benefits | 01-20-210-500165 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 25 | Training/Education/Mtgs/Travel | 01-20-210-500175 | \$8,000 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 26 | Accrued Sick Leave Expense | 01-20-210-500180 | \$30,000 | \$35,500 | \$37,275 | \$39,139 | \$41,096 | \$43,150 |
| 27 | Accrued Vacation Leave Expense | 01-20-210-500185 | \$25,000 | \$31,500 | \$33,075 | \$34,729 | \$36,465 | \$38,288 |
| 28 | Accrual Leave Payments | 01-20-210-500187 | \$18,500 | \$27,500 | \$28,875 | \$30,319 | \$31,835 | \$33,426 |

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|-------------------------------------|------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 29 | Temporary Labor | 01-20-210-500190 | \$45,000 | \$21,100 | \$22,155 | \$23,263 | \$24,426 | \$25,647 |
| 30 | CIP Related Labor | 01-20-210-500195 | (\$225,000) | (\$225,000) | (\$236,250) | (\$248,063) | (\$260,466) | (\$273,489) |
| 31 | Membership Dues | 01-20-210-550030 | \$2,000 | \$2,100 | \$2,163 | \$2,228 | \$2,295 | \$2,364 |
| 32 | Administrative Expenses | 01-20-210-550029 | \$5,000 | \$11,000 | \$11,330 | \$11,670 | \$12,020 | \$12,381 |
| 33 | Office Equipment | 01-20-210-550046 | \$6,000 | \$6,000 | \$6,180 | \$6,365 | \$6,556 | \$6,753 |
| 34 | Advertising/Legal Notices | 01-20-210-550051 | \$5,000 | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 |
| 35 | Development Services | | | | | | | |
| 36 | Labor | 01-20-220-500105 | \$73,000 | \$77,000 | \$80,850 | \$84,893 | \$89,137 | \$93,594 |
| 37 | Social Security | 01-20-220-500115 | \$5,500 | \$5,000 | \$5,250 | \$5,513 | \$5,788 | \$6,078 |
| 38 | Medicare | 01-20-220-500120 | \$1,500 | \$1,500 | \$1,575 | \$1,654 | \$1,736 | \$1,823 |
| 39 | Health Insurance | 01-20-220-500125 | \$19,000 | \$19,500 | \$20,475 | \$21,499 | \$22,574 | \$23,702 |
| 40 | Life Insurance | 01-20-220-500140 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 41 | EAP Program | 01-20-220-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 42 | Workers' Compensation | 01-20-220-500145 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 43 | Unemployment Insurance | 01-20-220-500150 | \$1,500 | \$1,500 | \$1,575 | \$1,654 | \$1,736 | \$1,823 |
| 44 | Retirement/CalPERS | 01-20-220-500155 | \$6,500 | \$7,000 | \$7,350 | \$7,718 | \$8,103 | \$8,509 |
| 45 | Accrued Sick Leave Expense | 01-20-220-500180 | \$4,500 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 46 | Accrued Vacation Leave Expense | 01-20-220-500185 | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 47 | Professional Services | | | | | | | |
| 48 | Development Reimbursable GIS | 01-20-210-540014 | \$50,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 49 | Permits, Fees & Licensing | 01-20-210-540048 | \$3,000 | \$3,000 | \$3,090 | \$3,183 | \$3,278 | \$3,377 |
| 50 | Outside Engineering | 01-20-210-580031 | \$120,000 | \$120,000 | \$123,600 | \$127,308 | \$131,127 | \$135,061 |
| 51 | Media Outreach | 01-30-310-550061 | \$10,000 | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 |
| 52 | Accounting and Audit | 01-30-310-580001 | \$46,000 | \$48,400 | \$49,852 | \$51,348 | \$52,888 | \$54,475 |
| 53 | General Legal | 01-30-310-580011 | \$79,000 | \$83,500 | \$86,005 | \$88,585 | \$91,243 | \$93,980 |
| 54 | Other Professional Services | 01-30-310-580036 | \$341,000 | \$200,000 | \$206,000 | \$212,180 | \$218,545 | \$225,102 |
| 55 | Beaumont Basin Watermaster | 01-50-510-550096 | \$127,000 | \$135,000 | \$139,050 | \$143,222 | \$147,518 | \$151,944 |
| 56 | SAWPA Basin Monitoring Program | 01-50-510-550097 | \$30,000 | \$30,000 | \$30,900 | \$31,827 | \$32,782 | \$33,765 |
| 57 | Finance and Administration | | | | | | | |
| 58 | Labor | 01-30-310-500105 | \$1,055,000 | \$1,114,000 | \$1,169,700 | \$1,228,185 | \$1,289,594 | \$1,354,074 |
| 59 | FSLA Overtime | 01-30-310-500109 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 60 | Overtime | 01-30-310-500110 | \$3,000 | \$3,500 | \$3,675 | \$3,859 | \$4,052 | \$4,254 |
| 61 | Double Time | 01-30-310-500111 | \$2,500 | \$2,500 | \$2,625 | \$2,756 | \$2,894 | \$3,039 |
| 62 | Incentive Pay | 01-30-310-500114 | \$4,000 | \$4,500 | \$4,725 | \$4,961 | \$5,209 | \$5,470 |
| 63 | Social Security | 01-30-310-500115 | \$82,500 | \$89,000 | \$93,450 | \$98,123 | \$103,029 | \$108,180 |
| 64 | Medicare | 01-30-310-500120 | \$19,500 | \$21,000 | \$22,050 | \$23,153 | \$24,310 | \$25,526 |
| 65 | Health Insurance | 01-30-310-500125 | \$216,500 | \$190,500 | \$200,025 | \$210,026 | \$220,528 | \$231,554 |
| 66 | CalPERS Health Administration Costs | 01-30-310-500130 | \$3,000 | \$3,000 | \$3,150 | \$3,308 | \$3,473 | \$3,647 |
| 67 | Life Insurance | 01-30-310-500140 | \$2,000 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 68 | EAP Program | 01-30-310-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 69 | Workers' Compensation | 01-30-310-500145 | \$9,000 | \$9,500 | \$9,975 | \$10,474 | \$10,997 | \$11,547 |
| 70 | Unemployment Insurance | 01-30-310-500150 | \$15,500 | \$16,500 | \$17,325 | \$18,191 | \$19,101 | \$20,056 |
| 71 | Retirement/CalPERS | 01-30-310-500155 | \$222,000 | \$236,000 | \$247,800 | \$260,190 | \$273,200 | \$286,859 |
| 72 | Estimated Current Year OPEB Expense | 01-30-310-500161 | \$104,000 | \$111,300 | \$116,865 | \$122,708 | \$128,844 | \$135,286 |
| 73 | Uniforms & Employee Benefits | 01-30-310-500165 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| 74 | Training/Education/Mtgs/Travel | 01-30-310-500175 | \$37,000 | \$35,000 | \$36,750 | \$38,588 | \$40,517 | \$42,543 |
| 75 | Accrued Sick Leave Expense | 01-30-310-500180 | \$60,000 | \$63,500 | \$66,675 | \$70,009 | \$73,509 | \$77,185 |
| 76 | Accrued Vacation Leave Expense | 01-30-310-500185 | \$98,000 | \$100,500 | \$105,525 | \$110,801 | \$116,341 | \$122,158 |
| 77 | Accrual Leave Payments | 01-30-310-500187 | \$101,500 | \$138,000 | \$144,900 | \$152,145 | \$159,752 | \$167,740 |
| 78 | CIP Related Labor | 01-30-310-500195 | (\$8,000) | \$0 | \$0 | \$0 | \$0 | \$0 |
| 79 | Bank/Financial Service Fees | 01-30-310-550001 | \$4,000 | \$4,000 | \$4,120 | \$4,244 | \$4,371 | \$4,502 |
| 80 | Membership Dues | 01-30-310-550030 | \$43,000 | \$46,200 | \$47,586 | \$49,014 | \$50,484 | \$51,999 |
| 81 | Office Supplies | 01-30-310-550042 | \$11,000 | \$11,200 | \$11,536 | \$11,882 | \$12,239 | \$12,606 |
| 82 | Office Equipment | 01-30-310-550046 | \$5,500 | \$5,500 | \$5,665 | \$5,835 | \$6,010 | \$6,190 |
| 83 | Postage | 01-30-310-550048 | \$60,000 | \$62,200 | \$64,066 | \$65,988 | \$67,968 | \$70,007 |
| 84 | Advertising/Legal Notices | 01-30-310-550051 | \$5,000 | \$1,500 | \$1,545 | \$1,591 | \$1,639 | \$1,688 |
| 85 | Property, Auto & General Liability Insurance | 01-30-310-550054 | \$170,000 | \$378,000 | \$389,340 | \$401,020 | \$413,051 | \$425,442 |
| 86 | Subscriptions | 01-30-310-550066 | \$500 | \$500 | \$515 | \$530 | \$546 | \$563 |
| 87 | Miscellaneous Operating Expenses | 01-30-310-550072 | \$500 | \$500 | \$515 | \$530 | \$546 | \$563 |
| 88 | Bad Debt Expense | 01-30-310-550078 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 |
| 89 | Human Resources and Risk Management | | , ,,,,, | , ,,,,,, | , ,,,,,,, | , ,,,,,,, | , ,,,,,, | , ,,,,,,, |
| 90 | Labor | 01-30-320-500105 | \$101,000 | \$119,000 | \$124,950 | \$131,198 | \$137,757 | \$144,645 |
| 91 | Incentive Pay | 01-30-320-500114 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 92 | Social Security | 01-30-320-500115 | \$7,000 | \$8,500 | \$8,925 | \$9,371 | \$9,840 | \$10,332 |
| 93 | Medicare | 01-30-320-500120 | \$2,000 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 94 | Health Insurance | 01-30-320-500125 | \$27,500 | \$30,500 | \$32,025 | \$33,626 | \$35,308 | \$37,073 |
| 95 | Life Insurance | 01-30-320-500140 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 96 | EAP Program | 01-30-320-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 97 | Workers' Compensation | 01-30-320-500145 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 98 | Unemployment Insurance | 01-30-320-500150 | \$1,500 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 99 | Retirement/CalPERS | 01-30-320-500155 | \$9,000 | \$11,000 | \$11,550 | \$12,128 | \$12,734 | \$13,371 |
| 100 | Uniforms & Employee Benefits | 01-30-320-500165 | \$100 | \$300 | \$315 | \$331 | \$347 | \$365 |
| 101 | Training/Education/Mtgs/Travel | 01-30-320-500175 | \$7,000 | \$3,800 | \$3,990 | \$4,190 | \$4,399 | \$4,619 |
| 102 | District Professional Development | 01-30-320-500176 | \$26,000 | \$18,800 | \$19,740 | \$20,727 | \$21,763 | \$22,852 |
| 103 | General Safety Training & Supplies | 01-30-320-500177 | \$27,000 | \$24,200 | \$25,410 | \$26,681 | \$28,015 | \$29,415 |
| 104 | Accrued Sick Leave Expense | 01-30-320-500180 | \$6,000 | \$7,500 | \$7,875 | \$8,269 | \$8,682 | \$9,116 |
| 105 | Accrued Vacation Leave Expense | 01-30-320-500185 | \$5,500 | \$6,500 | \$6,825 | \$7,166 | \$7,525 | \$7,901 |
| 106 | Employment Testing | 01-30-320-550024 | \$4,500 | \$4,500 | \$4,725 | \$4,961 | \$5,209 | \$5,470 |
| 107 | Employee Retention | 01-30-320-550025 | \$6,000 | \$6,000 | \$6,300 | \$6,615 | \$6,946 | \$7,293 |
| 108 | Recruitment Expense | 01-30-320-550026 | \$12,500 | \$9,000 | \$9,450 | \$9,923 | \$10,419 | \$10,940 |
| 109 | District Certification | 01-30-320-550028 | \$6,000 | \$4,500 | \$4,635 | \$4,774 | \$4,917 | \$5,065 |
| 110 | Membership Dues | 01-30-320-550030 | \$2,000 | \$1,100 | \$1,133 | \$1,167 | \$1,202 | \$1,238 |
| 111 | Office Supplies | 01-30-320-550042 | \$2,000 | \$1,400 | \$1,442 | \$1,485 | \$1,530 | \$1,576 |
| 112 | Advertising/Legal Notices | 01-30-320-550051 | \$2,000 | \$1,600 | \$1,648 | \$1,697 | \$1,748 | \$1,801 |
| 113 | Other Professional Services | 01-30-320-580036 | \$11,000 | \$7,000 | \$7,210 | \$7,426 | \$7,649 | \$7,879 |
| 114 | Customer Service | | | | | | | |
| 115 | Labor | 01-30-330-500105 | \$327,500 | \$397,500 | \$417,375 | \$438,244 | \$460,156 | \$483,164 |
| 116 | FSLA Overtime | 01-30-330-500109 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 117 | Overtime | 01-30-330-500110 | \$8,000 | \$3,000 | \$3,150 | \$3,308 | \$3,473 | \$3,647 |
| 118 | Double Time | 01-30-330-500111 | \$1,000 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|------------------------------------|------------------|------------|-----------|-----------|-----------|-----------|-----------|
| 119 | Incentive Pay | 01-30-330-500114 | \$3,000 | \$3,000 | \$3,150 | \$3,308 | \$3,473 | \$3,647 |
| 120 | Social Security | 01-30-330-500115 | \$24,500 | \$29,000 | \$30,450 | \$31,973 | \$33,571 | \$35,250 |
| 121 | Medicare | 01-30-330-500120 | \$6,000 | \$7,000 | \$7,350 | \$7,718 | \$8,103 | \$8,509 |
| 122 | Health Insurance | 01-30-330-500125 | \$135,500 | \$133,000 | \$139,650 | \$146,633 | \$153,964 | \$161,662 |
| 123 | Life Insurance | 01-30-330-500140 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 124 | EAP Program | 01-30-330-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 125 | Workers' Compensation | 01-30-330-500145 | \$3,000 | \$3,500 | \$3,675 | \$3,859 | \$4,052 | \$4,254 |
| 126 | Unemployment Insurance | 01-30-330-500150 | \$5,000 | \$6,000 | \$6,300 | \$6,615 | \$6,946 | \$7,293 |
| 127 | Retirement/CalPERS | 01-30-330-500155 | \$37,500 | \$46,500 | \$48,825 | \$51,266 | \$53,830 | \$56,521 |
| 128 | Uniforms & Employee Benefits | 01-30-330-500165 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 129 | Training/Education/Mtgs/Travel | 01-30-330-500175 | \$8,500 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 130 | Accrued Sick Leave Expense | 01-30-330-500180 | \$15,500 | \$18,500 | \$19,425 | \$20,396 | \$21,416 | \$22,487 |
| 131 | Accrued Vacation Leave Expense | 01-30-330-500185 | \$21,000 | \$25,500 | \$26,775 | \$28,114 | \$29,519 | \$30,995 |
| 132 | Accrual Leave Payments | 01-30-330-500187 | \$20,500 | \$19,500 | \$20,475 | \$21,499 | \$22,574 | \$23,702 |
| 133 | Temporary Labor | 01-30-330-500190 | \$14,500 | \$15,600 | \$16,380 | \$17,199 | \$18,059 | \$18,962 |
| 134 | Cashiering Shortages/Overages | 01-30-330-550006 | \$100 | \$100 | \$103 | \$106 | \$109 | \$113 |
| 135 | Transaction/Return Fees | 01-30-330-550008 | \$1,500 | \$1,500 | \$1,545 | \$1,591 | \$1,639 | \$1,688 |
| 136 | Transaction/Credit Card Fees | 01-30-330-550010 | \$125,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 137 | Credit Check Fees | 01-30-330-550014 | \$6,500 | \$6,500 | \$6,695 | \$6,896 | \$7,103 | \$7,316 |
| 138 | Membership Dues | 01-30-330-550030 | \$1,500 | \$1,100 | \$1,133 | \$1,167 | \$1,202 | \$1,238 |
| 139 | Notary & Lien Fees | 01-30-330-550036 | \$2,500 | \$2,500 | \$2,575 | \$2,652 | \$2,732 | \$2,814 |
| 140 | Utility Billing Service | 01-30-330-550050 | \$90,000 | \$120,000 | \$123,600 | \$127,308 | \$131,127 | \$135,061 |
| 141 | Advertising/Legal Notices | 01-30-330-550051 | \$0 | \$900 | \$927 | \$955 | \$983 | \$1,013 |
| 142 | Information Technology | 01 00 000 000001 | φυ | φοσο | φοΣί | φοσσ | φοσσ | ψ1,010 |
| 143 | Labor | 01-35-315-500105 | \$169,000 | \$196,000 | \$205,800 | \$216,090 | \$226,895 | \$238,239 |
| 144 | Incentive Pay | 01-35-315-500114 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 145 | Social Security | 01-35-315-500115 | \$14,000 | \$16,500 | \$17,325 | \$18,191 | \$19,101 | \$20,056 |
| 146 | Medicare | 01-35-315-500120 | \$3,500 | \$4,000 | \$4,200 | \$4,410 | \$4,631 | \$4,862 |
| 147 | Health Insurance | 01-35-315-500125 | \$27,500 | \$26,000 | \$27,300 | \$28,665 | \$30,098 | \$31,603 |
| 148 | Life Insurance | 01-35-315-500140 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 149 | EAP Program | 01-35-315-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 150 | Workers' Compensation | 01-35-315-500145 | \$1,500 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 151 | Unemployment Insurance | 01-35-315-500150 | \$2,500 | \$3,000 | \$3,150 | \$3,308 | \$3,473 | \$3,647 |
| 152 | Retirement/CalPERS | 01-35-315-500155 | \$15,000 | \$34,500 | \$36,225 | \$38,036 | \$39,938 | \$41,935 |
| 153 | Training/Education/Mtgs/Travel | 01-35-315-500175 | \$5,000 | \$5,300 | \$5,565 | \$5,843 | \$6,135 | \$6,442 |
| 154 | Accrued Sick Leave Expense | 01-35-315-500180 | \$10,000 | \$11,500 | \$12,075 | \$12,679 | \$13,313 | \$13,978 |
| 155 | Accrued Vacation Leave Expense | 01-35-315-500185 | \$18,500 | \$21,500 | \$22,575 | \$23,704 | \$24,889 | \$26,133 |
| 156 | Accrual Leave Payments | 01-35-315-500187 | \$20,500 | \$32,500 | \$34,125 | \$35,831 | \$37,623 | \$39,504 |
| 157 | CIP Related Labor | 01-35-315-500195 | (\$33,000) | \$0 | \$0 | \$0 | \$0 | \$0 |
| 157 | Telephone/Internet Service | 01-35-315-501511 | \$73,000 | \$93,000 | \$97,650 | \$102,533 | \$107,659 | \$113,042 |
| 159 | Building Alarms and Security | 01-35-315-501511 | \$34,000 | \$34,000 | \$35,700 | \$37,485 | \$39,359 | \$41,327 |
| 160 | GIS Maintenance and Updates | 01-35-315-540014 | \$10,000 | \$10,000 | \$10,300 | \$10,609 | \$10,927 | \$11,255 |
| 161 | Membership Dues | 01-35-315-550030 | \$3,000 | \$3,000 | \$3,090 | \$3,183 | \$3,278 | \$3,377 |
| 162 | Printing/Toner & Maintenance | 01-35-315-550030 | \$30,000 | \$3,000 | \$3,090 | \$31,827 | \$3,278 | \$33,765 |
| 163 | Cyber Security Liability Insurance | 01-35-315-550044 | \$7,500 | \$7,500 | \$7,725 | \$7,957 | \$8,195 | \$8,441 |
| 103 | Cyber Security Liability Insurance | 01-33-313-330056 | φ/,500 | φ7,500 | φ/,/25 | φ/,95/ | φο, 195 | φο,441 |

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|------------------|-------------|-------------|-------------|-------------|-------------|---------------|
| 164 | Computer Hardware | 01-35-315-580016 | \$30,000 | \$30,000 | \$30,900 | \$31,827 | \$32,782 | \$33,765 |
| 165 | IT/Software Support | 01-35-315-580021 | \$8,000 | \$8,000 | \$8,240 | \$8,487 | \$8,742 | \$9,004 |
| 166 | License/Maintenance/Support | 01-35-315-580026 | \$321,000 | \$321,000 | \$330,630 | \$340,549 | \$350,765 | \$361,288 |
| 167 | AMR/AMI Annual Support | 01-35-315-580027 | \$163,000 | \$171,200 | \$176,336 | \$181,626 | \$187,075 | \$192,687 |
| 168 | Cybersecurity Software/Hardware | 01-35-315-580028 | \$58,000 | \$60,900 | \$62,727 | \$64,609 | \$66,547 | \$68,543 |
| 169 | Repair/Purchase Radio Comm Equip | 01-35-315-580030 | \$10,000 | \$10,000 | \$10,300 | \$10,609 | \$10,927 | \$11,255 |
| 170 | Source of Supply | | | | | | | |
| 171 | Labor | 01-40-410-500105 | \$441,500 | \$520,500 | \$546,525 | \$573,851 | \$602,544 | \$632,671 |
| 172 | FSLA Overtime | 01-40-410-500109 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 173 | Overtime | 01-40-410-500110 | \$20,500 | \$25,500 | \$26,775 | \$28,114 | \$29,519 | \$30,995 |
| 174 | Double Time | 01-40-410-500111 | \$7,500 | \$12,000 | \$12,600 | \$13,230 | \$13,892 | \$14,586 |
| 175 | Standby/On-Call | 01-40-410-500113 | \$11,000 | \$11,000 | \$11,550 | \$12,128 | \$12,734 | \$13,371 |
| 176 | Incentive Pay | 01-40-410-500114 | \$3,000 | \$3,000 | \$3,150 | \$3,308 | \$3,473 | \$3,647 |
| 177 | Social Security | 01-40-410-500115 | \$35,500 | \$41,500 | \$43,575 | \$45,754 | \$48,041 | \$50,444 |
| 178 | Medicare | 01-40-410-500120 | \$8,500 | \$10,000 | \$10,500 | \$11,025 | \$11,576 | \$12,155 |
| 179 | Health Insurance | 01-40-410-500125 | \$135,500 | \$128,500 | \$134,925 | \$141,671 | \$148,755 | \$156,193 |
| 180 | Life Insurance | 01-40-410-500140 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 181 | EAP Program | 01-40-410-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 182 | Workers' Compensation | 01-40-410-500145 | \$18,500 | \$22,000 | \$23,100 | \$24,255 | \$25,468 | \$26,741 |
| 183 | Unemployment Insurance | 01-40-410-500150 | \$31,000 | \$36,500 | \$38,325 | \$40,241 | \$42,253 | \$44,366 |
| 184 | Retirement/CalPERS | 01-40-410-500155 | \$140,500 | \$125,500 | \$131,775 | \$138,364 | \$145,282 | \$152,546 |
| 185 | Uniforms & Employee Benefits | 01-40-410-500165 | \$4,000 | \$3,500 | \$3,675 | \$3,859 | \$4,052 | \$4,254 |
| 186 | Training/Education/Mtgs/Travel | 01-40-410-500175 | \$4,500 | \$3,000 | \$3,150 | \$3,308 | \$3,473 | \$3,647 |
| 187 | Accrued Sick Leave Expense | 01-40-410-500180 | \$20,500 | \$24,000 | \$25,200 | \$26,460 | \$27,783 | \$29,172 |
| 188 | Accrued Vacation Leave Expense | 01-40-410-500185 | \$37,000 | \$42,000 | \$44,100 | \$46,305 | \$48,620 | \$51,051 |
| 189 | Accrual Leave Payments | 01-40-410-500187 | \$27,500 | \$30,000 | \$31,500 | \$33,075 | \$34,729 | \$36,465 |
| 190 | CIP Related Labor | 01-40-410-500195 | (\$20,000) | (\$22,800) | (\$23,940) | (\$25,137) | (\$26,394) | (\$27,714) |
| 191 | State Project Water Purchases | 01-40-410-500501 | \$4,469,000 | \$4,468,800 | \$4,736,406 | \$5,043,102 | \$5,382,605 | \$5,719,281 |
| 192 | Electricity - Wells | 01-40-410-501101 | \$2,750,000 | \$3,100,000 | \$3,285,638 | \$3,498,393 | \$3,733,905 | \$3,967,457 |
| 193 | Gas - Wells | 01-40-410-501201 | \$1,000 | \$500 | \$530 | \$564 | \$602 | \$640 |
| 194 | Treatment & Chemicals | 01-40-410-510011 | \$170,000 | \$221,000 | \$234,234 | \$249,402 | \$266,191 | \$282,841 |
| 195 | Lab Testing | 01-40-410-510021 | \$80,000 | \$94,500 | \$100,159 | \$106,645 | \$113,824 | \$120,943 |
| 196 | Small Tools, Parts & Maintenance | 01-40-410-510031 | \$5,000 | \$7,000 | \$7,210 | \$7,426 | \$7,649 | \$7,879 |
| 197 | Maintenance & Repair-Telemetry Equipment | 01-40-410-520021 | \$5,000 | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 |
| 198 | Maintenance & Repair-Pumping Equipment | 01-40-410-520061 | \$200,000 | \$118,000 | \$121,540 | \$125,186 | \$128,942 | \$132,810 |
| 199 | Minor Capital Acquisitions | 01-40-410-530001 | \$0 | \$10,000 | \$10,400 | \$10,816 | \$11,249 | \$11,699 |
| 200 | Regulations Mandates & Tariffs | 01-40-410-540084 | \$150,000 | \$160,000 | \$164,800 | \$169,744 | \$174,836 | \$180,081 |
| 201 | Subscriptions | 01-40-410-550066 | \$1,500 | \$2,000 | \$2,060 | \$2,122 | \$2,185 | \$2,251 |
| 202 | Cross Connections/Non-Potable Water | | . , | , , | , , , | ., | , , | . , , , , , , |
| 203 | Labor | 01-40-430-500105 | \$103,500 | \$111,000 | \$116,550 | \$122,378 | \$128,496 | \$134,921 |
| 204 | FSLA Overtime | 01-40-430-500109 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 205 | Overtime | 01-40-430-500110 | \$6,000 | \$6,500 | \$6,825 | \$7,166 | \$7,525 | \$7,901 |
| 206 | Double Time | 01-40-430-500111 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 207 | Incentive Pay | 01-40-430-500114 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 208 | Social Security | 01-40-430-500115 | \$8,500 | \$9,000 | \$9,450 | \$9,923 | \$10,419 | \$10,940 |
| 208 | Social Security | 01-40-430-500115 | \$8,500 | \$9,000 | \$9,450 | \$9,923 | \$10,419 | \$10, |

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|---|------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 209 | Medicare | 01-40-430-500120 | \$2,000 | \$2,500 | \$2,625 | \$2,756 | \$2,894 | \$3,039 |
| 210 | Health Insurance | 01-40-430-500125 | \$27,500 | \$26,000 | \$27,300 | \$28,665 | \$30,098 | \$31,603 |
| 211 | Life Insurance | 01-40-430-500140 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 212 | EAP Program | 01-40-430-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 213 | Workers' Compensation | 01-40-430-500145 | \$4,500 | \$5,000 | \$5,250 | \$5,513 | \$5,788 | \$6,078 |
| 214 | Unemployment Insurance | 01-40-430-500150 | \$1,500 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 215 | Retirement/CalPERS | 01-40-430-500155 | \$18,500 | \$37,500 | \$39,375 | \$41,344 | \$43,411 | \$45,581 |
| 216 | Uniforms & Employee Benefits | 01-40-430-500165 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 217 | Training/Education/Mtgs/Travel | 01-40-430-500175 | \$1,500 | \$3,500 | \$3,675 | \$3,859 | \$4,052 | \$4,254 |
| 218 | Accrued Sick Leave Expense | 01-40-430-500180 | \$5,000 | \$5,500 | \$5,775 | \$6,064 | \$6,367 | \$6,685 |
| 219 | Accrued Vacation Leave Expense | 01-40-430-500185 | \$7,500 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 220 | Accrual Leave Payments | 01-40-430-500187 | \$7,000 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 221 | Small Tools, Parts & Maintenance | 01-40-430-510031 | \$2,000 | \$3,000 | \$3,090 | \$3,183 | \$3,278 | \$3,377 |
| 222 | Backflow Maintenance | 01-40-430-540001 | \$13,000 | \$15,000 | \$15,450 | \$15,914 | \$16,391 | \$16,883 |
| 223 | Advertising/Legal Notices | 01-40-430-550051 | \$500 | \$500 | \$515 | \$530 | \$546 | \$563 |
| 224 | Subscriptions | 01-40-430-550066 | \$2,000 | \$3,700 | \$3,700 | \$3,700 | \$3,700 | \$3,700 |
| 225 | Transmission and Distribution | | | | | | | |
| 226 | Labor | 01-40-440-500105 | \$1,248,500 | \$1,424,500 | \$1,495,725 | \$1,570,511 | \$1,649,037 | \$1,731,489 |
| 227 | FSLA Overtime | 01-40-440-500109 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 228 | Overtime | 01-40-440-500110 | \$56,000 | \$63,500 | \$66,675 | \$70,009 | \$73,509 | \$77,185 |
| 229 | Double Time | 01-40-440-500111 | \$26,500 | \$27,000 | \$28,350 | \$29,768 | \$31,256 | \$32,819 |
| 230 | Standby/On-Call | 01-40-440-500113 | \$23,000 | \$23,000 | \$24,150 | \$25,358 | \$26,625 | \$27,957 |
| 231 | Incentive Pay | 01-40-440-500114 | \$7,000 | \$7,000 | \$7,350 | \$7,718 | \$8,103 | \$8,509 |
| 232 | Social Security | 01-40-440-500115 | \$99,000 | \$112,000 | \$117,600 | \$123,480 | \$129,654 | \$136,137 |
| 233 | Medicare | 01-40-440-500120 | \$23,500 | \$26,500 | \$27,825 | \$29,216 | \$30,677 | \$32,211 |
| 234 | Health Insurance | 01-40-440-500125 | \$427,000 | \$349,500 | \$366,975 | \$385,324 | \$404,590 | \$424,819 |
| 235 | Life Insurance | 01-40-440-500140 | \$2,500 | \$2,500 | \$2,625 | \$2,756 | \$2,894 | \$3,039 |
| 236 | EAP Program | 01-40-440-500143 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 237 | Workers' Compensation | 01-40-440-500145 | \$42,500 | \$48,500 | \$50,925 | \$53,471 | \$56,145 | \$58,952 |
| 238 | Retirement/CalPERS | 01-40-440-500155 | \$225,500 | \$282,500 | \$296,625 | \$311,456 | \$327,029 | \$343,381 |
| 239 | Uniforms & Employee Benefits | 01-40-440-500165 | \$16,000 | \$18,600 | \$19,530 | \$20,507 | \$21,532 | \$22,608 |
| 240 | Training/Education/Mtgs/Travel | 01-40-440-500175 | \$22,000 | \$20,000 | \$21,000 | \$22,050 | \$23,153 | \$24,310 |
| 241 | General Safety Supplies | 01-40-440-500178 | \$13,000 | \$12,000 | \$12,600 | \$13,230 | \$13,892 | \$14,586 |
| 242 | Accrued Sick Leave Expense | 01-40-440-500180 | \$65,500 | \$74,000 | \$77,700 | \$81,585 | \$85,664 | \$89,947 |
| 243 | Accrued Vacation Leave Expense | 01-40-440-500185 | \$92,000 | \$100,000 | \$105,000 | \$110,250 | \$115,763 | \$121,551 |
| 244 | Accrual Leave Payments | 01-40-440-500187 | \$79,000 | \$80,500 | \$84,525 | \$88,751 | \$93,189 | \$97,848 |
| 245 | Temporary Labor | 01-40-440-500190 | \$0 | \$63,300 | \$66,465 | \$69,788 | \$73,278 | \$76,942 |
| 246 | CIP Related Labor | 01-40-440-500195 | (\$40,000) | (\$40,000) | (\$42,000) | (\$44,100) | (\$46,305) | (\$48,620) |
| 247 | Small Tools, Parts & Maintenance | 01-40-440-510031 | \$22,000 | \$18,000 | \$18,540 | \$19,096 | \$19,669 | \$20,259 |
| 248 | Maintenance and Repair- Pipeline & Hydrants | 01-40-440-520071 | \$145,000 | \$145,000 | \$149,350 | \$153,831 | \$158,445 | \$163,199 |
| 249 | Maintenance and Repair- Hydraulic Valves | 01-40-440-520081 | \$35,000 | \$42,000 | \$43,260 | \$44,558 | \$45,895 | \$47,271 |
| 250 | Minor Capital Acquisitions | 01-40-440-530001 | \$30,000 | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 |
| 251 | Inventory Adjustments | 01-40-440-540024 | \$64,000 | \$50,000 | \$51,500 | \$53,045 | \$54,636 | \$56,275 |
| 252 | Line Locates | 01-40-440-540036 | \$4,000 | \$3,800 | \$3,914 | \$4,031 | \$4,152 | \$4,277 |
| 253 | Meters Maintenance & Services | 01-40-440-540042 | \$170,000 | \$200,000 | \$206,000 | \$212,180 | \$218,545 | \$225,102 |

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|------------------------------------|------------------|------------|------------|------------|-------------|------------|------------|
| 254 | Reservoirs Maintenance | 01-40-440-540078 | \$52,000 | \$65,000 | \$66,950 | \$68,959 | \$71,027 | \$73,158 |
| 255 | Advertising/Legal Notices | 01-40-440-550051 | \$5,000 | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 |
| 256 | Inspections | | | | | | | |
| 257 | Labor | 01-40-450-500105 | \$71,000 | \$74,000 | \$77,700 | \$81,585 | \$85,664 | \$89,947 |
| 258 | Overtime | 01-40-450-500110 | \$12,000 | \$12,000 | \$12,600 | \$13,230 | \$13,892 | \$14,586 |
| 259 | Double Time | 01-40-450-500111 | \$4,500 | \$4,500 | \$4,725 | \$4,961 | \$5,209 | \$5,470 |
| 260 | Standby/On-Call | 01-40-450-500113 | \$3,000 | \$3,000 | \$3,150 | \$3,308 | \$3,473 | \$3,647 |
| 261 | Social Security | 01-40-450-500115 | \$6,000 | \$6,000 | \$6,300 | \$6,615 | \$6,946 | \$7,293 |
| 262 | Medicare | 01-40-450-500120 | \$1,500 | \$1,500 | \$1,575 | \$1,654 | \$1,736 | \$1,823 |
| 263 | Health Insurance | 01-40-450-500125 | \$23,500 | \$19,000 | \$19,950 | \$20,948 | \$21,995 | \$23,095 |
| 264 | Life Insurance | 01-40-450-500140 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 265 | EAP Program | 01-40-450-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 266 | Workers' Compensation | 01-40-450-500145 | \$3,000 | \$3,500 | \$3,675 | \$3,859 | \$4,052 | \$4,254 |
| 267 | Retirement/CalPERS | 01-40-450-500155 | \$13,000 | \$10,000 | \$10,500 | \$11,025 | \$11,576 | \$12,155 |
| 268 | Customer Service and Meter Reading | | , ,,,,,, | , ,,,,,,, | , ,,,,,, | , , , , , , | , , | , , |
| 269 | Labor | 01-40-460-500105 | \$157,500 | \$242,000 | \$254,100 | \$266,805 | \$280,145 | \$294,153 |
| 270 | FSLA Overtime | 01-40-460-500109 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 271 | Overtime | 01-40-460-500110 | \$1,000 | \$6,000 | \$6,300 | \$6,615 | \$6,946 | \$7,293 |
| 272 | Double Time | 01-40-460-500111 | \$500 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 273 | Standby/On-Call | 01-40-460-500113 | \$4,000 | \$6,500 | \$6,825 | \$7,166 | \$7,525 | \$7,901 |
| 274 | Incentive Pay | 01-40-460-500114 | \$1,500 | \$1,500 | \$1,575 | \$1,654 | \$1,736 | \$1,823 |
| 275 | Social Security | 01-40-460-500115 | \$12,500 | \$19,000 | \$19,950 | \$20,948 | \$21,995 | \$23,095 |
| 276 | Medicare | 01-40-460-500120 | \$3,000 | \$4,500 | \$4,725 | \$4,961 | \$5,209 | \$5,470 |
| 277 | Health Insurance | 01-40-460-500125 | \$54,500 | \$65,500 | \$68,775 | \$72,214 | \$75,824 | \$79,616 |
| 278 | Life Insurance | 01-40-460-500140 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 279 | EAP Program | 01-40-460-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 280 | Workers' Compensation | 01-40-460-500145 | \$7,000 | \$10,500 | \$11,025 | \$11,576 | \$12,155 | \$12,763 |
| 281 | Retirement/CalPERS | 01-40-460-500155 | \$51,500 | \$75,000 | \$78,750 | \$82,688 | \$86,822 | \$91,163 |
| 282 | Uniforms & Employee Benefits | 01-40-460-500165 | \$3,000 | \$2,500 | \$2,625 | \$2,756 | \$2,894 | \$3,039 |
| 283 | Training/Education/Mtgs/Travel | 01-40-460-500175 | \$1,000 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 284 | Accrued Sick Leave Expense | 01-40-460-500180 | \$7,500 | \$9,000 | \$9,450 | \$9,923 | \$10,419 | \$10,940 |
| 285 | Accrued Vacation Leave Expense | 01-40-460-500185 | \$11,500 | \$17,000 | \$17,850 | \$18,743 | \$19,680 | \$20,664 |
| 286 | Accrual Leave Payments | 01-40-460-500187 | \$15,000 | \$14,500 | \$15,225 | \$15,986 | \$16,786 | \$17,625 |
| 287 | CIP Related Labor | 01-40-460-500195 | (\$41,000) | (\$41,000) | (\$43,050) | (\$45,203) | (\$47,463) | (\$49,836) |
| 288 | Maintenance and General Plant | | | | | | | |
| 289 | Labor | 01-40-470-500105 | \$163,000 | \$184,000 | \$193,200 | \$202,860 | \$213,003 | \$223,653 |
| 290 | FSLA Overtime | 01-40-470-500109 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 291 | Overtime | 01-40-470-500110 | \$3,000 | \$4,000 | \$4,200 | \$4,410 | \$4,631 | \$4,862 |
| 292 | Double Time | 01-40-470-500111 | \$1,000 | \$1,000 | \$1,050 | \$1,103 | \$1,158 | \$1,216 |
| 293 | Standby/On-Call | 01-40-470-500113 | \$3,000 | \$3,000 | \$3,150 | \$3,308 | \$3,473 | \$3,647 |
| 294 | Incentive Pay | 01-40-470-500114 | \$1,500 | \$1,500 | \$1,575 | \$1,654 | \$1,736 | \$1,823 |
| 295 | Social Security | 01-40-470-500115 | \$12,000 | \$13,500 | \$14,175 | \$14,884 | \$15,628 | \$16,409 |
| 296 | Medicare | 01-40-470-500120 | \$3,000 | \$3,500 | \$3,675 | \$3,859 | \$4,052 | \$4,254 |
| 297 | Health Insurance | 01-40-470-500125 | \$63,500 | \$47,000 | \$49,350 | \$51,818 | \$54,408 | \$57,129 |
| 298 | Life Insurance | 01-40-470-500140 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|---|------------------|------------|------------|------------|------------|------------|------------|
| 299 | EAP Program | 01-40-470-500143 | \$500 | \$500 | \$525 | \$551 | \$579 | \$608 |
| 300 | Workers' Compensation | 01-40-470-500145 | \$7,000 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 301 | Retirement/CalPERS | 01-40-470-500155 | \$15,000 | \$17,500 | \$18,375 | \$19,294 | \$20,258 | \$21,271 |
| 302 | Uniforms & Employee Benefits | 01-40-470-500165 | \$1,000 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 303 | Training/Education/Mtgs/Travel | 01-40-470-500175 | \$2,000 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 304 | Accrued Sick Leave Expenses | 01-40-470-500180 | \$7,000 | \$7,000 | \$7,350 | \$7,718 | \$8,103 | \$8,509 |
| 305 | Accrued Vacation Expenses | 01-40-470-500185 | \$7,500 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 306 | Accrual Leave Payments | 01-40-470-500187 | \$4,500 | \$3,500 | \$3,675 | \$3,859 | \$4,052 | \$4,254 |
| 307 | Electricity - 560 Magnolia Ave | 01-40-470-501111 | \$40,000 | \$44,000 | \$46,200 | \$48,510 | \$50,936 | \$53,482 |
| 308 | Electricity - 12303 Oak Glen Rd | 01-40-470-501121 | \$5,400 | \$4,000 | \$4,200 | \$4,410 | \$4,631 | \$4,862 |
| 309 | Electricity - 13695 Oak Glen Rd | 01-40-470-501131 | \$3,250 | \$3,600 | \$3,780 | \$3,969 | \$4,167 | \$4,376 |
| 310 | Electricity - 13697 Oak Glen Rd | 01-40-470-501141 | \$3,250 | \$3,600 | \$3,780 | \$3,969 | \$4,167 | \$4,376 |
| 311 | Electricity - 9781 Avenida Miravilla | 01-40-470-501151 | \$2,200 | \$2,500 | \$2,625 | \$2,756 | \$2,894 | \$3,039 |
| 312 | Electricity - 815 E. 12th St | 01-40-470-501161 | \$14,000 | \$15,400 | \$16,170 | \$16,979 | \$17,827 | \$18,719 |
| 313 | Electricity - 851 E. 6th St | 01-40-470-501171 | \$5,400 | \$5,400 | \$5,670 | \$5,954 | \$6,251 | \$6,564 |
| 314 | Propane - 12303 Oak Glen Rd | 01-40-470-501321 | \$2,000 | \$2,000 | \$2,100 | \$2,205 | \$2,315 | \$2,431 |
| 315 | Propane - 13695 Oak Glen Rd | 01-40-470-501331 | \$3,000 | \$4,000 | \$4,200 | \$4,410 | \$4,631 | \$4,862 |
| 316 | Propane - 13697 Oak Glen Rd | 01-40-470-501341 | \$4,000 | \$5,500 | \$5,775 | \$6,064 | \$6,367 | \$6,685 |
| 317 | Propane-9781 Avenida Miravilla | 01-40-470-501351 | \$2,000 | \$2,300 | \$2,415 | \$2,536 | \$2,663 | \$2,796 |
| 318 | Sanitation - 560 Magnolia Ave | 01-40-470-501411 | \$5,500 | \$7,500 | \$7,875 | \$8,269 | \$8,682 | \$9,116 |
| 319 | Sanitation - 815 E. 12th St | 01-40-470-501461 | \$7,700 | \$6,500 | \$6,825 | \$7,166 | \$7,525 | \$7,901 |
| 320 | Sanitation - 11083 Cherry Ave | 01-40-470-501471 | \$8,500 | \$7,000 | \$7,350 | \$7,718 | \$8,103 | \$8,509 |
| 321 | Sanitation - 39500 Brookside | 01-40-470-501481 | \$8,000 | \$8,000 | \$8,400 | \$8,820 | \$9,261 | \$9,724 |
| 322 | Property Maintenance & Repairs | 01-40-470-501600 | \$5,000 | \$4,000 | \$4,120 | \$4,244 | \$4,371 | \$4,502 |
| 323 | Maintenance & Repair- 560 Magnolia Ave | 01-40-470-501611 | \$66,000 | \$83,600 | \$86,108 | \$88,691 | \$91,352 | \$94,093 |
| 324 | Maintenance & Repair- 12303 Oak Glen Rd | 01-40-470-501621 | \$30,000 | \$31,000 | \$31,930 | \$32,888 | \$33,875 | \$34,891 |
| 325 | Maintenance & Repair- 13695 Oak Glen Rd | 01-40-470-501631 | \$6,000 | \$6,000 | \$6,180 | \$6,365 | \$6,556 | \$6,753 |
| 326 | Maintenance & Repair- 13697 Oak Glen Rd | 01-40-470-501641 | \$7,000 | \$7,000 | \$7,210 | \$7,426 | \$7,649 | \$7,879 |
| 327 | Maintenance & Repair- 9781 Avenida Miravilla | 01-40-470-501651 | \$7,000 | \$4,500 | \$4,635 | \$4,774 | \$4,917 | \$5,065 |
| 328 | Maintenance & Repair- 815 E. 12th St | 01-40-470-501661 | \$44,000 | \$83,000 | \$85,490 | \$88,055 | \$90,696 | \$93,417 |
| 329 | Maintenance & Repair- 851 E. 6th St | 01-40-470-501671 | \$5,000 | \$4,200 | \$4,326 | \$4,456 | \$4,589 | \$4,727 |
| 330 | Maintenance & Repair- 39500 Brookside | 01-40-470-501681 | \$5,000 | \$5,000 | \$5,150 | \$5,305 | \$5,464 | \$5,628 |
| 331 | Maintenance & Repair- Buildings (General) | 01-40-470-501691 | \$80,000 | \$80,000 | \$82,400 | \$84,872 | \$87,418 | \$90,041 |
| 332 | Auto/Fuel | 01-40-470-510001 | \$160,000 | \$179,300 | \$188,265 | \$197,678 | \$207,562 | \$217,940 |
| 333 | CIP Related Fuel | 01-40-470-510002 | (\$10,000) | (\$10,000) | (\$10,500) | (\$11,025) | (\$11,576) | (\$12,155) |
| 334 | Maintenance & Repair-Safety Equipment | 01-40-470-520011 | \$18,000 | \$20,000 | \$20,600 | \$21,218 | \$21,855 | \$22,510 |
| 335 | Maintenance & Repair-General Equipment | 01-40-470-520031 | \$60,000 | \$80,000 | \$82,400 | \$84,872 | \$87,418 | \$90,041 |
| 336 | Maintenance & Repair-Fleet | 01-40-470-520041 | \$80,000 | \$80,000 | \$82,400 | \$84,872 | \$87,418 | \$90,041 |
| 337 | Maintenance & Repair-Paving | 01-40-470-520051 | \$120,000 | \$120,000 | \$123,600 | \$127,308 | \$131,127 | \$135,061 |
| 338 | Maintenance & Repair-Paving (City of Beaumont) | 01-40-470-520053 | \$400,000 | \$300,000 | \$309,000 | \$318,270 | \$327,818 | \$337,653 |
| 339 | Minor Capital Acquisitions | 01-40-470-530001 | \$0 | \$5,000 | \$5,200 | \$5,408 | \$5,624 | \$5,849 |
| 340 | Landscape Maintenance | 01-40-470-540030 | \$82,000 | \$82,000 | \$84,460 | \$86,994 | \$89,604 | \$92,292 |
| 341 | Encroachment Permits | 01-40-470-540052 | \$40,000 | \$20,000 | \$20,600 | \$21,218 | \$21,855 | \$22,510 |
| 342 | Recharge Facility, Canyon & Pond Maintenance | 01-40-470-540072 | \$185,000 | \$260,300 | \$268,109 | \$276,152 | \$284,437 | \$292,970 |

| Line | Expenses | Budget Number | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|---|------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 343 | Stipend-Association Mtg Attend | 01-50-510-500112 | \$1,000 | \$1,300 | \$1,300 | \$1,300 | \$1,300 | \$1,300 |
| 344 | Rents/Leases | 01-50-510-502001 | \$35,000 | \$35,000 | \$36,050 | \$37,132 | \$38,245 | \$39,393 |
| 345 | Small Tools, Parts & Maintenance | 01-50-510-510031 | \$1,000 | \$1,000 | \$1,030 | \$1,061 | \$1,093 | \$1,126 |
| 346 | Property Damage & Theft | 01-50-510-540066 | \$27,000 | \$60,000 | \$61,800 | \$63,654 | \$65,564 | \$67,531 |
| 347 | General Supplies | 01-50-510-550040 | \$18,000 | \$19,800 | \$20,394 | \$21,006 | \$21,636 | \$22,285 |
| 348 | Public Education/Community Outreach | 01-50-510-550060 | \$12,500 | \$14,000 | \$14,420 | \$14,853 | \$15,298 | \$15,757 |
| 349 | Miscellaneous Operating Expenses | 01-50-510-550072 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 |
| 350 | Disaster Preparedness Ongoing Expenses | 01-50-510-550074 | \$11,000 | \$11,000 | \$11,330 | \$11,670 | \$12,020 | \$12,381 |
| 351 | Additional Staffing Expenses ⁶ | | | | | | | |
| 352 | Assistant General Manager | | \$0 | \$0 | \$0 | \$298,000 | \$320,723 | \$345,178 |
| 353 | Full-Time IT Specialist #1 | | \$0 | \$0 | \$198,000 | \$213,098 | \$229,346 | \$246,834 |
| 354 | Full-Time IT Specialist #2 | | \$0 | \$0 | \$0 | \$202,950 | \$218,425 | \$235,080 |
| 355 | Total | | \$20,595,900 | \$21,991,700 | \$23,217,781 | \$24,979,140 | \$26,246,376 | \$27,663,775 |

Table 4-3: Capital Projects (Detail)

| Line | Capital Improvement Projects (Inflated) | Project Number | Capacity Charge Funded | Developer Fee Funded | Grant Funded | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|----------------|------------------------------|----------------------------|-----------------|---------|-------------|-------------|-------------|-------------|-------------|
| 1 | Potable Infrastructure Projects | | | | | | | | | | |
| 2 | BCVWD EOC Staffing and Space Requirements | EOC-001 | 13% | 0% | 0% | \$0 | \$9,223,300 | \$4,394,500 | \$6,439,600 | \$6,439,600 | \$6,439,600 |
| 3 | Disaster Preparedness Equipment | DPX-001 | 0% | 0% | 0% | \$0 | \$308,900 | \$241,500 | \$191,300 | \$615,700 | \$0 |
| 4 | Investment in Sites Reservoir Project | WR-SITES-Reser | 100% | 0% | 0% | \$0 | \$519,600 | \$866,100 | \$1,039,300 | \$1,385,700 | \$1,732,100 |
| 5 | Climate Control for High Horsepower Electrical Buildings | | 0% | 0% | 0% | \$0 | \$60,300 | \$0 | \$0 | \$0 | \$0 |
| 6 | Arc Flash Study & Improvement Project | | 0% | 0% | 0% | \$0 | \$70,800 | \$0 | \$0 | \$0 | \$0 |
| 7 | Chlorination Retrofit At Misc. Wells (6 Well Sites) | M-0000-0002 | 0% | 0% | 0% | \$0 | \$51,900 | \$13,800 | \$44,800 | \$0 | \$0 |
| 8 | 2650 to 2520 Zone Pressure Regulator (Legacy Highlands) | PR-2650-0002 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$257,600 |
| 9 | New 2650 Zone Well_0001 | W-2650-0001 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$2,604,500 | \$895,800 | \$5,742,200 |
| 10 | 2750 Zone to 2850 Zone Booster Pump Station | BP-2750-0001 | 0% | 0% | 0% | \$0 | \$843,900 | \$3,509,700 | \$0 | \$0 | \$0 |
| 11 | 2850/2750 Pressure Reducing Station & Piping (Cherry Reservoir) | M-2750-0001 | 0% | 0% | 0% | \$0 | \$65,100 | \$0 | \$0 | \$0 | \$0 |
| 12 | Cherry Reservoir 1 & 2 Exterior Recoat and Retrofit | TM-2750-0001 | 0% | 0% | 0% | \$0 | \$1,074,400 | \$0 | \$0 | \$0 | \$0 |

⁶ No additional staff is allocated for the recycled water system implementation and operation due to uncertainty regarding timing, availability, and cost of recycled water from the City of Beaumont

| Line | Capital Improvement Projects (Inflated) | Project Number | Capacity Charge Funded | Developer Fee Funded | Grant Funded | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|---|----------------------------|------------------------------|----------------------------|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 13 | Replacement for Well 2 | W-2750-0001 | 0% | 0% | 0% | \$8,105 | \$1,352,900 | \$2,809,200 | \$3,030,900 | \$0 | \$0 |
| 14 | 2750 Zone Well in Noble Creek Regional Park | W-2750-0002 | 100% | 0% | 0% | \$0 | \$1,500,000 | \$3,445,600 | \$3,712,400 | \$0 | \$0 |
| 15 | Replace 2750 Zone Well 1 | W-2750-0005 | 25% | 0% | 0% | \$8,082 | \$736,600 | \$2,031,300 | \$2,183,900 | \$0 | \$0 |
| 16 | Well 3 Landscape Improvements and Block Wall | W-2750-0008 | 0% | 0% | 0% | \$0 | \$0 | \$100,000 | \$0 | \$0 | \$0 |
| 17 | Cherry Yard Landscape Improvements and Block Wall | W-2750-0009 | 0% | 0% | 0% | \$0 | \$0 | \$200,000 | \$0 | \$0 | \$0 |
| 18 | 2850 Zone to 3040 Zone Booster Pump Station_0001 | BP-2850-0001 | 0% | 0% | 0% | \$4,301 | \$4,569,300 | \$0 | \$0 | \$0 | \$0 |
| 19 | Vineland 1 Exterior Recoat and Retrofit | TM-2850-0001 | 0% | 0% | 0% | \$0 | \$0 | \$106,100 | \$331,700 | \$0 | \$0 |
| 20 | New Beaumont Basin Well on Pardee Sundance Site | W-2850-0001 | 100% | 0% | 0% | \$0 | \$2,033,400 | \$3,179,400 | \$3,446,200 | \$0 | \$0 |
| 21 | New Beaumont Basin Well Near Brookside Elementary School | W-2850-0002 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,772,700 |
| 22 | Well Head Treatment Plant Well 25 Cr VI | WT-2850-0001 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$659,100 |
| 23 | 3040 to 3330 Booster Pump Station at Noble Tank_0001 | BP-3040-0001 | 50% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$2,854,400 | \$0 |
| 24 | 2 MG 3040 Zone Tank_0001 | T-3040-0001 Tank | 100% | 0% | 0% | \$240 | \$4,250,500 | \$0 | \$0 | \$0 | \$0 |
| 25 | Pressure Zone Pipeline | T-3040-0001 PZ Pipeline | 31% | 0% | 69% | \$11,174 | \$584,000 | \$0 | \$0 | \$0 | \$0 |
| 26 | Highland Springs Reservoir Recoat & Retrofit | TM-3040-0001 | 0% | 0% | 0% | \$0 | \$0 | \$119,700 | \$374,200 | \$0 | \$0 |
| 27 | Lower Edgar Reservoir Recoat & Retrofit | TM-3330-0001 | 0% | 0% | 0% | \$0 | \$0 | \$281,900 | \$881,400 | \$0 | \$0 |
| 28 | 3620 Zone to 3900 Zone Booster Pump Station | BP-3620-0001 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$85,000 |
| 29 | 3620 to 3330 Fisher Pressure Regulator_0001 | PR-3620-0001 | 0% | 0% | 0% | \$0 | \$0 | \$199,400 | \$0 | \$0 | \$0 |
| 30 | 3620 to 3330 Fisher Pressure Regulator_0002 | PR-3620-0002 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$77,400 |
| 31 | Add 3rd Booster Pump and Fire Pump at HS Hydropneumatic | BP-HS-0001 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$302,500 | \$0 | \$0 |
| 32 | Improvements to Eighth St., Cherry and Starlight Basins | WR | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$761,700 | \$810,100 |
| 33 | Marshall Creek Stormwater Capture | WR | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$99,900 | \$106,200 |
| 34 | Beaumont Ave and Brookside Ave Stormwater Metering | WR | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$99,900 | \$119,500 |
| 35 | Grand Avenue Storm Drain (MDP Line 16) | WR | 100% | 0% | 0% | \$1,779,325 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 36 | Potable Pipeline Replacements | | | | | | | | | | |

| Line | Capital Improvement Projects (Inflated) | Project Number | Capacity Charge Funded | Developer Fee Funded | Grant Funded | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|---|----------------|------------------------------|----------------------------|-----------------|----------|-------------|-----------|-----------|-----------|-----------|
| 37 | Elm Ave 8th to 12th - Replace Existing 10" Distribution Main | P-2750-0013 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$235,800 |
| 38 | Olive, 4th to s/o 3rd. Replacing existing 4" Steel Waterline | P-2750-0024 | 0% | 0% | 0% | \$0 | \$0 | \$67,000 | \$268,100 | \$0 | \$0 |
| 39 | Maple Ave., 1st St to 3rd St | P-2750-0025 | 0% | 0% | 0% | \$0 | \$79,700 | \$319,000 | \$0 | \$0 | \$0 |
| 40 | Maple Ave., 6th to 7th; 7th, Maple Ave. to Palm Ave. | P-2750-0037 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$74,000 | \$295,800 | \$0 |
| 41 | Maple Ave., 5th to 6th. Includes reconnecting services to new waterline | P-2750-0038 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$45,900 | \$183,400 | \$0 |
| 42 | 5th St. & Michigan Ave Manifold Line to Serve Home Cluster at 490 Michigan. | P-2750-0039 | 0% | 0% | 0% | \$0 | \$0 | \$43,500 | \$174,200 | \$0 | \$0 |
| 43 | Euclid Ave., 6th to 8th. Tie over existing services in alleys | P-2750-0041 | 0% | 0% | 0% | \$0 | \$105,200 | \$420,900 | \$0 | \$0 | \$0 |
| 44 | Edgar Ave., 5th to 6th. Tie over existing services in alleys | P-2750-0042 | 0% | 0% | 0% | \$0 | \$0 | \$38,900 | \$155,600 | \$0 | \$0 |
| 45 | Edgar Ave., 6th to 8th. Tie in existing services in alleys | P-2750-0043 | 0% | 0% | 0% | \$0 | \$0 | \$107,600 | \$430,500 | \$0 | \$0 |
| 46 | Alley North of 6th St., from California Ave. to Exist. 10" at Alley w/o Beaumont Ave. | P-2750-0044 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$98,200 | \$393,000 |
| 47 | 7th St., California Ave. to Beaumont Ave. | P-2750-0045 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$78,000 | \$311,800 |
| 48 | 9th St, Elm Ave. to Euclid Ave. | P-2750-0046 | 0% | 0% | 0% | \$0 | \$0 | \$78,400 | \$313,700 | \$0 | \$0 |
| 49 | 9th St., Beaumont Ave. to Palm Ave. | P-2750-0047 | 0% | 0% | 0% | \$0 | \$0 | \$78,400 | \$313,700 | \$0 | \$0 |
| 50 | 9th St., Palm Ave. to Pennsylvania Ave. | P-2750-0048 | 0% | 0% | 0% | \$0 | \$0 | \$78,400 | \$313,700 | \$0 | \$0 |
| 51 | 10th St., Palm Ave. to Michigan Ave. | P-2750-0049 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$52,000 |
| 52 | Orange Ave., 8th St to 10th st. | P-2750-0050 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$82,000 | \$328,200 |
| 53 | Orange Ave., 10th St. to 11th St. | P-2750-0051 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$33,100 | \$132,400 |
| 54 | Magnolia Ave., 10th St. to 11th St. | P-2750-0052 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$48,600 | \$194,200 |
| 55 | Euclid Ave., 10th St. to 11th St. | P-2750-0053 | 0% | 0% | 0% | \$0 | \$0 | \$56,300 | \$225,200 | \$0 | \$0 |
| 56 | Edgar Ave., 8th St. to 10th St. | P-2750-0054 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$107,200 | \$428,600 | \$0 |
| 57 | Edgar Ave, 10th St. to 11th St. | P-2750-0055 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$54,400 | \$217,400 | \$0 |
| 58 | 11th Street, Beaumont Avenue to Elm Avenue | P-2750-0056 | 0% | 0% | 0% | \$20,620 | \$1,854,300 | \$0 | \$0 | \$0 | \$0 |
| 59 | Magnolia Ave., 7th to 8th (end of existing 6" in Magnolia Ave to 8th St). | P-2750-0057 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$45,600 |
| 60 | Wellwood Ave., B St north to end. Replacing existing 2" steel waterline | P-2750-0058 | 0% | 0% | 0% | \$0 | \$0 | \$12,200 | \$48,700 | \$0 | \$0 |
| 61 | Wellwood Ave., 10th to 12th. | P-2750-0059 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$175,600 | \$702,400 | \$0 |

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|------|--|----------------|------------------------------|----------------------------|-----------------|----------|-----------|-----------|-----------|-----------|-----------|
| 62 | Edgar Ave, 11th to 12th, and Merry Ln from Edgar to end of cul-de-sac | P-2750-0060 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$123,700 | \$494,700 | \$0 |
| 63 | Orange Ave., 11th to Oak Valley Pkwy | P-2750-0061 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$394,700 |
| 64 | Egan AveWellwood Ave. Alley, 5th to 8th St | P-2750-0066 | 0% | 0% | 0% | \$0 | \$561,000 | \$0 | \$0 | \$0 | \$0 |
| 65 | Elm AveWellwood Ave. Alley, 7th St. to 5th St. | P-2750-0067 | 0% | 0% | 0% | \$0 | \$228,800 | \$0 | \$0 | \$0 | \$0 |
| 66 | Elm Ave., 6th to 7th | P-2750-0068 | 0% | 0% | 0% | \$0 | \$132,800 | \$0 | \$0 | \$0 | \$0 |
| 67 | Egan Ave-California Ave. Alley, 5th to 7th | P-2750-0069 | 0% | 0% | 0% | \$0 | \$341,400 | \$0 | \$0 | \$0 | \$0 |
| 68 | Twelfth St., Michigan Ave. to Pennsylvania Ave. | P-2750-0070 | 0% | 0% | 0% | \$0 | \$0 | \$82,600 | \$330,500 | \$0 | \$0 |
| 69 | Oak Valley Pkwy, Elm Ave. to Michigan Ave. | P-2750-0071 | 50% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$187,000 | \$748,000 |
| 70 | Elm Avenue, s/o 4th St to south end | P-2750-0091 | 0% | 0% | 0% | \$72,205 | \$251,300 | \$0 | \$0 | \$0 | \$0 |
| 71 | American Avenue, 6th Street to 8th Street | P-2750-0095 | 0% | 0% | 0% | \$12,628 | \$460,400 | \$0 | \$0 | \$0 | \$0 |
| 72 | 2023-2024 Service Lateral Replacement Project | P-2750-0098 | 0% | 0% | 0% | \$1,345 | \$0 | \$97,500 | \$389,900 | \$0 | \$0 |
| 73 | Orange Avenue, 6th Street to 8th Street | P-2570-0099 | 0% | 0% | 0% | \$0 | \$766,100 | \$0 | \$0 | \$0 | \$0 |
| 74 | Service Replacements - Elm Alley & Wellwood Alley - 8th Street to 10th Street | S-2750-0001 | 0% | 0% | 0% | \$0 | \$299,700 | \$0 | \$0 | \$0 | \$0 |
| 75 | Service Replacements - California & Edgar Alley - 8th to 9th and 10th to 11th | S-2750-0002 | 0% | 0% | 0% | \$0 | \$0 | \$309,400 | \$0 | \$0 | \$0 |
| 76 | Service Replacements - Euclid Avenue - 8th Street to 10th Street | S-2750-0003 | 0% | 0% | 0% | \$0 | \$0 | \$222,400 | \$0 | \$0 | \$0 |
| 77 | Michigan St., 6th to 8th, Not Replacing Existing 8" AC. | S-2750-0004 | 0% | 0% | 0% | \$0 | \$0 | \$309,200 | \$0 | \$0 | \$0 |
| 78 | Brookside Ave., Nancy Ave. to end of existing 16-in. Replacing existing 8" ACP | P-2850-0009 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$81,100 |
| 79 | From Vineland St, south along Acadia Ln, west to 38834 CVB, south to CVB | P-3040-0004 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$27,100 | \$108,200 |
| 80 | From CVB, Ralph Rd to end of Cul- de-sac., east to APN 405-060-013, north | P-3040-0005 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$24,500 |
| 81 | Lincoln St. Noble St. to Cherry Ave | P-3040-0006 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$91,300 | \$365,000 | \$0 |
| 82 | Lincoln St. Cherry Ave to Jonathan Ave | P-3040-0007 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$93,700 | \$374,800 | \$0 |

| Line | Capital Improvement Projects (Inflated) | Project Number | Capacity Charge Funded | Developer Fee Funded | Grant Funded | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|----------------|------------------------------|----------------------------|-----------------|---------|-------------|-----------|-------------|-------------|-------------|
| 83 | Lincoln St. Jonathan Ave to Winesap Ave | P-3040-0008 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$81,600 | \$326,400 |
| 84 | Jonathan Ave., Brookside Ave. to Dutton St. | P-3040-0010 | 0% | 0% | 0% | \$0 | \$0 | \$363,100 | \$1,452,600 | \$0 | \$0 |
| 85 | Winesap Ave, Brookside Ave. to High St | P-3040-0011 | 50% | 0% | 0% | \$0 | \$0 | \$0 | \$172,500 | \$689,900 | \$0 |
| 86 | Winesap Ave., High St. to Dutton St. Replace existing 6" steel waterline | P-3040-0012 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$107,200 | \$429,000 | \$0 |
| 87 | Bellflower Ave., Brookside St. to High St | P-3040-0013 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$244,300 | \$977,300 |
| 88 | Martin Ln, Lincoln St. to Grand Ave. | P-3040-0020 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$65,500 |
| 89 | Lincoln St., Noble St to West end | P-3040-0021 | 0% | 0% | 0% | \$0 | \$449,400 | \$0 | \$0 | \$0 | \$0 |
| 90 | Friendship Dr., Vineland St. to End of unpaved road | P-3040-0022 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$36,600 |
| 91 | Bing Pl | P-3040-0023 | 0% | 0% | 0% | \$0 | \$158,900 | \$0 | \$0 | \$0 | \$0 |
| 92 | Lambert Pl | P-3040-0024 | 0% | 0% | 0% | \$0 | \$158,900 | \$0 | \$0 | \$0 | \$0 |
| 93 | Star Ln, Sky Ln, and View Dr to end of cul-de-sac | P-3040-0025 | 0% | 0% | 0% | \$0 | \$712,700 | \$0 | \$0 | \$0 | \$0 |
| 94 | Utica Way, Vineland St to View Dr. | P-3040-0026 | 0% | 0% | 0% | \$0 | \$505,700 | \$0 | \$0 | \$0 | \$0 |
| 95 | Lincoln Ave, from Winesap to Bellflower Ave | P-3040-0028 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$75,800 |
| 96 | Dutton St., Cherry Ave. to Bellflower Ave. Replace existing steel waterlines. | P-3150-0005 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$283,100 |
| 97 | South of line from Bridges to Dutton, along Intl Park Rd | P-3150-0006 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$36,200 |
| 98 | In Cherry Ave, from Dutton south to 10252 Cherry Ave (dead-end) | P-3150-0008 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$42,000 |
| 99 | From 3620/3330 Regulator site east to "Wagon Wheel" at Ave. San Timoteo | P-3330-0001 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$263,200 | \$1,052,600 | \$0 |
| 100 | In Ave San Timoteo, from end of 12- in (approx 9490 Ave San Timoteo) south | P-3330-0002 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$323,100 | \$1,292,500 |
| 101 | In Ave. Sonrisa, Ave San Timoteo to Ave. Miravilla. Replacing 6" and 4" waterlines | P-3330-0003 | 0% | 0% | 0% | \$0 | \$1,252,000 | \$0 | \$0 | \$0 | \$0 |
| 102 | Ave. Miravilla, from Lilac Ln 8-in (connect to P-3330-0001) south | P-3330-0005 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$177,900 |
| 103 | From Avenida Sonrisa, north to Avenida Miravilla through Alley | P-3330-0007 | 0% | 0% | 0% | \$0 | \$519,300 | \$0 | \$0 | \$0 | \$0 |
| 104 | From south end of P-3330-0005, south to 9584 Avenida Miravilla | P-3330-0008 | 0% | 0% | 0% | \$0 | \$0 | \$165,000 | \$660,000 | \$0 | \$0 |
| 105 | "B" Line Upper Edgar to upper end of 20" DIP and from lower end 20" DIP | P-3620-0001 | 0% | 0% | 58% | \$7,026 | \$1,254,300 | \$0 | \$0 | \$0 | \$0 |

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|------|--|----------------|------------------------------|----------------------------|-----------------|---------|-------------|-------------|-------------|-------------|-----------|
| 106 | "A" Line split north of Apple Tree Lane Tract (At or near Apn 401-030- 003) | P-3620-0002 | 0% | 0% | 0% | \$0 | \$541,000 | \$2,164,100 | \$0 | \$0 | \$0 |
| 107 | "A" Line - Lower Edgar to split north of Apple Tree Lane Tract | P-3620-0003 | 0% | 0% | 0% | \$0 | \$0 | \$345,700 | \$1,382,600 | \$0 | \$0 |
| 108 | Oak Glen Rd., from Appletree Lane south to 4" at creek crossing | P-3620-0004 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$226,900 | \$907,600 | \$0 |
| 109 | Crossing of Little San Gorgonio Cr at south end of P-3620-0004 to Lower Edgar | P-3620-0005 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$236,400 | \$945,600 |
| 110 | Ave. Miravilla, End of proposed 12-in (P-3620-0008) south to end of existing blowoff | P-3620-0009 | 30% | 0% | 0% | \$0 | \$250,000 | \$0 | \$0 | \$0 | \$0 |
| 111 | In Whispering Pines from northern end of P-3620-0012 south to Avenida Miravilla. | P-3620-0010 | 30% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$95,600 |
| 112 | Ave. Miravilla, from Whispering Pines (approx. at 9150 Whispering Pines) | P-3620-0011 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$196,000 | \$784,200 |
| 113 | Replace existing 4" line within parcel (Hoffman Property) | P-3620-0016 | 0% | 0% | 0% | \$0 | \$34,200 | \$137,000 | \$0 | \$0 | \$0 |
| 114 | Edgar Canyon Pipeline Well 14 to Wedding Chapel | P-UEC-0001 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$126,400 | \$505,800 |
| 115 | Edgar Canyon Pipeline Wedding Chapel to Upper Edgar | P-UEC-0002 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$259,300 | \$1,037,300 | \$0 |
| 116 | IT Network Infrastructure Projects | | | | | | | | | | |
| 117 | Workstation Replacement project | IT-NETW-0006 | 0% | 0% | 0% | \$0 | \$30,400 | \$31,300 | \$32,300 | \$33,400 | \$34,400 |
| 118 | Server Room Uninterrupted Power Source | IT-NETW-0011 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$71,800 | \$0 | \$0 |
| 119 | Servers and Related Equipment (4 per year, 3 year life, \$15K per server) | IT-NETW-0013 | 0% | 0% | 0% | \$0 | \$79,500 | \$82,100 | \$84,700 | \$87,400 | \$90,100 |
| 120 | Network Infrastructure and Equipment (Network Switches, Firewall Appliances, | IT-NETW-0014 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$119,900 | \$0 | \$0 |
| 121 | IT SCADA/AMR Infrastructure Projects | | | | | | | | | | |
| 122 | SCADA Improvement Project | IT-SCAD-0001 | 0% | 0% | 0% | \$0 | \$849,200 | \$0 | \$0 | \$0 | \$0 |
| 123 | Back- End SCADA Software and Equipment | IT-SCAD-0007 | 0% | 0% | 0% | \$0 | \$30,000 | \$270,000 | \$84,700 | \$87,400 | \$90,100 |
| 124 | Current / Retro Telemetry CIP | IT-SCAD-0008 | 0% | 0% | 0% | \$0 | \$120,000 | \$123,800 | \$127,800 | \$131,800 | \$136,000 |
| 125 | AMR / AMI Deployment Project | IT-AMR-0001 | 0% | 0% | 23% | \$0 | \$1,500,000 | \$0 | \$0 | \$0 | \$0 |
| 126 | New Development Meters | IT-AMR-0002 | 0% | 100% | 0% | \$0 | \$475,500 | \$475,500 | \$475,500 | \$475,500 | \$475,500 |

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|------|--|----------------|------------------------------|----------------------------|-----------------|---------|-----------|-----------|-----------|-----------|---------|
| 127 | IT/Field Operations/Administration Projects | | | | | | | | | | |
| 128 | Digitized File Room Project | IT-ADMN-0001 | 0% | 0% | 0% | \$0 | \$88,100 | \$0 | \$0 | \$0 | \$0 |
| 129 | 560 Magnolia AC/Heating System Replacements | IT-ADMN-0002 | 0% | 0% | 0% | \$0 | \$72,000 | \$42,000 | \$54,100 | \$52,300 | \$0 |
| 130 | Vehicles & Equipment | | | | | | | | | | |
| 131 | 2018 Ford F150 Reg Cab (Oct, 2017) Unit #34 Replacement | VE-TRUK-0002 | 0% | 0% | 0% | \$0 | \$28,100 | \$0 | \$0 | \$0 | \$0 |
| 132 | 2018 Ford F-150 Reg Cab (Sept, 2018) Unit #35 Replacement | VE-TRUK-0003 | 0% | 0% | 0% | \$0 | \$0 | \$33,400 | \$0 | \$0 | \$0 |
| 133 | 2018 Ford F250 Reg Cab 4 X 4 (Aug, 2017) Unit #33 Replacement | VE-TRUK-0004 | 0% | 0% | 0% | \$0 | \$42,600 | \$0 | \$0 | \$0 | \$0 |
| 134 | 2018 Ford F250 Reg Cab 4 X 4 (Aug, 2017) Unit #32 Replacement | VE-TRUK-0005 | 0% | 0% | 0% | \$0 | \$49,100 | \$0 | \$0 | \$0 | \$0 |
| 135 | 2018 Ford F-150 Reg Cab (Sept, 2018) Unit #36 Replacement | VE-TRUK-0006 | 0% | 0% | 0% | \$0 | \$0 | \$33,400 | \$0 | \$0 | \$0 |
| 136 | 2018 Ford F-150 Reg Cab (Sept, 2018) Unit #37 Replacement | VE-TRUK-0007 | 0% | 0% | 0% | \$0 | \$0 | \$33,400 | \$0 | \$0 | \$0 |
| 137 | 2019 Ford F-250 Super Duty (Dec, 2019) Unit #41 Replacement | VE-TRUK-0008 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$41,600 | \$0 | \$0 |
| 138 | 2019 Ford F-250 Super Duty (Dec, 2019) Unit #42 Replacement | VE-TRUK-0009 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$41,400 | \$0 | \$0 |
| 139 | 2018 Ford F-250 Super Cab XL 4x4 (Oct, 2018) Unit #38 Replacement | VE-TRUK-0010 | 0% | 0% | 0% | \$0 | \$0 | \$56,000 | \$0 | \$0 | \$0 |
| 140 | 2019 Ford F-150 Super Duty (Dec, 2019) Unit #40 Replacement | VE-TRUK-0011 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$56,100 | \$0 | \$0 |
| 141 | GIS / Muck Truck (Freightliner Diesel) (May, 2004) Unit #8 Replacement | VE-TRUK-0015 | 0% | 0% | 0% | \$0 | \$207,300 | \$0 | \$0 | \$0 | \$0 |
| 142 | 2010 Ford Explorer (Jan, 2011) Unit #1 Replacement | VE-TRUK-0019 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$47,700 | \$0 | \$0 |
| 143 | NEW 3/4 Ton Utility Truck | VE-TRUK-0021 | 0% | 0% | 0% | \$0 | \$80,000 | \$0 | \$0 | \$0 | \$0 |
| 144 | NEW 3/4 Ton Utility Truck | VE-TRUK-0022 | 0% | 0% | 0% | \$0 | \$80,000 | \$0 | \$0 | \$0 | \$0 |
| 145 | NEW 3/4 Ton Utility Truck | VE-TRUK-0023 | 0% | 0% | 0% | \$0 | \$80,000 | \$0 | \$0 | \$0 | \$0 |
| 146 | NEW 3/4 Ton Utility Truck | VE-TRUK-0024 | 0% | 0% | 0% | \$0 | \$80,000 | \$0 | \$0 | \$0 | \$0 |
| 147 | NEW 3/4 Ton Utility Truck | VE-TRUK-0025 | 0% | 0% | 0% | \$0 | \$80,000 | \$0 | \$0 | \$0 | \$0 |
| 148 | Loader 938G | VE-HEAV-0003 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$400,900 | \$0 | \$0 |
| 149 | Skip Loader with Box Gannon attachment | VE-HEAV-0004 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$219,700 | \$0 | \$0 |
| 150 | Water Truck | VE-HEAV-0005 | 0% | 0% | 0% | \$0 | \$154,800 | \$0 | \$0 | \$0 | \$0 |
| 151 | Skid Steer tractor with attachments | VE-HEAV-0006 | 0% | 0% | 0% | \$0 | \$0 | \$266,200 | \$0 | \$0 | \$0 |
| 152 | D-5 Dozer Dual Slope | VE-HEAV-0007 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$547,400 | \$0 |

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|------|---|----------------|------------------------------|----------------------------|-----------------|----------|-------------|-------------|-------------|-------------|-------------|
| 153 | Ingersoll Rand Air Compressor (Dec, 2008) | VE-EQIP-0002 | 0% | 0% | 0% | \$30,369 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 154 | Water Buffalo (Feb, 2018) | VE-EQIP-0003 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$8,500 | \$0 |
| 155 | 400W Light Tower w/Generator (Dec, 2017) | VE-EQIP-0004 | 0% | 0% | 0% | \$0 | \$0 | \$0 | \$27,400 | \$0 | \$0 |
| 156 | NEW 400W Light Tower w/Generator | VE-EQIP-0005 | 0% | 0% | 0% | \$14,867 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 157 | Non-Potable Infrastructure Projects | | | | | | | | | | |
| 158 | Recycled Water Conversion and Implementation | NEO-0000-0001 | 100% | 0% | 0% | \$0 | \$0 | \$759,900 | \$0 | \$0 | \$0 |
| 159 | San Timoteo Creek Non-Potable Water Extraction Well | NW-2400-0001 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,178,900 |
| 160 | 100,000 Gallon 2400 PZ Non- Potable Tank | NT-2400-0001 | 100% | 0% | 0% | \$0 | \$60,000 | \$59,100 | \$186,900 | \$0 | \$0 |
| 161 | 2600 Zone Non-Potable Regulation and Metering Station_0001 | NR-2600-0001 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$132,300 |
| 162 | 2600 Zone Non-Potable Regulation and Metering Station_0002 | NR-2600-0002 | 100% | 0% | 0% | \$0 | \$116,800 | \$284,800 | \$0 | \$0 | \$0 |
| 163 | Non-Potable Booster Pump Station at CoB Wastewater Treatment Plant | NBP-2600-0001 | 100% | 0% | 0% | \$0 | \$0 | \$1,022,300 | \$2,493,600 | \$0 | \$0 |
| 164 | Non-Potable Booster Pump Station at CoB Wastewater Treatment Plant Expansion | NBP-2600-0002 | 100% | 0% | 0% | \$0 | \$0 | \$188,900 | \$460,900 | \$0 | \$0 |
| 165 | 2800 Zone Non-Potable Regulation and Metering Station_0001 | NR-2800-0001 | 100% | 0% | 0% | \$0 | \$40,000 | \$426,300 | \$454,600 | \$0 | \$0 |
| 166 | 2800 Zone Non-Potable Regulation and Metering Station_0002 | NR-2800-0002 | 100% | 0% | 0% | \$0 | \$40,000 | \$426,300 | \$454,600 | \$0 | \$0 |
| 167 | 2 MG 2800 PZ Non-Potable Tank | NT-2800-0001 | 100% | 0% | 0% | \$0 | \$250,000 | \$2,017,000 | \$538,300 | \$1,755,500 | \$0 |
| 168 | 2800 Zone Non-potable Booster Pump Station at the Noble Creek Recharge Facilities | NBP-2800-0001 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$635,200 | \$250,000 |
| 169 | Non-Potable Pipeline Projects | | | | | | | | | | |
| 170 | Oak Valley Parkway, from westerly end of existing 24" waterline, | NP-2600-0001 | 25% | 75% | 0% | \$0 | \$840,900 | \$0 | \$0 | \$0 | \$0 |
| 171 | Oak Valley Parkway, from the west end of NP-2600-0001, | NP-2600-0002 | 25% | 75% | 0% | \$0 | \$1,770,400 | \$0 | \$0 | \$0 | \$0 |
| 172 | In-Tract within a future Planning Area of the Fairway Canyon Development. | NP-2600-0004 | 0% | 100% | 0% | \$0 | \$463,200 | \$0 | \$493,200 | \$0 | \$0 |
| 173 | From the NR-2800-0004, along Cherry Valley Blvd west to I-10 freeway. | NP-2600-0005 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$3,169,700 | \$0 |

| Line | Capital Improvement Projects (Inflated) | Project Number | Capacity Charge Funded | Developer Fee Funded | Grant Funded | CY 2024 | CY 2025 | CY 2026 | CY 2027 | CY 2028 | CY 2029 |
|------|--|----------------|------------------------------|----------------------------|-----------------|-------------|--------------|--------------|--------------|--------------|--------------|
| 174 | From the end of NP-2600-0005, west across the bridge along Cherry Valley Blvd | NP-2600-0006 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,962,300 |
| 175 | Along the future alignment of Potrero Blvd, from 4th Street south to NP-2600-0008. | NP-2600-0009 | 25% | 75% | 0% | \$0 | \$0 | \$0 | \$1,413,200 | \$0 | \$0 |
| 176 | In Beaumont Summit Station (Formerly Sunny Cal Egg Ranch), | NP-2800-0001 | 50% | 50% | 0% | \$0 | \$0 | \$1,818,700 | \$0 | \$0 | \$0 |
| 177 | California Ave., 1st Street south to Hwy 79 | NP-2800-0002 | 0% | 100% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,566,400 |
| 178 | In CoB WWTP site, from 2600 to 2800 Zone Booster Pump (NPB 2600- 0001) to 4th St. | NP-2800-0006 | 100% | 0% | 0% | \$0 | \$0 | \$648,300 | \$0 | \$0 | \$0 |
| 179 | 1st St, from Commerce Way east to Highland Springs Ave | NP-2800-0007 | 100% | 0% | 0% | \$0 | \$0 | \$827,000 | \$0 | \$0 | \$0 |
| 180 | Highland Springs Ave, 2nd St to 1st St. | NP-2800-0008 | 100% | 0% | 0% | \$0 | \$0 | \$386,900 | \$0 | \$0 | \$0 |
| 181 | Within Palm Ave, Crossing 6th Street to connect existing waterlines | NP-2800-0009 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$151,100 |
| 182 | Noble Cr. Meadows, Cougar Way to Oak Valley Pkwy | NP-2800-0010 | 0% | 100% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$395,200 |
| 183 | Oak Valley Pkwy, from Oak View Dr. east to 750 ft w/o Elm Ave. | NP-2800-0012 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$0 | \$833,200 |
| 184 | 7th Street from Veile Ave southwest to California Ave | NP-2800-0016 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$532,100 | \$0 | \$0 |
| 185 | Along Oak Valley Pkwy from Palm Ave to Cherry Ave | NP-2800-0017 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$720,000 | \$0 | \$0 |
| 186 | Along 4th Street from Veile Ave to Rangel Park | NP-2800-0020 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$307,400 | \$0 | \$0 |
| 187 | At the NCRF Phase II Site, from NT- 2800-0001 south to Lincoln Street. | NP-3000-0001 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$328,700 | \$0 | \$0 |
| 188 | In Lincoln Street, from NCRF Phase II Site east to Bellflower Avenue. | NP-3000-0002 | 100% | 0% | 0% | \$0 | \$0 | \$0 | \$0 | \$2,131,700 | \$0 |
| 189 | Total - Capital Improvement Program | | | | | \$1,970,287 | \$45,869,900 | \$37,307,400 | \$43,105,700 | \$31,208,800 | \$34,791,000 |

