

City of Tulare, California



**Water and Sewer Rate
Study**
Final Report

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Section 1 - Introduction

1.1. Introduction

Willdan Financial Services (“Willdan”) was retained by the City of Tulare, California (“City”) to conduct a Water and Sewer Rate Study (“Rate Study”) for the City’s water and sewer utilities (“Utilities”). This report details the results of the Rate Study analysis for the forecast period, fiscal year (FY) 2016-17 through FY 2024-25, the results of which are presented in this Rate Study Report.

The results of the Rate Study presented herein are a financial plan and rate structure designed to provide revenues sufficient to fund the ongoing operating and capital costs necessary to operate the City’s water and sewer utilities, while meeting the financial requirements and goals set forth by the City for the water and sewer enterprise funds.

Based on discussion with City staff and guidance from and direction from the Board of Public Utilities Commission (BPU) and City Council (Council), this report presents the recommended revenue adjustments and the corresponding rates to recover the utilities’ revenue requirements.

1.2. Overview of the Rate Study Process

The rate study process consists of three primary study components. First, a determination of the adequacy of system revenues to meet system expenses during the study forecast period must be made. The results of this analysis, known as the Revenue Sufficiency Analysis, is an assessment of the ability of the existing revenue stream to meet the projected financial requirements of the system during the forecast period and, to the extent required, the identification of the magnitude and timing of any required rate adjustments.

Next, a determination of the manner in which the utility incurs costs is made. The results of this analysis, known as the Cost of Service Analysis, are an allocation of system revenue requirements to each service (water/sewer), then further to functional cost categories, and finally to customer classes (such as residential or commercial).



Finally, specific rates and charges must be designed which provide sufficient revenue, as identified in the Revenue Sufficiency Analysis, to recover costs in a manner consistent with general rate-making practice, as identified in the Cost of Service Analysis. This final step is known as the Rate Design Analysis.

1.3. Organization of this Report

This Rate Study presents an overview of the rate-making concepts employed in the development of the analysis contained herein. The analysis is followed by a discussion of the data, assumptions and results associated with each component of the analysis. Finally, appendices with detailed schedules are presented for further investigation into the data, assumptions and calculations which drive the results presented in this Rate Study. The report is organized as follows:

- Section 1 - Introduction
- Section 2 – Overview of Utility Rate-Making Principles, Processes and Issues
- Section 3 – Rate Study Development and Results
- Section 4 – Conclusions and Recommendations
- Appendix A – Water Financial Plan
- Appendix B – Sewer Financial Plan
- Appendix C – Water Cost of Service Analysis and Rate Design
- Appendix D – Sewer Cost of Service Analysis and Rate Design

1.4. Reliance on Data

During the course of this project the City (and/or its representatives) provided Willdan with a variety of technical information, including cost and revenue data. Willdan did not independently assess or test for the accuracy of such data – historic or projected. We have relied on this data in the formulation of our findings and subsequent recommendations, as well as in the preparation of this report. As is often the case, there will be differences between actual and projected data, and these differences may be significant. Therefore, we take no responsibility for the accuracy of data or projections provided by or prepared on behalf of the City, nor do we have any responsibility for updating this report for events occurring after the date of this report.

1.5. Acknowledgements



We wish to extend our appreciation to the City and its staff for their cooperation during the progress of this study. In particular, we would like to thank Ms. Trisha Whitfield, Field Services Manager, Ms. René Miller, Cost Accountant and Mr. Benjamin Siegel, Management Analyst.



Section 2 - Overview of Utility Rate-Making Principles, Processes and Issues

2.1. Introduction

The Rate Study utilized generally accepted rate-making principles which resulted in the development of rates and charges which are projected to: 1) generate sufficient revenue to meet the financial requirements of the utilities, 2) address the need to recover costs from users in a manner which is fair and equitable relative to service provided, and 3) meet the rate design goals of the utilities. A discussion of some of the key principles of rate-making, and how the processes employed herein are guided by those principles, is presented below.

2.2. Discussion of General Rate-Making Principles

While the individual rates for each utility vary based on a variety of factors, the development of rates should, for the most part, be consistent with general rate-making principles set forth in utility rate-making practice and literature. The principle by which rate practitioners are guided is that rates designed for any utility should strike a reasonable balance between several key principles. In general, rates designed should:

- Generate a stable rate revenue stream which, when combined with other sources of funds, is sufficient to meet the financial requirements and goals of the utility
- Be fair and equitable – that is, they should generate revenue from customer classes which is reasonably in proportion to the cost to provide service to that customer class
- Be easy to understand by customers
- Be easy to administer by the utility

Striking the appropriate balance between the principles of rate-making is the result of a detailed process of evaluation of revenue requirements and cost of service, and how those translate into the rate design alternatives which most closely meet the specific objectives of the individual utility under the circumstances in which the utility operates.

2.3. The Revenue Sufficiency Process

In order to develop rates and charges which generate sufficient revenue to meet the fiscal requirements of the utility, a determination of the annual rate revenue required must be completed. This rate revenue,



combined with other sources of funds, is evaluated to determine whether the total revenue is sufficient to meet those fiscal requirements. This process is typically referred to as a Revenue Sufficiency Analysis.

The process employed in the Revenue Sufficiency Analysis results in the identification of revenue requirements of the system, such as operating expenses, capital expenses (minor and major), debt service expense (including a provision for debt service coverage), transfers out and the maintenance of both restricted and unrestricted reserves at appropriate levels. These revenue requirements are then compared to the total sources of funds during each year of the forecast period to determine the adequacy of projected revenues to meet projected revenue requirements. To the extent that the existing revenue stream is not sufficient to meet the annual revenue requirements of the system, a series of rate revenue increases are calculated which would be required in order to provide revenue sufficient to meet those needs.

2.4. The Cost Allocation Process

In order to provide guidance to the utility as to how to appropriately recover the rate revenue requirements identified in the Revenue Sufficiency Analysis, a Cost of Service Analysis is required.

The process employed in the Cost of Service Analysis results in the identification of the cost to provide service to customers. These cost allocations are then used as the basis for the assignment of revenue requirements to customer classes, upon which the development of rates and charges is based.

Two common approaches to the development of a cost of service analysis are based on the Base-Extra Capacity methodology, as detailed in the American Water Works Association (AWWA) M1 Manual – Principles of Water Rates, Fees and Charges and the Functional Cost Allocation methodology, as detailed in the Water Environment Federation (WEF) Manual 27 – Financing and Charges for Sewer Systems.

The general approach to the development of cost of service allocations under both the Base-Extra Capacity and Functional Cost Allocation methodologies is to: 1) identify the costs by functional cost category, 2) allocate the functionalized costs further to cost categories and then 3) allocate rate revenue requirements to customer classes based on the distribution of costs and customer characteristics.

The resulting allocations provide guidance to the rate practitioner which, combined with the other goals and objectives of the utility, provides the necessary information required to proceed to the development of utility rates and charges.



2.5. The Rate Design Process

With the rate revenue requirement determined in the Revenue Sufficiency Analysis, and the manner in which that rate revenue should be recovered determined in the Cost of Service Analysis, the development of specific rates and charges can commence.

Utilities consider a variety of factors in establishing rates, including cost allocation, customer impact, and ease of administration. The rate design process seeks to find the balance between the need to recover sufficient revenue in a fair and equitable manner and the need to do so within the constraints of other objectives which are unique to each utility. By understanding the types of customers served by the utility, and the general usage characteristics of those customers, a system of rates and charges can be developed that balances those many objectives while also generating sufficient revenue.

First, the rate design goals of the utility are reviewed to identify areas the utility wishes to address over the course of the Rate Study. Next, an assessment of the existing rate design is undertaken to identify what has worked well for the utility with regard to their specific goals and objectives, and the general goals and objectives of utility rate-making. This assessment typically also identifies areas for improvement which can provide guidance to the rate practitioner with respect to the design of future rates and charges.

After a review of the existing rates and charges, a dialog of how to build on the positive aspects of the existing structure and how to address deficiencies in the existing structure occurs with utility management and staff.

With an evaluation of the strengths and weaknesses of the existing rate structure and the goals of the utility going forward, the development of a new rate structure can begin. Development of a new rate structure which recovers the costs to provide service in a manner which achieves the goals of the utility in a manner consistent with standard rate-making practice requires an analysis of the projected usage characteristics of the customer base to which the rates will apply. This analysis is typically referred to as a billing frequency analysis.

The billing frequency analysis is provided through the billing system of the utility and then used by the rate-practitioner to accumulate billing statistics for each class of customer. Typical customer classes for utilities consist of residential, sometimes broken down into subcategories such as single family and multi family, and non residential, sometimes broken down into subcategories such as commercial, government, industrial and others. Billing data allows for the development of rates based on the use of the system by



each class. Alternative rate designs which account for customer usage patterns and also address various combinations of utility rate-making goals and rate-making principles can then be developed and reviewed by both the rate-practitioner and the utility regarding the viability of each rate structure designed.

With the identification of the rate revenue required, the manner in which those requirements should be recovered and the billing units to be used to recover the required revenue, specific rates and charges can then be developed. At the heart of successful rate design is the attempt to strike a proper balance between the many, sometimes competing, objectives of rate-making while ensuring generation of revenue sufficient to meet system financial requirements.

Additionally, in the State of California, rates must adhere to and conform to the State Constitution and the State's Water Code. More specifically, Proposition 218 requires that property related fees and charges, such as water rates must not exceed the reasonable cost of providing the service associated with the fee or charge, and shall not exceed the proportional cost of the service attributable to the parcel that is subject to the fee or charge.

Besides ensuring compliance with State law, another key principle for a comprehensive rate study is found in economic theory, which suggests the price of a commodity must roughly equal its cost or value if equity among customers is to be maintained – i.e. cost based. For example, capacity-related costs are usually incurred by a water utility to meet peak use requirements. Consequently, the customers causing peak demands should pay for the demand-related facilities in proportion to their contribution to maximum demands.

Through refinement of costing and pricing techniques, consumers of a product are given a more accurate price point of what the commodity costs to produce and deliver their water needs. The above fundamentals have considerable foundation in economic literature and correlate to the cost of service principles of Proposition 218. The "price-equals-cost" theory provides the basis for much of the subsequent analysis and comment.

This utility rate study was performed to allocate the costs of providing service to users in order to ensure that rates are equitable and in compliance with Proposition 218 requirements. The total cost of serving each customer class is determined by distributing each of the utility cost components among the user classes based upon the respective service requirements of each customer class. Therefore, a cost of service rate study enables water and sewer utilities to adopt rates based on the costs attributable to each



customer class and corresponding accounts. The purposes of this rate study include defining the proportional allocation of costs of service to users and deriving unit costs to support the development of utility rates.

2.6. Financial Management Goals of the City

The establishment of specific financial management goals of a utility is a key step in developing financial plans which will ensure the financial health of the utility remains strong. The financial management goals of the City are described below.

2.6.1 Minimum Unrestricted Working Capital Balance

In order to maintain a certain level of liquidity, the City has developed a goal of maintaining unrestricted working capital reserves in an amount greater than or equal to approximately 3 months of operating expenses.

2.6.2 Debt Service Coverage

The City currently has outstanding debt which contains covenants requiring the City to maintain rates and charges such that a debt service coverage ratio, defined as Current Year Net Revenues divided by Current Year Debt Service, be maintained at a minimum of 1.25. The coverage requirement of 1.25x is associated with all outstanding debt for each specific year the coverage is being calculated. The analysis presented herein meets this goal in each year of the forecast period. While the covenants require a debt service coverage ratio of 1.25x, the City has a goal of achieving coverage of 1.35x annual debt service, to provide an additional level of assurance to debt holders that the City will be able to meet its annual debt obligations.

2.6.3 Other Goals

There are variety of other goals and standards that are detailed in the City's Hydrological Enterprise Program (HEP), which was adopted by the Board of Public Utilities on January 21, 2016 by Resolution 16-01. The HEP program was taken into consideration in the Rate Study.



Section 3 - Rate Study Development and Initial Results

3.1. Revenue Sufficiency Analysis

3.1.1 General Methodology

In order to develop rates and charges which generate sufficient revenue to meet the fiscal requirements of the City, a determination of the annual revenue from rates which, combined with other sources of funds, will provide sufficient funds to meet those fiscal requirements must first be completed. This process is typically referred to as a Revenue Sufficiency Analysis.

The process employed in the Revenue Sufficiency Analysis resulted in the identification of revenue requirements of the system, such as operating expenses, capital expenses (minor and major), debt service expense (including a provision for debt service coverage, as applicable), transfers out and the maintenance of both restricted and unrestricted reserves at appropriate levels. These revenue requirements were then compared to the total sources of funds during each year of the forecast period to determine the adequacy of projected revenues to meet requirements. To the extent that the existing revenue stream was not sufficient to meet the annual revenue requirements of the system, a series of rate revenue increases were calculated to provide revenue sufficient to meet those needs.

3.1.2 Data Items

Key data items reviewed, discussed and incorporated into the Revenue Sufficiency Analysis were:

- Financial management goals of the City
- FY 2014-15 Fund Balances
- FY 2015-16 Adopted Budget
- Approved Capital Improvement Plan (CIP)
- Outstanding Debt Schedules
- Prospective projects list approved by the BPU for inclusion in the rate study on 3/8/16.
- General assumptions related to:
 - Customer growth
 - Cost escalation factors



- New Debt

A discussion of the use of each of the above data items is presented below.

3.1.3 FY 2014-15 Fund Balances

To better understand what funds the City had on hand to start the forecast period, a detailed review of fund balances of the FY 2014-15 end-of-year fund balances was conducted and discussed with City staff. Assumptions were made to estimate the actual unrestricted cash (available cash) balances available at the end of FY 2014-15, and therefore at the beginning of FY 2015-16. A summary of the fund balances associated with the water and sewer utility enterprise funds for the beginning of FY 2015-16, as adjusted for use in this analysis, is presented in Table 3-1 below.

Table 3-1 Beginning Fund Balances Fiscal Year Ending 2015-16		
Description	Water	Sewer
Operations Fund	\$2,048,027	\$12,119,296
Capital Fund	<u>271,637</u>	<u>1,224,527</u>
Total Available Balance	\$2,319,654	\$13,343,823

3.1.4 FY 2015-16 Adopted Budget

Staff provided Willdan with the FY 2015-16 Adopted Budget, and associated line-item detail, as the basis for the projection of financial performance for FY 2015-16. In addition, staff provided a copy of the line-item projected expenses for FY 2015-16 to be used as the basis for the projection of future budgetary line-items for the remainder of the forecast period.

Cost escalation factors were reviewed by staff and were used to project line-item costs beyond the FY 2015-16 budget. Those factors were applied based on line-item cost classifications.

A summary of the FY 2015-16 budget, and subsequent projected budgetary expenses, is presented below in Table 3-2. A more detailed presentation of the line-item budgeted and projected revenues and expenses is presented in Schedules A-3 through A-5, B-3 through B-9 respectively, in the Appendices.



Table 3-2 Approved Operating Budget Fiscal Year Ending 2015-16		
Description	Water	Sewer
Operations and Maintenance Expenses	\$5,883,600	\$10,661,077
Debt Service	771,090	14,544,700
Minor Capital	70,000	0
Transfers	937,350	1,679,939
Total Expenses	\$7,662,040	\$28,885,716

3.1.5 Approved Capital Improvements Plan (CIP)

The City provided Willdan with a forecast of capital requirements for the study period. A summary table of the CIP for the FY 2015-16 – FY 2024-25 forecast period is presented below in Table 3-3. Water capital projects are anticipated to be funded 56% from cash and 44% through future debt issuances while the sewer debt is projected to be cash funded. The adopted CIP is presented in Schedules A-6 through A-7 and B-10, respectively, in the Appendices.

Table 3-3 Capital Improvement Plan – Repair and Rehabilitation Only Fiscal Years (\$ millions)											
FY	Total	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25
W	\$76.58	0.80	11.69	8.74	8.35	11.35	10.69	6.73	6.05	5.99	6.18
S	94.68	1.00	9.86	9.44	9.44	9.44	9.44	8.31	10.45	12.09	15.23
Sum	\$171.26	\$1.80	\$21.55	\$18.18	\$17.79	\$20.79	\$20.13	\$15.04	\$16.50	\$18.08	\$21.41

3.1.6 Outstanding Debt

The City, like many utilities, has utilized long-term debt to fund capital assets in the past. The City has both outstanding water and sewer debt, and is anticipated to issue new debt in the future to fund significant water cost projects. Issuance of debt provides a reasonable matching between the facilities or infrastructure to be constructed and the rate payers who will be benefiting from the assets. Because the debt is retired over time, new customers who connect to the system in the future will share (through their rates) in the cost of the assets that they will benefit from through their use of the system.



3.1.7 General Assumptions

In order to develop the financial and rate projections, certain assumptions were made with regard to elements of the revenue sufficiency analysis. A summary of those assumptions is presented below.

3.1.7.1. Growth

The City anticipates growth of 2.7% per year as identified in the City's most recently adopted General Plan.

3.1.7.2. O&M Escalation Factors

Willdan worked with City staff to identify reasonable cost escalation factors to be applied to operations and maintenance expenses in recognition of increasing costs over time. It was determined that a 3% inflationary factor represented a reasonable estimate of annual cost increases during the study period. There were, however, some expenses which were anticipated to have one time changes in cost. These costs were identified in the year they were anticipated to occur and formed the basis for the new starting point for which the annual 3% inflationary adjustment was used going forward.

3.1.7.3. New Debt Assumptions

In order to fund the City's water CIP it is anticipated that new debt (44% funding of capital) will be required. Specifically, two debt issuances have been projected, a \$20.7 million issuance in FY 2016-17 and a second issuance for \$13.83 million in FY 2019-20. As the City evaluates its capital program the timing of debt issuances may be shifted. Further, it was assumed that to the new debt's debt service coverage requirement will be 1.25 times, but the City's standard of 1.35 times will be the target.

The following details the assumptions related to new debt projected during the forecast period:

- Revenue Bonds
 - Term – 30 Years
 - Rate – 3.5%
 - Issuance costs – 2.0%
 - Debt Service Coverage Requirement – 1.25 (1.35 target)

As there is the potential for the timing of the debt to change, the parameters of the debt issuances may also change, prompting the City to issue more or less debt depending upon interest rates and terms available to the City.



Coverage Analysis

It is anticipated that the debt service coverage requirement (net revenue divided by annual debt service) will be 1.25 times on the new debt issuance. Our analysis shows that both the water fund and the sewer fund will meet or exceed this requirement in all years of the study period on both existing and new debt with the revenue increases identified in Section 3.1.8.1. City will pay-go as able to shift the ratio which will improve coverage. It is possible a more aggressive approach to cash funding CIP will be undertaken compared to what the plan currently assumes which could result in a lowering of the currently projected debt service coverage ratios. The debt service coverage ratios are summarized in Table 3-4 below.

Table 3-4 Debt Service Coverage by Fiscal year									
Fund	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Water	1.98	2.32	2.83	2.39	2.72	2.99	3.73	4.80	5.09
Sewer	1.31	1.48	1.71	1.77	1.86	1.92	2.00	2.07	2.15

3.1.8 Results of the Revenue Sufficiency Analysis

After a thorough review of the above-mentioned data elements, a draft of the Revenue Sufficiency Analysis was developed and reviewed with City staff. This draft provided the forum in which various alternative assumptions were discussed, tested and evaluated for both their reasonableness and their impact upon the ultimate financial health of the utility.

The resulting financial plan presented herein is the embodiment of the data, assumptions and review process undertaken with City staff in several meetings.

3.1.8.1. Rate Revenue Increases Required

Our analysis of the water and sewer utilities indicate that without revenue increases neither utility will generate sufficient revenue to meet their respective operations and maintenance, repair and replacement capital and debt service throughout the study period. In part this is because anticipated growth (2.7% per year) is projected to be less than the cost increase associated with operating expenses (3% per year). Therefore, we recommend increases each year for both the water and sewer utilities in order to maintain pace with increasing operating costs, fund capital needs and pay annual debt service.



Table 3-5 below reflects our projections of revenue increases during the forecast period in order for the City to meet its ongoing operational costs.

Table 3-5 Projected Rate Revenue Increases		
Fiscal Year	Water Rate Revenue Increases	Sewer Rate Revenue Increases
2016-17	41%	9%
2017-18	12%	9%
2018-19	8%	9%
2019-20	6%	2%
2020-21	6%	2%
2021-22	4%	1%
2022-23	2%	1%
2023-24	2%	1%
2024-25	2%	1%

A more detailed presentation of the pro forma, including a fund balance reconciliation and projection of annual debt service coverage, is presented in Schedules A-1 and B-1 in the Appendices.

3.1.8.2. Summary of Revenue Sufficiency Analysis

The resulting financial plan is presented in Table 3-6, which provides for funding of projected revenue requirements during the forecast period, and is projected to meet or exceed the financial operations of the City.

A more detailed presentation of the financial plan, including fund balance reconciliations for each fund, is presented in Schedules A-1 and B-1 in the Appendices.



Table 3-6										
Projected Net Operating Fund Results										
Fiscal Years 2015-16- to 2024-25										
(\$millions)										
Description	15-16	16-17	17-18	18-19	1920	20-21	21-22	22-23	23-24	24-25
Water										
Beginning Fund Balance	\$2.05	\$3.13	\$1.92	\$1.96	\$3.47	\$1.99	\$3.40	\$2.04	\$2.27	\$3.48
Total Operating Revenue	8.58	11.09	11.96	13.17	14.26	15.44	16.44	17.17	17.94	18.76
Operating Expenses	<u>5.88</u>	<u>6.82</u>	<u>6.97</u>	<u>7.07</u>	<u>7.28</u>	<u>7.49</u>	<u>7.72</u>	<u>7.94</u>	<u>8.18</u>	<u>8.42</u>
Net Revenue	2.70	4.27	5.00	6.10	6.99	7.95	8.72	9.22	9.76	10.34
Less:										
Other Uses of Funds	<u>1.62</u>	<u>5.48</u>	<u>4.96</u>	<u>4.59</u>	<u>8.47</u>	<u>6.53</u>	<u>10.08</u>	<u>8.99</u>	<u>8.56</u>	<u>8.83</u>
Net Cash Flow	1.08	(1.21)	0.04	1.51	(1.48)	1.41	(1.36)	0.23	1.21	1.51
Ending Fund Balance	\$3.13	\$1.92	\$1.96	\$3.47	\$1.99	\$3.40	\$2.04	\$2.27	\$3.48	\$4.98
Debt Service Coverage Ratio	-	1.98	2.32	2.83	2.39	2.72	2.99	3.73	4.80	5.09
Target	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35
Sewer										
Beginning Fund Balance	\$12.12	\$11.90	\$5.69	\$2.69	\$2.80	\$3.84	\$6.04	\$10.22	\$13.15	\$15.30
Total Operating Revenue	26.60	29.43	32.09	35.61	37.19	38.85	40.21	41.64	43.12	44.64
Operating Expenses	<u>10.66</u>	<u>11.29</u>	<u>11.63</u>	<u>11.97</u>	<u>12.33</u>	<u>12.70</u>	<u>13.08</u>	<u>13.47</u>	<u>13.88</u>	<u>14.29</u>
Net Revenue	15.94	18.13	20.46	23.64	24.85	26.15	27.14	28.17	29.24	30.35
Less:										
Other Uses of Funds	<u>16.16</u>	<u>24.34</u>	<u>23.45</u>	<u>23.54</u>	<u>23.81</u>	<u>23.94</u>	<u>22.95</u>	<u>25.24</u>	<u>27.09</u>	<u>30.61</u>
Net Cash Flow	(0.22)	(6.21)	(3.00)	0.10	1.04	2.20	4.18	2.93	2.15	(0.26)
Ending Fund Balance	\$11.90	\$5.69	\$2.69	\$2.80	\$3.84	\$6.04	\$10.22	\$13.15	\$15.30	\$15.04
Debt Service Coverage Ratio	1.10	1.31	1.48	1.71	1.77	1.86	1.92	2.00	2.07	2.15
Target	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35

3.2. Cost of Service Analysis

3.2.1 General Methodology

In order to provide guidance to the City as to how to adequately recover the water and sewer rate revenue requirements identified in the Revenue Sufficiency Analysis, in a manner consistent with generally accepted rate-making principles, a Cost of Service Analysis was conducted.

The Cost of Service Analysis resulted in the identification of the cost to provide service to customers based on functional cost categories and the services they received from the City. These cost allocations were



then used as the basis for the assignment of revenue requirements to customer classes upon which the development of rates and charges presented herein is based.

The water cost of service was based on the Base Extra Capacity methodology as detailed in the American Water Works Association (AWWA) Manual M1 – Principles of Water Rates, Fees and Charges. The sewer Cost of Service Analysis was based on the Functional Cost Allocation methodology, as detailed in the Water Environment Federation (WEF) Manual 27 – Financing and Charges for Sewer Systems.

The general approach to the development of cost of service allocations under the Functional Cost Allocation methodologies was to: 1) identify the costs by functional cost category / service, 2) allocate the functionalized costs further to cost categories and then to 3) allocate the rate revenue requirements to customer classes based on the distribution of costs and customer characteristics. The Cost of Service Analysis and results are presented below.

3.2.2 Allocation to Cost Categories

Water costs are allocated on their need to meet base demand, peak demand (max day and max hour water needs), as well as customer service costs such as billing and collection. Table 3-7 summarizes the cost of service based allocation of the City’s water costs.

Table 3-7 Water System - Summary of Functional Allocations to Cost Categories Fiscal Year 2016-17							
Functional Cost	Total	Base	Max Day	Max Hour	Meters & Services	Billing & Collection	Total
Treatment	\$2,788,470	\$1,962,196	\$826,274	\$-	\$-	\$-	\$2,788,470
Transmission & Distribution	767,031	226,263	95,279	445,490	-	-	767,031
Customer Service	76,055	-	-	-	38,028	38,028	76,055
Administration & Transfers	6,508,793	3,254,396	-	-	1,627,198	1,627,198	6,508,793
Debt Service	2,159,731	2,159,731	-	-	-	-	2,159,731
Non-Operating Revenue/Changes in Reserves ⁽¹⁾	<u>(2,685,010)</u>	<u>(1,659,584)</u>	<u>(201,168)</u>	<u>(97,247)</u>	<u>(363,506)</u>	<u>(363,506)</u>	<u>(2,685,010)</u>
Total	\$9,615,069	\$5,943,001	\$720,385	\$348,243	\$1,301,270	\$1,301,270	\$9,615,069

(1) A positive value results in an increase of reserves through rates, while a negative value indicates use of non-operating revenue and existing reserves to meet annual expenses in addition to rates.

Table 3-7 illustrates the costs to provide water service to customers. Total costs are allocated to functional categories such as treatment or transmission and distribution and then to cost categories such as base or max day. The cost categories are then used to distribute costs to each respective customer class such as residential or commercial.



Sewer costs are allocated on their need to meet volume (all Sewer flows) or general capacity needs, treatment including suspended solids (SS) and biochemical oxygen demand (BOD) as well as customer related costs such as billing and collection. Table 3-8 summarizes the cost of service based allocation of the City's Sewer costs.

Table 3-8
Sewer System - Summary of Functional Allocations to Cost Categories
Fiscal Year 2016-17

Functional Cost	Total	Volume	Capacity	Strength SS	Strength BOD	Customer Service	Total
Collection	\$6,332,996	\$6,332,996	\$-	\$-	\$-	\$-	\$6,332,996
Treatment	6,238,017	3,119,009	-	1,559,504	1,559,504	-	6,238,017
Administration & Transfers	8,597,711	5,305,180	1,644,349	320,929	320,929	1,006,325	8,597,711
Debt Service	14,467,592	5,425,347	5,425,347	-	-	3,616,898	14,467,592
Non-Operating Revenue/Changes in Reserves ⁽¹⁾	<u>(7,157,890)</u>	<u>(4,053,852)</u>	<u>(1,420,015)</u>	<u>(377,703)</u>	<u>(377,703)</u>	<u>(928,618)</u>	<u>(7,157,890)</u>
Total	\$28,478,426	\$16,128,680	\$5,649,681	\$1,502,730	\$1,502,730	\$3,694,605	\$28,478,426

(1) A positive value results in an increase of reserves through rates, while a negative value indicates use of non-operating revenue and existing reserves to meet annual expenses in addition to rates.

Similar to the allocation of water costs, Table 3-8 illustrates the costs to provide sewer service to customers. Total costs are allocated to functional categories such as collection or treatment and then to cost categories such as volume or strength (SS and BOD). The cost categories are then used to distribute costs to each respective customer class such as residential or commercial.

3.2.3 Summary of Cost of Service Analysis

The Cost of Service Analysis presented herein sets forth how to appropriately recover the rate revenue requirements for FY 2016-17. The allocations presented herein were used, along with the other goals and objectives of the utility, in the development of the water and sewer rates and charges presented in the next section.

3.3. Rate Design Analysis

3.3.1 General Methodology

With the rate revenue requirement determined in the Revenue Sufficiency Analysis, and allocations previously described in the Cost of Service Analysis, the development of specific rates and charges was completed as described below.

First, the rate design goals of the City were reviewed to identify areas the City wanted to address over the forecast period included in this Rate Study. Next, an assessment of the existing rate design was completed



to identify areas which have worked well for the City with regard to their specific goals and objectives, and the general goals and objectives of utility rate-making. This analysis was conducted consistent with the provisions of Proposition 218.

With an evaluation of the existing rate structure, and the goals of the City going forward, the analysis required for the development of alternative rate structures was then completed. Cost of service and rate design schedules can be found in Appendices C and D.

3.3.2 Review of Existing Rate Structure

The City's current water rates and charges are comprised of a monthly fixed charge and a volumetric rate based on an inclining block for residential customers and uniform rate for non-residential customers. Residential sewer customers are assessed a monthly base fee, while non-residential customers (excluding industrial customers) are assessed a flow base rate assessed on a per 1,000 gallons basis with the monthly bill being set at the greater of the quotient of monthly flows and the rate per 1,000 gallons or the residential flat charge, whichever is greater. Industrial customers are assessed a flow based rate as well as a rate per 100 pounds for each of SS and BOD.

3.3.3 Proposed Rate Structure Changes

3.3.3.1. Water Rates

Through discussions with City staff it was determined that the existing water structure is effectively meeting the City's goals and is consistent with AWWA rate making practices. As such, the current water rate structure is proposed to remain largely unchanged with only minor revisions. The first revision is to adjust the rates themselves to reflect class cost of service. The second revision was to change the tier differentials for the residential tiers (between tiers 1 and 2 and between tiers 2 and 3). These revisions are proposed to adhere to Proposition 218 and the appropriate recovery of revenues to reflect the costs to serve each respective class. Table 3-9 illustrates the proposed monthly water fixed charge for the next 5 years.



Table 3-9 Proposed Monthly Water Fixed Charges Fiscal Years 2016-17 through FY 2020-21						
Meter Size	Adopted FY 2016-17	16-17	17-18	18-19	19-20	20-21
5/8-inch	\$13.53	\$12.29	\$13.76	\$14.87	\$15.76	\$16.70
3/4-inch	13.53	12.29	13.76	14.87	15.76	16.70
1-inch	16.64	20.52	22.98	24.82	26.31	27.89
1 ½-inch	24.41	40.93	45.84	49.51	52.48	55.63
2-inch	33.72	65.51	73.37	79.24	84.00	89.04
3-inch	55.47	131.13	146.87	158.61	168.13	178.22
4-inch	86.53	204.87	229.45	247.81	262.68	278.44
6-inch	164.19	409.63	458.79	495.49	525.22	556.73
8-inch	257.38	655.43	734.08	792.81	840.38	890.80
10-inch	366.10	942.27	1,055.34	1,139.77	1,208.16	1,280.65

The monthly fixed charge is assessed to all customers regardless of class and acts as a “readiness to serve” charge to ensure safe and reliable water systems such that customers can be assured of ongoing system maintenance and available water when the service is needed.

The proposed fixed charges increase by meter size based on the ratio of flow capacities by meter size as identified by AWWA.

The volumetric portion of a customer’s bill are specific to each customer class and are summarized in Table 3-10.

Table 3-10 Proposed Water Volumetric Rates Fiscal Years 2016-17 through FY 2020-21						
Customer Class	Rate per 1,000 Gallons of Water Use					
	Adopted FY 2016-17	16-17	17-18	18-19	19-20	20-21
Residential (gallons per month)						
0 – 9,000	\$0.547	\$0.664	\$0.744	\$0.803	\$0.852	\$0.903
9,001 – 30,000	0.788	1.088	1.218	1.316	1.395	1.478
> 30,000	1.577	1.452	1.627	1.757	1.862	1.974
Multifamily (gallons per month)						
All Use	0.611	0.539	0.603	0.652	0.691	0.732
Commercial (gallons per month)						
All Use	0.725	0.541	0.606	0.655	0.694	0.736
Industrial (gallons per month)						
All Use	0.611	1.168	1.308	1.413	1.498	1.587
Institutional (gallons per month)						
All Use	0.846	1.013	1.135	1.226	1.299	1.377



Residential rates maintain the current 3-tier rate structure with the rate differentials between tiers based on the residential class' respective peaking factors for peak day and peak hour. The water system is designed to meet peak day and peak hour needs of customers. Most of the year the water system operates an average level of demand and the capacity required to meet peak day and peak hour demand sits idle. However, the system must be sized to meet the peak hour demand when it occurs. This is an expensive way to operate a system and those customers whose demand require peak hour capacity, should pay for the cost of the peak capacity through their rates. The proposed rate structure recovers these costs through the 3-tier structure of the residential class.

The non-residential customer classes are proposed to be assessed a uniform rate specific to each customer class based on the respective demands and costs each class places on the water system.

3.3.3.2. Sewer Rates

Similar to the water rate structure, Willdan did not identify any problems with the City's existing Sewer rate structure, but did conduct a cost of service analysis to update the rates themselves to reflect the cost of providing different levels of service across customer classes.

Through discussion with City staff it was determined that the existing sewer structure is effectively meeting the goals of the City. However, the rates within the structure itself were updated to reflect the current cost of serving each customer class. Table 3-11 summarizes the proposed sewer rates based on the class cost of service analysis that was conducted.



Table 3-11						
Proposed Sewer Rates						
Fiscal Years 2016-17 through FY 2020-21						
Customer Class	Current	16-17	17-18	18-19	19-20	20-21
Residential (flat rate per month)						
Single Family	\$42.00	\$43.60	\$47.53	\$51.80	\$52.84	\$53.90
Multi Family (per unit)	32.34	33.57	36.59	39.89	40.69	41.50
Mobile Home Parks (per space)	33.31	26.63	29.02	31.63	32.27	32.91
Senior	21.00	21.80	23.76	25.90	26.42	26.95
Commercial (rate per 1,000 gals)						
Class I	3.75	2.79	3.04	3.31	3.38	3.45
Class II	3.59	2.67	2.91	3.17	3.23	3.30
Class III	3.55	2.64	2.88	3.13	3.20	3.26
Class IV	5.46	4.06	4.42	4.82	4.92	5.02
Industrial						
All Use (per 1,000 gals)	2.54	2.79	3.04	3.31	3.38	3.45
Total BOD (per 100 lbs)	15.11	16.05	17.49	19.07	19.45	19.84
Total SS (per 100 lbs)	19.54	23.44	23.44	25.54	26.06	26.58
Schools						
Per Student per Month	1.48	0.771	0.841	0.917	0.935	0.954

3.3.4 Data Review

In order to develop the rates and charges presented herein, a detailed review of pertinent data was conducted. A description of the data reviewed, and the review process employed, is presented below.

3.3.4.1. Billing Data Review

In order to develop rates and charges which recover sufficient revenue to meet the financial goals of the City in a manner consistent with the cost of service analysis and generally accepted rate-making practice, a detailed review of historical billing units was undertaken. The analysis resulted in the identification of the historical bills issued at each increment of consumption for each unique customer class in the system for the FY 2014-15 billing period. This analysis is used as the basis for the projection of billing units used in the development of rates and charges, and the projection of revenue, for the City.

3.3.4.1.1. Billing Data Validation

In order to validate that the data used in the analysis is reasonable for use in the determination of rates and charges which recover the target revenue requirement, a billing data validation was conducted.

The billing data validation consisted of a revenue test in which the rates and charges in place during the last full year, FY 2014-15, were applied to the billing data compiled from the City for the same period. The



resultant revenue calculated was compared to the revenue collected in FY 2014-15, as provided by City staff.

This comparison resulted in the determination that the billing data was within accepted tolerances for use in rate making.

Comparisons

As part of the study we examined and compared the City's rates to those of neighboring entities. Figure 1 provides a comparison of the City's water and Sewer rates assuming a 1-inch meter and 13,000 gallons of monthly water flow. Figure 2 compares the City's current and proposed monthly residential sewer bill to those of surrounding communities.

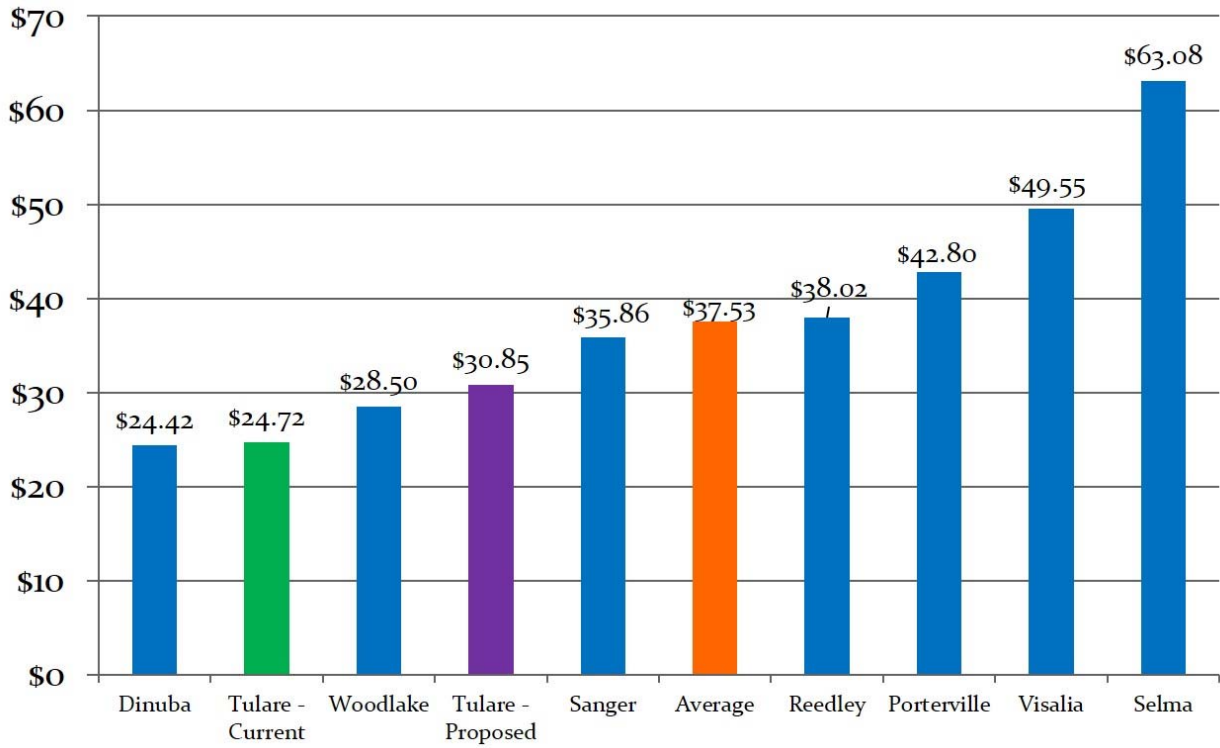


Figure 1 – Water Bill Comparison (13,000 gallons)

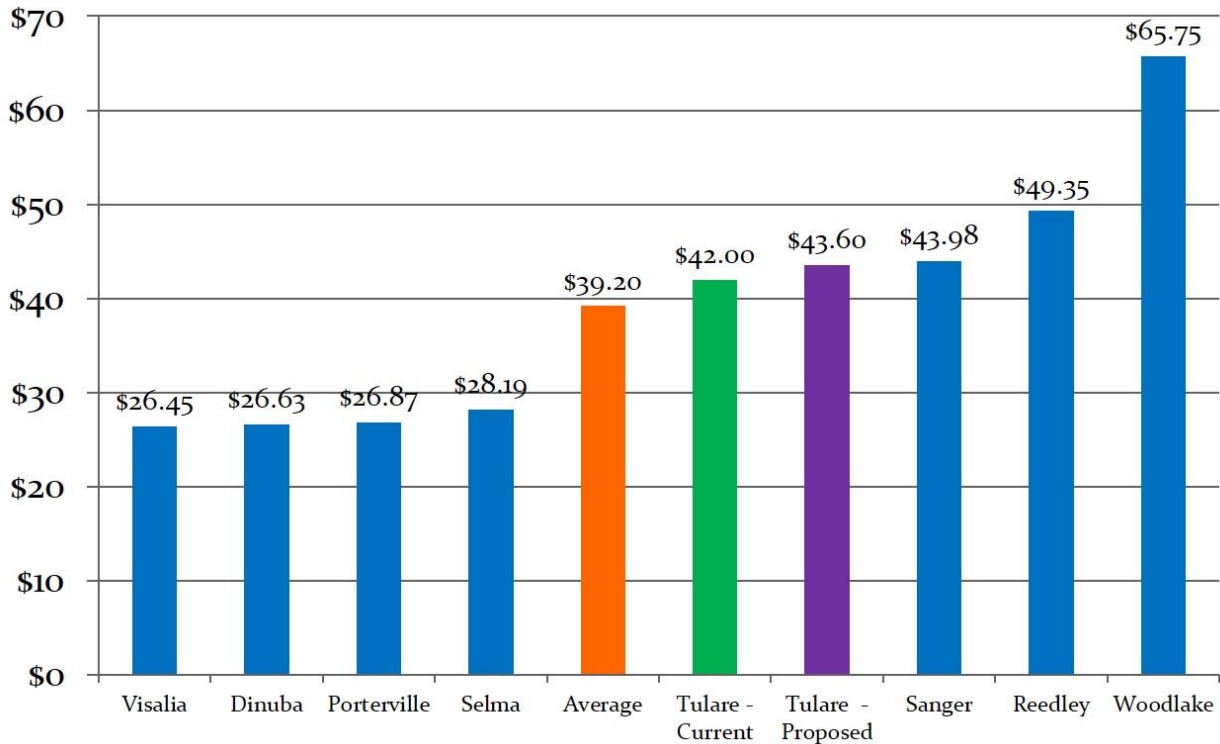


Figure 2 – Sewer Rate Comparison

Figure 1 shows the City’s monthly water bill in the bottom half (below the average) of the comparison. For the sewer comparison both the current and proposed fees are slightly higher than the average of the other entities examined.

Summary of the Rate Study

The Rate Study presented herein utilized generally accepted rate-making principles which resulted in the development of rates and charges which are projected to: 1) generate sufficient revenue to meet the financial requirements of the utility, 2) address the need to recover costs from users in a manner which is fair and equitable relative to service provided, and 3) meet the financial and rate design goals of the City.



Section 4 - Conclusions and Recommendations

4.1. Conclusions

- Projected operating revenues and operating expenses for the forecast period were developed by, and/or in consultation with, City staff and are based upon reasonable projections.
- The projected capital project expenses have been developed by City staff, to address water and sewer system renewal, replacement and capacity regulatory needs.
- Based on Conclusions 1 and 2 above, we are of the opinion that the financial projections presented herein demonstrate the water and sewer utilities' ability to meet its obligations with regard to:
 - Operating expenses,
 - Non-operating expenses,
 - Capital project expenses, and
 - Key financial policies, including:
 - Maintenance of at least 3 months of operating reserve balances,
 - Legal debt service coverage of at least 1.25, City goal of 1.35
- The proposed rates presented herein are in conformance with industry standard rate-making practice and/or the City's rate policies with respect to:
 - The fair and equitable recovery of costs through the water and Sewer rates,
 - Generation of sufficient revenue to fully recover system revenue requirements and reserve requirements,
 - Recovery of all customer costs and a portion of fixed costs through the water and sewer fixed charges.

4.2. Recommendations

- It is recommended that the City implement the proposed rates and charges presented in this Report for FY 2016-17 by October 1, 2016.
- It is recommended that the City update the revenue sufficiency analysis portion of this study each year to ensure projected revenue is sufficient to fund projected expenses going forward as assumptions made during this analysis may change and have a material impact upon the analysis.



- It is recommended that the City update the cost of service analysis portion of this study every three to five years to ensure costs are recovered consistent with cost of service principles and customer characteristics.

City of Tulare
Pro Forma with Debt Service Coverage and Fund Balance Reconciliation

Line No	Reference	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Operations												
1	Water Rate Revenue Increases	0.00%	41.00%	12.00%	8.00%	6.00%	6.00%	4.00%	2.00%	2.00%	2.00%	
	% of Year Rate Increase Effective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
2	Beginning Unrestricted Fund Balance	Sch A - 2, Line 25	\$ 2,048,027	\$ 2,783,407	\$ 1,574,897	\$ 1,609,907	\$ 3,119,007	\$ 1,635,100	\$ 3,044,918	\$ 1,679,960	\$ 1,912,201	\$ 3,116,542
3	Rate Revenue 1	Sch A - 3, Line 2	\$ 6,639,920	\$ 9,615,069	\$ 11,059,637	\$ 12,266,907	\$ 13,354,000	\$ 14,537,431	\$ 15,527,139	\$ 16,265,299	\$ 17,038,551	\$ 17,848,564
4	Total Rate Revenue		\$ 6,639,920	\$ 9,615,069	\$ 11,059,637	\$ 12,266,907	\$ 13,354,000	\$ 14,537,431	\$ 15,527,139	\$ 16,265,299	\$ 17,038,551	\$ 17,848,564
5	Other Operating Revenue	Sch A - 3, Line 3	1,587,500	1,462,500	892,500	892,500	892,500	892,500	892,500	892,500	892,500	892,500
6	Interest Income - Operating Fund	Calc	10,000	14,000	8,000	8,000	16,000	8,000	15,000	8,000	10,000	16,000
7	Total Operating Revenue		\$ 8,237,420	\$ 11,091,569	\$ 11,960,137	\$ 13,167,407	\$ 14,262,500	\$ 15,437,931	\$ 16,434,639	\$ 17,165,799	\$ 17,941,051	\$ 18,757,064
8	Operating Expenses	Sch A - 4, Line 2	(5,883,600)	(6,819,012)	(6,966,086)	(7,069,066)	(7,278,139)	(7,493,485)	(7,715,289)	(7,943,748)	(8,179,062)	(8,421,434)
9	Net Revenue		\$ 2,353,820	\$ 4,272,557	\$ 4,994,051	\$ 6,098,341	\$ 6,984,361	\$ 7,944,446	\$ 8,719,350	\$ 9,222,051	\$ 9,761,989	\$ 10,335,630
	Plus:											
	Other Sources of Funds											
10	Transfers In	Sch A - 3, Line 13	160,000	-	-	-	-	-	-	-	-	-
	Less:											
	Other Uses of Funds											
11	Minor Capital	Sch A - 4, Line 4	\$ (70,000)	\$ (72,100)	\$ (74,263)	\$ (76,491)	\$ (78,786)	\$ (81,150)	\$ (83,585)	\$ (86,093)	\$ (88,676)	\$ (91,336)
12	Major Capital Funded with Existing Reserves/Current Cash											
13	Transfers Out	Sch A - 4, Line 5	(937,350)	(3,249,237)	(2,727,372)	(2,357,669)	(5,469,747)	(3,536,068)	(7,085,637)	(6,429,154)	(6,434,932)	(6,705,595)
14	Non Operating Expenses	Sch A - 4, Line 3	-	-	-	-	-	-	-	-	-	-
15	Existing Revenue Bond Debt Service	Sch A - 4, Line 6	(771,090)	(1,009,954)	(1,007,629)	(1,005,304)	(1,002,979)	(1,000,654)	(998,329)	(557,806)	(117,283)	(114,958)
16	New Revenue Bond Debt Service	Sch A - 4, Line 7	-	(1,149,777)	(1,149,777)	(1,149,777)	(1,916,757)	(1,916,757)	(1,916,757)	(1,916,757)	(1,916,757)	(1,916,757)
17	Net Cash Flow		\$ 735,380	\$ (1,208,510)	\$ 35,010	\$ 1,509,100	\$ (1,483,907)	\$ 1,409,818	\$ (1,364,958)	\$ 232,241	\$ 1,204,340	\$ 1,506,984
18	Ending Unrestricted Fund Balance		\$ 2,783,407	\$ 1,574,897	\$ 1,609,907	\$ 3,119,007	\$ 1,635,100	\$ 3,044,918	\$ 1,679,960	\$ 1,912,201	\$ 3,116,542	\$ 4,623,525
19	Days of O&M		173	84	84	161	82	148	79	88	139	200
20	Target Unrestricted Fund Balance	Target	1,470,900	1,704,753	1,741,522	1,767,267	1,819,535	1,873,371	1,928,822	1,985,937	2,044,766	2,105,359
Debt Service Coverage Calculations:												
Revenue Bond Debt Service Coverage												
Rate Covenant Debt Service Coverage Test:												
21	Net Revenue Available for Debt Service Coverage Test		\$ 2,353,820	\$ 4,272,557	\$ 4,994,051	\$ 6,098,341	\$ 6,984,361	\$ 7,944,446	\$ 8,719,350	\$ 9,222,051	\$ 9,761,989	\$ 10,335,630
Revenue Bond Debt Service:												
22	Existing SRF Bond Debt Service		-	-	-	-	-	-	-	-	-	-
23	New SRF Bond Debt Service		-	-	-	-	-	-	-	-	-	-
24	Existing Revenue Bond Debt Service		771,090	1,009,954	1,007,629	1,005,304	1,002,979	1,000,654	998,329	557,806	117,283	114,958
25	New Revenue Bond Debt Service		-	(1,149,777)	(1,149,777)	(1,149,777)	(1,916,757)	(1,916,757)	(1,916,757)	(1,916,757)	(1,916,757)	(1,916,757)
26	Total Revenue Bond Debt Service		\$ 771,090	\$ 2,159,731	\$ 2,157,406	\$ 2,155,081	\$ 2,919,736	\$ 2,917,411	\$ 2,915,086	\$ 2,474,563	\$ 2,034,040	\$ 2,031,715
27	Debt Service Coverage - Rate Covenant		3.05	1.98	2.31	2.83	2.39	2.72	2.99	3.73	4.80	5.09
28	Debt Service Coverage Requirement		1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
Parity Debt Service Coverage Test:												
29	Net Revenue Available for Debt Service Coverage Test		\$ 2,353,820	\$ 4,272,557	\$ 4,994,051	\$ 6,098,341	\$ 6,984,361	\$ 7,944,446	\$ 8,719,350	\$ 9,222,051	\$ 9,761,989	\$ 10,335,630
30	Maximum Revenue Bond Debt Service		1,009,954	1,009,954	1,007,629	1,005,304	1,002,979	1,000,654	998,329	557,806	117,283	114,958
31	Debt Service Coverage - Parity Test		2.33	4.23	4.96	6.07	6.96	7.94	8.73	16.53	83.23	89.91
32	Debt Service Coverage Requirement		1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
SRF Debt Service Coverage Test												
SRF Test:												
33	Net Revenue Available for Debt Service Coverage Test		\$ 2,353,820	\$ 4,272,557	\$ 4,994,051	\$ 6,098,341	\$ 6,984,361	\$ 7,944,446	\$ 8,719,350	\$ 9,222,051	\$ 9,761,989	\$ 10,335,630
Less:												
34	Existing Revenue Bond Debt Service		(771,090)	(2,159,731)	(2,157,406)	(2,155,081)	(2,919,736)	(2,917,411)	(2,915,086)	(2,474,563)	(2,034,040)	(2,031,715)
35	Net Revenue Available for SRF Debt Service Coverage Test		\$ 1,582,730	\$ 2,112,826	\$ 2,836,645	\$ 3,943,260	\$ 4,064,625	\$ 5,027,035	\$ 5,804,264	\$ 6,747,488	\$ 7,727,949	\$ 8,303,915
36	Existing SRF Debt Service		-	-	-	-	-	-	-	-	-	-
37	New SRF Debt Service		-	-	-	-	-	-	-	-	-	-
38	Total SRF Debt Service		-	-	-	-	-	-	-	-	-	-
39	Debt Service Coverage - SRF Test		1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
40	Debt Service Coverage Requirement		1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Capital												
41	Beginning Balance	Sch A - 2, Line 26	\$ 271,637	\$ 405,637	\$ 407,637	\$ 409,637	\$ 411,637	\$ 413,637	\$ 415,637	\$ 417,637	\$ 419,637	\$ 421,637
42	Sources of Funds	Sch A - 3, Line 5	930,000	3,241,666	2,719,574	2,349,637	5,461,474	3,527,547	7,076,860	6,420,114	6,425,621	6,696,005
43	Interest Earnings	Calc	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
44	Uses of Funds other Than Major Capital	Sch A - 4, Line 12	-	-	-	-	-	-	-	-	-	-
45	Major Capital Funded with Capital	Sch A - 9, Line 5	(797,000)	(3,241,666)	(2,719,574)	(2,349,637)	(5,461,474)	(3,527,547)	(7,076,860)	(6,420,114)	(6,425,621)	(6,696,005)
46	Ending Balance		\$ 405,637	\$ 407,637	\$ 409,637	\$ 411,637	\$ 413,637	\$ 415,637	\$ 417,637	\$ 419,637	\$ 421,637	\$ 423,637

City of Tulare
Beginning Fund Balance Reconciliation

BEGINNING BALANCES			
Line No:		Operations	Capital
1	Current assets:		
2	Pooled cash and investments	\$ 1,926,528	\$ 431,721
3	Receivables:	689,543	
4	Accounts and other	-	
5	Unbilled accounts	-	
6	Accrued interest	-	
7	Due from other funds	-	
8	Due from other governments	-	
9	Inventories	-	
10	Prepaid insurance	-	
11	Other assets	-	
12	Total Current Assets	\$ 2,616,071	\$ 431,721
	Current Liabilities:		
13	Accounts and contracts payable	\$ 363,051	\$ 160,084
14	Compensated absences	204,993	
15	Deposits Payable	-	
16	Current portion of long-term debt:	-	
17	Revenue Bonds	-	
18	Certificates of Participation	-	
19	Due to other funds	-	
20	Deferred revenue	-	
21	Total Current Liabilities	\$ 568,044	\$ 160,084
	Adjustments:		
22	Removal of Inventories (Not Liquid)	-	-
23	Other Assets (Unkown Cash)	-	-
24	Net Adjustments	\$ -	\$ -
25	Net Beginning Balances (Curr Assets less Current Liabilities - with Adjustments)	\$ 2,048,027	\$ 271,637

City of Tulare
Revenue

Line No:	Summary											
	Code	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1												
2	RR1	Rate Revenue 1	\$ 6,639,920	\$ 9,615,069	\$ 11,059,637	\$ 12,266,907	\$ 13,354,000	\$ 14,537,431	\$ 15,527,139	\$ 16,265,299	\$ 17,038,551	\$ 17,848,564
3	OR	Other Operating Revenue	1,587,500	1,462,500	892,500	892,500	892,500	892,500	892,500	892,500	892,500	892,500
4	TRIN	Transfers In	160,000	-	-	-	-	-	-	-	-	-
5	Sources - Fund 2	Sources of Funds - Fund 2	930,000	3,241,666	2,719,574	2,349,637	5,461,474	3,527,547	7,076,860	6,420,114	6,425,621	6,696,005
6	INT - Fund 1	Interest Earnings - Fund 1	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
7	INT - Fund 2	Interest Earnings - Fund 2	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
8												
9												
10	RR1 - BEFORE GROWTH AND RATE INCR	Rate Revenue 1	\$ 6,639,920	\$ 6,639,920	\$ 9,615,069	\$ 11,059,637	\$ 12,266,907	\$ 13,354,000	\$ 14,537,431	\$ 15,527,139	\$ 16,265,299	\$ 17,038,551
11	RR1 - Growth	Growth	0.00%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
12		Revenue Increase	0.00%	41.00%	12.00%	8.00%	6.00%	6.00%	4.00%	2.00%	2.00%	2.00%
13		Pct of Year Revenue Increase Effective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
14	RR1	Total Rate Revenue 1 - After Revenue Increase	\$ 6,639,920	\$ 9,615,069	\$ 11,059,637	\$ 12,266,907	\$ 13,354,000	\$ 14,537,431	\$ 15,527,139	\$ 16,265,299	\$ 17,038,551	\$ 17,848,564
15		For Use In Rate Design Section - Do Not Alter:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
16		Total Rate Revenue - w/ Partial Year Rate Increase (as applicable)	\$ 6,639,920	\$ 9,615,069	\$ 11,059,637	\$ 12,266,907	\$ 13,354,000	\$ 14,537,431	\$ 15,527,139	\$ 16,265,299	\$ 17,038,551	\$ 17,848,564
17		Total Rate Revenue - w/ Full Year Rate Increase	\$ 6,639,920	\$ 9,615,069	\$ 11,059,637	\$ 12,266,907	\$ 13,354,000	\$ 14,537,431	\$ 15,527,139	\$ 16,265,299	\$ 17,038,551	\$ 17,848,564
		Total Full Year Operating Revenue Requirement	8,237,420	11,091,569	11,960,137	13,167,407	14,262,500	15,437,931	16,434,639	17,165,799	17,941,051	18,757,064
18	OR	Reconnection Charges	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
19	OR	Water Recharge Fee	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000	430,000
20	OR	Drought Surcharge	575,000	450,000	-	-	-	-	-	-	-	-
21	OR	Utility Penalty	120,000	120,000	-	-	-	-	-	-	-	-
21	OR	Connection Fee Non-Metered	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
22	OR	Connection Fees - Metered	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
23	OR	Miscellaneous Revenue	142,500	142,500	142,500	142,500	142,500	142,500	142,500	142,500	142,500	142,500
24	OR	Rent - Water Tower Antenna	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000	38,000
26	TRIN	Transfer in From General Fund	160,000	-	-	-	-	-	-	-	-	-
27	OR	Non Rate Rev 10	-	-	-	-	-	-	-	-	-	-
28		Interest Earning Calculation										
29		Average Balance	\$ 226,000	\$ 271,000	\$ 272,000	\$ 274,000	\$ 275,000	\$ 276,000	\$ 278,000	\$ 279,000	\$ 280,000	\$ 282,000
30		Assumed Interest Earnings Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
31	INT - Fund 1	Projected Interest Earnings	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
32		Capital										
33		Operating Revenue	-	-	-	-	-	-	-	-	-	-
34		Non Operating Revenue	-	-	-	-	-	-	-	-	-	-
35		Transfers In from Operating Fund	930,000	3,241,666	2,719,574	2,349,637	5,461,474	3,527,547	7,076,860	6,420,114	6,425,621	6,696,005
36	Sources - Fund 2	Total Sources	930,000	3,241,666	2,719,574	2,349,637	5,461,474	3,527,547	7,076,860	6,420,114	6,425,621	6,696,005
37		Interest Earnings Calculation										
38		Average Balance	\$ 226,000	\$ 271,000	\$ 272,000	\$ 274,000	\$ 275,000	\$ 276,000	\$ 278,000	\$ 279,000	\$ 280,000	\$ 282,000
39		Assumed Interest Earnings Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
40	INT - Fund 2	Projected Interest Earnings	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000

City of Tulare
Expenses Other than Major Capital Expenses

Line No:	Summary - Operations											
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
1	1	Operating	\$ 5,883,600	\$ 6,819,012	\$ 6,966,086	\$ 7,069,066	\$ 7,278,139	\$ 7,493,485	\$ 7,715,289	\$ 7,943,748	\$ 8,179,062	\$ 8,421,434
3	1	Non Operating	-	-	-	-	-	-	-	-	-	-
4	1	Minor Capital	70,000	72,100	74,263	76,491	78,786	81,150	83,585	86,093	88,676	91,336
5	1	Transfers	937,350	3,249,237	2,727,372	2,357,669	5,469,747	3,536,068	7,085,637	6,429,154	6,434,932	6,705,595
6	1	Existing Bond Debt Service	771,090	1,009,954	1,007,629	1,005,304	1,002,979	1,000,654	998,329	557,806	117,283	114,958
	1	New Bond Debt Service	-	1,149,777	1,149,777	1,149,777	1,916,757	1,916,757	1,916,757	1,916,757	1,916,757	1,916,757
	1	Existing SRF Debt Service	-	-	-	-	-	-	-	-	-	-
	1	New SRF Debt Service	-	-	-	-	-	-	-	-	-	-
7		TOTAL	7,662,040	12,300,079	11,925,127	11,658,307	15,746,407	14,028,113	17,799,597	16,933,558	16,736,711	17,250,080

Summary - Capital											
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
8	2	Operating	-	-	-	-	-	-	-	-	-
9		TOTAL	-	-	-	-	-	-	-	-	-

Detail													
FUND #	Annual Expense Escalation Factor	EXPENSES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Detail													
Operations													
Salaries													
14	1	3.0%	Public Works Director	32,180	33,145	34,139	35,163	36,218	37,305	38,424	39,577	40,764	41,987
15	1	3.0%	Public Works Field Services Manager	23,780	24,493	25,228	25,985	26,765	27,568	28,395	29,247	30,124	31,028
16	1	3.0%	Management Analyst	7,020	7,231	7,448	7,671	7,901	8,138	8,382	8,633	8,892	9,159
17	1	3.0%	Utility/Pur/Rev Officer	5,210	5,366	5,527	5,693	5,864	6,040	6,221	6,408	6,600	6,798
18	1	3.0%	Water Utility Manager	43,490	44,795	46,139	47,523	48,949	50,417	51,930	53,488	55,093	56,746
19	1	3.0%	Safety/Regulatory Compliance	8,610	8,868	9,134	9,408	9,690	9,981	10,280	10,588	10,906	11,233
20	1	3.0%	Deputy City Clerk/Budget Coordinator	4,810	4,954	5,103	5,256	5,414	5,576	5,743	5,915	6,092	6,275
21	1	3.0%	Water Maintenance Supervisor	63,130	65,024	66,975	68,984	71,054	73,186	75,382	77,643	79,972	82,371
22	1	3.0%	Water Utility Main. Crew Leader	105,950	109,129	112,403	115,775	119,248	122,825	126,510	130,305	134,214	138,240
23	1	3.0%	Water Treatment Technician	111,550	114,897	118,344	121,894	125,551	129,318	133,198	137,194	141,310	145,549
24	1	3.0%	Water Utility Maintenance Worker II	306,660	315,860	325,336	335,096	345,149	355,503	366,168	377,153	388,468	400,122
25	1	3.0%	Water Utility Maintenance Worker I	42,410	43,682	44,992	46,342	47,732	49,164	50,639	52,158	53,723	55,335
26	1	3.0%	Accounting Technician I	15,710	16,181	16,666	17,166	17,681	18,211	18,757	19,320	19,900	20,497
27	1	3.0%	Department Assistant II	13,850	14,266	14,694	15,135	15,589	16,057	16,539	17,035	17,546	18,072
28	1	3.0%	Meter Reader	73,840	76,055	78,337	80,687	83,108	85,601	88,169	90,814	93,538	96,344
29	1	3.0%	Budget/Cost Accountant	7,430	7,653	7,883	8,119	8,363	8,614	8,872	9,138	9,412	9,694
30	1	3.0%	Acting Pay	4,510	4,645	4,784	4,928	5,076	5,228	5,385	5,547	5,713	5,884
31	1	3.0%	Overtime	55,000	56,650	58,350	60,101	61,904	63,761	65,674	67,644	69,673	71,763
32	1	3.0%	Vacation/Sick Leave Buy Back	4,800	4,944	5,092	5,245	5,402	5,564	5,731	5,903	6,080	6,262
33	1	3.0%	Outside Labor	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438
Employee Benefits													
35	1	3.0%	P.E.R.S. (Retirement)	212,830	219,215	225,791	232,565	239,542	246,728	254,130	261,754	269,607	277,695
36	1	3.0%	Survivors Benefit	420	433	446	459	473	487	502	517	533	549
37	1	3.0%	F.I.C.A.	12,490	12,865	13,251	13,649	14,058	14,480	14,914	15,361	15,822	16,297
38	1	3.0%	Health Insurance	174,360	179,591	184,979	190,528	196,244	202,131	208,195	214,441	220,874	227,500
39	1	3.0%	Workers Compensation	70,390	72,502	74,677	76,917	79,225	81,602	84,050	86,572	89,169	91,844
40	1	3.0%	Employee Assistance Program	920	948	976	1,005	1,035	1,066	1,098	1,131	1,165	1,200
41	1	3.0%	P.A.R.S.	3,750	3,863	3,979	4,098	4,221	4,348	4,478	4,612	4,750	4,893
Maintenance & Operations													
42	1	3.0%	Public Relations	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
43	1	3.0%	Postage	35,000	36,050	37,132	38,246	39,393	40,575	41,792	43,046	44,337	45,667
44	1	3.0%	Repairs And Maintenance	335,940	296,018	256,399	167,091	178,104	189,447	201,130	213,164	225,559	238,326
45	1	3.0%	Communications	5,250	5,408	5,570	5,737	5,909	6,086	6,269	6,457	6,651	6,851
46	1	3.0%	Travel, Conference and Training	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
47	1	3.0%	Professional and Technical Service	276,000	284,280	292,808	301,592	310,640	319,959	329,558	339,445	349,628	360,117
48	1	3.0%	Contractual Maintenance	10,200	10,506	10,821	11,146	11,480	11,824	12,179	12,544	12,920	13,308
49	1	3.0%	Clothing and Uniforms	8,670	8,930	9,198	9,474	9,758	10,051	10,353	10,664	10,984	11,314
50	1	3.0%	Fuel and Lubricants	52,000	53,560	55,167	56,822	58,527	60,283	62,091	63,954	65,873	67,849
51	1	3.0%	Office Supplies	2,040	2,101	2,164	2,229	2,296	2,365	2,436	2,509	2,584	2,662
52	1	3.0%	Maintenance Materials, Streets	12,000	12,360	12,731	13,113	13,506	13,911	14,328	14,758	15,201	15,657
53	1	3.0%	General Supplies	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
54	1	3.0%	Utilities	1,810,360	2,010,171	2,061,476	2,114,320	2,168,750	2,224,813	2,282,557	2,342,034	2,403,295	2,466,394
55	1	3.0%	Traffic Safety	3,000	3,090	3,183	3,278	3,376	3,477	3,581	3,688	3,799	3,913
56	1	3.0%	Printing, Copying & Advertising	20,000	20,600	21,218	21,855	22,511	23,186	23,882	24,598	25,336	26,096
57	1	3.0%	Rents and Leases	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
58	1	3.0%	Liability and Fire Insurance	94,100	96,923	99,831	102,826	105,911	109,088	112,361	115,732	119,204	122,780

City of Tulare
Expenses Other than Major Capital Expenses

Line No:	Summary - Operations												
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
1	1	Operating	\$ 5,883,600	\$ 6,819,012	\$ 6,966,086	\$ 7,069,066	\$ 7,278,139	\$ 7,493,485	\$ 7,715,289	\$ 7,943,748	\$ 8,179,062	\$ 8,421,434	
3	1	Non Operating	-	-	-	-	-	-	-	-	-	-	
4	1	Minor Capital	70,000	72,100	74,263	76,491	78,786	81,150	83,585	86,093	88,676	91,336	
5	1	Transfers	937,350	3,249,237	2,727,372	2,357,669	5,469,747	3,536,068	7,085,637	6,429,154	6,434,932	6,705,595	
6	1	Existing Bond Debt Service	771,090	1,009,954	1,007,629	1,005,304	1,002,979	1,000,654	998,329	557,806	117,283	114,958	
	1	New Bond Debt Service	-	1,149,777	1,149,777	1,149,777	1,916,757	1,916,757	1,916,757	1,916,757	1,916,757	1,916,757	
	1	Existing SRF Debt Service	-	-	-	-	-	-	-	-	-	-	
	1	New SRF Debt Service	-	-	-	-	-	-	-	-	-	-	
7		TOTAL	7,662,040	12,300,079	11,925,127	11,658,307	15,746,407	14,028,113	17,799,597	16,933,558	16,736,711	17,250,080	
	Summary - Capital												
8	FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
9	2	Operating	-	-	-	-	-	-	-	-	-	-	
10		TOTAL	-	-	-	-	-	-	-	-	-	-	
	Detail												
11	FUND #	Annual Expense Escalation Factor	EXPENSES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
12			Detail										
			Operations										
59	1	3.0%	Dues and Subscriptions	3,060	3,152	3,247	3,344	3,444	3,547	3,653	3,763	3,876	3,992
60	1	3.0%	Landfill Fees	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
61	1	3.0%	Fleet Maintenance	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
62	1	3.0%	Vehicle Lease	77,760	80,093	82,496	84,971	87,520	90,146	92,850	95,636	98,505	101,460
63	1	3.0%	Personal Auto Allowance	1,200	1,236	1,273	1,311	1,350	1,391	1,433	1,476	1,520	1,566
64	1	3.0%	Administrative Fees	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,013	156,573
65	1	3.0%	Irrigation District	885,000	911,550	938,897	967,064	996,076	1,025,958	1,056,737	1,088,439	1,121,092	1,154,725
66	1	3.0%	Mandated Fees	17,200	17,716	18,247	18,794	19,358	19,939	20,537	21,153	21,788	22,442
67	1	3.0%	Bad Debts	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678	130,478
68	1	3.0%	Software Maintenance	9,470	9,754	10,047	10,348	10,658	10,978	11,307	11,646	11,995	12,355
69	1	3.0%	IT Equipment Replacement	491,000	505,730	520,902	536,529	552,625	569,204	586,280	603,868	621,984	640,644
70	1	3.0%	Hydrological Enterprise Program	-	663,402	683,304	703,803	724,917	746,665	769,065	792,137	815,901	840,378
			Capital										
71	1	3.0%	Ongoing Capital	70,000	72,100	74,263	76,491	78,786	81,150	83,585	86,093	88,676	91,336
72	1	0.0%	Solid Waste Loan	135,880	133,558	131,233	128,908	126,583	124,258	121,933	119,608	117,283	114,958
73	1	0.0%	Citibank Lease	635,210	876,395	876,395	876,395	876,395	876,395	876,395	438,198	-	-
	1	0.0%											
74	1	3.0%	Operating Transfer to Technology CIP Fd	7,350	7,571	7,798	8,032	8,273	8,521	8,777	9,040	9,311	9,590
75	1	3.0%	Operating Transfer to Water CIP	930,000	3,241,666	2,719,574	2,349,637	5,461,474	3,527,547	7,076,860	6,420,114	6,425,621	6,696,005
	1	3.0%		-	-	-	-	-	-	-	-	-	-
	1	3.0%		-	-	-	-	-	-	-	-	-	-
	1	3.0%		-	-	-	-	-	-	-	-	-	-
	1	3.0%		-	-	-	-	-	-	-	-	-	-
	1	3.0%		-	-	-	-	-	-	-	-	-	-
	1	3.0%		-	-	-	-	-	-	-	-	-	-
76	1	0.0%	New Bond Debt Service Pulls from Schedule A-6 Automatically - Based on Assumed New Debt Issuances Input on Dashboard	-	1,149,777	1,149,777	1,149,777	1,916,757	1,916,757	1,916,757	1,916,757	1,916,757	1,916,757
			Capital										
77	2	3.0%	Operating	-	-	-	-	-	-	-	-	-	-

CIP (Current Day Dollars)

Line No:	Service	Function	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Capital Projects													
1	Water	Source of Supply	Cartmill Development	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0
2	Water	Water Treatment	Rehab Electrical Panel	40,000	-	-	-	-	-	-	-	-	-
3	Water	Source of Supply	Well 2 Rehab	40,000	-	-	-	-	-	-	-	-	-
4	Water	Source of Supply	Well 27 Generator	120,000	-	-	-	-	-	-	-	-	-
5	Water	Source of Supply	Well 31 Rehab	30,000	-	-	-	-	-	-	-	-	-
6	Water	Source of Supply	Well 33 VFD Generator	170,000	-	-	-	-	-	-	-	-	-
7	Water	Source of Supply	Well 36 Generator	100,000	-	-	-	-	-	-	-	-	-
8	Water	Source of Supply	Well 39 Generator	120,000	-	-	-	-	-	-	-	-	-
9	Water	Source of Supply	Well 4 VFD Replacement	40,000	-	-	-	-	-	-	-	-	-
10	Water	Source of Supply	Well 42 VFD	50,000	-	-	-	-	-	-	-	-	-
11	Water	Source of Supply	Well 24 Repairs and Rehab	-	75,820	-	-	-	-	-	-	-	-
12	Water	Source of Supply	Well 8 Rehab	80,000	-	-	-	-	-	-	-	-	-
13	Water	Water Transmission	TMT - Laspina & Tulare/Sierra	7,000	-	-	-	-	-	-	-	-	-
14	Water	Source of Supply	Well 14 VFD Installation	-	40,000	-	-	-	-	-	-	-	-
15	Water	Source of Supply	Well 26 VFD Replacement	-	40,000	-	-	-	-	-	-	-	-
16	Water	Source of Supply	Well 37 Rehab & VFD	-	80,000	-	-	-	-	-	-	-	-
17	Water	Source of Supply	Well 44 Rehab & Cleaning	-	40,000	-	-	-	-	-	-	-	-
18	Water	Source of Supply	Well 39 Rehab & Cleaning	-	40,000	-	-	-	-	-	-	-	-
19	Water	Water Treatment	C117 Analyzer	-	140,000	-	-	-	-	-	-	-	-
20	Water	Source of Supply	Well 11 Rehab	-	40,000	-	-	-	-	-	-	-	-
21	Water	Source of Supply	Storage Tank Design	-	80,000	-	-	-	-	-	-	-	-
22	Water	Source of Supply	New Wells/Water Storage	-	4,800,000	2,400,000	2,400,000	2,400,000	3,650,000	-	-	-	-
23	Water	Water Transmission	Transmission Line Replacement - Debt	-	3,650,000	3,650,000	3,650,000	3,650,000	3,650,000	-	-	-	-
24	Water	Water Transmission	Transmission Line Replacement - Cash	-	-	-	-	-	-	3,759,500	3,872,285	3,988,454	4,108,107
25	Water	Source of Supply	Water Cnsv-appliance repl/subsidies	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
26	Water	Water Treatment	Regulatory - GSA	-	500,000	450,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
27	Water	Source of Supply	Groundwater Storage/Recharge	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
28	Water	Source of Supply	Corp Yard	-	-	500,000	500,000	500,000	500,000	500,000	-	-	-
29	Water	Water Transmission	Capital Repl - large equip/generators	-	125,000	125,000	125,000	125,000	125,000	128,750	132,613	136,591	140,689
30	Water	Source of Supply	Re-design system - hydraulics	-	-	350,000	-	-	-	350,000	-	-	-
31	Water	Water Treatment	Electrical/Control System Upgrade	-	150,000	150,000	150,000	150,000	150,000	-	-	-	-
32	Water	Water Transmission	Increase Reserves	-	660,000	660,000	660,000	660,000	660,000	-	-	-	-
33	Water	Water Transmission	Lois Ave to Prosperity - Oaks Street	-	89,085	-	-	-	-	-	-	-	-
34	Water	Water Transmission	Blackstone & Mlk Intersection	-	-	-	-	-	-	-	-	187,316	159,852
35	Water	Water Transmission	Apricot to Academy	-	-	-	-	-	16,632	-	-	-	-
36	Water	Water Transmission	Cross Ave to Pleasant - Cherry	-	-	-	-	-	83,337	-	-	-	-
37	Water	Water Transmission	Pleasant to Terrace - Cherry	-	-	-	45,979	-	-	-	-	-	-
38	Water	Water Transmission	M to Gem - Pleasant	-	-	-	31,679	190,852	30,354	-	-	-	-
39	Water	Water Transmission	Lyndale/Bash - Delwood to Pleasant	-	-	-	-	-	49,580	320,140	268,140	5,932	-
40	Water	Water Transmission	Chestnut to Almond - O Street	-	116,761	-	-	-	-	-	-	-	-
41	Water	Water Transmission	Almond to Walnut - O Street	-	-	74,448	-	-	-	-	-	-	-
42	Water	Water Transmission	Chestnut to Levin - O Street	-	-	37,492	-	-	-	-	-	-	-
43	Water	Water Transmission	Sunrise & La Spina	-	-	170,707	15,682	-	-	-	-	-	-
44	Water	Water Transmission	Basin Cleaning	-	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
45	Water	Water Transmission	Lift Station Upgrades	-	200,000	100,000	200,000	100,000	200,000	100,000	200,000	100,000	200,000
46	Water	Water Transmission	Scada System	-	250,000	-	-	-	-	-	-	-	-
47	Water	Water Transmission	Control Panel Upgrades	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total				\$ 797,000	\$ 11,691,666	\$ 8,742,648	\$ 8,353,340	\$ 11,350,852	\$ 10,689,903	\$ 6,733,390	\$ 6,048,038	\$ 5,993,293	\$ 6,183,648

New Debt Service

Revenue Bond Debt Service

							2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Annual New Debt Required							\$ -	\$ 8,450,000	\$ 6,110,500	\$ 6,171,605	\$ 6,233,321	\$ 7,596,409	\$ -	\$ -	\$ -	\$ -	\$ -
							2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Fiscal Year	Term (Yrs)	Rate	Issuance Costs	Capital Project Proceeds Required	Issuance Costs	Total Debt Required	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
2016	30	3.5%	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2017	30	3.5%	2.0%	20,732,105	414,642	21,146,747	-	1,149,777	1,149,777	1,149,777	1,149,777	1,149,777	1,149,777	1,149,777	1,149,777	1,149,777	
2018	30	3.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	
2019	30	3.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	
2020	30	3.5%	2.0%	13,829,730	276,595	14,106,325	-	-	-	-	766,980	766,980	766,980	766,980	766,980	766,980	
2021	30	3.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	
2022	30	3.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	
2023	30	3.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	
2024	30	3.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	
2025	30	3.5%	2.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	
Cumulative Annual New Bond Debt Service							\$ -	\$ 1,149,777	\$ 1,149,777	\$ 1,149,777	\$ 1,916,757	\$ 1,916,757	\$ 1,916,757	\$ 1,916,757	\$ 1,916,757	\$ 1,916,757	

City of Tulare
CIP Funding

Line No:		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1	Capital Project Costs	\$ 797,000	\$ 11,691,666	\$ 8,830,074	\$ 8,521,242	\$ 11,694,795	\$ 11,123,956	\$ 7,076,860	\$ 6,420,114	\$ 6,425,621	\$ 6,696,005
2											
3											
4	Funding Sources										
5	Capital	797,000	3,241,666	2,719,574	2,349,637	5,461,474	3,527,547	7,076,860	6,420,114	6,425,621	6,696,005
6	Operations	-	-	-	-	-	-	-	-	-	-
7	New Bonds	-	8,450,000	6,110,500	6,171,605	6,233,321	7,596,409	-	-	-	-
8	New SRF	-	-	-	-	-	-	-	-	-	-
9											
10	Total Project Funding	\$ 797,000	\$ 11,691,666	\$ 8,830,074	\$ 8,521,242	\$ 11,694,795	\$ 11,123,956	\$ 7,076,860	\$ 6,420,114	\$ 6,425,621	\$ 6,696,005

City of Tulare
Beginning Fund Balance Reconciliation

BEGINNING BALANCES			
Line No:		Operations	Capital
1	Current assets:		
2	Pooled cash and investments	\$ 8,763,847	\$ 1,224,527
3	Receivables:	2,080,167	
4	Cash with Fiscal Agent	17,817,375	
5	Unbilled accounts	-	
6	Accrued interest	-	
7	Due from other funds	-	
8	Due from other governments	-	
9	Inventories	-	
10	Prepaid insurance	-	
11	Other assets	-	
12	Total Current Assets	\$ 28,661,389	\$ 1,224,527
	Current Liabilities:		
13	Accounts and contracts payable	\$ 2,529,724	
14	Compensated absences	297,192	
15	Deposits Payable	182,018	
16	Current portion of long-term debt:	13,533,159	
17	Revenue Bonds	-	
18	Certificates of Participation	-	
19	Due to other funds	-	
20	Deferred revenue	-	
21	Total Current Liabilities	\$ 16,542,093	\$ -
	Adjustments:		
22	Removal of Inventories (Not Liquid)	-	-
23	Other Assets (Unkown Cash)	-	-
24	Net Adjustments	\$ -	\$ -
25	Net Beginning Balances (Curr Assets less Current Liabilities - with Adjustments)	\$ 12,119,296	\$ 1,224,527

City of Tulare
Revenue

Line No:	Summary											
	Code	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1												
2	RR1	Rate Revenue 1	\$ 23,653,490	\$ 26,478,426	\$ 29,640,744	\$ 33,180,738	\$ 34,758,150	\$ 36,410,552	\$ 37,767,573	\$ 39,175,170	\$ 40,635,229	\$ 42,149,704
3	OR	Other Operating Revenue	2,887,130	2,887,130	2,417,130	2,417,130	2,417,130	2,417,130	2,417,130	2,417,130	2,417,130	2,417,130
4	TRIN	Transfers In	65,870	-	-	-	-	-	-	-	-	-
5	Sources - Fund 2	Sources of Funds - Fund 2	1,000,000	9,864,400	9,529,350	9,624,644	9,720,890	9,818,099	8,738,886	11,091,180	12,957,876	16,489,552
6	INT - Fund 1	Interest Earnings - Fund 1	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	9,000	9,000
7	INT - Fund 2	Interest Earnings - Fund 2	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	9,000	9,000
8												
9												
10	RR1 - BEFORE GROWTH AND RATE INCR	Rate Revenue 1	\$ 23,653,490	\$ 23,653,490	\$ 26,478,426	\$ 29,640,744	\$ 33,180,738	\$ 34,758,150	\$ 36,410,552	\$ 37,767,573	\$ 39,175,170	\$ 40,635,229
11	RR1 - Growth	Growth	0.00%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%	2.70%
12		Revenue Increase	0.00%	9.00%	9.00%	9.00%	2.00%	2.00%	1.00%	1.00%	1.00%	1.00%
13		Pct of Year Revenue Increase Effective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
14	RR1	Total Rate Revenue 1 - After Revenue Increase	\$ 23,653,490	\$ 26,478,426	\$ 29,640,744	\$ 33,180,738	\$ 34,758,150	\$ 36,410,552	\$ 37,767,573	\$ 39,175,170	\$ 40,635,229	\$ 42,149,704
15		For Use In Rate Design Section - Do Not Alter:										
		Total Rate Revenue - w/ Partial Year Rate Increase (as applicable)	\$ 23,653,490	\$ 26,478,426	\$ 29,640,744	\$ 33,180,738	\$ 34,758,150	\$ 36,410,552	\$ 37,767,573	\$ 39,175,170	\$ 40,635,229	\$ 42,149,704
16		Total Rate Revenue - w/ Full Year Rate Increase	\$ 23,653,490	\$ 26,478,426	\$ 29,640,744	\$ 33,180,738	\$ 34,758,150	\$ 36,410,552	\$ 37,767,573	\$ 39,175,170	\$ 40,635,229	\$ 42,149,704
17		Total Full Year Operating Revenue Requirement	26,601,620	29,425,556	32,085,874	35,610,868	37,189,280	38,846,682	40,214,703	41,643,300	43,118,359	44,643,834
18	OR	Connection Fees	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
19	OR	Septic Tank Discharge Fee	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
20	OR	Utility Penalty	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
21	OR	Main Footage Fees	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
22	OR	Miscellaneous Revenue	44,650	44,650	44,650	44,650	44,650	44,650	44,650	44,650	44,650	44,650
23	OR	Miscellaneous Revenue - SCE Rebate	470,000	470,000	-	-	-	-	-	-	-	-
24	OR	Miscellaneous Revenue - IRS BAB Int	1,677,480	1,677,480	1,677,480	1,677,480	1,677,480	1,677,480	1,677,480	1,677,480	1,677,480	1,677,480
25	OR	Rents and Concessions	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
26	TRIN	Bond Premium Revenue	65,870	-	-	-	-	-	-	-	-	-
27	OR	Non Rate Rev 10	-	-	-	-	-	-	-	-	-	-
28		<u>Interest Earning Calculation</u>										
29		Average Balance	\$ 818,000	\$ 822,000	\$ 826,000	\$ 830,000	\$ 834,000	\$ 838,000	\$ 842,000	\$ 846,000	\$ 850,000	\$ 854,000
30		Assumed Interest Earnings Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
31	INT - Fund 1	Projected Interest Earnings	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 9,000	\$ 9,000
32		<u>Capital</u>										
33		Operating Revenue	-	-	-	-	-	-	-	-	-	-
34		Non Operating Revenue	-	-	-	-	-	-	-	-	-	-
35		Transfers In from Operating Fund	1,000,000	9,864,400	9,529,350	9,624,644	9,720,890	9,818,099	8,738,886	11,091,180	12,957,876	16,489,552
36	Sources - Fund 2	Total Sources	1,000,000	9,864,400	9,529,350	9,624,644	9,720,890	9,818,099	8,738,886	11,091,180	12,957,876	16,489,552
37		<u>Interest Earnings Calculation</u>										
38		Average Balance	\$ 818,000	\$ 822,000	\$ 826,000	\$ 830,000	\$ 834,000	\$ 838,000	\$ 842,000	\$ 846,000	\$ 850,000	\$ 854,000
39		Assumed Interest Earnings Rate	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
40	INT - Fund 2	Projected Interest Earnings	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 9,000	\$ 9,000

City of Tulare
Expenses Other than Major Capital Expenses

Line No:	Summary - Operations												
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
1	Operating	\$ 10,661,077	\$ 11,291,912	\$ 11,630,672	\$ 11,969,604	\$ 12,334,694	\$ 12,698,562	\$ 13,079,527	\$ 13,471,911	\$ 13,876,106	\$ 14,292,348		
3	Non Operating	-	-	-	-	-	-	-	-	-	-		
4	Minor Capital	-	-	-	-	-	-	-	-	-	-		
5	Transfers	1,679,939	10,480,744	9,598,184	9,693,862	9,790,503	9,888,119	8,809,325	11,133,021	12,973,142	16,505,276		
6	Existing Bond Debt Service	14,544,700	13,863,660	13,853,180	13,843,990	14,024,350	14,056,720	14,144,935	14,107,320	14,117,600	14,109,340		
	New Bond Debt Service	-	-	-	-	-	-	-	-	-	-		
	Existing SRF Debt Service	-	-	-	-	-	-	-	-	-	-		
	New SRF Debt Service	-	-	-	-	-	-	-	-	-	-		
7	TOTAL	26,885,716	35,636,316	35,082,036	35,507,456	36,149,547	36,643,401	36,033,787	38,712,252	40,966,848	44,906,964		

Summary - Capital												
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
8	Operating	-	-	-	-	-	-	-	-	-	-	
9	TOTAL	-	-	-	-	-	-	-	-	-	-	

Detail													
FUND #	Annual Expense Escalation Factor	EXPENSES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
		Detail											
		Operations											
		Sewer System											
		Salarais											
15	1	3.0%	Public Works Director	10,730	11,052	11,384	11,726	12,078	12,440	12,813	13,197	13,593	14,001
16	1	3.0%	Public Works Field Service Mgr	4,760	4,903	5,050	5,202	5,358	5,519	5,685	5,856	6,032	6,213
17	1	3.0%	Management Analyst	5,210	5,366	5,527	5,693	5,864	6,040	6,221	6,408	6,600	6,798
18	1	3.0%	Deputy City Clerk/Budget Coord	4,810	4,954	5,103	5,256	5,414	5,576	5,743	5,915	6,092	6,275
19	1	3.0%	Safety/Regulatory Compl	5,740	5,912	6,089	6,272	6,460	6,654	6,854	7,060	7,272	7,490
20	1	3.0%	Utility/Pur/Rev Officer	7,020	7,231	7,448	7,671	7,901	8,138	8,382	8,633	8,892	9,159
21	1	3.0%	Water Manager	29,000	29,870	30,766	31,689	32,640	33,619	34,628	35,667	36,737	37,839
22	1	3.0%	Wastewater Col Main Supervisor	69,830	71,925	74,083	76,305	78,594	80,952	83,381	85,882	88,458	91,112
23	1	3.0%	Wastewater Col. Main Crew Leader	48,240	49,687	51,178	52,713	54,294	55,923	57,601	59,329	61,109	62,942
24	1	3.0%	Wastewater Col. Main. Worker II	136,500	140,595	144,813	149,157	153,632	158,241	162,988	167,878	172,914	178,101
25	1	3.0%	Wastewater Col. Main. Worker I	34,370	35,401	36,463	37,557	38,684	39,845	41,040	42,271	43,539	44,845
26	1	3.0%	Department Assistant II	8,310	8,559	8,816	9,080	9,352	9,633	9,922	10,220	10,527	10,843
27	1	3.0%	Acting Pay	1,800	1,854	1,910	1,967	2,026	2,087	2,150	2,215	2,281	2,349
28	1	3.0%	Overtime	33,000	33,990	35,010	36,060	37,142	38,256	39,404	40,586	41,804	43,058
29	1	3.0%	Vacation/Sick Leave Buy Back	2,580	2,657	2,737	2,819	2,904	2,991	3,081	3,173	3,268	3,366
		Employee Benefits											
31	1	3.0%	P.E.R.S. (Retirement)	89,200	91,876	94,632	97,471	100,395	103,407	106,509	109,704	112,995	116,385
32	1	3.0%	Survivors Benefit	170	175	180	185	191	197	203	209	215	221
33	1	3.0%	F.I.C.A.	4,440	4,573	4,710	4,851	4,997	5,147	5,301	5,460	5,624	5,793
34	1	3.0%	Health Insurance	73,040	75,231	77,488	79,813	82,207	84,673	87,213	89,829	92,524	95,300
35	1	3.0%	Workers Compensation	30,710	31,631	32,580	33,557	34,564	35,601	36,669	37,769	38,902	40,069
36	1	3.0%	Employee Assistance Program	380	391	403	415	427	440	453	467	481	495
37	1	3.0%	P.A.R.S.	2,020	2,081	2,143	2,207	2,273	2,341	2,411	2,483	2,557	2,634
		Maintenance & Operations											
39	1	3.0%	Postage	32,000	32,960	33,949	34,967	36,016	37,096	38,209	39,355	40,536	41,752
40	1	3.0%	Repairs and Maintenance	60,000	61,800	63,654	65,564	67,531	69,557	71,644	73,793	76,007	78,287
41	1	3.0%	Communications	1,900	1,957	2,016	2,076	2,138	2,202	2,268	2,336	2,406	2,478
42	1	3.0%	Travel, Conference & Training	2,000	2,060	2,122	2,186	2,252	2,320	2,390	2,462	2,536	2,612
43	1	3.0%	Professional and Technical Service	20,000	20,600	21,218	21,855	22,511	23,186	23,882	24,598	25,336	26,096
44	1	3.0%	Contractual Maintenance	32,900	533,887	549,904	566,401	583,393	600,895	618,922	637,490	656,615	676,313
45	1	3.0%	Clothing and Uniforms	22,600	23,278	23,976	24,695	25,436	26,199	26,985	27,795	28,629	29,488
46	1	3.0%	Fuel and Lubricants	17,000	17,510	18,035	18,576	19,133	19,707	20,298	20,907	21,534	22,180
47	1	3.0%	Office Supplies	900	927	955	984	1,014	1,044	1,075	1,107	1,140	1,174
48	1	3.0%	General Supplies	20,000	20,600	21,218	21,855	22,511	23,186	23,882	24,598	25,336	26,096
49	1	3.0%	Utilities	82,000	84,460	86,994	89,604	92,292	95,061	97,913	100,850	103,876	106,992
50	1	3.0%	Traffic Safety	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	3,262
51	1	3.0%	Printing, Copying & Advertising	16,000	16,480	16,974	17,483	18,007	18,547	19,103	19,676	20,266	20,874
52	1	3.0%	Rents and :Leases	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,001	19,571
53	1	3.0%	Liability and Fire Insurance	162,240	167,107	172,120	177,284	182,603	188,081	193,723	199,535	205,521	211,687
54	1	3.0%	Dues and Subscriptions	1,000	1,030	1,061	1,093	1,126	1,160	1,195	1,231	1,268	1,306
55	1	3.0%	Fleet Maintenance	30,000	30,900	31,827	32,782	33,765	34,778	35,821	36,896	38,003	39,143
56	1	3.0%	Vehicle Lease	96,600	99,498	102,483	105,557	108,724	111,986	115,346	118,806	122,370	126,041
57	1	3.0%	Personal Auto Allowance	960	989	1,019	1,050	1,082	1,114	1,147	1,181	1,216	1,252
58	1	3.0%	Administrative Fees	77,000	79,310	81,689	84,140	86,664	89,264	91,942	94,700	97,541	100,467
59	1	3.0%	Mandated Fees	10,500	10,815	11,139	11,473	11,817	12,172	12,537	12,913	13,300	13,699

City of Tulare
Expenses Other than Major Capital Expenses

Line No:

Summary - Operations											
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1	Operating	\$ 10,661,077	\$ 11,291,912	\$ 11,630,672	\$ 11,969,604	\$ 12,334,694	\$ 12,698,562	\$ 13,079,527	\$ 13,471,911	\$ 13,876,106	\$ 14,292,348
3	Non Operating	-	-	-	-	-	-	-	-	-	-
4	Minor Capital	-	-	-	-	-	-	-	-	-	-
5	Transfers	1,679,939	10,480,744	9,598,184	9,693,862	9,790,503	9,888,119	8,809,325	11,133,021	12,973,142	16,505,276
6	Existing Bond Debt Service	14,544,700	13,863,660	13,853,180	13,843,990	14,024,350	14,056,720	14,144,935	14,107,320	14,117,600	14,109,340
	New Bond Debt Service	-	-	-	-	-	-	-	-	-	-
	Existing SRF Debt Service	-	-	-	-	-	-	-	-	-	-
	New SRF Debt Service	-	-	-	-	-	-	-	-	-	-
7	TOTAL	26,885,716	35,636,316	35,082,036	35,507,456	36,149,547	36,643,401	36,033,787	38,712,252	40,966,848	44,906,964

Summary - Capital											
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
8	Operating	-	-	-	-	-	-	-	-	-	-
9	TOTAL	-	-	-	-	-	-	-	-	-	-

Detail

FUND #	Annual Expense Escalation Factor	EXPENSES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
			Detail									
Operations												
60	1 3.0%	Bad Debts	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,013	156,573
61	1 3.0%	Software Maintenance	24,250	24,978	25,727	26,499	27,294	28,113	28,956	29,825	30,720	31,642
62	1 3.0%	IT Equipment Replacement	2,390	2,462	2,536	2,612	2,690	2,771	2,854	2,940	3,028	3,119
63		Wastewater Treatment - Domestic										
64		Salaries										
65	1 3.0%	Public Works Director	7,576	7,803	8,037	8,278	8,526	8,782	9,045	9,316	9,595	9,883
66	1 3.0%	Public Works Field Service Mgr	6,720	6,921	7,129	7,343	7,563	7,790	8,024	8,265	8,513	8,768
67	1 3.0%	Management Analyst	23,020	23,710	24,421	25,154	25,909	26,686	27,487	28,312	29,161	30,036
68	1 3.0%	Computer System Technician	37,784	38,917	40,085	41,288	42,527	43,803	45,117	46,471	47,865	49,301
69	1 3.0%	Operations Manager	35,223	36,280	37,368	38,489	39,644	40,833	42,058	43,320	44,620	45,959
70	1 3.0%	Deputy City Clerk/Budget Coord	2,119	2,183	2,248	2,315	2,384	2,456	2,530	2,606	2,684	2,765
71	1 3.0%	Wastewater Plant Supervisor	60,689	62,509	64,384	66,316	68,305	70,354	72,465	74,639	76,878	79,184
72	1 3.0%	Safety/Regulatory Compl	10,128	10,432	10,745	11,067	11,399	11,741	12,093	12,456	12,830	13,215
73	1 3.0%	Wastewater Treatment Plant Opr. III	54,702	56,343	58,033	59,774	61,567	63,414	65,316	67,275	69,293	71,372
74	1 3.0%	Laboratory Analyst	14,057	14,479	14,913	15,360	15,821	16,296	16,785	17,289	17,808	18,342
75	1 3.0%	Wastewater Main Technician II	37,784	38,917	40,085	41,288	42,527	43,803	45,117	46,471	47,865	49,301
76	1 3.0%	Wastewater Main Technician I	50,313	51,823	53,378	54,979	56,628	58,327	60,077	61,879	63,735	65,647
77	1 3.0%	Laboratory Assistant	9,863	10,159	10,464	10,778	11,101	11,434	11,777	12,130	12,494	12,869
78	1 3.0%	Accounting Technician I	13,872	14,288	14,717	15,159	15,614	16,082	16,564	17,061	17,573	18,100
79	1 3.0%	Wastewater Treatment Plant Opr. I	107,938	111,176	114,511	117,946	121,484	125,129	128,883	132,749	136,731	140,833
80	1 3.0%	Wastewater Maintenance Tech Crew Ld	23,417	24,120	24,844	25,589	26,357	27,148	27,962	28,801	29,665	30,555
81	1 3.0%	Wastewater Electric Tech I	36,371	37,462	38,586	39,744	40,936	42,164	43,429	44,732	46,074	47,456
82	1 3.0%	Wastewater Trainees	57,510	59,235	61,012	62,842	64,727	66,669	68,669	70,729	72,851	75,037
83	1 3.0%	Department Assistant II	14,684	15,125	15,579	16,046	16,527	17,023	17,534	18,060	18,602	19,160
84	1 3.0%	Budget/Cost Accountant	7,430	7,653	7,883	8,119	8,363	8,614	8,872	9,138	9,412	9,694
85	1 3.0%	Seasonal Salaries	18,800	19,364	19,945	20,543	21,159	21,794	22,448	23,121	23,815	24,529
86	1 3.0%	Overtime	77,800	80,134	82,538	85,014	87,564	90,191	92,897	95,684	98,555	101,512
87	1 3.0%	Vacation/Sick Leave Buy Back	3,670	3,780	3,893	4,010	4,130	4,254	4,382	4,513	4,648	4,787
88	1 3.0%	Outside Labor	70,000	72,100	74,263	76,491	78,786	81,150	83,585	86,093	88,676	91,336
89		Employee Benefits										
90	1 3.0%	P.E.R.S. (Retirement)	168,910	173,977	179,196	184,572	190,109	195,812	201,686	207,737	213,969	220,388
91	1 3.0%	Survivors Benefit	340	350	361	372	383	394	406	418	431	444
92	1 3.0%	F.I.C.A.	10,950	11,279	11,617	11,966	12,325	12,695	13,076	13,468	13,872	14,288
93	1 3.0%	Health Insurance	135,250	139,308	143,487	147,792	152,226	156,793	161,497	166,342	171,332	176,472
94	1 3.0%	Workers Compensation	65,470	67,434	69,457	71,541	73,687	75,898	78,175	80,520	82,936	85,424
95	1 3.0%	Employee Assistance Program	740	762	785	809	833	858	884	911	938	966
96	1 3.0%	P.A.R.S.	2,860	2,946	3,034	3,125	3,219	3,316	3,415	3,517	3,623	3,732
97		Maintenance & Operations										
98	1 3.0%	Public Relations	250	258	266	274	282	290	299	308	317	327
99	1 3.0%	Postage	1,000	1,030	1,061	1,093	1,126	1,160	1,195	1,231	1,268	1,306
100	1 3.0%	Repairs and Maintenance	250,000	257,500	265,225	273,182	281,377	289,818	298,513	307,468	316,692	326,193
101	1 3.0%	Communications	3,500	3,605	3,713	3,824	3,939	4,057	4,179	4,304	4,433	4,566
102	1 3.0%	Travel, Conference & Training	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439
103	1 3.0%	Professional and Technical Service	137,400	141,522	145,768	150,141	154,645	159,284	164,063	168,985	174,055	179,277
104	1 3.0%	Contractual Maintenance	140,000	144,200	148,526	152,982	157,571	162,298	167,167	172,182	177,347	182,667
105	1 3.0%	Clothing and Uniforms	5,700	5,871	6,047	6,228	6,415	6,607	6,805	7,009	7,219	7,436
106	1 3.0%	Fuel and Lubricants	20,000	20,600	21,218	21,855	22,511	23,186	23,882	24,598	25,336	26,096

City of Tulare
Expenses Other than Major Capital Expenses

Line No:	Summary - Operations												
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
1	1	Operating	\$ 10,661,077	\$ 11,291,912	\$ 11,630,672	\$ 11,969,604	\$ 12,334,694	\$ 12,698,562	\$ 13,079,527	\$ 13,471,911	\$ 13,876,106	\$ 14,292,348	
3	1	Non Operating	-	-	-	-	-	-	-	-	-	-	
4	1	Minor Capital	-	-	-	-	-	-	-	-	-	-	
5	1	Transfers	1,679,939	10,480,744	9,598,184	9,693,862	9,790,503	9,888,119	8,809,325	11,133,021	12,973,142	16,505,276	
6	1	Existing Bond Debt Service	14,544,700	13,863,660	13,853,180	13,843,990	14,024,350	14,056,720	14,144,935	14,107,320	14,117,600	14,109,340	
	1	New Bond Debt Service	-	-	-	-	-	-	-	-	-	-	
	1	Existing SRF Debt Service	-	-	-	-	-	-	-	-	-	-	
	1	New SRF Debt Service	-	-	-	-	-	-	-	-	-	-	
7		TOTAL	26,885,716	35,636,316	35,082,036	35,507,456	36,149,547	36,643,401	36,033,787	38,712,252	40,966,848	44,906,964	
Summary - Capital													
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
8	2	Operating	-	-	-	-	-	-	-	-	-	-	
10		TOTAL	-	-	-	-	-	-	-	-	-	-	
Detail													
FUND #	Annual Expense Escalation Factor	EXPENSES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Detail													
Operations													
107	1	3.0%	Office Supplies	4,500	4,635	4,774	4,917	5,065	5,217	5,374	5,535	5,701	5,872
108	1	3.0%	Tuition Reimbursement	500	515	530	546	562	579	596	614	632	651
109	1	3.0%	Maintenance Material - Streets	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957
110	1	3.0%	General Supplies	349,000	359,470	370,254	381,362	392,803	404,587	416,725	429,227	442,104	455,367
111	1	3.0%	Utilities	1,236,000	1,273,080	1,311,272	1,350,610	1,391,128	1,432,862	1,475,848	1,520,123	1,565,727	1,612,699
112	1	3.0%	Attorney	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
113	1	3.0%	Printing, Copying & Advertising	3,000	3,090	3,183	3,278	3,376	3,477	3,581	3,688	3,799	3,913
114	1	3.0%	Rents and :Leases	25,000	25,750	26,523	27,319	28,139	28,983	29,852	30,748	31,670	32,620
115	1	3.0%	Liability and Fire Insurance	71,850	74,006	76,226	78,513	80,868	83,294	85,793	88,367	91,018	93,749
116	1	3.0%	Dues and Subscriptions	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
117	1	3.0%	Taxes	3,500	3,605	3,713	3,824	3,939	4,057	4,179	4,304	4,433	4,566
118	1	3.0%	Landfill Fees	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
119	1	3.0%	Fleet Maintenance	30,000	30,900	31,827	32,782	33,765	34,778	35,821	36,896	38,003	39,143
120	1	3.0%	Vehicle Lease	50,000	51,500	53,045	54,636	56,275	57,963	59,702	61,493	63,338	65,238
121	1	3.0%	Personal Auto Allowance	1,200	1,236	1,273	1,311	1,350	1,391	1,433	1,476	1,520	1,566
122	1	3.0%	Administrative Fees	136,000	140,080	144,282	148,610	153,068	157,660	162,390	167,262	172,280	177,448
123	1	3.0%	Mandated Fees	70,000	72,100	74,263	76,491	78,786	81,150	83,585	86,093	88,676	91,336
124	1	3.0%	Software Maintenance	9,300	9,579	9,866	10,162	10,467	10,781	11,104	11,437	11,780	12,133
125	1	3.0%	IT Equipment Replacement	7,990	8,230	8,477	8,731	8,993	9,263	9,541	9,827	10,122	10,426
126	1	3.0%	Hydrological Enterprise Program	-	424,774	437,517	450,643	464,162	478,087	492,430	507,203	522,419	538,092
127	Special Maintenance & Operations Projects												
128	1	3.0%	Wastewater Discharge Report	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
129	1	3.0%	Irrigation Regional Report	18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	23,486
130	Wastewater Treatment - Industrial												
131	Salaraies												
132	1	3.0%	Public Works Director	8,229	8,476	8,730	8,992	9,262	9,540	9,826	10,121	10,425	10,738
133	1	3.0%	Public Works Field Service Mgr	7,298	7,517	7,743	7,975	8,214	8,460	8,714	8,975	9,244	9,521
134	1	3.0%	Operations Manager	38,257	39,405	40,587	41,805	43,059	44,351	45,682	47,052	48,464	49,918
135	1	3.0%	Deputy City Clerk/Budget Coord	2,302	2,371	2,442	2,515	2,590	2,668	2,748	2,830	2,915	3,002
136	1	3.0%	Wastewater Plant Supervisor	56,939	58,648	60,407	62,219	64,086	66,009	67,989	70,029	72,130	74,294
137	1	3.0%	Wastewater Treatment Plant Opr. III	122,952	126,640	130,439	134,352	138,383	142,534	146,810	151,214	155,750	160,423
138	1	3.0%	Laboratory Analyst	35,629	36,698	37,799	38,933	40,101	41,304	42,543	43,819	45,134	46,488
139	1	3.0%	Wastewater Treatment Plant Opr II	166,330	171,320	176,460	181,754	187,207	192,823	198,608	204,566	210,703	217,024
140	1	3.0%	Wastewater Main Crew Leader	25,434	26,197	26,983	27,792	28,626	29,485	30,370	31,281	32,219	33,186
141	1	3.0%	Wastewater Main Technician I	83,899	86,416	89,008	91,678	94,428	97,261	100,179	103,184	106,280	109,468
142	1	3.0%	Laboratory Technician	47,234	48,651	50,111	51,614	53,162	54,757	56,400	58,092	59,835	61,630
143	1	3.0%	Laboratory Assistant	25,003	25,753	26,526	27,322	28,142	28,986	29,856	30,752	31,675	32,625
144	1	3.0%	Department Assistant II	15,949	16,428	16,921	17,429	17,952	18,491	19,046	19,617	20,206	20,812
145	1	3.0%	Budget/Cost Accountant	7,126	7,340	7,560	7,787	8,021	8,262	8,510	8,765	9,028	9,299
146	1	3.0%	Vacation/Sick Leave Buy Back	2,287	2,287	2,356	2,427	2,500	2,575	2,652	2,732	2,814	2,898
147	1	3.0%	Outside Labor	50,000	51,500	53,045	54,636	56,275	57,963	59,702	61,493	63,338	65,238
148	Employee Benefits												
149	1	3.0%	P.E.R.S. (Retirement)	149,000	153,470	158,074	162,816	167,700	172,731	177,913	183,250	188,748	194,410
150	1	3.0%	Survivors Benefit	300	309	318	328	338	348	358	369	380	391
151	1	3.0%	F.I.C.A.	8,320	8,570	8,827	9,092	9,365	9,646	9,935	10,233	10,540	10,856
152	1	3.0%	Health Insurance	111,790	115,144	118,598	122,156	125,821	129,596	133,484	137,489	141,614	145,862

City of Tulare
Expenses Other than Major Capital Expenses

Line No:	Summary - Operations												
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
1													
2	1	Operating	\$ 10,661,077	\$ 11,291,912	\$ 11,630,672	\$ 11,969,604	\$ 12,334,694	\$ 12,698,562	\$ 13,079,527	\$ 13,471,911	\$ 13,876,106	\$ 14,292,348	
3	1	Non Operating	-	-	-	-	-	-	-	-	-	-	
4	1	Minor Capital	-	-	-	-	-	-	-	-	-	-	
5	1	Transfers	1,679,939	10,480,744	9,598,184	9,693,862	9,790,503	9,888,119	8,809,325	11,133,021	12,973,142	16,505,276	
6	1	Existing Bond Debt Service	14,544,700	13,863,660	13,853,180	13,843,990	14,024,350	14,056,720	14,144,935	14,107,320	14,117,600	14,109,340	
	1	New Bond Debt Service	-	-	-	-	-	-	-	-	-	-	
	1	Existing SRF Debt Service	-	-	-	-	-	-	-	-	-	-	
	1	New SRF Debt Service	-	-	-	-	-	-	-	-	-	-	
7		TOTAL	26,885,716	35,636,316	35,082,036	35,507,456	36,149,547	36,643,401	36,033,787	38,712,252	40,966,848	44,906,964	
	Summary - Capital												
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
8													
9	2	Operating	-	-	-	-	-	-	-	-	-		
10		TOTAL	-	-	-	-	-	-	-	-	-		
	Detail												
11	Annual Expense Escalation												
12	FUND #	EXPENSES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	Detail												
	Operations												
153	1	3.0%	Workers Compensation	78,110	80,453	82,867	85,353	87,914	90,551	93,268	96,066	98,948	101,916
154	1	3.0%	Employee Assistance Program	660	680	700	721	743	765	788	812	836	861
155	1	3.0%	P.A.R.S.	1,740	1,792	1,846	1,901	1,958	2,017	2,078	2,140	2,204	2,270
156			Maintenance & Operations										
157	1	3.0%	Public Relations	250	258	266	274	282	290	299	308	317	327
158	1	3.0%	Repairs and Maintenance	313,862	323,278	332,976	332,976	348,965	353,254	363,852	374,768	386,044	397,591
159	1	3.0%	Communications	3,500	3,605	3,713	3,824	3,939	4,057	4,179	4,304	4,433	4,566
160	1	3.0%	Travel, Conference & Training	14,000	14,420	14,853	15,299	15,758	16,231	16,718	17,220	17,737	18,269
161	1	3.0%	Professional and Technical Service	142,375	146,646	151,045	155,576	160,243	165,050	170,002	175,102	180,355	185,766
162	1	3.0%	Contractual Maintenance	110,000	113,300	116,699	120,200	123,806	127,520	131,346	135,286	139,345	143,525
163	1	3.0%	Clothing and Uniforms	4,750	4,893	5,040	5,191	5,347	5,507	5,672	5,842	6,017	6,198
164	1	3.0%	Fuel and Lubricants	30,000	30,900	31,827	32,782	33,765	34,778	35,821	36,896	38,003	39,143
165	1	3.0%	Office Supplies	5,250	5,408	5,570	5,737	5,909	6,086	6,269	6,457	6,651	6,851
166	1	3.0%	Maintenance Material - Streets	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957
167	1	3.0%	General Supplies	425,700	438,471	451,625	465,174	479,129	493,503	508,308	523,557	539,264	555,442
168	1	3.0%	Utilities	1,214,000	1,250,420	1,287,933	1,326,571	1,366,368	1,407,359	1,449,580	1,493,067	1,537,859	1,583,995
169	1	3.0%	Attorney	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
170	1	3.0%	Printing, Copying & Advertising	3,000	3,090	3,183	3,278	3,376	3,477	3,581	3,688	3,799	3,913
171	1	3.0%	Rents and :Leases	30,000	30,900	31,827	32,782	33,765	34,778	35,821	36,896	38,003	39,143
172	1	3.0%	Liability and Fire Insurance	95,470	98,334	101,284	104,323	107,453	110,677	113,997	117,417	120,940	124,568
173	1	3.0%	Dues and Subscriptions	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
174	1	3.0%	Landfill Fees	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
175	1	3.0%	Fleet Maintenance	30,000	30,900	31,827	32,782	33,765	34,778	35,821	36,896	38,003	39,143
176	1	3.0%	Vehicle Lease	35,150	36,205	37,291	38,410	39,562	40,749	41,971	43,230	44,527	45,863
177	1	3.0%	Administrative Fees	136,000	140,080	144,282	148,610	153,068	157,660	162,390	167,262	172,280	177,448
178	1	3.0%	Mandated Fees	66,000	67,980	70,019	72,120	74,284	76,513	78,808	81,172	83,607	86,115
179	1	3.0%	Software Maintenance	9,300	9,579	9,866	10,162	10,467	10,781	11,104	11,437	11,780	12,133
180			Special Maintenance & Operations Projects										
181	1	3.0%	Effluent Reclamation Services	90,000	92,700	95,481	98,345	101,295	104,334	107,464	110,688	114,009	117,429
182	1	3.0%	Ammonia Hydroxide	400,000	412,000	424,360	437,091	450,204	463,710	477,621	491,950	506,709	521,910
183	1	3.0%	Sludge Disposal	122,000	125,660	129,430	133,313	137,312	141,431	145,674	150,044	154,545	159,181
184	1	3.0%	Wastewater Discharge Report	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
185	1	3.0%	Irrigation Regional Report	18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802	23,486
186			Wastewater Treatment - Pretreatment										
187			Salaries										
188	1	3.0%	Operations Manager	1,660	1,710	1,761	1,814	1,868	1,924	1,982	2,041	2,102	2,165
189	1	3.0%	Environmental Comp Inspector	45,690	47,061	48,473	49,927	51,425	52,968	54,557	56,194	57,880	59,616
190	1	3.0%	Vacation/Sick Leave Buy Back	60	62	64	66	68	70	72	74	76	78
191			Employee Benefits										
192	1	3.0%	P.E.R.S. (Retirement)	11,580	11,927	12,285	12,654	13,034	13,425	13,828	14,243	14,670	15,110
193	1	3.0%	Survivors Benefit	20	21	22	23	24	25	26	27	28	29
194	1	3.0%	F.I.C.A.	630	649	668	688	709	730	752	775	798	822
195	1	3.0%	Health Insurance	10,200	10,506	10,821	11,146	11,480	11,824	12,179	12,544	12,920	13,308
196	1	3.0%	Workers Compensation	1,860	1,916	1,973	2,032	2,093	2,156	2,221	2,288	2,357	2,428
197	1	3.0%	Employee Assistance Program	50	52	54	56	58	60	62	64	66	68
198	1	3.0%	P.A.R.S.	50	52	54	56	58	60	62	64	66	68
199			Maintenance & Operations										

City of Tulare
Expenses Other than Major Capital Expenses

Line No:	FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Summary - Operations											
1	1	Operating	\$ 10,661,077	\$ 11,291,912	\$ 11,630,672	\$ 11,969,604	\$ 12,334,694	\$ 12,698,562	\$ 13,079,527	\$ 13,471,911	\$ 13,876,106	\$ 14,292,348
3	1	Non Operating	-	-	-	-	-	-	-	-	-	-
4	1	Minor Capital	-	-	-	-	-	-	-	-	-	-
5	1	Transfers	1,679,939	10,480,744	9,598,184	9,693,862	9,790,503	9,888,119	8,809,325	11,133,021	12,973,142	16,505,276
6	1	Existing Bond Debt Service	14,544,700	13,863,660	13,853,180	13,843,990	14,024,350	14,056,720	14,144,935	14,107,320	14,117,600	14,109,340
	1	New Bond Debt Service	-	-	-	-	-	-	-	-	-	-
	1	Existing SRF Debt Service	-	-	-	-	-	-	-	-	-	-
	1	New SRF Debt Service	-	-	-	-	-	-	-	-	-	-
7		TOTAL	26,885,716	35,636,316	35,082,036	35,507,456	36,149,547	36,643,401	36,033,787	38,712,252	40,966,848	44,906,964

Line No:	FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Summary - Capital											
8	2	Operating	-	-	-	-	-	-	-	-	-	-
10		TOTAL	-	-	-	-	-	-	-	-	-	-

Line No:	FUND #	Factor	EXPENSES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Detail													
Operations													
200	1	3.0%	Postage	100	103	106	109	112	115	118	122	126	130
201	1	3.0%	Travel, Conference & Training	300	309	318	328	338	348	358	369	380	391
202	1	3.0%	Contractual Maintenance	19,000	19,570	20,157	20,762	21,385	22,027	22,688	23,369	24,070	24,792
203	1	3.0%	Clothing and Uniforms	180	185	191	197	203	209	215	221	228	235
204	1	3.0%	Fuel and Lubricants	2,000	2,060	2,122	2,186	2,252	2,320	2,390	2,462	2,536	2,612
205	1	3.0%	General SUPplies	1,800	1,854	1,910	1,967	2,026	2,087	2,150	2,215	2,281	2,349
206	1	3.0%	Liability and Fire Insurance	1,000	1,030	1,061	1,093	1,126	1,160	1,195	1,231	1,268	1,306
Wastewater Treatment - Energy													
Salarais													
209	1	3.0%	Public Works Director	1,099	1,132	1,166	1,201	1,237	1,274	1,312	1,351	1,392	1,434
210	1	3.0%	Public Works Field Service Mgr	976	1,005	1,035	1,066	1,098	1,131	1,165	1,200	1,236	1,273
211	1	3.0%	Operations Manager	425	438	451	465	479	493	508	523	539	555
212	1	3.0%	Budget/Cost Accountant	2,480	2,554	2,631	2,710	2,791	2,875	2,961	3,050	3,142	3,236
213	1	3.0%	Vacation/Sick Leave Buy Back	370	381	392	404	416	428	441	454	468	482
Employee Benefits													
215	1	3.0%	P.E.R.S. (Retirement)	2,990	3,080	3,172	3,267	3,365	3,466	3,570	3,677	3,787	3,901
216	1	3.0%	F.I.C.A.	180	185	191	197	203	209	215	221	228	235
217	1	3.0%	Health Insurance	1,330	1,370	1,411	1,453	1,497	1,542	1,588	1,636	1,685	1,736
218	1	3.0%	Workers Compensation	740	762	785	809	833	858	884	911	938	966
219	1	3.0%	Employee Assistance Program	10	10	10	10	10	10	10	10	10	10
220	1	3.0%	P.A.R.S.	290	299	308	317	327	337	347	357	368	379
Maintenance & Operations													
222	1	3.0%	Repairs and Maintenance	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
223	1	3.0%	Communications	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
224	1	3.0%	Professional and Technical Service	115,000	118,450	122,004	125,664	129,434	133,317	137,317	141,437	145,680	150,050
225	1	3.0%	Contractual Maintenance	85,000	87,550	90,177	92,882	95,668	98,538	101,494	104,539	107,675	110,905
226	1	3.0%	General Supplies	95,000	97,850	100,786	103,810	106,924	110,132	113,436	116,839	120,344	123,954
227	1	3.0%	City Attorney	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
228	1	3.0%	Liability and Fire Insurance	200	206	212	218	225	232	239	246	253	261
229	1	3.0%	Maintenance - Solar	25,000	25,750	26,523	27,319	28,139	28,983	29,852	30,748	31,670	32,620
230	1	3.0%	Maintenance - Fuel Cells	595,900	-	-	-	-	-	-	-	-	-
Sewer System													
231	1	0.0%	2010 Bonds	375,683	375,678	369,607	362,987	367,877	367,025	360,625	427,104	422,738	419,866
232	1	0.0%	2009 Bonds	95,856	95,856	95,856	95,856	95,856	95,856	95,856	95,856	95,856	95,856
233	1	0.0%	2015 Bonds	517,475	492,754	492,278	492,269	569,972	573,163	570,234	671,212	672,790	671,956
234	1	3.0%	Operating Transfer to Sewer CIP	500,000	5,304,400	4,923,750	4,972,988	5,022,717	5,072,945	5,102,391	5,295,280	5,227,780	5,433,585
Wastewater Treatment - Domestic													
236	1	3.0%	Catron	280,920	273,941	-	-	-	-	-	-	-	-
237	1	3.0%	Oversize Liability - Principal	45,000	-	-	-	-	-	-	-	-	-
238	1	3.0%	Oversize Liability - Interest	5,000	-	-	-	-	-	-	-	-	-
237	1	0.0%	2010 Bonds	276,012	276,008	271,548	266,684	270,277	269,651	264,949	313,790	310,583	308,473
239	1	3.0%	Citibank Lease - Energy Retrofit	28,025	28,025	28,025	28,025	28,025	28,025	28,025	13,510	-	-
240	1	0.0%	2012 Bonds	461,680	461,680	461,680	461,680	461,680	461,680	461,680	461,680	461,680	461,680
241	1	0.0%	2013 Bonds	1,435,540	1,434,950	1,436,000	1,436,250	1,184,575	1,185,950	1,186,575	723,500	724,415	724,950

City of Tulare
Expenses Other than Major Capital Expenses

Summary - Operations											
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1	Operating	\$ 10,661,077	\$ 11,291,912	\$ 11,630,672	\$ 11,969,604	\$ 12,334,694	\$ 12,698,562	\$ 13,079,527	\$ 13,471,911	\$ 13,876,106	\$ 14,292,348
3	Non Operating	-	-	-	-	-	-	-	-	-	-
4	Minor Capital	-	-	-	-	-	-	-	-	-	-
5	Transfers	1,679,939	10,480,744	9,598,184	9,693,862	9,790,503	9,888,119	8,809,325	11,133,021	12,973,142	16,505,276
6	Existing Bond Debt Service	14,544,700	13,863,660	13,853,180	13,843,990	14,024,350	14,056,720	14,144,935	14,107,320	14,117,600	14,109,340
	New Bond Debt Service	-	-	-	-	-	-	-	-	-	-
	Existing SRF Debt Service	-	-	-	-	-	-	-	-	-	-
	New SRF Debt Service	-	-	-	-	-	-	-	-	-	-
7	TOTAL	26,885,716	35,636,316	35,082,036	35,507,456	36,149,547	36,643,401	36,033,787	38,712,252	40,966,848	44,906,964

Summary - Capital											
FUND #	Description	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
8	Operating	-	-	-	-	-	-	-	-	-	-
10	TOTAL	-	-	-	-	-	-	-	-	-	-

Detail												
FUND #	Factor	EXPENSES	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Detail												
Operations												
242	1	0.0%	2009 Bonds	1,294,061	1,294,061	1,294,061	1,294,061	1,294,061	1,294,061	1,294,061	1,294,061	1,294,061
243	1	0.0%	2015 Bonds	245,354	233,633	233,408	233,404	270,245	271,758	270,370	318,247	318,995
244	1	3.0%	Operating Transfer to Technology CIP	12,050	12,412	12,784	13,168	13,563	13,970	14,389	14,821	15,266
245	1	3.0%	Operating Transfer to Sewer CIP	500,000	1,271,302	1,284,015	1,296,855	1,309,824	1,322,922	877,584	1,398,706	1,587,762
Wastewater Treatment - Industrial												
246	1	3.0%	Catron	280,920	273,941	-	-	-	-	-	-	-
247	1	0.0%	2010 Bonds	115,005	115,004	113,145	111,119	112,616	112,355	231,831	130,746	129,410
248	1	3.0%	Citibank Lease - Energy Retrofit	28,025	28,025	28,025	28,025	28,025	28,025	28,025	13,510	-
249	1	0.0%	2012 Bonds	461,680	461,680	461,680	461,680	461,680	461,680	461,680	461,680	461,680
250	1	0.0%	2013 Bonds	1,435,540	1,434,950	1,436,000	1,436,250	1,184,575	1,185,950	1,186,575	723,500	724,415
251	1	0.0%	2009 Bonds	3,402,902	3,402,902	3,402,902	3,402,902	3,402,902	3,402,902	3,402,902	3,402,902	3,402,902
252	1	0.0%	2015 Bonds	3,318,977	3,160,423	3,157,372	3,157,313	3,655,681	3,676,149	3,657,363	4,305,015	4,315,133
253	1	3.0%	Operating Transfer to Sewer CIP	-	3,288,698	3,321,585	3,354,801	3,388,349	3,422,232	2,758,911	4,397,194	6,142,334
Wastewater Treatment - Energy												
254	1	0.0%	Bank of America - Solar Farm	729,750	263,010	266,920	270,820	274,700	278,550	282,390	286,190	289,950
255	1	0.0%	2015 Bonds	379,184	361,070	360,721	360,715	417,652	419,990	417,844	491,836	492,992

City of Tulare
CIP Funding

Line No:		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1	Capital Project Costs	\$ 1,000,000	\$ 9,864,400	\$ 9,529,350	\$ 9,624,644	\$ 9,720,890	\$ 9,818,099	\$ 8,738,886	\$ 11,091,180	\$ 12,957,876	\$ 16,489,552
2											
3											
4	Funding Sources										
5	Capital	1,000,000	9,864,400	9,529,350	9,624,644	9,720,890	9,818,099	8,738,886	11,091,180	12,957,876	16,489,552
6	Operations	-	-	-	-	-	-	-	-	-	-
7	New Bonds	-	-	-	-	-	-	-	-	-	-
8	New SRF	-	-	-	-	-	-	-	-	-	-
9											
10	Total Project Funding	\$ 1,000,000	\$ 9,864,400	\$ 9,529,350	\$ 9,624,644	\$ 9,720,890	\$ 9,818,099	\$ 8,738,886	\$ 11,091,180	\$ 12,957,876	\$ 16,489,552

City of Tulare
Development of Rate Revenue Requirement

Line No:		Reference	A		B	
			Test Year for Rate Revenue Requirement			
			2017	% to Water	Water	
1	Total Operating Revenue Requirement	Sch A-3, Line 14	\$ 11,091,569	100%	\$ 11,091,569	
	Less:					
	<u>Other Operating Revenues</u>					
2	Reconnection Charges		\$ 250,000	100%	\$ 250,000	
3	Water Recharge Fee		\$ 430,000	100%	\$ 430,000	
4	Drought Surcharge		\$ 450,000	100%	\$ 450,000	
5	Utility Penalty		\$ 120,000	100%	\$ 120,000	
6	Connection Fee Non-Metered		\$ 2,000	100%	\$ 2,000	
7	Connection Fees - Metered		\$ 30,000	100%	\$ 30,000	
8	Miscellaneous Revenue		\$ 142,500	100%	\$ 142,500	
9	Rent - Water Tower Antenna		\$ 38,000	100%	\$ 38,000	
10	Transfer in From General Fund		\$ -	100%	\$ -	
11	Change in Reserves		\$ 14,000	100%	\$ 14,000	
	<u>Total Other Operating Revenues</u>		\$ 1,476,500		\$ 1,476,500	
12	Total Rate Revenue Requirement		\$ 9,615,069	100%	\$ 9,615,069	
13	Portion to Fixed Charge			52%	\$ 4,999,836	
14	Portion to Flow Charge			48%	\$ 4,615,233	
15	Total Rate Revenue Requirement		\$ 9,615,069	100%	\$ 9,615,069	

City of Tulare
Allocation of Test Year Costs to Water and Sewer

		A	B	C
Line No:	Expense Group	Water	Sewer	Total
1	Water - SOS	\$ -	\$ -	\$ -
2	Water - Pump	-	-	-
3	Water - Treat	2,788,470	-	2,788,470
4	Water - T&D	767,031	-	767,031
5	Water - CS	76,055	-	76,055
6	Water - Admin	6,508,793	-	6,508,793
7	Water - Existing Bond DS	1,009,954	-	1,009,954
8	Water - Existing SRF DS	-	-	-
9	Sewer - Coll	-	-	-
10	Sewer - Pump	-	-	-
11	Sewer - Treat	-	-	-
12	Sewer - CS	-	-	-
13	Sewer - Admin	-	-	-
14	Sewer - Existing DS	-	-	-
15	Sewer - Existing SRF DS	-	-	-
16	New Bond DS - General	1,149,777	-	1,149,777
17	Total	\$ 12,300,079	\$ -	\$ 12,300,079
	%	100%	0%	100%

City of Tulare
Allocation of Water Costs

Allocation to Base Extra Capacity - Water

Line No:	Reference	Water Costs	Extra Capacity				Meters & Services	Billing & Collection	Total
			Base	Max Day	Max Hour				
1	Water - SOS Sch C-2, Line 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2	Water - Pump Sch C-2, Line 2	-	-	-	-	-	-	-	
3	Water - Treat Sch C-2, Line 3	2,788,470	1,962,196	826,274	-	-	-	2,788,470	
4	Water - T&D Sch C-2, Line 4	767,031	226,263	95,279	445,490	-	-	767,031	
5	Water - CS Sch C-2, Line 5	76,055	-	-	-	38,028	38,028	76,055	
6	Water - Admin Sch C-2, Line 6	6,508,793	3,254,396	-	-	1,627,198	1,627,198	6,508,793	
7	Water - Existing Bond DS Sch C-2, Line 7	1,009,954	1,009,954	-	-	-	-	1,009,954	
8	New Bond DS - General Sch C-2, Line 16	1,149,777	1,149,777	-	-	-	-	1,149,777	
9	Revenues/Reserves	(2,685,010)	(1,659,584)	(201,168)	(97,247)	(363,506)	(363,506)	(2,685,010)	
10	Total	\$ 9,615,069	\$ 5,943,001	\$ 720,385	\$ 348,243	\$ 1,301,720	\$ 1,301,720	\$ 9,615,069	

Allocation to Customer Class - Water - Annual Basis

11	Customer Class	Total Annual Flow	Average Daily Flow	Maximum Day			Maximum Hour			Total Costs	
				Base	Capacity Factor	Total Capacity	Extra Capacity	Capacity Factor	Total Capacity		Extra Capacity
12	SFR	2,492,957	6,830		164%	11,186	4,356	219%	14,935	8,105	
13	MFR	358,228	981		144%	1,410	428	192%	1,882	901	
14	COM	503,020	1,378		159%	2,195	817	213%	2,931	1,553	
	IND	1,431,064	3,921		110%	4,311	390	147%	5,756	1,835	
	SCH	176,500	484		209%	1,008	525	278%	1,346	863	
	CITY	177,710	487		219%	1,065	578	292%	1,422	935	
16	Total	5,139,480	14,081			21,175	7,094		28,272	14,191	
17	Allocated Costs			\$ 5,943,001			\$ 720,385			\$ 348,243	\$ 7,011,629
18	Billing Units			5,139,480			7,094			14,191	
19	Rate			\$ 1.16			\$ 101.55			\$ 24.54	

20	Customer Class	Total Annual Flow	Base Costs Allocated to Customer Class	Max Day Costs Allocated to		Max Hour Costs Allocated to Customer Class		Meters & Services & Billing & Collection Costs	Total Base Extra Capacity Costs Allocated to Customer Class	Cost Distribution
				Extra Capacity	Customer Class	Extra Capacity	Class			
21	SFR	2,492,957	\$ 2,882,714	4,356	\$ 442,347	8,105	\$ 198,897	\$ 2,271,647	\$ 5,795,605	60%
22	MFR	358,228	414,234	428	\$ 43,511	901	\$ 22,111	\$ 113,859	\$ 593,715	6%
23	COM	503,020	581,664	817	\$ 82,957	1,553	\$ 38,101	\$ 172,494	\$ 875,216	9%
24	IND	1,431,064	1,654,801	390	\$ 39,600	1,835	\$ 45,025	\$ 3,752	\$ 1,743,178	18%
25	SCH	176,500	204,095	525	\$ 53,285	863	\$ 21,169	\$ 12,540	\$ 291,089	3%
24	CITY	177,710	205,494	578	\$ 58,685	935	\$ 22,939	\$ 29,148	\$ 316,266	3%
26	Total	5,139,480	\$ 5,943,001	7,094	\$ 720,385	14,191	\$ 348,243	\$ 2,603,440	\$ 9,615,069	100%

Max Day / Hour Factors										
	Max Day Capacity Factor	Max Hour Capacity Factor	Peak Month	% Total Peak Month	estimated peak		avg day	Peak-Day Peaking Factor	Peak-Hour Peaking Factor	
					day	hour				
SFR	164%	219%	332,648	53%	10.89	14.54	6.65	1.64	2.19	
MFR	144%	192%	42,122	7%	1.38	1.84	0.96	1.44	1.92	
COM	159%	213%	65,188	10%	2.13	2.85	1.34	1.59	2.13	
IND	110%	147%	128,279	20%	4.20	5.61	3.82	1.10	1.47	
SCH	209%	278%	29,932	5%	0.98	1.31	0.47	2.09	2.78	
CITY	219%	292%	31,394	5%	1.03	1.37	0.47	2.19	2.92	

City of Tulare
Calculation of Fixed Charge Rates/ Revenue - Water

	Reference / Notes:	
Total Water Revenue Target	Sch C-1, Line 15	\$ 9,615,069
Percent from Fixed Charge		52%
Total Fixed Charge Revenue Requirement - Water		\$ 4,999,836
Total Equivalent Meters		406,692
Monthly Water Fixed Charge per Equivalent Meter		\$ 12.29

Water Fixed Charge - By Meter Size

Meter Size	Meter Equivalency	Monthly Water Fixed Charge
0.625	1.00	\$ 12.29
0.75	1.00	\$ 12.29
1	1.67	\$ 20.52
1.5	3.33	\$ 40.93
2	5.33	\$ 65.51
3	10.67	\$ 131.13
4	16.67	\$ 204.87
6	33.33	\$ 409.63
8	53.33	\$ 655.43
10	76.67	\$ 942.27

Water
I

Meter Size	Billing Basis-->	Class -->							Total	Calculation of Equivalent Meters / Units - Inside			
		SFR	MFR	COM	IND	SCH	CITY	Bills		Equiv. Factor	Inside / Outside Factor	Equivalent Meters	
0.625		12	13	-	-	-	-	25	25	1.00	1.00	25	
0.75		7,270	712	1,730	-	12	80	9,804	9,804	1.00	1.00	9,804	
1		172,096	3,228	4,890	-	108	774	181,096	181,096	1.67	1.00	302,430	
1.5		629	3,122	2,550	12	108	216	6,637	6,637	3.33	1.00	22,101	
2		414	1,608	3,872	84	516	954	7,448	7,448	5.33	1.00	39,698	
3		-	120	430	61	84	135	830	830	10.67	1.00	8,856	
4		-	120	144	60	108	96	528	528	16.67	1.00	8,802	
6		-	108	72	44	60	60	344	344	33.33	1.00	11,466	
8		-	12	12	26	-	-	50	50	53.33	1.00	2,667	
10		-	-	-	11	-	-	11	11	76.67	1.00	843	
Total		180,421	9,043	13,700	298	996	2,315	206,773	206,773			406,692	

Rate Design

Development of Proposed 2016-17 Residential Rates

Residential - Cost of Service

Service Charge, \$ per Bill	Rate
Meter Size	\$ 12.29
0.63	12.29
0.75	20.52
1.00	40.93
1.50	65.51
2.00	131.13
3.00	204.87
4.00	409.63
6.00	655.43
8.00	942.27
10.00	

Block	% Volume in Block	Billed Volume	Cumulative Factor	Volume Rate (\$/kgals)
0 - 9,000	55.0%	1,371,126	1.00	\$0.664
9,001 - 30,000	39.0%	972,253	1.64	\$1.088
> 30,000	6.0%	149,577	2.19	\$1.452
Total	100%	2,492,957		

Rate Design

Development of Proposed 2016-17 Multifamily Rates

Multifamily Cost of Service

Service Charge, \$ per Bill	Rate
Meter Size 0.63	\$ 12.29
0.75	12.29
1.00	20.52
1.50	40.93
2.00	65.51
3.00	131.13
4.00	204.87
6.00	409.63
8.00	655.43
10.00	942.27

Block	% Volume in Block	Billed Volume	Cumulative Factor	Volume Rate (\$/kgals)
All Volume	100.0%	358,228	1.00	\$0.539
Total		----- 358,228		

Rate Design
Development of Proposed 2016-17 Commercial Rates

Commercial Cost of Service

Service Charge, \$ per Bill	Rate
Meter Size 0.63	\$ 12.29
0.75	12.29
1.00	20.52
1.50	40.93
2.00	65.51
3.00	131.13
4.00	204.87
6.00	409.63
8.00	655.43
10.00	942.27

Block	% Volume in Block	Billed Volume	Cumulative Factor	Volume Rate (\$/kgals)
All Volume	100.0%	503,020	1.00	\$0.541
Total		503,020		

Rate Design

Development of Proposed 2016-17 Industrial Rates

Industrial Cost of Service

Service Charge, \$ per Bill	Rate
Meter Size 0.63	\$ 12.29
0.75	12.29
1.00	20.52
1.50	40.93
2.00	65.51
3.00	131.13
4.00	204.87
6.00	409.63
8.00	655.43
10.00	942.27

Block	% Volume in Block	Billed Volume	Cumulative Factor	Volume Rate (\$/kgals)
All Volume	100.0%	1,431,064	1.00	\$1.168
Total		1,431,064		

Rate Design
Development of Proposed 2016-17 Institutional Rates

Institutional Cost of Service

Service Charge, \$ per Bill	Rate
Meter Size 0.63	\$ 12.29
0.75	12.29
1.00	20.52
1.50	40.93
2.00	65.51
3.00	131.13
4.00	204.87
6.00	409.63
8.00	655.43
10.00	942.27

Block	% Volume in Block	Billed Volume	Cumulative Factor	Volume Rate (\$/kgals)
All Volume	100.0%	354,210	1.00	\$1.013
Total		354,210		

City of Tulare
Development of Rate Revenue Requirement

Line No:		Reference	A			B		C	
			Test Year for Rate Revenue Requirement		% to Sewer	Sewer			
			2017						
1	Total Operating Revenue Requirement	Sch B-3, Line 17	\$	29,425,556	100%	\$	29,425,556		
	Less:								
	<u>Other Operating Revenues</u>								
2	Connection Fees		\$	50,000	100%		50,000		
3	Septic Tank Discharge Fee		\$	150,000	100%		150,000		
4	Utility Penalty		\$	220,000	100%		220,000		
5	Main Footage Fees		\$	75,000	100%		75,000		
6	Miscellaneous Revenue		\$	44,650	100%		44,650		
7	Miscellaneous Revenue - SCE Rebate		\$	470,000	100%		470,000		
8	Miscellaneous Revenue - IRS BAB Int		\$	1,677,480	100%		1,677,480		
9	Rents and Concessions		\$	200,000	100%		200,000		
10	Bond Premium Revenue		\$	-	100%		-		
11	Change in Reserves		\$	(1,940,000)	100%		(1,940,000)		
	Total Other Operating Revenues		\$	947,130			947,130		
12	Total Rate Revenue Requirement	Sch A-3, Line 82	\$	28,478,426	100%		28,478,426		

City of Tulare
Allocation of Test Year Costs to Water and Sewer

		A	B	C	D	E	F	G
Line No:	Expense Group	Water	Sewer	WW Domestic	WW Industrial	WW Pretreatment	WW Energy	Total
1	Water - SOS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Water - Pump	-	-	-	-	-	-	-
3	Water - Treat	-	-	-	-	-	-	-
4	Water - T&D	-	-	-	-	-	-	-
5	Water - CS	-	-	-	-	-	-	-
6	Water - Admin	-	-	-	-	-	-	-
7	Water - Existing Bond DS	-	-	-	-	-	-	-
8	Water - Existing SRF DS	-	-	-	-	-	-	-
9	Sewer - Coll	-	6,332,996	-	-	-	-	6,332,996
10	Sewer - Pump	-	-	-	-	-	-	-
11	Sewer - Treat	-	-	2,735,800	3,045,698	98,964	357,555	6,238,017
12	Sewer - CS	-	-	-	-	-	-	-
13	Sewer - Admin	-	966,551	1,583,899	1,465,529	103	9,217	4,025,299
14	Sewer - Existing DS	-	964,289	4,002,299	8,876,924	-	624,080	14,467,592
15	Sewer - Existing SRF DS	-	-	-	-	-	-	-
16	Sewer - Capital Transfers	-	-	1,283,714	3,288,698	-	-	4,572,412
17	New Bond DS - General	-	-	-	-	-	-	-
18	Total	\$ -	\$ 8,263,836	\$ 9,605,713	\$ 16,676,849	\$ 99,067	\$ 990,852	\$ 35,636,316

City of Tulare
Allocation of Sewer Costs

Allocation to Volume and Customer Service - Sewer				Sewer				Domestic			
			Sewer Costs	Volume	Capacity	Strength - SS	Strength - BOD	Volume	Capacity	Strength - SS	Strength - BOD
1											
2	Sewer - Coll	Sch D-2, Line 9	\$ 6,332,996	\$ 6,332,996	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Sewer - Pump	Sch D-2, Line 10	-	-	-	-	-	-	-	-	-
4	Sewer - Treat	Sch D-2, Line 11	6,238,017	-	-	-	-	1,367,900	-	683,950	683,950
5	Sewer - CS	Sch D-2, Line 12	-	-	-	-	-	-	-	-	-
6	Sewer - Admin	Sch D-2, Line 13	4,025,299	724,913	-	-	-	1,187,924	-	-	-
7	Sewer - Existing DS	Sch B-2, Col. C, Line 14	14,467,592	361,608	361,608	-	-	1,500,862	1,500,862	-	-
8	Sewer - Capital Transfers	Sch B-2, Col. C, Line 16	4,572,412	-	-	-	-	641,857	-	320,929	320,929
9	New Bond DS - General	Sch D-2, Line 15	-	-	-	-	-	-	-	-	-
10	Revenues/Reserves		(7,157,890)	(1,490,280)	(72,632)	-	-	(943,747)	(301,462)	(201,839)	(201,839)
11	Total		\$ 28,478,426	\$ 5,929,237	\$ 288,976	\$ -	\$ -	\$ 3,754,797	\$ 1,199,400	\$ 803,039	\$ 803,039

City of Tulare
Allocation of Sewer Costs

Allocation to Volume and Customer Service - Sewer															
				Industrial				Pretreatment				Energy			
			Sewer Costs	Volume	Capacity	Strength - SS	Strength - BOD	Volume	Capacity	Strength - SS	Strength - BOD	Volume	Capacity	Strength - SS	Strength - BOD
1															
2	Sewer - Coll	Sch D-2, Line 9	\$ 6,332,986	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Sewer - Pump	Sch D-2, Line 10	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Sewer - Treat	Sch D-2, Line 11	6,238,017	1,522,849	-	761,425	761,425	49,482	-	24,741	24,741	178,778	-	89,389	89,389
5	Sewer - CS	Sch D-2, Line 12	-	-	-	-	-	-	-	-	-	-	-	-	-
6	Sewer - Admin	Sch D-2, Line 13	4,025,299	1,099,147	-	-	-	77	-	-	-	6,913	-	-	-
7	Sewer - Existing DS	Sch B-2, Col. C, Line 14	14,467,592	3,328,847	3,328,847	-	-	-	-	-	-	234,030	234,030	-	-
8	Sewer - Capital Transfers	Sch B-2, Col. C, Line 16	4,572,412	1,644,349	1,644,349	-	-	-	-	-	-	-	-	-	-
9	New Bond DS - General	Sch D-2, Line 15	-	-	-	-	-	-	-	-	-	-	-	-	-
10	Revenues/Reserves		(7,157,890)	(1,525,566)	(998,913)	(152,939)	(152,939)	(9,954)	-	(4,969)	(4,969)	(84,305)	(47,007)	(17,955)	(17,955)
11	Total		\$ 28,478,426	\$ 6,069,625	\$ 3,974,282	\$ 608,485	\$ 608,485	\$ 39,605	\$ -	\$ 19,772	\$ 19,772	\$ 335,415	\$ 187,023	\$ 71,434	\$ 71,434

City of Tulare
Allocation of Sewer Costs

Allocation to Volume and Customer Service - Sewer						
			Sewer Costs	Billing & Collection / Customer Service	Customer	Total
1						
2	Sewer - Coll	Sch D-2, Line 9	\$ 6,332,996	\$ -	\$ -	\$ 6,332,996
3	Sewer - Pump	Sch D-2, Line 10	-	-	-	-
4	Sewer - Treat	Sch D-2, Line 11	6,238,017	-	-	6,238,017
5	Sewer - CS	Sch D-2, Line 12	-	-	-	-
6	Sewer - Admin	Sch D-2, Line 13	4,025,299	-	1,006,325	4,025,299
7	Sewer - Existing DS	Sch B-2, Col. C, Line 14	14,467,592	-	3,616,898	14,467,592
8	Sewer - Capital Transfers	Sch B-2, Col. C, Line 16	4,572,412	-	-	4,572,412
9	New Bond DS - General	Sch D-2, Line 15	-	-	-	-
10	Revenues/Reserves		(7,157,890)	-	(928,618)	(7,157,890)
11	Total		\$ 28,478,426	\$ -	\$ 3,694,605	\$ 28,478,426

Rate Design

Development of Proposed 2016-17 Residential Rates

Residential - Cost of Service Component

	Bills	Rate
Single Family	169,287	\$43.60
Multi Family (per unit)	40,233	33.57
Mobile Home Parks (per space)	6,912	26.63
Senior	5,415	21.80

Development of Proposed 2016-17 Commercial Rates

Commercial - Cost of Service Component

	Flows	Rate
Class I	201,787	\$2.79
Class II	9,503	2.67
Class III	6,217	2.64
Class IV	45,251	4.06

Development of Proposed 2016-17 Industrial Rates

Industrial - Cost of Service Component

	Flows/Pounds	Rate
Total Flows	3,067,878	\$2.79
Total BOD	441,074	16.05
Total TSS	136,246	21.50

Development of Proposed 2016-17 School Rates

Schools - Cost of Service Component

	Students	Rate
Per Student per Month	139,338	\$0.771