



FAIRFIELD-SUISUN SEWER DISTRICT

1010 Chadbourne Road • Fairfield, California 94534 • (707) 429-8930 • www.FairfieldSuisunSewer.ca.gov

Board of Directors Meeting Agenda

Board of Directors

Jenalee Dawson, President
Catherine Moy, Vice President
Doug Carr
Alma Hernandez
Amit Pal
Doriss Panduro
Parise Shepherd
Scott Tonnesen
Princess Washington
K. Patrice Williams
Pam Bertani, First Alternate
Manveer Sandhu, Second Alternate

Meeting Date: Monday, November 24, 2025
Meeting Place: 1010 Chadbourne Road, Fairfield, CA
Meeting Time: 6:00 p.m.

1. Roll Call
2. Pledge of Allegiance
3. Public Comments
4. Director Comments/CASA Report
5. General Manager Report

6. Consent Calendar:

Page

- (a) Adopt Resolution No. 2025-34, Establishing the 2026 Board of Directors Meeting Schedule2
(b) Approve Board Minutes of October 27, 20254

7. Action Item:

- (a) Discuss and Receive Results of the 2025 Cost of Service and Rate Study, Adopt Resolution No. 2025-35 Approving and Authorizing Mailing of Proposition 218 Notices, and Adopt Resolution 2025-36 Adopting Procedures to Implement AB 22578
(b) Adopt Resolution No. 2025-37, Adopting the 2026-2028 Strategic Plan93

8. Information Item:

- (a) Board Calendar113

--End of Agenda--

The Fairfield-Suisun Sewer District will provide reasonable disability-related modification or accommodation to a person with a disability who requires a modification or accommodation in order to participate in the meeting of the Board of Directors. Please contact the District at (707) 429-8930 at least 48 hours before the meeting if you require such modification or accommodation.

Documents that are disclosable public records required to be made available under California Government Code Section 54957.5 (b) (1) and (2) are available to the public for inspection at no charge during business hours at our administrative offices located at the above address.

Members of the public may speak on any matter within the jurisdiction of the Fairfield-Suisun Sewer District by identifying themselves at the beginning of the meeting. Comments on matters not listed on the agenda will be taken under Public Comments. Comments on matters appearing on the agenda will be taken during consideration of the item.



FAIRFIELD-SUISUN SEWER DISTRICT

1010 Chadbourne Road • Fairfield, California 94534 • (707) 429-8930 • www.FairfieldSuisunSewer.ca.gov

November 19, 2025

AGENDA REPORT

TO: Board of Directors

FROM: James Russell-Field, Director of Administrative Services

SUBJECT: 2026 Board of Directors Meeting Schedule

Recommendation: Adopt Resolution No. 2025-34 establishing the 2026 Board of Directors Meeting schedule.

Background: Each year, the Board adopts a schedule for the regular meetings of the Executive Committee and the Board. The Board can schedule Special Meetings between Regular Meetings to conduct District business, if necessary.

Discussion: Regular Executive Committee meetings are scheduled for the 3rd Monday of each month and regular Board of Directors meetings are scheduled for the 4th Monday of each month. Historically, the Board has not scheduled regular Board Meetings in August or December. Although a February Board of Directors meeting has been scheduled for the past several years, it has been cancelled consistently due to Director and staff attendance at the CASA DC Policy Forum. Staff recommend no regular Board Meeting for February.

The following alternative dates to the normal 3rd and 4th Mondays are proposed to avoid potential conflicts. In January, move the Executive Committee meeting to January 12th to avoid conflicting with Martin Luther King Jr. Day. In May, move the Executive Committee meeting to May 11th and Board meeting to May 18th to avoid conflicting with Memorial Day.

The attached draft of Resolution No. 2025-34 shows a proposed schedule that minimizes potential conflicts.

Attachment: Res No. 2025-34, Establishing the Regular Meeting Schedule for 2026

FAIRFIELD-SUISUN SEWER DISTRICT
RESOLUTION NO. 2025-34

A RESOLUTION ESTABLISHING THE REGULAR MEETING SCHEDULE FOR 2026

WHEREAS, the Fairfield-Suisun Sewer District Act establishes a Board of Directors and the Board of Directors established an Executive Committee of the Board; and,

WHEREAS, the California State Legislature passed the Ralph M. Brown Act in 1953 guaranteeing the public's right to attend and participate in meetings of local legislative bodies; and,

WHEREAS, Board of Directors desires to provide advanced notice to the public of its regular meetings;

NOW, THEREFORE, BE IT RESOLVED, BY THE BOARD OF DIRECTORS OF THE FAIRFIELD-SUISUN SEWER DISTRICT THAT:

- 1) Table 1 is the adopted schedule for regular meetings of the Board of Directors and the Executive Committee for 2026.

Table 1

Month	Executive Committee	Board of Directors
January	4:00 pm, Monday, January 12, 2026	6:00 pm, Monday, January 26, 2026
February	No Meeting	No Meeting
March	4:00 pm, Monday, March 16, 2026	6:00 pm, Monday, March 23, 2026
April	4:00 pm, Monday, April 20, 2026	6:00 pm, Monday, April 27, 2026
May	4:00 pm, Monday, May 11, 2026	6:00 pm, Monday, May 18, 2026
June	4:00 pm, Monday, June 15, 2026	6:00 pm, Monday, June 22, 2026
July	4:00 pm, Monday, July 20, 2026	6:00 pm, Monday, July 27, 2026
August	No Meeting	No Meeting
September	4:00 pm, Monday, September 21, 2026	6:00 pm, Monday, September 28, 2026
October	4:00 pm, Monday, October 19, 2026	6:00 pm, Monday, October 26, 2026
November	4:00 pm, Monday, November 16, 2026	6:00 pm, Monday, November 23, 2026
December	No Meeting	No Meeting

- 2) All the above meetings shall be held at the District Administrative offices at 1010 Chadbourne Road, Fairfield, California.
- 3) The General Manager is hereby authorized and directed to take all steps necessary and proper to implement this resolution in accordance with District policies and procedures.

PASSED AND ADOPTED this 24th day of November 2025, by the following vote:

AYES: Directors _____

NOES: Directors _____

ABSENT: Directors _____

President

ATTEST: _____
District Clerk

FAIRFIELD-SUISUN SEWER DISTRICT**MINUTES**

1010 Chadbourne Road • Fairfield, California 94534 • (707) 429-8930 • www.FairfieldSuisunSewer.ca.gov

Board of Directors Meeting Minutes

Date: Monday, October 27, 2025

Meeting Place: 1010 Chadbourne Road, Fairfield, California

Meeting Time: 6:00 pm

1. The meeting was called to order at 6:00 p.m. by President Jenalee Dawson, who presided over the meeting.

Roll Call – The following Board members were present: Directors Dawson, Hernandez, Moy, Panduro, Shepherd, Tonnesen, Washington (*departed at 7:48pm*) and Williams. Directors Carr and Pal were absent. No Board Alternates were present.

2. Pledge of Allegiance was led by Director Alma Hernandez.
3. Public Comments: Public comment was provided by resident Jim DeKloe concerning the potential issues providing joint sewer service to Fairfield and Suisun residents due to the impact of a proposed development in a currently non-contiguous area near Suisun.
4. Director Comments: Director Alma Hernandez thanked General Manager Jordan Damerel for his attendance at a Town Hall with County Supervisor Wanda Williams where he addressed the District's intent in requesting sewer studies from Solano County regarding feasibility of future sewer service to Suisun Valley. Director Hernandez also thanked Director of Environmental Services Meg Herston and District staff for the Solano Bayshore Resiliency Community Meeting held at Suisun City Hall regarding sea level rise and climate adaptation efforts and noted that the CASA Education Foundation had \$37,000 available for scholarships.
5. General Manager Report – General Manager Jordan Damerel followed up on Director Pal's request from the September 22, 2025 Board Meeting for District and Suisun City staff to discuss Suisun City's upcoming solid waste agreement. Following the September Board meeting, General Manager Damerel reported that District and Suisun City staff met and Suisun City included a provision in the solid waste agreement to allow waste diversion to the District's digesters in the future should the need or an opportunity arise, although there is no specific plans at this time. General Manager Damerel also provided an update on challenges with the Kellogg Resiliency Project and shared that the District has been working with Assemblymember Lori Wilson's office to receive an extension from the California Department of Finance for the State funding allocation. The District anticipates receiving a two-year extension in early November.
6. Consent Calendar:
 - (a) Adopt Resolution No. 2025-30 Awarding a Contract for Services with IT Hub, LLC for Managed Information Technology Services and Approving a Budget Adjustment of \$50,000

- (b) Adopt Resolution No. 2025-31, Approving the California Office of Emergency Services Designations of Applicant's Agent Resolution for Non-State Agencies
- (c) Approve Board Minutes of September 22, 2025

No comments.

Upon motion by Director Moy, seconded by Director Shepherd, the Consent Calendar was passed by the following vote:

AYES: Dawson, Hernandez, Moy, Panduro, Shepherd, Tonnesen, Washington, Williams
NOES: None
ABSTAIN: None
ABSENT: Carr, Pal

7. Action Item:

- (a) Adopt Resolution No. 2025-32, Authorizing the General Manager to Award Professional Services Contracts to Support Review of the Suisun Expansion Plan Entitlement Applications

General Manager Damerel discussed the Item and the request to hire additional technical and legal support to assist with providing comments on the 300-page development application for the California Forever Suisun Expansion Plan received from Suisun City. The District intends to provide comments to ensure the development addresses questions on legality, capacity sizing, long-term infrastructure standards and future operations and maintenance. Board approval was sought because California Forever had not yet engaged the District on a reimbursement agreement, but the District still needs to provide technical comments on the entitlement application within thirty days.

Board Directors discussed the item at length, asking clarifying questions on engagement by California Forever and Suisun City, use of attorneys, potential ratepayer impacts, timing considerations, and a potential reimbursement agreement.

The following members of the public made public comments to the Board of Directors

- Duane Kromm discussed the original creation of the District in the 1970s and pro-rata cost-sharing with Anheuser Busch and Travis Air Force base for development at that time.
- Jim DeKloe requested the Board delay the vote due to unknown details surrounding California Forever and concerns about Suisun expansion impacts on Fairfield ratepayers.
- Steve Olry shared concerns that there were not enough details to make a decision and would prefer the LAFCO decision come first.

Director Tonnesen made a motion (Original Motion), seconded by Director Shepherd, to approve Resolution No. 2025-32, as presented.

Director Washington made a Substitute Motion to delay approval of Resolution No. 2025-32 until General Manager Damerel met with California Forever on a reimbursement agreement for all costs associated with the development application, and calling an Special Meeting to vote on Resolution No. 2025-32, pending the results of that meeting.

Vote on the Substitute Motion failed by the following vote:

AYES: Moy, Shepherd, Washington
NOES: Dawson, Hernandez, Panduro, Tonnesen, Williams
ABSTAIN: None
ABSENT: Carr, Pal

Vote on the Original Motion passed by the following vote:

AYES: Dawson, Hernandez, Panduro, Tonnesen, Williams
NOES: Moy, Shepherd, Washington
ABSTAIN: None
ABSENT: Carr, Pal

(b) Adopt Resolution No. 2025-33, The Board of Directors of the Fairfield-Suisun Sewer District Declaring Its Intent to Reimburse Certain Capital Expenditures from the Proceeds of Indebtedness for the Suisun Force Main Project

Director of Administrative Services James Russell-Field presented the item and noted that adoption of Resolution No. 2025-33 does not commit the District to debt but allows the District to reimburse current expenses for the Suisun Force Main Project from future debt proceeds.

No comments.

Upon motion by Director Tonnesen, seconded by Director Hernandez, Action Item No. 7b was passed by the following vote:

AYES: Dawson, Hernandez, Moy, Panduro, Shepherd, Tonnesen, Washington, Williams
NOES: None
ABSTAIN: None
ABSENT: Carr, Pal

8. Discussion Item:
(a) Stormwater Program Overview

General Manager Damerel, Director of Administrative Services Russell-Field, Engineering Manager Irene O'Sullivan, and Director of Environmental Services Herston presented an overview of the Stormwater Program.

Directors received the presentation, asked clarifying questions and made comments.

9. Information Item:
 (a) Quarterly Investment Report
 (b) Board Calendar

No comments.

The meeting adjourned at 7:59 pm.

Respectfully submitted,

President

ATTEST:

District Clerk



FAIRFIELD-SUISUN SEWER DISTRICT

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November 19, 2025

AGENDA REPORT

TO: Board of Directors

FROM: James Russell-Field, Director of Administrative Services

SUBJECT: 2025 Cost of Service and Rate Study Results and Notice to Proceed with Preparation and Mailing of a Proposition 218 Notice

Recommendation: Discuss and receive results of the 2025 Cost of Service and Rate Study, adopt Resolution 2025-35 Approving and Authorizing Mailing of Proposition 218 Notice, and adopt Resolution 2025-36 Adopting Procedures to Implement Government Code Sections 53759.1 and 53759.2 (AB 2257) for Property-Related Sewer Fees and Charges.

Background: The Board of Directors authorized the District to execute an agreement with Hildebrand Consulting, LLC (Hildebrand) to perform a Cost of Service and Rate Study (Rate Study) at the June 23, 2025 Board Meeting. One of the primary drivers for the Rate Study was to support potential external funding options for the \$53.5 million Suisun Force Main Rehabilitation Project that may require a credit rating. Securing an updated five-year rate schedule could strengthen the District's credit profile and reduce borrowing costs for rate payers.

District staff worked with Hildebrand to review and analyze the District's historical and budgeted operating costs, multi-year capital improvement program, outstanding and potential debt service obligations, financial plans and policies, and operating and capital reserve targets.

Discussion: The primary scope of the Rate Study was to evaluate the District's Sewer Service Charges and Capacity Charges. A brief analysis is provided below, with additional details found in the Report.

Sewer Service Charges

Sewer Service Charges are recurring charges for the use of the District sewage system and are designed to help recover the costs of operating and maintaining the sewer system infrastructure. The District sets the Sewer Service Charge for the entire service area. From

the Sewer Service Charge revenue, the District manages approximately 86 miles of sewer pipes 12 inches diameter and greater, 14 pump stations, and a treatment plant permitted for 23.7 million gallons per day in order to provide 24/7, 365 critical services to a service area of approximately 150,000 residents and businesses. Revenue is provided per agreement to the cities of Fairfield and Suisun City for expenses related to the operation and maintenance of sewer pipes 10 inches diameter and less.

The first step in the rate setting process is determining the District's revenue requirements based on a detailed cost-of-service analysis. The Cost of Service and Rate Study presents a detailed cash flow model developed from the District's FY 2025-26 Budget and Long-Term Financial Plan. The schedules are designed to present ten years of revenue requirements based on reserve targets and categorized expenses including salaries and benefits, administration, services, electricity, chemicals, operations, fuel and supplies, and capital spending. Percentage assumptions are applied to categorized operating expenses for future years and future capital expense assumptions are based on District staff estimates.

Once the revenue requirements are determined, they are equitably allocated between the District's customer classes. The Sewer Service Charges are designed to recover costs from each customer class and customer in proportion with service demands based on customer account and wastewater production data.

The study recommends sewer rate revenue increase as shown in Table 1.

Table 1: Proposed Five Year Rate Increase Schedule

Rate Adjustment Date	Rate Revenue Increase
July 1, 2026	10.0%
July 1, 2027	10.0%
July 1, 2028	10.0%
July 1, 2029	7.0%
July 1, 2030	5.0%

The District's current Sewer Service Charge structure is consistent with established and common practices. The results of the 2025 Cost of Service and Rate Study support the rate structure and design used in previous years.

Proposed Sewer Service Charges through FY 2030-31 compared to the current rates are presented in Table 2.

Table 2: Existing and Proposed Sewer Rates by Customer Category

Effective Date:	Proposed Rates					
	July 1, 2026	July 1, 2027	July 1, 2028	July 1, 2029	July 1, 2030	
Residential (monthly) ¹	\$54.91	\$60.40	\$66.44	\$73.08	\$78.20	per dwelling unit
Commercial						
Monthly Account Charge and	\$17.13	\$18.84	\$20.72	\$22.79	\$24.39	per account per mo.
Regular Strength Volumetric ²	\$4.56	\$5.02	\$5.52	\$6.07	\$6.49	per HCF
or						
High Strength Volumetric ³	\$7.81	\$8.59	\$9.45	\$10.40	\$11.13	per HCF
Case-by-Case ⁴						
Monthly Account Charge and	\$17.13	\$18.84	\$20.72	\$22.79	\$24.39	per account per mo.
Volumetric (direct connect) ⁵	\$3,823.53	\$4,205.88	\$4,626.47	\$5,089.12	\$5,445.36	per MG
or						
Volumetric (through local collection) and	\$5,601.60	\$6,161.76	\$6,777.94	\$7,455.73	\$7,977.63	per MG
BOD (by weight) and	\$605.32	\$665.85	\$732.44	\$805.68	\$862.08	per 1000 lbs
TSS (by weight)	\$324.73	\$357.20	\$392.92	\$432.21	\$462.46	per 1000 lbs
Travis Air Force Base (volumetric)	\$3.67	\$4.04	\$4.44	\$4.88	\$5.22	per HCF

Capacity Charges

Capacity Charges are one-time fees charged to new or expanded connections to the District's sewer system designed to help recover the costs of infrastructure and assets benefiting from new development. The District's current Capacity Charge is assessed by calculating the estimated "equivalent dwelling units" (EDU) of new development. The current Capacity Charge per EDU is \$7,056.

The Rate Study recommends the Buy-In methodology to calculate District Capacity Charges. The Buy-In method is based on the average investment in capital facilities by current customers. Conceptually, existing system users have financed the District's existing public facilities through service charges and fees. The charge resulting from the Buy-In method is designed to recognize the previous investments into the capacity and condition of the system, and equitably charge developers for "joining" the existing system. The study recommends a Capacity Charge of \$8,030 per EDU, adjusted annually for the effects of inflation using the Engineering News Record's Construction Cost Index (CCI) for the San Francisco area.

Next Steps: Staff recommends receiving the results of the Cost of Service and Rate Study, and approving the following next steps to implement the proposed rates:

Proposition 218 Protest Procedures

Article XIII D, Section 6 of the California Constitution requires the Board of Directors to consider written protests to proposed increases in the District's Sewer Service Charges. However, the Constitution does not specify who may submit protests, how they are to be submitted, or how the Board is to tabulate them. In 2022, the Board of Directors adopted Resolution 2022-02 to adopt guidelines for the submission and tabulation of protests in conformance with Proposition 218. A new Assembly Bill 2257 (AB 2257), passed in 2024, authorizes local agencies to adopt formal administrative objection processes, in addition to the Proposition 218 protest procedures. The attached Resolution 2025-36 establishes a procedure for the AB 2257 provisions, including clear requirements for notice, submission, tabulation, and consideration of protests to ensure consistency with State law and improved transparency in the protest process. The Proposition 218 protest procedure and the AB 2257 objection procedure would run in parallel once rate notices are mailed to all customers.

Proposition 218 Notice

The 5-year proposed Sewer Service Charges need to be adopted in accordance with Proposition 218, which requires a detailed notice describing the proposed rates to be mailed to each affected property owner or customer at least 45 days prior to conducting a public hearing to adopt the rates. Staff recommends setting the public hearing at the April 27, 2026 Board of Directors meeting. The District plans on mailing the notices more than minimum 45 days before the public hearing date, in order to provide additional time for outreach and respond to any legal objections under AB 2257. Attached is a draft proposed Proposition 218 Notice.

Fiscal Impact: Budget for the Rate Study was included in the FY 2025-26 Budget. Staff recommend a budget adjustment of \$30,000 for printing and direct mail of the 8.5 x 14 trifold brochure, which will provide parcel owners with important information regarding the change in Sewer Service Charges.

Attachments: 1 – Resolution 2025-35, A Resolution Approving and Authorizing Mailing of Proposition 218 Notices
2 – Resolution 2025-36, Adopting Procedures to Implement AB 2257
3 – 2025 Sewer Rate and Capacity Charge Study Report
4 – 2025 Sewer Rate and Capacity Charge Study Presentation
5 – Draft Proposed Proposition 218 Notice
6 – Resolution 2022-02, Adopting Guidelines for the Submission and Tabulation of Protests in Connection with Rate Hearings Conducted Pursuant to Article XIII D, Section 6 of the California Constitution (for reference)

FAIRFIELD-SUISUN SEWER DISTRICT
RESOLUTION NO. 2025-35

**A RESOLUTION APPROVING AND AUTHORIZING MAILING OF
PROPOSTION 218 NOTICES**

WHEREAS, Article XIII D of the California Constitution (Proposition 218) requires local agencies to provide written notice to property owners, hold a public hearing, and consider protests prior to levying or increasing property-related fees and charges;

WHEREAS, the Proposition 218 Omnibus Implementation Act (Gov. Code § 53750 et seq.) establishes detailed procedures to ensure compliance with those constitutional requirements, including the content, timing, and method of mailing the required notices;

WHEREAS, the Board of Directors of the Fairfield-Suisun Sewer District has reviewed the proposed Proposition 218 notice and finds it consistent with applicable legal requirements.

NOW, THEREFORE, BE IT RESOLVED, BY THE BOARD OF DIRECTORS OF THE FAIRFIELD-SUISUN SEWER DISTRICT THAT:

1. The Board hereby approves the form and content of the Proposition 218 Notice and authorizes staff to proceed with the preparation, printing, and mailing of the notices in accordance with applicable law.
2. The Board authorizes the General Manager to make minor, non-substantive changes to the notice prior to mailing based on review from legal counsel or to improve clarity.
3. The General Manager is authorized and directed to take all steps necessary and proper to implement this resolution.

PASSED AND ADOPTED this 24th day of November 2025, by the following vote:

AYES: Directors _____

NOES: Directors _____

ABSTAIN: Directors _____

ABSENT: Directors _____

President

ATTEST:

District Clerk

FAIRFIELD-SUISUN SEWER DISTRICT
RESOLUTION NO. 2025-36

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE
FAIRFIELD-SUISUN SEWER DISTRICT ADOPTING PROCEDURES TO
IMPLEMENT GOVERNMENT CODE SECTIONS 53759.1 AND 53759.2 (AB 2257)
FOR PROPERTY-RELATED SEWER FEES AND CHARGES**

WHEREAS, the California Constitution, Article XIII D, requires local agencies to provide notice, hold hearings, and consider protests when levying or increasing property-related fees and charges;

WHEREAS, the Proposition 218 Omnibus Implementation Act (Gov. Code § 53750 et seq.) prescribes procedures to ensure compliance with those constitutional requirements;

WHEREAS, the Board of Directors of the Fairfield-Suisun Sewer District ("District") previously adopted Resolution No. 2022-02, establishing guidelines for the submission and tabulation of protests under Proposition 218 ("Protest Guidelines");

WHEREAS, on September 25, 2024, Governor Newsom signed into law Assembly Bill 2257, codified at Government Code §§ 53759.1 and 53759.2, authorizing local agencies to adopt optional written-objection and administrative-record procedures;

WHEREAS, AB 2257 provides that, when a local agency complies with those procedures, a person may not bring a judicial action challenging a new, increased, or extended property-related fee or assessment without first submitting a timely written objection specifying the grounds for alleged noncompliance;

WHEREAS, AB 2257 further limits judicial review to the administrative record and prohibits independent lawsuits regarding the adequacy of the agency's responses to objections;

WHEREAS, these procedures do not preclude actions alleging a failure to implement a fee or charge as adopted;

WHEREAS, the Board finds adoption of these procedures will improve transparency, facilitate meaningful public participation, and reduce unnecessary litigation.

NOW, THEREFORE, BE IT RESOLVED, BY THE BOARD OF DIRECTORS OF THE FAIRFIELD-SUISUN SEWER DISTRICT THAT:

Section 1. Scope and Purpose.

These procedures, adopted pursuant to Government Code sections 53759.1 and 53759.2, apply to any new, increased, or extended property-related sewer fee or charge and to the methodology used to develop such fees or charges. This Resolution supplements, and shall be read in harmony with, Resolution No. 2022-02.

Section 2. Availability of Proposed Fee and Written Basis.

At least 45 days before the deadline for submitting written objections established in Section 3, the District shall:

- a. Post on its official website the proposed fee or charge and a written basis (e.g., engineer's report or cost-of-service analysis);
- b. Include in the mailed notice a hyperlink or reference to that posting; and
- c. Provide the written basis to any interested person upon request.

Section 3. Notice Statement

Each Proposition 218 notice shall include, in bold-faced type of at least 12-point font, the following warning:

"To preserve your right to challenge the proposed sewer fee or charge in court, you must submit a timely written legal objection to the District no later than **[time] s[date]**. A valid written objection must clearly state the specific legal or constitutional grounds for alleging that the proposed fee or charge does not comply with Proposition 218 or other applicable law. The objection should, where possible, cite the specific constitutional provision, statute, or regulation believed to be violated (for example, "California Const., art. XIII D, § 6(b)(3)" or "Gov. Code § 53755"). General opposition, rate concerns, or policy disagreements do not constitute a legal objection under these procedures and will not preserve any right to judicial review.

Failure to submit a timely written legal objection will bar any later court challenge, and any such action will be limited to the specific legal issues raised in timely written objections."

Section 4. Written Objections.

Any property owner or ratepayer subject to the proposed sewer fee or charge may submit a written objection so that it is received by the District no later than 5:00 p.m. on the business day immediately preceding the public hearing described in the Proposition 218 notice. Objections received after that deadline shall not be considered timely under these procedures.

Objections may be delivered by mail, hand delivery, or email as stated in the notice.

Section 5. District Response and Consideration.

The District will consider and respond in writing, including the grounds for which a challenge is not resulting in amendments to the proposed fee or assessment, to all timely submitted objections. Written responses shall be prepared and made available to the Board and the public before or at the commencement of the Proposition 218 hearing, and in all cases prior to its close. Responses shall explain the substantive basis for retaining or altering the proposed fee or assessment in response to the written objection.

The Board shall consider all timely written objections received and the District’s response, and shall determine whether:

- a. The written objections and the District’s response warrant clarifications to the proposed fee, charge, or assessment.
- b. To reduce the proposed fee, charge or assessment.
- c. To further review the proposed fee, charge, or assessment before determining whether clarification or reduction is needed.
- d. To proceed with the Hearing, to continue it, or to abandon the proposal.

Section 6. Administrative Record.

The District shall compile an administrative record meeting the requirements of Government Code § 53759.2(b), including all notices, written bases, objections, responses, staff reports, meeting minutes, and final determinations. Judicial review shall be limited to that record except as otherwise provided by law.

Section 7. Exhaustion of Administrative Remedies.

Any person who fails to submit a timely written objection under these procedures shall be barred from judicially challenging the validity of the related sewer fee or charge.

Section 8. No Independent Cause of Action.

The adequacy of the District’s written responses shall not constitute a separate cause of action; such responses form part of the administrative record for any subsequent judicial review.

Section 8. Severability.

If any portion of this Resolution is held invalid, the remainder shall remain in full force and effect.

PASSED AND ADOPTED this 24th day of November 2025, by the following vote:

AYES:	Directors	_____
NOES:	Directors	_____
ABSTAIN:	Directors	_____
ABSENT:	Directors	_____

		President

ATTEST:

District Clerk



2025 Sewer Rate and Capacity Charge Study

Draft Report

November 19, 2025





Mr. James Russell-Field
Director of Administrative Services
Fairfield-Suisun Sewer District
1010 Chadbourne Rd.
Fairfield, CA 94534

Re: 2025 Sewer Rate and Capacity Charge Study

Dear Mr. Russell-Field,

Hildebrand Consulting is pleased to present this 2025 Sewer Rate and Capacity Charge Study (Study) that we performed for Fairfield-Suisun Sewer District (District). We appreciate the fine assistance provided by you and all of the members of the District staff who participated in the Study.

If you or others at the District have any questions, please do not hesitate to contact me at:

mhildebrand@hildco.com
(510) 316-0621

We appreciate the opportunity to be of service to the District and look forward to the possibility of doing so again in the near future.

Sincerely,

Mark Hildebrand
Hildebrand Consulting, LLC

Enclosure

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List of Acronyms

AWWA	American Water Works Association
BOD	biochemical oxygen demand
CCI	Engineering News Record's 20-cities Construction Cost Index
CIP	capital improvement program
DCR	debt service coverage ratio
ENR	<i>Engineering News Record</i> (periodical)
EDU	equivalent single-family dwelling unit; a standard unit measure of sewer utility service based on the estimated volume of sewer flow from an average residential dwelling
ENR	Engineering News Record
FY	Fiscal year (which ends on June 30 for the District)
gpd	gallons per day
hcf	hundred cubic feet (748 gallons)
mg/l	milligrams per liter
mgd	millions of gallons per day
O&M	operations and maintenance
R&R	repair and replacement
RCNLD	replacement cost new less depreciation
TSS	total suspended solids
SRF	state revolving fund (loan)
SWRCB	State Water Resources Control Board
WEF	Water Environment Federation
WWTP	wastewater treatment plant

Section 1. INTRODUCTION

Hildebrand Consulting, LLC was retained by Fairfield-Suisun Sewer District (District) to conduct a comprehensive 2025 Sewer Rate and Capacity Charge Study (Study). This report describes in detail the assumptions, procedures, and results of the Study, including conclusions and recommendations.

1.1 DISTRICT BACKGROUND

The Fairfield-Suisun Sewer District (District) is a special district incorporated by an act of the California State Legislature in 1951, which serves all territory within the cities of Fairfield and Suisun City. The District is located in central Solano County, California, midway between San Francisco and Sacramento and has broad powers to finance, construct, and operate systems for the treatment, collection, and disposal of sewage and storm water within the District's jurisdiction. The District currently serves a population of approximately 149,000, and contracts with the City of Fairfield and City of Suisun City for sewer billing and collections. Its Board of Directors is a ten-member body consisting of the members of the city councils of the two cities. The Board president is elected by the Board from among its members. The District's day-to-day operations are managed by the General Manager, who reports directly to the Board of Directors.

District Operations - Fairfield and Suisun City lie in a large valley surrounded by rolling hills. Fairfield is the Solano County seat and houses most county government activities while Suisun City is one of California's oldest cities. Suisun City sits approximately 15 feet above sea level, and a network of sloughs, navigable by small boats, extends from the city to San Francisco Bay. The District owns and operates a system of sanitary sewers and pumping stations, used to oversee wastewater collection and treatment. The District's service area encompasses 48 square miles, and its facilities include 70 miles of 12-inch to 48-inch diameter sewers, 13 pumping stations and the regional wastewater treatment plant (WWTP). The District owns all 12-inch diameter and larger

sewers in the service area, while the 10-inch diameter and smaller sewers are owned by the Cities. While the District's treatment facilities are intended to have a build-out capacity of over 23 million gallons per day (mgd), current average dry weather flow to the plant ranges from 10 to 15 mgd. The District also maintains some storm drain assets in conjunction with the City of Fairfield and Suisun City; however, the storm drain enterprise is not analyzed in this Study.

Major employers located within the District's boundaries include Travis Air Force Base, County of Solano, Anheuser-Busch Brewery, Jelly Belly, Producers Dairy Foods, North Bay Medical Center, Kaiser Permanente, other large manufacturers and industries, and shopping districts.

1.2 RATE STUDY BACKGROUND

The District's Board last approved rate adjustments in March of 2022 based on the District's 2022 Sewer Rate and Capacity Charge Study (2022 Study). That action implemented five years of rate changes from FY 2022/23 through FY 2026/27.

The District's primary source of revenue comes from its Sewer Service Charge, which supports operating expenses and repair and rehabilitation (R&R) of District infrastructure. The District's Sewer Service Charges are stable with approximately 80 percent of rate revenue coming from residential customers who are billed a fixed fee on a monthly basis. Commercial and industrial customers comprise the remaining 20 percent of the total Sewer Service Charges and are billed based on water consumption. The District's developer-funded Capacity Charges pay for growth related capital spending. The Drainage Maintenance primary revenue source is a fee charged to each property in the service area and pays expenses related to storm drain facilities (and is not part of this Study).

The financial forecasts from the 2022 Study have generally been accurate with exception of labor costs which have been higher than forecasted due an unanticipated increase in staffing. Future capital spending is also unexpectedly high due largely to the

Suisun Force Main Reliability project and a project driven by regulatory compliance with a new permit, the A/B Train Aeration Basin Anoxic Zones (see Section 2.1.10). Despite the increase in personnel costs, the District's funds (Operations, Capital, and Drainage Maintenance) are adequately funded and legal debt covenants are being met. That being said, the increase in capital spending will require the District to issue new debt, which will require more rate revenue than previously anticipated. As such, this Study is being conducted prior to the conclusion of the previous 5-year rate schedule. A more robust rate schedule will enable the District to qualify for more affordable debt.

1.3 SCOPE & OBJECTIVES OF STUDY

The scope of this Study was to prepare a multi-year financial plan, update the cost-of-service analysis, review the District's existing rate structure, propose a 5-year rate program, and update the District's Capacity Charges. The primary objectives of this Study were to:

- i. Develop a multi-year financial management plan that integrates the District's operational and capital project funding needs
- ii. Propose annual rate adjustments to the Sewer Service Charges that will ensure adequate revenues to meet the District's ongoing service and financial obligations
- iii. Determine the cost of providing sewer service to the District's customers (including some large industrial customers) using equitable and industry-accepted methodologies
- iv. Recommend specific modifications to the District's existing rate structure in order to ensure that the District is equitably recovering the cost of service and comporting with industry standards and California's legal requirements
- v. Update the District's Capacity Charge's to ensure that growth is paying for the value of the assets that will serve them

1.4 STUDY METHODOLOGY

This Study applied methodologies that are aligned with industry standard practices for rate setting as promulgated by the Water Environment Federation (WEF) and all applicable law, including California Constitution Article XIII D, Section 6(b), commonly known as Proposition 218.

The Study began with development of a multi-year financial management plan that determined the level of annual rate revenue required to cover projected annual operating expenses, debt service (including coverage targets), and capital cost requirements while maintaining adequate reserves. A financial planning model was customized to reflect the District's financial dynamics and latest available data for the sewer operations in order to develop a long-term financial management plan, inclusive of projected annual revenue requirements and corresponding annual rate adjustments.

Revenue requirements calculated in the financial plan for FY 2026/27 were then used to perform a detailed cost-of-service analysis. The cost-of-service analysis and rate structure design were conducted based upon principles outlined by the WEF, legal requirements (Proposition 218) and other generally accepted industry practices to develop rates that reflect the cost of providing service.

Recommendations for the financial plan and updated rate structure were presented to the District's Executive Committee and Board of Directors. A Public Hearing to adopt the rates will be held in the spring of 2026.

Section 2. FINANCIAL PLAN

This Study's 10-year financial plan was developed through interactive work sessions with District staff. As a result of this process, the Study has produced a robust financial plan that will allow the District to meet revenue requirements and financial performance objectives throughout the projection period while striving to minimize rate increases. This includes maintaining prudent reserves and ensuring that the District's customers are all paying fair and equitable amounts for services provided.

2.1 FINANCIAL DATA & ASSUMPTIONS

The District provided historical and budgeted financial information associated with operation of the sewer system, including historical and budgeted operating costs, a multi-year capital improvement program (CIP), and outstanding debt service obligations. District staff also assisted in providing other assumptions and policies, operating and capital reserve targets, and escalation rates for operating costs (all of which are described in the following subsections).

2.1.1 DISTRICT FUNDS

The District enterprise is comprised of four major funds that are used to manage funds in a transparent manner. While the financial plan model for this Study was developed with an understanding of those funds, the model did not attempt to replicate the movement of all moneys between funds. Rather the financial model was used to evaluate the financial condition of the District's sewer enterprise as a whole. The financial plan was developed to serve as a planning tool for managing overall financial needs, constraints, and opportunities, as well as for determining annual rate revenue needs. It is primarily a cash flow model and differs from the District's budgets and financial statements.

The following describes the purpose of each fund and how the financial plan model reflected the use of those funds. A schematic of this fund structure and cash flow is provided as **Figure 1**.

Fund 1 – Fund 1 is the District’s primary fund and receives the Sewer Service Charge revenues. Fund 1 pays for all operating and maintenance expenditures, debt service and funds most replacement and replacement (R&R) capital projects (as opposed to growth-related capital spending, see Fund 2). Additional revenues into Fund 1 include miscellaneous fees, and interest earnings.

Within Fund 1, there are three reserves: the Operating Reserve, the Major Maintenance Reserve, and the Debt Reserve. The District’s policies regarding the target funding levels for these reserves are discussed in 2.1.3.

Fund 2 - As further described in Section 4, a portion of the District’s existing Capacity Charge revenue is considered restricted to fund growth-related projects, while the remainder of the existing Capacity Charge revenue is unrestricted and can fund any capital project, including R&R projects. The Restricted Capacity Fund (Fund 2) is dedicated to paying for the District’s growth-related capital projects. Fund 2 receives revenue from the restricted capacity charge revenue (“capacity surcharges”) as well as transfers from Fund 3 (see below) which received the District’s unrestricted capacity charge revenue (“capacity fees”).

Fund 3 - The Unrestricted Capacity Fund (Fund 3) is used solely to receive and distribute the District’s unrestricted capacity charge revenue (capacity fees). Fund 3 then transfers its funds to either Fund 2 (to pay for growth related capital projects) or Fund 1 (to pay for R&R capital projects).

Fund 4 is the Drainage Maintenance Fund and is outside of the scope of this study.

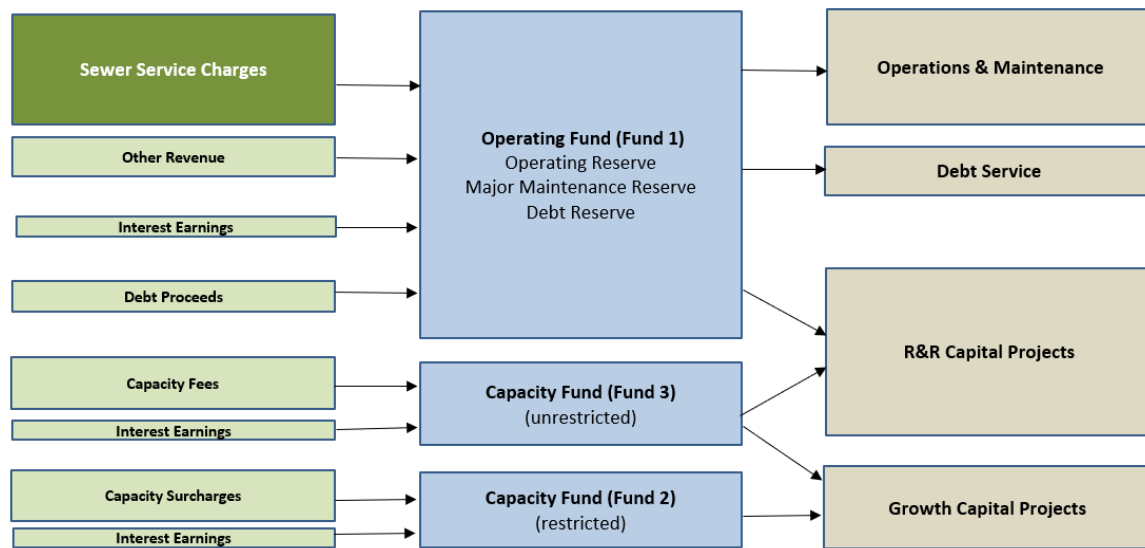


Figure 1: Schematic of District Cash Flow and Fund Structure

2.1.2 BEGINNING FUND BALANCES

The FY 2025/26 beginning fund balances for each fund described in Section 2.1.1 are summarized in **Table 1**.

Table 1: FY 2025/26 Beginning Cash Balance

Fund 1 (Operating Fund)	\$37,764,000
Fund 2 (Restricted Capacity Charges)	\$9,219,000
Fund 3 (Unrestricted Capacity Charges)	\$9,354,000
Total:	\$56,337,000

2.1.3 RESERVE TARGETS

Reserves for utilities are cash balances that are maintained in order to (a) comply with contractual obligations (e.g., bond covenants), (b) protect the utility from unexpected financial events, and/or (c) accommodate operational and capital program cash flow needs. Often multiple reserves are maintained, each with a specific function. In addition to the direct benefits of financial stability, reserves can help utilities obtain higher credit

rankings, which can then help qualify the utility for cheaper debt. Credit rating agencies evaluate utilities on their financial stability, which includes adherence to formally adopted reserve targets.

The following describes recommended reserve targets which are partially informed based on existing District reserve policies and are consistent with 1) the author's industry experience for similar systems, 2) findings of reserve studies conducted by the American Water Works Association (AWWA), and 3) healthy reserve levels for public utilities per the evaluation criteria published by rating agencies (e.g., Fitch, Moody's, and Standard & Poor's).

Operating Reserve – The Operating Reserve is maintained in order to meet the liquidity and cash flow needs for the District's day-to-day operations. This reserve ensures continuity of service regardless of short-term changes in cash flow or sudden increases in operating costs. Consistent with recent historical District practices, this Study recommends that the Operating Reserve continue to be maintained at twenty five percent (3 months) of the annual operating budget, excluding debt service.

Given the FY 2025/26 Fund 1 operating budget of \$34.2 million, the targeted Operating Reserve for that year is about \$8.5 million.

Major Maintenance Reserve – This Major Maintenance Reserve is intended to be used for both (a) catastrophic failure of critical infrastructure and (b) managing the inherent volatility of capital spending needs. Given the inherent volatility of capital spending (see Figure 4), the District's practice has been to target a Major Maintenance Reserve balance equal to the average annual capital spending for projects over the next 5 years (rolling average). Given the average projected annual capital spending over the next five years (see Section 2.1.10), the current target is proposed to be about \$11.0 million.

This reserve is designed to be drawn down during years of higher-than-average capital spending and, conversely, built up during years when capital spending is below

average. Such an approach can help reduce the need for large rate adjustments and help ensure continuous funding for capital R&R projects.

Debt Reserve – The District’s loan covenants for its existing state revolving fund (SRF) require the District to maintain a debt reserve equal to one year of debt service. Based on current annual debt service (see Section 2.1.7), this reserve is maintained at about \$1.07 million.

2.1.4 CUSTOMER GROWTH

Over the past two years the District has received an average of approximately \$3.2 million per year in capacity fee revenue. This level of capacity fee revenue corresponds with a growth rate of approximately 0.91 percent. This growth rate is consistent with projections provided by the City of Fairfield. The City of Fairfield has also indicated that it expects growth to taper off over the next 10 years, therefore this financial plan assumes that growth will gradually drop from the current rate of 0.91 percent down to 0.57% by FY 2035/36.

2.1.5 RATE REVENUES

Rate revenue is the revenue generated from customers for sewer service. In the District’s case, rate revenue is collected from individual residential and commercial customers within the District. This Study’s financial plan proposes annual rate revenue adjustments that will meet the District’s revenue requirements. Budget and projected rate revenues are listed in Schedule 1. The rate revenue assumed for FY2025/26 assumes a 4.0 percent increase over the previous year’s actuals (consistent with the adopted rate increases).

2.1.6 NON-RATE REVENUES

In addition to rate revenue, the District receives other revenue, including miscellaneous fees, capacity charge revenue, operating revenue and interest revenue on investments. Estimates of interest income were calculated annually based upon recent estimated

average fund balances and historic effective return of 3.5 percent on cash and invested funds. It was assumed that these (historically high) returns will not be sustain, therefore interest earnings was assumed to drop to 2.5 percent starting in FY 2028/29. Projections of all other non-rate revenues were based on FY 2025/26 budgeted revenues. Budgeted revenues FY 2025/26 are depicted in Figure 3 below and listed in detail in **Schedule 1**.

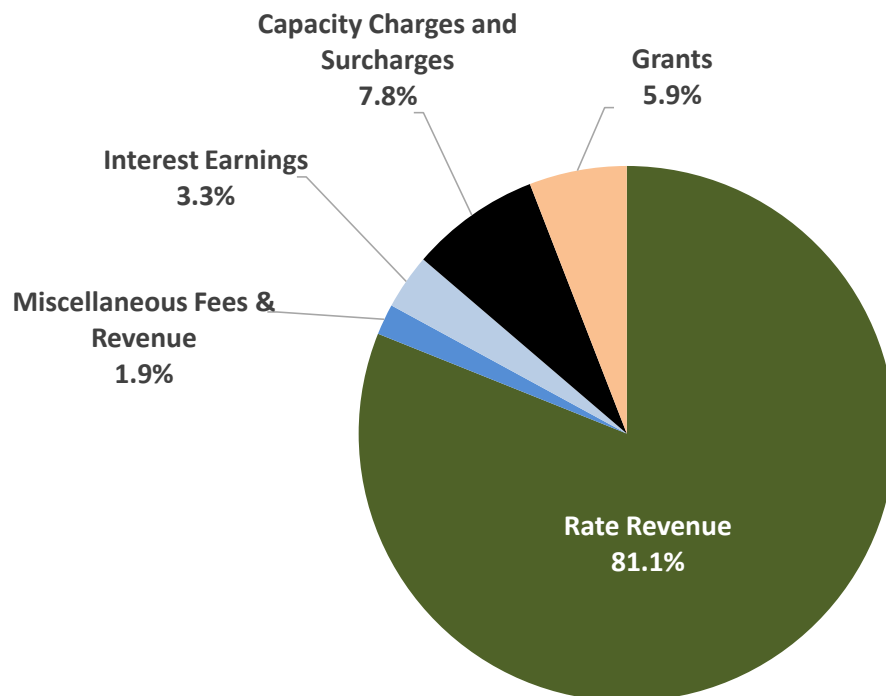


Figure 2: FY 2025/26 Budgeted Revenue Categories

2.1.7 OPERATION AND MAINTENANCE EXPENSES

The District's operating and maintenance expenses include all ongoing collection, treatment, disposal, and administrative expenses, and debt service payments. The financial plans' assumed annual operating and maintenance costs are based on the FY 2025/26 budget and are adjusted for future years based on inflation (see Section 2.1.8). Recent operating cost increases that were not fully anticipated by the 2022 Study include increases to personnel costs (due primarily to an increase in filled positions),

electricity costs (due largely to increased PG&E rates, and partially due to the cogeneration facility that has been offline for construction of the Bioenergy Generation Project), and insurance liability premiums (which have nearly tripled).

The District currently has two outstanding SRF loans. The combined annual debt service is \$1.07 million through 2032, at which time the combined *existing*¹ annual debt service will drop to about \$333 thousand until FY2040.

Budgeted expense categories for FY 2025/26 are depicted in **Figure 3**. Budgeted and projected operating and debt expenses are listed in detail in **Schedule 2**. Capital program expenses are discussed in Section 2.1.10 and detailed in **Schedule 3**.

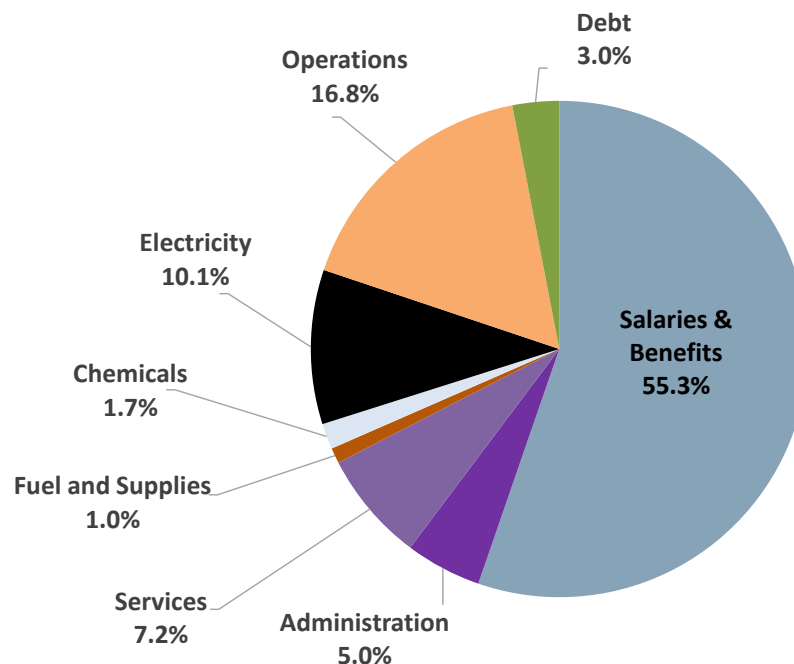


Figure 3: FY 2025/26 Budgeted Expense Categories

¹ This financial plan proposed to issue additional debt.

2.1.8 COST ESCALATION

Annual cost escalation factors for the various types of expenses were developed based upon a review of historical inflation trends, published inflation forecasts, industry experience, and discussions with District staff. During the projection period, most of the District's operating and capital expenses (including personnel costs) are projected to increase at 3 percent per year (the long-term historical inflation rate). Exceptions include liability insurance premiums (10 percent per year for 5 years, and then 5 percent per year thereafter), and utilities, chemicals, and health insurance (5 percent increase per year).

2.1.9 DEBT SERVICE COVERAGE

Debt service coverage is a measure of how easily an entity is able to afford its outstanding debt. Typically, state-revolving fund (SRF) loans require a debt coverage ratio (DCR) of 1.1 to 1.2. The author of this study recommends maintaining a DCR of at least 1.5 to ensure access to favorable borrowing terms in the future. The District currently has little debt relative to its net revenue and therefore has a strong DCR (currently over 8.0). This financial plan does propose additional debt and includes rate revenue increases that we expect will maintain the District's strong DCR throughout the planning period.

2.1.10 CAPITAL IMPROVEMENT PROGRAM

In recent years, (from FY 2022/23 to FY 2024/25) the District averaged \$11.5 million in annual capital spending. Between FY 2025/26 and FY 2035/36, the District is planning to increase its annual spending to an average of about \$19.0 million. Part of this increase was anticipated by the 2022 Study and can be attributed to the District's 2022 Collection System Asset Management Plan, which identified a series of projects which would proactively address sewer system rehabilitation needs associated with aging pipes, pump stations, and other system deficiencies. A few projects in particular are now estimated to be significantly more expensive than previously forecasted, including:

- Suisun Force Main Rehabilitation (currently estimated at \$53.3 million, previously forecasted at \$12 million)
- A/B Train Aeration Basin Anoxic Zones – Phases 1 (a new \$13.5 million project driven by changes regulations)

Figure 4 shows the recent historical capital spending and projected capital spending for the next 10 years. The projection is based on the District’s capital spending forecast through FY 2032/33 and assumes average capital spending levels in FY 2033/34 through FY 2035/36 (\$12.5 million). A detailed list of projected R&R and growth-related capital projects and associated costs is provided in **Schedule 3**.

In addition to the two large projects listed above, additional notable projects include the multiple phases of Electrical Replacement Project (totaling \$22.1 million), the Peabody/Walters Relief Sewer Phase 2 (a \$7.7 million expansion project driven by growth in the northeast portion of the City of Fairfield), and the Bioenergy Generation Project (\$4 million).

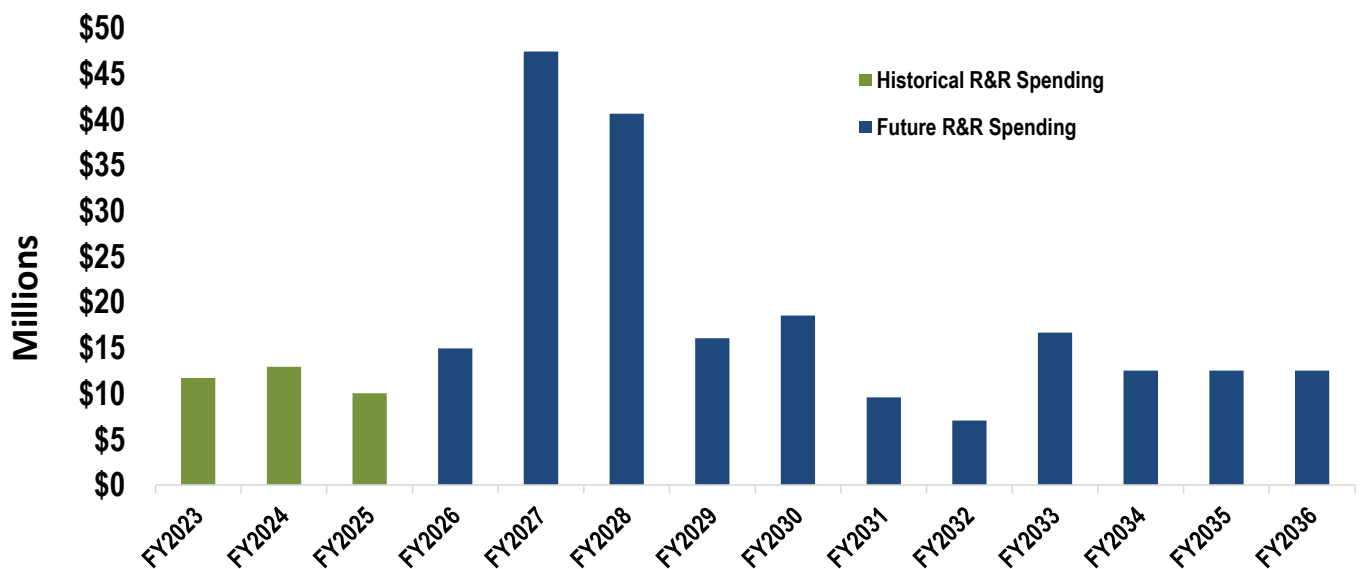


Figure 4: Historical and projected capital spending

2.1.11 FUTURE BORROWING ASSUMPTIONS

This financial plan proposes new debt in the immediate future, consisting of a mix of WIFIA² loans and bond debt. This strategy is necessary to smooth the spike in capital spending in FY 2026/27 and FY 2027/28 that is evident in Figure 4. This financial plan assumes that about 49 percent of the Suisun Force Main Project and the Electrical Replacement project will be funded with WIFIA loans and the remainder of those projects will be funded with one or more bonds. It is assumed that the WIFIA loan will have an interest rate of 4.75 percent and a repayment period of 37 years, as well as a 5-year deferral of the first payment. The bond is assumed to have an interest rate of 5 percent, and repayment period of 30 years, and a one-year deferral of the first payment.

2.2 PROPOSED RATE REVENUE INCREASES

All of the above information was entered into a financial planning model to produce a 10-year financial plan that evaluated the sufficiency of current revenues to meet current and estimated future financial obligations and determined the level of rate revenue increases necessary in each year of the planning period.

Based upon the previously discussed financial data, assumptions, and reserve targets, this Study proposes a 5-year schedule of rate adjustments as shown at the bottom of **Figure 5**. The numbers provided in **Schedule 4** (cash flow proforma) are summarized graphically in Figure 5. Note that the ending fund balance (red line below) represents the fund balance for Fund 1. It is assumed that about \$6.5 million will be transferred from Fund 3 (unrestricted capacity charge fund) to support part of the R&R capital spending plan. While there is no specific reserve policy for Fund 2 and Fund 3, this financial plan projects that both funds will maintain a positive balance throughout the planning period.

² Water Infrastructure Finance and Innovation Act, a federal loan program

The proposed rate revenue increases are necessary in order to support the District's proposed debt strategy for funding the capital spending program, which features a spike in spending in the near term. The projected rate revenue increases starting in FY 2031/32 shown in Figure 5 are only estimates to demonstrate that, based on current forecasts, larger rate increases are not anticipated during that time period.

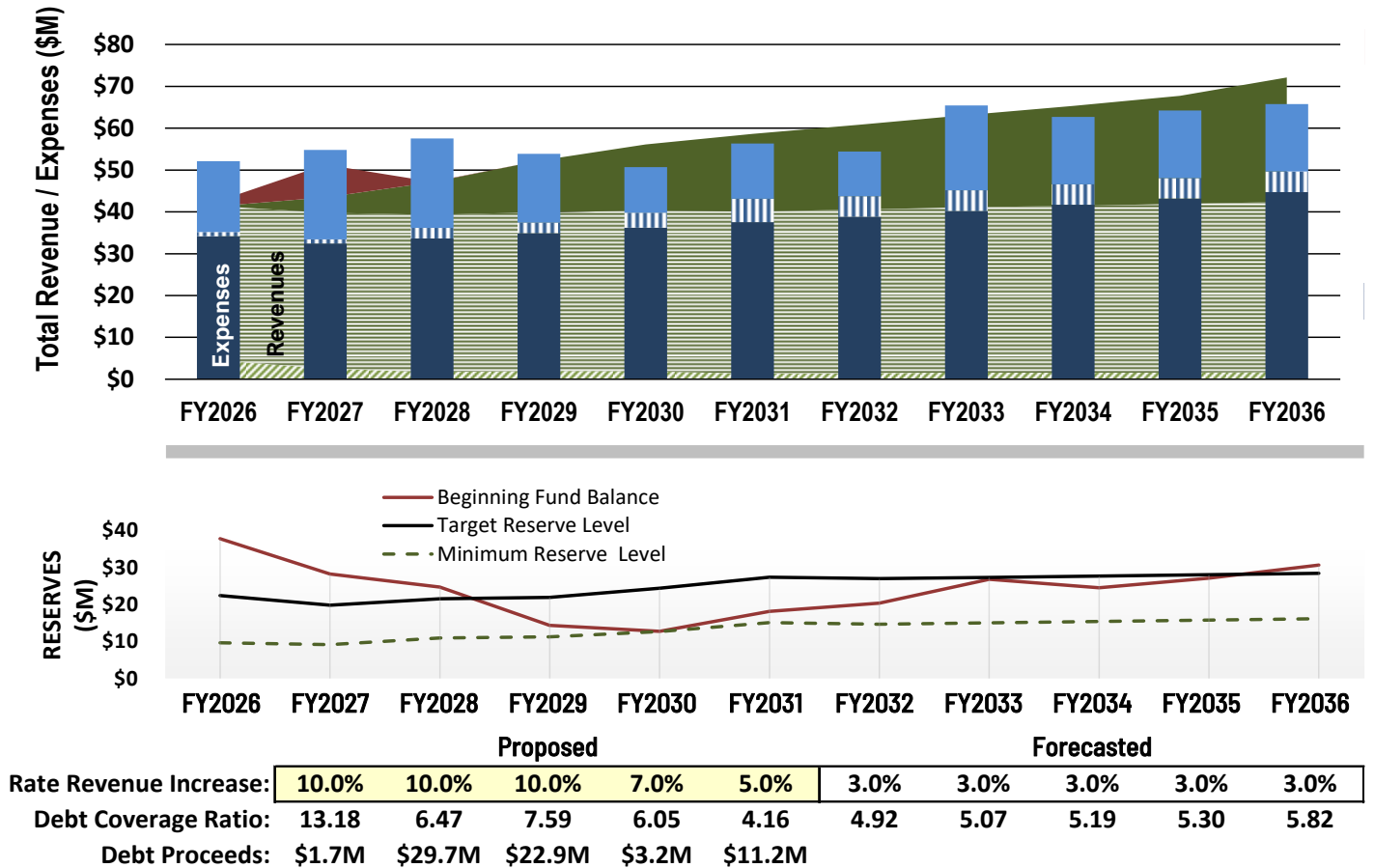


Figure 5: Financial Plan Estimates with Recommended Rate Increases

Section 3. COST-OF-SERVICE & RATE STRUCTURE

This section of the report provides the cost-of-service analysis (COSA) and design of Sewer Service Charges intended to meet the District's financial obligations for FY 2026/27 and beyond. Proposed Sewer Service Charges are intended to meet the utility's financial needs, satisfy legal requirements, and achieve other rate-setting objectives. The COSA and related rate design recommendations address each of the following:

- Identification of Sewer Service Charge rate-setting objectives
- Evaluation of customer account and wastewater production data
- Allocation of costs to each customer and customer class in proportion with service demands
- Design of a Sewer Service Charge rate structure to meet revenue needs, satisfy legal requirements, and achieve rate-setting objectives in a fair and reasonable manner

3.1.1 RATE SETTING OBJECTIVES

There are two rate setting objectives that are primary and fundamental to guiding the rate-setting process. They include (1) Sewer Service Charges must generate sufficient revenue to meet the utility's service and financial obligations, and (2) Sewer Service Charges must be calculated consistent with the requirements of the California Constitution, Article XIIID (Proposition 218) and relevant case law. Other rate-setting objectives are secondary and can be addressed so long as the primary objectives are first achieved. Beyond the primary objectives, other rate-setting objectives identified to help guide the rate design process included the following:

- Sewer Service Charges should be viewed as fair and equitable by the public
- Sewer Service Charges should be simple, understandable, and easy to administer
- Sewer Service Charges should strike an appropriate balance between fixed and usage-based charges, with consideration of:
 - Revenue stability
 - Affordability for basic usage

3.1.2 CURRENT SEWER SERVICE CHARGES

The District's Sewer Service Charges were most recently increased in July 2025 by between 4 percent. The current Sewer Service Charges are presented in Table 2. The Sewer Service Charges as assessed to all residential accounts based on the number of dwelling units. Non-residential accounts are billed for wastewater service based on actual monthly water usage.

Table 2: Current Sewer Service Charge Schedule

Residential (monthly) ¹	\$51.62 per dwelling unit
Commercial	
Monthly Account Charge and	\$13.73 per account per mo.
Regular Strength Volumetric ² or	\$4.13 per HCF
High Strength Volumetric ³	\$7.14 per HCF
Case-by-Case ⁴	
Monthly Account Charge and	\$13.73 per account per mo.
Volumetric (direct connect) ⁵ or	\$3,433.67 per MG
Volumetric (through local collection) and	\$5,043.21 per MG
BOD (by weight) and	\$577.37 per 1000 lbs
TSS (by weight)	\$293.02 per 1000 lbs
Travis Air Force Base Volumetric	\$3.33 per HCF

¹ Single-family dwelling, multiple-family dwelling, trailer courts, and mobile home parks

² Offices, retail, stores, hotels, motels, schools, churches, hospitals, nursing homes, laundromats, dry cleaning, establishments, bars without dining facilities, car washes without auto steam cleaning facilities, other commercial or industrial customers not treated high strength or as case-by-case.

³ Commercial laundries, restaurants and bars with dining facilities, service stations with holding tank dumping facilities, car washes with auto steam cleaning facilities, bakeries and food processing, other commercial or industrial customers with concentrations greater than 200 milligrams per liter BOD or 265 milligrams per liter TSS, but less than the concentrations specified for case-by-case.

⁴ All commercial or industrial customers other than those specified as regular or high strength with flows greater than 0.005 MGD, or with concentrations greater than 65 mg/l BOD or 1,000 mg/l TSS; all intermittent customers; and any commercial or industrial customer requesting and paying the full cost of metering and testing.

⁵ For customers that deliver wastewater directly to collection system pipes of 12" or greater.

3.1.3 WASTEWATER FLOW AND LOADING ESTIMATES

Sewer Service Charges calculations are based on several factors related to wastewater service customers. Factors include the number of customers, customer classes, water usage (leading to estimated wastewater flows), and strength characteristics of wastewater as determined by biochemical oxygen demand (BOD) and total suspended solids (TSS). **Table 3** summarizes customer account and water usage data obtained from the utility billing system for FY 2024/25, as well as estimates of resulting wastewater flow and loading characteristics.

The sewer flow have been estimated based on winter water usage (January through March) based on the assumption that minimal irrigation occurs during those months and therefore most water usage is returned to the sewer. The BOD and TSS concentrations were established during the 2022 Study based on a mass balance calculation using the known BOD and TSS loading to the WWTP.

Non-residential wastewater flows are based on 90 percent of actual monthly water usage, as irrigation is generally separately metered, and it is reasonable to assume that most non-irrigation water demand ends up as wastewater.

Sewer Service Charge analyses consider the strength (loading) characteristics of wastewater entering treatment facilities. Strength factors for BOD and TSS are considered, as these factors play a role in the treatment operations. Each wastewater user is grouped into one of four possible strength categories: residential, Regular Strength commercial, High Strength commercial, and “Case-by-Case” industrial. The Case-by-Case customers are subject to site-specific high-strength surcharges due to their unique or heavy loading characteristics and/or high flow volumes.

The assumed BOD and TSS strength for each of the above categories is summarized in Table 3. The strength characteristics for the two general strength commercial categories and the assignment of different business types to each category are generally based on guidelines published by the California State Water Resources

Control Board (SWRCB)³. The strength characteristics for the Case-by-Case accounts is based on regular wastewater testing at each facility. Finally, the residential strengths have been inferred using on a mass balance calculation using the known loadings to the WWTP and the assumed strength for all non-residential accounts. While the resulting strength assumptions for residential wastewater is higher than the range provided by SWRCB guidelines, the historical trend of more efficient water usage by residential accounts supports the concept that residential strengths are higher now than they were in 1998.

³ Revenue Guidelines, Appendix G, March 1998, SWRCB

Table 3: Wastewater Customer Account Data and Estimated Wastewater Flows and Loadings

Customer Class	No. of Accounts ¹	No. of Dwelling Units	Water Usage ¹	Rate of Return ²	Estimated Annual Wastewater Flow	Estimated Annual Wastewater Flow	BOD Strength ³	Annual BOD Loading	TSS Strength ³	Annual TSS Loading
			HCF		HCF	MG	mg/l	lbs	mg/l	lbs
FAIRFIELD										
Residential										
Single Family	30,400	30,400	4,092,700	65%	2,660,260	1,989.9	300	4,978,700	220	3,651,000
Multi-family	440	8,750	590,900	79%	466,810	349.2	300	873,600	220	640,700
Mobile Homes	11	798	54,100	65%	35,170	26.3	300	65,800	220	48,300
Total Residential	30,851	39,948	4,737,700	69%	3,285,810	2,457.8		5,918,100		4,340,000
Commercial General										
Regular Strength	973	na	584,800	90%	526,320	393.7	150	492,500	150	492,500
Special Strength	130	na	85,600	90%	77,040	57.6	650	312,400	1,000	480,600
Case-by-Case and District Billed Accounts										
Anheuser Busch	1	na	205,800	100%	205,800	153.9	381	489,100	824	1,057,900
Aradagh Metal (Rexam)	1	na	51,200	100%	51,200	38.3	34	10,900	84	26,800
Ball Metal	1	na	37,700	100%	37,700	28.2	74	17,400	61	14,300
Clorox	1	na	5,100	100%	5,100	3.8	203	6,500	15	500
Courage	1	na	17,000	100%	17,000	12.7	78	8,300	128	13,600
FSUSD/Tolenas	1	na	500	100%	500	0.4	150	500	150	500
Jelly Belly	1	na	3,900	100%	3,900	2.9	150	3,600	150	3,600
Just Desserts	1	na	1,600	100%	1,600	1.2	1,416	14,100	35	300
Nippon	1	na	2,700	100%	2,700	2.0	545	9,200	237	4,000
Paradise Valley	1	na	37,700	100%	37,700	28.2	300	70,600	220	51,700
Producers	1	na	68,600	100%	68,600	51.3	1,804	772,000	536	229,400
Travis Air Force Base	1	na	423,800	100%	423,800	317.0	155	409,800	110	290,800
SUISUN										
Residential										
Single Family	8,240	8,240	895,200	65%	581,880	435.2	300	1,089,000	220	798,600
Multi-family	110	1,577	98,900	79%	78,130	58.4	300	146,200	220	107,200
Total Residential	8,350	9,817	994,100	69%	660,010	493.7		1,235,200		905,800
Commercial General										
Low Strength	122	na	61,300	90%	55,170	41.3	150	51,600	150	51,600
High Strength	23	na	17,500	90%	15,750	11.8	650	63,900	1,000	98,300
Totals	40,461	49,765	7,336,600		5,475,700	4,095.8		9,885,700		8,062,200

Notes:

¹ Based on utility billing system data for FY 2024/25.

² Value for residential categories based on annualized average winter water usage for residential accounts (based on January through March bills) and annual water usage. Values for Non-Residential categories based on common industry practices.

³ Based on mass balance calculations & SWRCB guidelines for residential and commercial, and based on actual measurements for case-by-case accounts.

3.1.4 WASTEWATER COST-OF-SERVICE ANALYSIS AND RATE DESIGN

There are three steps to determine Sewer Service Charges. These are:

- Determine annual Sewer Service Charge revenue requirements
- Analyze the cost of providing service and proportionately allocate costs to each customer class and customer
- Design Sewer Service Charges to recover costs from each customer class and customer

The District's ten-year financial plan (see Section 2) was used to identify the wastewater rate revenue required to meet financial obligations for each fiscal year of the planning period. As presented in Section 2.2 of this report, a rate revenue increase of 10 percent is proposed for FY 2026/27. The rate structure updates proposed by this study will include this rate revenue increase for FY 2026/27.

Once the annual Sewer Service Charge revenue requirement has been determined, the next step in the rate-setting process is to evaluate the cost of providing service. The COSA is designed to allocate the costs of providing wastewater service to customers in proportion to the extent to which each customer contributes to the utility's incursion of costs. The COSA evaluates the cost of providing wastewater services and allocates those costs to rate structure components to ensure the proposed rates are aligned with the costs to provide service.

To develop equitable Sewer Service Charges, the revenue requirement is allocated to various customer classifications according to the services provided and the demands placed on the wastewater system. This Study allocates a majority of wastewater costs based on water usage (wastewater flows) and sewage strength. Collection system costs are allocated entirely based on flow, whereas treatment costs are allocated on the basis of flow, BOD, & TSS. The District's rates include an Account Charge, which capture the costs associated with account management.

The District's financial accounting structure allows for a clear segregation of costs between O&M, debt service and capital project costs, as well as between collection

system and treatment/disposal costs. However, the financial accounting structure does not lend itself to a simple segregation of costs into specific treatment components. As a result, this study has “functionalized” all of the wastewater utility’s costs as best as possible using professional judgment and standard industry practices.

Table 4 summarizes how the FY 2026/27 revenue requirement (totaling \$40.9 million) has been functionalized. The revenue requirements include various functional categories of operating and maintenance costs, debt service obligations, and capital costs, offsetting non-rate revenues and the use of available reserves. Each of these costs (and offsetting revenues) has been assigned to one or more of the following functions:

- Customer costs, such as meter reading and billing, are fixed costs that tend to vary as a function of the number of customers being served. Customer costs are allocated to all customers equally (regardless of size).
- Local collection costs include the cost of maintaining and operating the local collection system (defined as collection pipes with a diameter smaller than 12”) that connects directly to individual services. All existing Case-by-Case accounts currently deliver their wastewater directly to collection pipes that are 12” or larger (i.e., they do not use the local collection system) and therefore are not allocated these costs. In the event that a new Case-by-Case account joins the system and utilizes a local collection system (i.e., discharges to a collection pipe of smaller than 12”), that user would be subject to a higher Volumetric rate (see Table 8).
- General collection costs include costs associated with operating and maintaining the sewer collection system of pipes that are 12” and larger.
- Treatment costs are those costs that are charged for operating the WWTP. Treatment costs are further allocated between flow, BOD, and TSS (see Table 5).

Table 4: Functionalization of Costs

	FY 2026/27 Forecast	Customer Costs	Local Collection Costs	General Collection Costs	Treatment Costs	Customer Costs	Local Collection Costs	General Collection Costs	Treatment Costs
Operations & Maintenance	\$16,736,000	30%		10%	60%	\$5,021,000		\$1,674,000	\$10,042,000
Laboratory Department	\$1,150,000				100%				\$1,150,000
Information Systems									
District Sewer Lines	\$514,000			100%				\$514,000	
City of Suisun City Sewer Line	\$185,000		100%				\$185,000		
City of Fairfield Sewer Lines	\$12,000		100%				\$12,000		
Local Sewer Maintenance	\$3,651,000		100%				\$3,651,000		
Plant Major Maintenance	\$2,408,000				100%				\$2,408,000
Regulatory	\$1,604,000				100%				\$1,604,000
Safety	\$0								
Finance & Human Resources	\$2,415,000	100%				\$2,415,000			
Community Outreach	\$180,000	100%				\$180,000			
Administration	\$2,744,000	60%	8%	7%	25%	\$1,646,000	\$223,000	\$200,000	\$675,000
Other Post Retirement Benefit	\$865,000	20%		40%	40%	\$173,000		\$346,000	\$346,000
Capacity Fee Projects				100%				\$0	
Project Planning	\$0			50%	50%			\$0	\$0
New Development Review/Inspect		100%				\$0			
Peabody Walters S-245A	\$0	100%				\$0			
Collection System Master Plan	\$0			100%				\$0	
Capital Improvement Program (cash)	\$21,365,000	20%	20%	20%	40%	\$4,273,000	\$4,273,000	\$4,273,000	\$8,546,000
Debt	\$987,000			50%	50%			\$494,000	\$494,000
Non-Rate Revenue	-\$10,455,000	23%	16%	14%	47%	-\$2,422,000	-\$1,630,000	-\$1,466,000	-\$4,937,000
Change in Fund Balance	-\$3,447,000	23%	16%	14%	47%	-\$798,000	-\$538,000	-\$483,000	-\$1,628,000
Total Rate Revenue Requirement:	\$40,914,000					\$10,488,000	\$6,176,000	\$5,552,000	\$18,700,000

¹ This includes hauled waste billing, regulatory compliance fees and sewer service charges that are collected through the property tax roll.

The allocations result in 25.6 percent of costs assigned to the customer component, 15.1 percent to the local collection function, 13.6 percent to the general collection function, and 45.7 percent to the treatment function. The customer costs are allocated on a per-account basis, both collection components are allowed based on wastewater flows, and the treatment costs are allocated through a combination of flow and strength.

Table 5 summarizes the allocation of annual Sewer Service Charge revenue requirements to the functions shown in Table 4. This table shows that treatment costs are further broken down into the variable components of flow, BOD and TSS. Allocation to these various treatment parameters are consistent with prior rate studies and rate setting practices. Once total costs are allocated, unit costs were determined by dividing the total cost for each component by the number of units identified in Table 3. These units include number of customer accounts, gallons for wastewater flow volume, and pounds of BOD and TSS in the wastewater influent.

Unit costs are applied to the annual wastewater flows, as well as BOD and TSS loadings associated with each customer class to arrive at the allocation of total costs to each customer class.

Table 6 presents the allocation of costs to each user class (or individual customers the Case-by-Case accounts).

Table 7 presents the Sewer Service Charges and usage rates for each customer class. As summarized in the “Calculated Rate” column, residential customers will continue to pay a fixed monthly service charge (which includes all cost categories previously discussed), general commercial customers will pay a fixed monthly Account Charge in addition to a variable Usage Charge (with the rate depending on whether they are Regular Strength or High Strength), and Case-by-Case customers will pay a fixed monthly Account Charge as well as a unit rate based on actual measured flows (HCF (hundred cubic feet or 748 gallons) of wastewater) and loadings (pounds of BOD and TSS).

Table 5: Determination of Unit Costs

Cost Category	Parameter Allocation Percentages ¹	Annual Cost Allocated to Each Parameter	Total Quantities	Unit Cost for Each Parameter
Account Charge		\$10,487,000	51,024 Accts & DUs ²	\$205.53 / Account per year
Usage Charge Costs for Collection				
Local Collection		\$6,176,000	4,620,100 HCF of wastewater	\$1.34 / HCF
General Collection		\$5,552,000	5,475,700 HCF of wastewater	\$1.01 / HCF
Usage Charge Costs for Treatment				
Flow	54%	\$10,097,000	5,475,700 HCF of wastewater	\$1.84 / HCF
BOD	32%	\$5,984,000	9,885,700 lbs of BOD	\$605.32 / thousand lbs
SS	14%	\$2,618,000	8,062,200 lbs of TSS	\$324.73 / thousand lbs
Total FY 2021/22 Wastewater Rate Revenue Requirement		\$40,914,000		

Notes:

¹ Parameter allocations based on the District's 2005 "Cost of Service and Rate Study" (Brown & Caldwell, Table 4.2) and is consistent with the Consultant's experience of cost allocations for similar studies.

² Customer costs are allocated per dwelling unit for residential and per account for non-residential

Table 6: Wastewater Allocation of Annual Costs to Users

Count	Customer Class	Account Charges	Collection Charge		Flow	Treatment Charges		Allocation of Total Costs
		\$205.531 /Acct. or DU	Local	General		BOD	SS	
			\$1.337 / HCF	\$1.013934 / HCF	\$1.844 / HCF	\$605.32 / 1000 lbs	\$324.73 / 1000 lbs	
Residential								
49,765	Dwelling Units Total Residential	\$10,228,240	\$5,274,640	\$4,000,800	\$7,275,950	\$4,330,030	\$1,703,440	\$32,813,100
Commercial General								
1,095	Accounts Regular Strength	\$225,060	\$777,320	\$589,590	\$1,072,250	\$329,350	\$176,680	\$3,170,250
153	Accounts Special Strength	\$31,450	\$124,040	\$94,080	\$171,100	\$227,780	\$187,980	\$836,430
Case-by-Case and District Billed Accounts								
1	Account Anheuser Busch	\$205.53	\$0	\$208,670	\$379,490	\$296,060	\$343,530	\$1,227,960
1	Account Aradagh Metal (Rexam)	\$205.53	\$0	\$51,910	\$94,410	\$6,600	\$8,700	\$161,830
1	Account Ball Metal	\$205.53	\$0	\$38,230	\$69,520	\$10,530	\$4,640	\$123,130
1	Account Clorox	\$205.53	\$0	\$5,170	\$9,400	\$3,930	\$160	\$18,870
1	Account Courage	\$205.53	\$0	\$17,240	\$31,350	\$5,020	\$4,420	\$58,240
1	Account FSUSD/Tolenas	\$205.53	\$0	\$510	\$920	\$300	\$160	\$2,100
1	Account Jelly Belly	\$205.53	\$0	\$3,950	\$7,190	\$2,180	\$1,170	\$14,700
1	Account Just Desserts	\$205.53	\$0	\$1,620	\$2,950	\$8,530	\$100	\$13,410
1	Account Nippon	\$205.53	\$0	\$2,740	\$4,980	\$5,570	\$1,300	\$14,800
1	Account Paradise Valley	\$205.53	\$0	\$38,230	\$69,520	\$42,740	\$16,790	\$167,490
1	Account Producers	\$205.53	\$0	\$69,560	\$126,500	\$467,310	\$74,490	\$738,070
1	Account Travis Air Force Base	\$205.53	\$0	\$429,710	\$781,470	\$248,060	\$94,430	\$1,553,880
51,025	Totals:	\$10,487,200	\$6,176,000	\$5,552,000	\$10,097,000	\$5,984,000	\$2,618,000	\$40,914,000

Notes:

¹ Unit costs from previous table are multiplied by the wastewater flow, the BOD loading, or the TSS loading for each customer class. Calculations are rounded.

Table 7: Wastewater Rate Determination

Count	Customer Class	Metric	BOD Strength (mg/l)	TSS Strength (mg/l)	Calculated Rate ¹	Estimated Total Annual Revenue
Residential						
49,765 Dwelling Units		49,800 Dwelling Units	300	220	\$54.91 / Dwelling Unit	\$32,813,000
Commercial General						
1,095 Accounts	Regular Strength	646,100 HCF Annual Water	150	150	\$4.56 / HCF water \$205.53 / Account/DU	\$2,946,000 \$225,000
153 Accounts	Special Strength	103,100 HCF Annual Water	650	1,000	\$7.81 / HCF water \$205.53 / Account/DU	\$805,000 \$31,000
Case-by-Case and District Billed Accounts						
1 Account	Anheuser Busch	205,800 HCF Annual Water	381	824		\$1,228,000
1 Account	Aradagh Metal (Rexam)	51,200 HCF Annual Water	34	84	\$4.19 / HCF of water (with local collection)	\$162,000
1 Account	Ball Metal	37,700 HCF Annual Water	74	61		\$123,000
1 Account	Clorox	5,100 HCF Annual Water	203	15		\$19,000
1 Account	Courage	17,000 HCF Annual Water	78	128	\$2.86 / HCF of water (without local collection)	\$58,000
1 Account	FSUSD/Tolenas	500 HCF Annual Water	150	150		\$2,000
1 Account	Jelly Belly	3,900 HCF Annual Water	150	150		\$15,000
1 Account	Just Desserts	1,600 HCF Annual Water	1,416	35		\$13,000
1 Account	Nippon	2,700 HCF Annual Water	545	237	\$605.32 / 1000 lbs BOD	\$15,000
1 Account	Paradise Valley	37,700 HCF Annual Water	300	220		\$167,000
1 Account	Producers	68,600 HCF Annual Water	1,804	536	\$324.73 / 1000 lbs TSS	\$738,000
Travis Air Force Base						
1 Account	Travis Air Force Base	423,800 HCF Annual Water	155	110	\$3.67 / HCF water	\$1,554,000
51,025 Accts / DUs					Total:	\$40,914,000

Notes:

¹ Wastewater usage rates apply to actual monthly water use for general commercial customers and measured wastewater flows for Case-by-Case customers.

3.1.5 PROPOSED WASTEWATER RATE SCHEDULE

Table 8 summarizes the proposed wastewater rate schedule starting on July 1, 2026.

Table 8: Proposed Sewer Service Charges for FY 2026/27, effective on July 1, 2026

Residential (monthly) ¹	\$54.91 per dwelling unit
Commercial	
Monthly Account Charge and	\$17.13 per account per mo.
Regular Strength Volumetric ² or	\$4.56 per HCF
High Strength Volumetric ³	\$7.81 per HCF
Case-by-Case ⁴	
Monthly Account Charge and	\$17.13 per account per mo.
Volumetric (direct connect) ⁵ or	\$3,823.53 per MG
Volumetric (through local collection) and	\$5,601.60 per MG
BOD (by weight) and	\$605.32 per 1000 lbs
TSS (by weight)	\$324.73 per 1000 lbs
Travis Air Force Base Volumetric	\$3.67 per HCF

¹ Single-family dwelling, multiple-family dwelling, trailer courts, and mobile home parks

² Offices, retail, stores, hotels, motels, schools, churches, hospitals, nursing homes, laundromats, dry cleaning, establishments, bars without dining facilities, car washes without auto steam cleaning facilities, other commercial or industrial customers not treated high strength or as case-by-case.

³ Commercial laundries, restaurants and bars with dining facilities, service stations with holding tank dumping facilities, car washes with auto steam cleaning facilities, bakeries and food processing, other commercial or industrial customers with concentrations greater than 200 milligrams per liter BOD or 265 milligrams per liter TSS, but less than the concentrations specified for case-by-case.

⁴ All commercial or industrial customers other than those specified as regular or high strength with flows greater than 0.005 MGD, or with concentrations greater than 65 mg/l BOD or 1,000 mg/l TSS; all intermittent customers; and any commercial or industrial customer requesting and paying the full cost of metering and testing.

⁵ For customers that deliver wastewater directly to collection system pipes of 12" or greater.

An example of the bill calculation for a Case-by-Case customer is provided below.

Example Case-by-Case customer monthly bill calculation

Measured monthly flow = 0.31 MG

Measured BOD = 500 lbs.

Measured TSS = 333 lbs.

$$\begin{aligned} &= \text{Monthly Account charge} + \text{Flow charge (gravity rate)} + \text{BOD charge} + \text{TSS charge} \\ &= \$17.13 + (0.31 \text{ MG} \times \$3,823.53) + (1.0 \text{ thousand lbs. BOD} \times \$605.32) + (0.333 \text{ thousand} \\ &\quad \text{lbs.} \times \$324.73) \\ &= \$17.13 + \$1,192.62 + \$605.32 + \$108.24 \\ &= \mathbf{\$1,923.31} \end{aligned}$$

The proposed wastewater rates reflect the cost of providing wastewater service to customers. In particular, the proposed wastewater rates reflect a proportionate distribution of costs to all customers and customer classes and better reflect the cost of providing service.

The proposed wastewater rates will increase annually in accordance with the percentage increases presented in Section 2.2 to continue to meet service and financial obligations. A complete schedule of proposed wastewater rates for the five-year planning period are provided as Schedule 5.

Section 4. CAPACITY CHARGES

The following section updates the District’s existing Capacity Charges, which are one-time fees charged to new or expanded connections to the District’s sewer system designed to help recover the costs of infrastructure and assets benefiting new development. The following were the objectives for this update of the District’s Capacity Charges:

- Develop updated capacity fees that recover the costs of infrastructure and assets that benefit new development
- Ensure that the fees equitably recover costs from new connections
- Confirm that the fees continue to be consistent with industry-standard practices and comply with government code

4.1 EXISTING CAPACITY CHARGES

The District’s current fees are assessed by calculating the estimated “equivalent dwelling units” (EDU) of new development, based on the assumption that single family homes typically produce 178.4 gallons per day (gpd) and have wastewater strengths of 300 mg/l for BOD and 204 mg/l for TSS. The current fee per single family (1 EDU) is \$7,056.

Based on Ordinance 2024-01, non-single family residential accounts are charged as follows:

- Multi-family dwellings are charged 1 EDU for living units larger than 1,000 square feet and 0.60 EDUs for living unit less than 1,200 square feet.
- Non-residential Regular Strength are charged 1 EDU for each ¼ acre (including lands appurtenant to the premises, including parking areas)

- Non-residential accounts (commercial) are charged based on an EDU multiplier depending on the number of square feet of gross floor area or some other appropriate metrics (such as number of washing machines for laundry).

Note that some industrial customers only paid for limited capacity when they joined the system and consequently agreed to pay a capacity surcharge on any unpurchased capacity used during any month (paid as restricted revenue to Fund 2). The surcharge is calculated based on 7.0 percent times the then-prevailing Capacity Charge divided by 12 (months) and multiplied by the number of unpurchased capacity units used during any month.

4.2 CAPACITY CHARGE AUTHORITY

California state law gives the District broad authority to charge Capacity Charges. The limitations of that authority are encompassed by the requirement that charges on new development bear a reasonable relationship to the needs created by, and the benefits accruing to that development. California courts use that reasonableness standard to evaluate the constitutionality of exactions on new development, including capacity fees.

Government Code Section 66013 (see **Schedule 6**) contains specific requirements related to the imposition of capacity fees (referred to as “capacity charges” in the code). In general, capacity fees must not exceed the estimated reasonable cost of providing service.

4.3 INTRODUCTION TO FEE METHODOLOGIES

There are various methods that can be used to calculate capacity fees. Each method has varying advantages and disadvantages, as well as applicability in a given situation. Within all of the available methodologies there are two primary approaches. Other methodologies are typically a combination of these two methods. The two primary methods are described below to illustrate the different perspectives that can be used to determine appropriate fees.

4.3.1 SYSTEM BUY-IN METHODOLOGY

The system Buy-In method is based on the average investment in the capital facilities by current customers. The ‘Buy-In’ concept means that existing system users, through service charges and fees, have financed a valuable public capital facility. The charge is designed to recognize the previous investments into the capacity/condition of the system and equitably charge developers for “joining” the system. The Buy-In fee is calculated by establishing the system’s current fixed asset value (accounting for depreciation), adding applicable assets (such as designated cash reserves), and deducting relevant liabilities (long-term debt, loans, etc.). The number of available units of service is then divided into this value (considered to be the utility’s equity) to establish the capacity fees. By calculating the capacity fees in this manner, new development buys into the existing capital facilities on par with existing development. The cost of future repair and replacement of the existing assets are then shared equally by all customers going forward (through Sewer Service Charges). The system Buy-In methodology has four distinct advantages:

- The Buy-In methodology is a common and generally well accepted methodology for calculating capacity fees. This method is popular with developers in part because it can result in lower fees than other methods (since the capacity that is being purchased has been partially depreciated).
- The Buy-In methodology is simple because it includes only the cost of existing facilities and excludes the costs of future or planned facilities; therefore, it does not require a formal capital improvement program.
- The Buy-In methodology includes only the cost of existing facilities and excludes the cost of future or planned facilities; it therefore does not require a formal capital improvement plan to support the fee calculation.
- Capacity fees based on the Buy-In method are a reimbursement for past capital costs. Therefore, the use (as defined in the Government Code) of the fee is to reimburse the District. As such, the District receives the revenue in Fund 3 (unrestricted) and is able to spend the fee revenue as it desires (always on

capital projects but not necessarily growth-related projects), and the requirement for detailed accounting of fee revenues is greatly simplified.

The system Buy-In method is best applied in areas that are largely built out and with infrastructure already in place. The District's current Capacity Fees are based on the Buy-In Method.

4.3.2 INCREMENTAL METHODOLOGY

The Incremental cost methodology is also a common approach for capacity fees, particularly for communities experiencing considerable new infrastructure growth. The approach is based on the cost of new or planned capital facilities. The cost of growth-related facilities is allocated to the new development to be served by the facilities. The assumption is that the existing system is being used at full capacity by existing customers and that any new development will necessitate expansion of the system. As such, new customers pay for the Incremental costs for expanding the system.

The Incremental methodology is based on the cost of adding new capacity, which is derived from the District's capital improvement plan or master plan. To the extent that expansion-related projects also rehabilitate or improve the existing system (e.g., an aging 4" line is replaced with a new 6" line or a new transmission line is added where no line previously existed but also provides some redundancy value to the existing system), a portion of the cost of the project should be borne by existing customers. As a result, it is fairly common for only a portion of new capital facility costs to be included in fee calculations. The amount of capacity that will be provided by those projects is either based on an engineering analysis of the cumulative capacity provided by the totality of the projects or simply based on the amount of growth that those projects are designed to serve.

Capacity fees based on the Incremental cost methodology are subject to statutory accounting requirements because fee revenue must be accounted for until the specific capital improvements are constructed. For reference, **Schedule 6** includes Government Code Section 66013 et. seq. which includes the statutory requirements for accounting for capacity fees.

4.3.3 HYBRID METHODOLOGY

In some cases, the capacity fee calculation combines both existing and planned facilities into fee calculations. This is often done when new development benefits from both surplus capacity in existing facilities but also requires new facilities to provide required capacity. The hybrid approach recognizes that new customers are benefitting in part from the available facilities that are already in place and the additional capacity that will be built in order to accommodate them. As such, capacity fees that are calculated using the hybrid method reflect the weighted average unit cost of the Buy-In methodology and the Incremental methodology.

4.4 RECOMMENDED STUDY METHODOLOGY

After considering the District's situation and the applicability of various methods, this Study recommends continuing to use the Buy-In approach because the District has reliable cost data for their existing assets. While the District has previously completed a study of the cost of future expansion projects (2020 Collection System Master Plan), the amount of new capacity that will be created by those projects is not easily derived. Note that the capacity of the District's existing WWTP was built to meet build-out demands, meaning that the WWTP will not require further expansion. In short, we have found that the Buy-In approach provides the most reliable method for estimating the value of capacity in the District's current and future infrastructure.

4.5 SOURCE DATA

The following data was used for calculating the proposed Retail Capacity Charges:

- District file "Total Replacement Cost of Plant and Sewers," dated 9/23/2025
 - This file provides the estimated replacement cost of existing assets based on the District's historical tracking of assets values and asset addition through the capital program.
- District's "Capital Assets Inventory" dated June 2025

- This file provides a partial record of assets since the District started more systematic tracking.
- Debt service schedules for:
 - CWSRF 8172-110
 - CWSRF 5208-110
- District cash balances (“Cash Balances 06.30.24 and 06.30.25_REVISED”)
- “Capital and Operating Cost Allocation Update,” Wm. Lea Fischer, Consulting Engineer, May 2, 2002 (provides allocation of costs between flow, BOD and TSS)

4.6 UNIT COST CALCULATION

As previously explained, the Buy-In approach is primarily based on the value of existing assets. The approach uses the replacement cost of existing assets (by apply cost escalation factors to the original cost) and then subtracts any applicable depreciation of those assets. This metric is commonly referred to as “replacement cost net less depreciation” (RCNLD). By way of example, an asset with an estimated useful life of 40 years that was purchased 20 years ago and has a current replacement value of \$1 million would have an RCNLD value of \$500 thousand. While the District has not historically maintained a detailed asset register of all its assets (with original costs and estimated useful life), the financial records do track the replacement value of the District’s assets⁴. The average depreciation of District’s assets was estimated based on a partial asset register⁵ which indicates that the average depreciation of registered District assets is 57.4 percent.

⁴ Source: “Total Replacement Cost of Plant and Sewers,” dated 9/23/2025

⁵ Source: “Capital Assets Inventory” dated June 2025. It is assumed that this asset register provides a representative “cross-section” of District assets.

In addition to the RCNLD of current assets, the Buy-In Approach subtracts any current outstanding debt principal. This is done because the debt service on those outstanding balances will be paid for by Sewer Service Charges by current and new customers, and therefore those costs must be excluded to avoid double collection.

Finally, current cash reserves that are designated for capital spending are also added to the value of the system. While those reserves are not physical assets, it is appropriate to add reserves to the system value since a utility with material reserves has more value than a utility that has no reserves. In other words, the Capacity Charge would, in part, reimburse existing rate payers for the cost of building those cash reserves.

The sum of the values described above are summarized in Table 9.

Table 9 - Calculation of Existing Sewer System Value

Replacement Cost: ¹	\$926,377,000
Estimated Depreciation: ²	57.4%
Replacement Cost Net Less Depreciation (RCNLD):	\$531,740,000
Less outstanding principal on long-term debt:	-\$7,811,000
Plus existing Major Maintenance Fund reserves: ³	\$28,143,000
Total System Value:	\$552,072,000

¹ From District files "Total Replacement Cost of Plant and Sewers" received 9/23/2025

² Estimated based on available asset register

³ Per "Cash Balances 06.30.24 and 06.30.25_REVISED" and includes reserves available for rehabilitation projects

Table 10 shows the calculation of the unit costs for the Capacity Charges.

1. First the System Value is allocated to three functions (flow, BOD and TSS) based on the relative value of system assets which serve these three functions. While it is outside of the scope of the current study to conduct a detailed analysis of the function and value of system assets, such as study was conducted by a licensed engineer in 2002 (see Table 10). Note that the allocation percentages cited in Table 10 are based on the relative value of assets in the system while the

allocation percentages cited in Table 5 are estimated of the relative operating costs associated with these three functions.

2. Next the capacity of the existing system to meet flow and loadings demands is estimated based on current customer demands (as summarized in Table 3).
3. Finally, the unit cost for each function is calculated by dividing the respective system values by the flow or loading metric. For example, the value of \$334 million assigned to flow-related assets is divided by the current flow of 11.56 million gpd to yield a unit cost of \$28.91 per gpd.

Table 10 - Calculation of Capacity Unit Costs

	Total	Flow (HCF per year)	BOD (lbs/year)	SS (lbs/year)
		Functional Allocation ¹		
		74.81%	19.73%	5.46%
Existing System Value:	\$552,072,000	\$413,005,000	\$108,924,000	\$30,143,000
Estimated Current Flow & Loadings ² :		11,221,000 gpd	27,100 (lbs/year)	22,100 (lbs/year)
Unit Cost:		\$36.81 \$ / gpd	\$4,019.34 \$ / annual lbs	\$1,363.94 \$ / annual lbs

¹ Source: "Capital and Operating Cost Allocation Update", Table 9A, Wm. Lea Fischer, Consulting Engineer, May 2, 2002

² Flow and loadings based on current usage and strength assumptions as summarized in Table 3.

4.7 PROPOSED CAPACITY CHARGES

Capacity fees are assessed to new development based on estimated flows and loadings of the new development, which reflects the potential demand each new service connections could place on the water system. For purposes of this Study, it is assumed that residential dwelling units produce 162.5 gpd, 0.407 lbs. per day of BOD, and 0.298 lbs. per day of TSS (consistent with the data from Table 3).

162.5 gpd x \$36.81 / gpd + 0.407 lbs. BOD x \$4,019.34 per lbs. BOD+ 0.298 lbs. TSS x \$1,363.94 per lbs. TSS=

\$5,980 + \$1,640 + \$410 = **\$8,030 per single family residential dwelling unit**

The Capacity Charges are applied to non-single family residential accounts and non-residential accounts in accordance with the Sewer Capacity and Service Charge Ordinance (currently 2024-01).

4.8 ADMINISTRATION AND UPDATES

As previously explained in Section 4.3.1, the District is not responsible for reporting the use of the Capacity Charge revenue collected under the Buy-In approach. Given that the methodology for the District's current Capacity *Surcharge* was calculated using a hybrid approach, we recommend (out of an abundance of caution) that the capacity surcharge revenue continue to be directed to Fund 2 and treated as restricted to fund growth-related projects. The District should continue to treat Capacity *Charge* revenues to (unrestricted) Fund 3 and can be used to fund any type of capital project (including repair and replacement projects). Capacity Charge revenues should not be used to fund operating costs.

It is recommended that the District continue to annually adjust the Capacity Charge for the effects of inflation using the Engineering News Record's Construction Cost Index (CCI) for the San Francisco area.

Section 5. CONCLUSION

This Study used methodologies that are aligned with industry standard practices for rate setting as promulgated by WEF, AWWA and all applicable laws, including California's Proposition 218. The proposed annual adjustments to the rates will allow the District to continue to provide reliable sewer service to customers while meeting the state's mandates.

The Sewer Service Charges will need to be adopted in accordance with Proposition 218, which will require a detailed notice describing the proposed rates to be mailed to each affected property owner or customer at least 45 days prior to conducting a public hearing to adopt the rates.

As with past practice, the District should monitor financial conditions and needs on an ongoing (annual) basis and update the financial plan model if conditions or plans change sufficiently to warrant an update. Actual future conditions, such as wastewater production, operating and maintenance expenses, capital project costs/timing, project financing, etc., may differ from the financial plan assumptions reflected herein. Material differences affecting the overall financial condition of the wastewater system may warrant closer review and/or an earlier update. The need for and magnitude of annual wastewater rate increases may also be affected by differences between assumed and actual conditions.

SCHEDULES

Schedule 1 - Budgeted and Projected Cash Inflows

Schedule 2 - Budgeted and Projected Cash Outflows

Schedule 3 – Projected Capital Spending Plan

Schedule 4 - Cash Flow Pro Forms – Funds 1, 2 and 3

Schedule 5 – 5-Year Rate Schedule

Schedule 6 – Government Code 66013 et. seq.

Budgeted and Projected Cash Inflows for Fund 1, 2 & 3

Schedule 1

	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2034/35	FY2035/36
1 Growth in Sewer Accounts	0.91%	0.86%	0.82%	0.78%	0.74%	0.70%	0.67%	0.64%	0.60%	0.57%
2 Projected Sewer Rate Increase	10.0%	10.0%	10.0%	7.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Rate Revenue										
3 Sewer Service Charge	\$36,889,000	\$40,914,000	\$45,359,000	\$50,267,000	\$54,178,000	\$57,288,000	\$59,410,000	\$61,589,000	\$63,828,000	\$68,043,000
4 Increase due to growth	336,000	354,000	372,000	392,000	401,000	403,000	397,000	391,000	385,000	390,000
5 Increase due to rate adjustments	3,689,000	4,091,000	4,536,000	3,519,000	2,709,000	1,719,000	1,782,000	1,848,000	1,915,000	2,041,000
6 Total Rate Revenue	\$40,914,000	\$45,359,000	\$50,267,000	\$54,178,000	\$57,288,000	\$59,410,000	\$61,589,000	\$63,828,000	\$66,128,000	\$70,474,000
Other Revenue:										
Fund 1										
7 Interest Earnings	985,000	861,000	359,000	318,000	453,000	510,000	670,000	612,000	678,000	766,000
8 Other Service Charges	25,300	25,500	25,800	26,000	26,300	26,500	26,800	27,100	27,100	27,100
9 Development Fees	20,200	20,400	20,600	20,800	21,000	21,200	21,400	21,700	21,700	21,700
10 Lease Income	110,500	111,600	112,700	113,800	114,900	116,100	117,200	118,400	118,400	118,400
11 Miscellaneous Income	23,200	23,500	23,700	23,900	24,200	24,400	24,700	24,900	24,900	24,900
12 Biosolids Host & Facility Charge	656,500	663,100	669,700	676,400	683,200	690,000	696,900	703,900	703,900	703,900
13 Product Sales/Land Application - L	1,000	1,000	1,000	1,000	1,100	1,100	1,100	1,100	1,100	1,100
14 Grants	734,000	-	733,000	733,000	-	-	-	-	-	-
Fund 2										
15 Fund 2 Capacity Surcharges	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
16 Restricted Interest Earnings	163,000	208,000	60,000	46,000	155,000	257,000	282,000	318,000	163,000	13,000
17 Miscellaneous Fees	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Fund 3										
18 Fund 3 Capacity Charges	3,636,000	3,195,000	3,035,000	2,883,000	2,739,000	2,602,000	2,472,000	2,348,000	2,231,000	2,119,000
19 Fund 3 Interest Earnings	450,000	196,000	225,000	307,000	261,000	199,000	81,000	45,000	55,000	37,000
20 Total Other Revenue	\$7,014,700	\$5,515,100	\$5,475,500	\$5,358,900	\$4,688,700	\$4,657,300	\$4,603,100	\$4,430,100	\$4,234,100	\$4,042,100
21 TOTAL REVENUE	\$47,928,700	\$50,874,100	\$55,742,500	\$59,536,900	\$61,976,700	\$64,067,300	\$66,192,100	\$68,258,100	\$70,362,100	\$74,516,100

Fairfield-Suisun Sewer District
2025 Sewer Rate and Capacity Charge Study

Schedules

Budgeted and Projected Operating and Debt Cash Outflows (1 of 4)

Schedule 2

	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2034/35	FY2035/36
Operations & Maintenance											
1 Salaries	\$6,020,600	\$6,201,000	\$6,387,000	\$6,579,000	\$6,776,000	\$6,979,000	\$7,189,000	\$7,405,000	\$7,627,000	\$7,855,000	\$8,091,000
2 Shift Differential	\$34,500	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000	\$41,000	\$42,000	\$44,000	\$45,000	\$46,000
3 Overtime	\$65,000	\$67,000	\$69,000	\$71,000	\$73,000	\$75,000	\$78,000	\$80,000	\$82,000	\$85,000	\$87,000
4 Leave Payouts	\$129,100	\$133,000	\$137,000	\$141,000	\$145,000	\$150,000	\$154,000	\$159,000	\$164,000	\$168,000	\$174,000
5 State Unemployment Reimbursement	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
6 Benefit Allocation	\$3,049,200	\$3,141,000	\$3,235,000	\$3,332,000	\$3,432,000	\$3,535,000	\$3,641,000	\$3,750,000	\$3,863,000	\$3,979,000	\$4,098,000
7 Uniform Services	\$34,800	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000	\$42,000	\$43,000	\$44,000	\$45,000	\$47,000
8 Other Contract Services	\$42,400	\$44,000	\$45,000	\$46,000	\$48,000	\$49,000	\$51,000	\$52,000	\$54,000	\$55,000	\$57,000
9 Office Supplies	\$7,800	\$8,000	\$8,000	\$9,000	\$9,000	\$9,000	\$9,000	\$10,000	\$10,000	\$10,000	\$10,000
10 Printing/Binding/Advertising	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
11 Organization Dues (FSSD & Employee)	\$11,100	\$11,000	\$12,000	\$12,000	\$12,000	\$13,000	\$13,000	\$14,000	\$14,000	\$14,000	\$15,000
12 Gasoline	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000
13 Diesel Fuel	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000
14 Telephone	\$13,300	\$14,000	\$14,000	\$15,000	\$15,000	\$15,000	\$16,000	\$16,000	\$17,000	\$17,000	\$18,000
15 Lease	\$11,100	\$11,000	\$12,000	\$12,000	\$13,000	\$13,000	\$13,000	\$14,000	\$14,000	\$15,000	\$15,000
16 Computer Hardware	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$7,000	\$7,000
17 Computer Software	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000
18 Employee Conferences, Trainings, Travel, Licen	\$56,000	\$58,000	\$59,000	\$61,000	\$63,000	\$65,000	\$67,000	\$69,000	\$71,000	\$73,000	\$75,000
19 Site Safety Training	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$7,000	\$7,000
20 Safety Apparel & Supplies	\$20,000	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000	\$27,000
21 Department Recognition & Hosted Meetings	\$1,800	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
22 Miscellaneous Expense	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
23 Chemicals - Polymer	\$270,000	\$284,000	\$298,000	\$313,000	\$328,000	\$345,000	\$362,000	\$380,000	\$399,000	\$419,000	\$440,000
24 Chemicals - Ferrous Chloride	\$250,000	\$263,000	\$276,000	\$289,000	\$304,000	\$319,000	\$335,000	\$352,000	\$369,000	\$388,000	\$407,000
25 Chemicals - Hypochlorite	\$20,000	\$21,000	\$22,000	\$23,000	\$24,000	\$26,000	\$27,000	\$28,000	\$30,000	\$31,000	\$33,000
26 Chemicals - Urea	\$50,000	\$53,000	\$55,000	\$58,000	\$61,000	\$64,000	\$67,000	\$70,000	\$74,000	\$78,000	\$81,000
27 Electricity	\$3,545,600	\$2,723,000	\$2,859,000	\$3,002,000	\$3,152,000	\$3,310,000	\$3,475,000	\$3,649,000	\$3,831,000	\$4,023,000	\$4,224,000
28 Landfill Fees	\$20,000	\$21,000	\$22,000	\$23,000	\$24,000	\$26,000	\$27,000	\$28,000	\$30,000	\$31,000	\$33,000
29 Vehicle Maintenance	\$20,000	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000	\$27,000
30 Laboratory Testings/Supplies	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
31 Natural Gas	\$220,000	\$231,000	\$243,000	\$255,000	\$267,000	\$281,000	\$295,000	\$310,000	\$325,000	\$341,000	\$358,000
32 Tools	\$50,000	\$52,000	\$53,000	\$55,000	\$56,000	\$58,000	\$60,000	\$61,000	\$63,000	\$65,000	\$67,000
33 Trash	\$54,800	\$58,000	\$60,000	\$63,000	\$67,000	\$70,000	\$73,000	\$77,000	\$81,000	\$85,000	\$89,000
34 Water	\$16,000	\$17,000	\$18,000	\$19,000	\$19,000	\$20,000	\$21,000	\$23,000	\$24,000	\$25,000	\$26,000
35 Landscaping Services	\$20,000	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000	\$27,000
36 Biosolids Management	\$1,260,700	\$1,324,000	\$1,390,000	\$1,459,000	\$1,532,000	\$1,609,000	\$1,689,000	\$1,774,000	\$1,863,000	\$1,956,000	\$2,054,000
37 Repair & Maintenance	\$654,500	\$674,000	\$694,000	\$715,000	\$737,000	\$759,000	\$782,000	\$805,000	\$829,000	\$854,000	\$880,000
38 Program Cost Allocation	\$1,080,800	\$1,113,000	\$1,147,000	\$1,181,000	\$1,216,000	\$1,253,000	\$1,291,000	\$1,329,000	\$1,369,000	\$1,410,000	\$1,453,000
Laboratory Department											
39 Salaries	\$604,700	\$623,000	\$642,000	\$661,000	\$681,000	\$701,000	\$722,000	\$744,000	\$766,000	\$789,000	\$813,000
40 Overtime	\$2,200	\$2,000	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
41 Leave Payouts	\$25,600	\$26,000	\$27,000	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$32,000	\$33,000	\$34,000
42 Benefit Allocation	\$306,300	\$315,000	\$325,000	\$335,000	\$345,000	\$355,000	\$366,000	\$377,000	\$388,000	\$400,000	\$412,000
43 Consulting Services	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$7,000	\$7,000
44 Other Contract Services	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
45 Office Supplies	\$600	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
46 Organization Dues (FSSD & Employee)	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000
47 Computer Software	\$8,500	\$9,000	\$9,000	\$9,000	\$10,000	\$10,000	\$10,000	\$10,000	\$11,000	\$11,000	\$11,000
48 Employee Conferences, Trainings, Travel, Licen	\$15,300	\$16,000	\$16,000	\$17,000	\$17,000	\$18,000	\$18,000	\$19,000	\$19,000	\$20,000	\$21,000
49 Operating Permits/Cert.	\$6,000	\$6,000	\$6,000	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$8,000	\$8,000	\$8,000
50 Laboratory Testings/Supplies	\$120,000	\$124,000	\$127,000	\$131,000	\$135,000	\$139,000	\$143,000	\$148,000	\$152,000	\$157,000	\$161,000
51 Repair & Maintenance	\$20,000	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000	\$27,000



Fairfield-Suisun Sewer District
2025 Sewer Rate and Capacity Charge Study

Schedules

Budgeted and Projected Operating and Debt Cash Outflows (2 of 4)

Schedule 2

	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2034/35	FY2035/36
Information Systems											
52 Salaries	\$166,600	\$172,000	\$177,000	\$182,000	\$188,000	\$193,000	\$199,000	\$205,000	\$211,000	\$217,000	\$224,000
53 Leave Payouts	\$13,600	\$14,000	\$14,000	\$15,000	\$15,000	\$16,000	\$16,000	\$17,000	\$17,000	\$18,000	\$18,000
54 Benefit Allocation	\$84,400	\$87,000	\$90,000	\$92,000	\$95,000	\$98,000	\$101,000	\$104,000	\$107,000	\$110,000	\$113,000
55 Consulting Services	\$143,500	\$148,000	\$152,000	\$157,000	\$162,000	\$166,000	\$171,000	\$176,000	\$182,000	\$187,000	\$193,000
56 Other Contract Services	\$2,500	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
57 Office Supplies	\$700	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
58 Organization Dues (FSSD & Employee)	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
59 Telephone	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$41,000	\$42,000	\$43,000	\$44,000	\$46,000
60 Computer Hardware	\$59,900	\$62,000	\$64,000	\$65,000	\$67,000	\$69,000	\$72,000	\$74,000	\$76,000	\$78,000	\$81,000
61 Computer Software	\$216,600	\$223,000	\$230,000	\$237,000	\$244,000	\$251,000	\$259,000	\$266,000	\$274,000	\$283,000	\$291,000
62 Employee Conferences, Trainings, Travel, Licei	\$2,500	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
63 Program Cost Allocation	(\$724,800)	(\$747,000)	(\$769,000)	(\$792,000)	(\$816,000)	(\$840,000)	(\$865,000)	(\$891,000)	(\$918,000)	(\$946,000)	(\$974,000)
District Sewer Lines											
64 Salaries	\$231,700	\$239,000	\$246,000	\$253,000	\$261,000	\$269,000	\$277,000	\$285,000	\$294,000	\$302,000	\$311,000
65 Overtime	\$4,000	\$4,000	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
66 Benefit Allocation	\$117,400	\$121,000	\$124,000	\$128,000	\$132,000	\$136,000	\$140,000	\$144,000	\$149,000	\$153,000	\$158,000
67 Consulting Services	\$16,000	\$16,000	\$17,000	\$17,000	\$18,000	\$19,000	\$19,000	\$20,000	\$20,000	\$21,000	\$22,000
68 Other Contract Services	\$4,000	\$4,000	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
69 Printing/Binding/Advertising	\$1,600	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
70 Computer Software	\$30,600	\$32,000	\$32,000	\$33,000	\$34,000	\$35,000	\$37,000	\$38,000	\$39,000	\$40,000	\$41,000
71 Vehicle Maintenance	\$10,000	\$10,000	\$11,000	\$11,000	\$11,000	\$12,000	\$12,000	\$12,000	\$13,000	\$13,000	\$13,000
72 Tools	\$2,500	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
73 Repair & Maintenance	\$80,000	\$82,000	\$85,000	\$87,000	\$90,000	\$93,000	\$96,000	\$98,000	\$101,000	\$104,000	\$108,000
City of Suisun City Sewer Lines											
74 Salaries	\$118,800	\$122,000	\$126,000	\$130,000	\$134,000	\$138,000	\$142,000	\$146,000	\$150,000	\$155,000	\$160,000
75 Overtime	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
76 Benefit Allocation	\$60,100	\$62,000	\$64,000	\$66,000	\$68,000	\$70,000	\$72,000	\$74,000	\$76,000	\$78,000	\$81,000
City Sewer Lines											
77 Salaries	\$4,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000
78 Benefit Allocation	\$2,300	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
79 Repair & Maintenance	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$7,000	\$7,000
Local Sewer Maintenance											
80 Sewer Line Maint - Fairfield	\$3,001,400	\$3,091,000	\$3,184,000	\$3,280,000	\$3,378,000	\$3,479,000	\$3,584,000	\$3,691,000	\$3,802,000	\$3,916,000	\$4,034,000
81 Sewer Line Maint - Suisun	\$542,800	\$559,000	\$576,000	\$593,000	\$611,000	\$629,000	\$648,000	\$668,000	\$688,000	\$708,000	\$729,000
Engineering											
82 Salaries	\$1,478,300	\$1,523,000	\$1,568,000	\$1,615,000	\$1,664,000	\$1,714,000	\$1,765,000	\$1,818,000	\$1,873,000	\$1,929,000	\$1,987,000
83 Overtime	\$16,000	\$16,000	\$17,000	\$17,000	\$18,000	\$19,000	\$19,000	\$20,000	\$20,000	\$21,000	\$22,000
84 Leave Payouts	\$37,800	\$39,000	\$40,000	\$41,000	\$43,000	\$44,000	\$45,000	\$46,000	\$48,000	\$49,000	\$51,000
85 Benefit Allocation	\$748,700	\$771,000	\$794,000	\$818,000	\$843,000	\$868,000	\$894,000	\$921,000	\$948,000	\$977,000	\$1,006,000
86 Legal Services	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
87 Consulting Services	\$20,000	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000	\$27,000
88 Other Contract Services	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
89 Office Supplies	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
90 Printing/Binding/Advertising	\$1,500	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
91 Organization Dues (FSSD & Employee)	\$4,200	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000
92 Computer Hardware	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$7,000	\$7,000
93 Employee Conferences, Trainings, Travel, Licei	\$22,300	\$23,000	\$24,000	\$24,000	\$25,000	\$26,000	\$27,000	\$28,000	\$28,000	\$29,000	\$30,000
94 Department Recognition & Hosted Meetings	\$900	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000



Fairfield-Suisun Sewer District
2025 Sewer Rate and Capacity Charge Study

Schedules

Budgeted and Projected Operating and Debt Cash Outflows (3 of 4)

Schedule 2

	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2034/35	FY2035/36
Regulatory											
95 Salaries	\$535,500	\$552,000	\$568,000	\$585,000	\$603,000	\$621,000	\$639,000	\$659,000	\$678,000	\$699,000	\$720,000
96 Leave Payouts	\$47,100	\$49,000	\$50,000	\$51,000	\$53,000	\$55,000	\$56,000	\$58,000	\$60,000	\$61,000	\$63,000
97 Benefit Allocation	\$271,200	\$279,000	\$288,000	\$296,000	\$305,000	\$314,000	\$324,000	\$334,000	\$344,000	\$354,000	\$365,000
98 Consulting Services	\$154,000	\$159,000	\$163,000	\$168,000	\$173,000	\$179,000	\$184,000	\$189,000	\$195,000	\$201,000	\$207,000
99 Other Contract Services	\$67,400	\$69,000	\$71,000	\$74,000	\$76,000	\$78,000	\$80,000	\$83,000	\$85,000	\$88,000	\$91,000
101 Printing/Binding/Advertising	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
102 Organization Dues (FSSD & Employee)	\$89,800	\$93,000	\$95,000	\$98,000	\$101,000	\$104,000	\$107,000	\$110,000	\$114,000	\$117,000	\$121,000
103 Employee Conferences, Trainings, Travel, Licen	\$4,900	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$7,000
104 Safety Apparel & Supplies	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
105 Operating Permits/Cert.	\$337,000	\$347,000	\$358,000	\$368,000	\$379,000	\$391,000	\$402,000	\$414,000	\$427,000	\$440,000	\$453,000
106 Laboratory Testings/Supplies	\$48,000	\$49,000	\$51,000	\$52,000	\$54,000	\$56,000	\$57,000	\$59,000	\$61,000	\$63,000	\$65,000
Safety											
107 Salaries	\$218,300	\$225,000	\$232,000	\$239,000	\$246,000	\$253,000	\$261,000	\$268,000	\$277,000	\$285,000	\$293,000
108 Benefit Allocation	\$110,600	\$114,000	\$117,000	\$121,000	\$124,000	\$128,000	\$132,000	\$136,000	\$140,000	\$144,000	\$149,000
109 Consulting Services	\$144,000	\$148,000	\$153,000	\$157,000	\$162,000	\$167,000	\$172,000	\$177,000	\$182,000	\$188,000	\$194,000
110 Other Contract Services	\$9,300	\$10,000	\$10,000	\$10,000	\$10,000	\$11,000	\$11,000	\$11,000	\$12,000	\$12,000	\$12,000
111 Organization Dues (FSSD & Employee)	\$1,400	\$1,000	\$1,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
112 Computer Software	\$9,000	\$9,000	\$10,000	\$10,000	\$10,000	\$10,000	\$11,000	\$11,000	\$11,000	\$12,000	\$12,000
113 Employee Conferences, Trainings, Travel, Licen	\$3,500	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$5,000	\$5,000
114 Site Safety Training	\$20,000	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000	\$27,000
115 Safety Apparel & Supplies	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000
116 Program Cost Allocation	(\$546,800)	(\$563,000)	(\$580,000)	(\$597,000)	(\$615,000)	(\$634,000)	(\$653,000)	(\$672,000)	(\$693,000)	(\$713,000)	(\$735,000)
Finance & Human Resources											
117 Salaries	\$822,500	\$847,000	\$873,000	\$899,000	\$926,000	\$954,000	\$982,000	\$1,012,000	\$1,042,000	\$1,073,000	\$1,105,000
118 Overtime	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
119 Leave Payouts	\$38,300	\$39,000	\$41,000	\$42,000	\$43,000	\$44,000	\$46,000	\$47,000	\$49,000	\$50,000	\$51,000
120 Benefit Allocation	\$416,600	\$429,000	\$442,000	\$455,000	\$469,000	\$483,000	\$497,000	\$512,000	\$528,000	\$544,000	\$560,000
121 Banking Services/Trustee Fees	\$40,200	\$41,000	\$43,000	\$44,000	\$45,000	\$47,000	\$48,000	\$49,000	\$51,000	\$52,000	\$54,000
122 Audit Services	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000
123 Utility Billing Charges - FF	\$645,200	\$665,000	\$684,000	\$705,000	\$726,000	\$748,000	\$770,000	\$794,000	\$817,000	\$842,000	\$867,000
124 Utility Billing Charges - SS	\$171,800	\$177,000	\$182,000	\$188,000	\$193,000	\$199,000	\$205,000	\$211,000	\$218,000	\$224,000	\$231,000
125 Consulting Services	\$65,300	\$67,000	\$69,000	\$71,000	\$73,000	\$76,000	\$78,000	\$80,000	\$83,000	\$85,000	\$88,000
126 Other Contract Services	\$3,700	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000
127 Office Supplies	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
128 Printing/Binding/Advertising	\$1,500	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
129 Organization Dues (FSSD & Employee)	\$4,100	\$4,000	\$4,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
130 Computer Software	\$49,900	\$51,000	\$53,000	\$55,000	\$56,000	\$58,000	\$60,000	\$61,000	\$63,000	\$65,000	\$67,000
131 Employee Conferences, Trainings, Travel, Licen	\$31,900	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000	\$42,000	\$43,000
132 Wellness Services and Supplies	\$22,600	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000	\$27,000	\$28,000	\$29,000	\$29,000	\$30,000
133 Miscellaneous Expense	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Community Outreach											
134 Salaries	\$31,200	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$41,000	\$42,000
135 Overtime	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
136 Benefit Allocation	\$15,800	\$16,000	\$17,000	\$17,000	\$18,000	\$18,000	\$19,000	\$19,000	\$20,000	\$21,000	\$21,000
137 Consulting Services	\$66,000	\$68,000	\$70,000	\$72,000	\$74,000	\$77,000	\$79,000	\$81,000	\$84,000	\$86,000	\$89,000
138 Other Contract Services	\$25,000	\$26,000	\$27,000	\$27,000	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000
139 Office Supplies	\$9,500	\$10,000	\$10,000	\$10,000	\$11,000	\$11,000	\$11,000	\$12,000	\$12,000	\$12,000	\$13,000
140 Printing/Binding/Advertising	\$25,000	\$26,000	\$27,000	\$27,000	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000
141 Organization Dues (FSSD & Employee)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000

Fairfield-Suisun Sewer District
2025 Sewer Rate and Capacity Charge Study

Schedules

Budgeted and Projected Operating and Debt Cash Outflows (4 of 4)

Schedule 2

	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	FY2033/34	FY2034/35	FY2035/36
Administration											
142 Salaries	\$503,000	\$518,000	\$534,000	\$550,000	\$566,000	\$583,000	\$601,000	\$619,000	\$637,000	\$656,000	\$676,000
143 Leave Payouts	\$28,800	\$30,000	\$31,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$38,000	\$39,000
144 Medicare	\$163,300	\$168,000	\$173,000	\$178,000	\$184,000	\$189,000	\$195,000	\$201,000	\$207,000	\$213,000	\$219,000
145 Social Security Contribution	\$646,900	\$666,000	\$686,000	\$707,000	\$728,000	\$750,000	\$772,000	\$796,000	\$819,000	\$844,000	\$869,000
146 PERS Contribution	\$3,931,700	\$2,050,000	\$2,111,000	\$2,174,000	\$2,240,000	\$2,307,000	\$2,376,000	\$2,447,000	\$2,521,000	\$2,596,000	\$2,674,000
147 PERS Replacement Benefit Contribution	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$41,000	\$42,000	\$43,000	\$44,000	\$46,000	\$47,000
148 Deferred Compensation	\$578,100	\$595,000	\$613,000	\$632,000	\$651,000	\$670,000	\$690,000	\$711,000	\$732,000	\$754,000	\$777,000
149 Social Security Administration Fee - 218	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
150 Life Insurance	\$66,400	\$68,000	\$70,000	\$73,000	\$75,000	\$77,000	\$79,000	\$82,000	\$84,000	\$87,000	\$89,000
151 Health Insurance	\$2,267,500	\$2,381,000	\$2,500,000	\$2,625,000	\$2,756,000	\$2,894,000	\$3,039,000	\$3,191,000	\$3,350,000	\$3,518,000	\$3,694,000
152 Flexible Benefits	\$4,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000
153 Employee Assistance Program	\$1,700	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
154 Phone Allowance	\$27,000	\$28,000	\$29,000	\$30,000	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000
155 Auto Allowance	\$6,800	\$7,000	\$7,000	\$7,000	\$8,000	\$8,000	\$8,000	\$8,000	\$9,000	\$9,000	\$9,000
156 Benefit Allocation	(\$5,432,900)	(\$5,596,000)	(\$5,764,000)	(\$5,937,000)	(\$6,115,000)	(\$6,298,000)	(\$6,487,000)	(\$6,682,000)	(\$6,882,000)	(\$7,089,000)	(\$7,301,000)
157 Insurance Premiums	\$1,075,200	\$1,183,000	\$1,301,000	\$1,431,000	\$1,574,000	\$1,653,000	\$1,735,000	\$1,822,000	\$1,913,000	\$2,009,000	\$2,109,000
158 Insurance Claims	\$50,000	\$52,000	\$53,000	\$55,000	\$56,000	\$58,000	\$60,000	\$61,000	\$63,000	\$65,000	\$67,000
159 Legal Services	\$48,200	\$50,000	\$51,000	\$53,000	\$54,000	\$56,000	\$58,000	\$59,000	\$61,000	\$63,000	\$65,000
160 Consulting Services	\$165,000	\$170,000	\$175,000	\$180,000	\$186,000	\$191,000	\$197,000	\$203,000	\$209,000	\$215,000	\$222,000
161 Other Contract Services	\$44,800	\$46,000	\$48,000	\$49,000	\$50,000	\$52,000	\$53,000	\$55,000	\$57,000	\$58,000	\$60,000
162 Office Supplies	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000	\$38,000	\$39,000	\$40,000
163 Printing/Binding/Advertising	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
164 Organization Dues (FSSD & Employee)	\$65,500	\$68,000	\$70,000	\$72,000	\$74,000	\$76,000	\$78,000	\$81,000	\$83,000	\$86,000	\$88,000
165 Lease	\$4,600	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000
166 Property Tax	\$4,600	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000
167 Board Member Fees	\$35,700	\$37,000	\$38,000	\$39,000	\$40,000	\$41,000	\$43,000	\$44,000	\$45,000	\$47,000	\$48,000
168 Board Members, Meetings, Conference & Train	\$54,000	\$56,000	\$57,000	\$59,000	\$61,000	\$63,000	\$64,000	\$66,000	\$68,000	\$70,000	\$73,000
169 Employee Conferences, Trainings, Travel, Licer	\$58,500	\$60,000	\$62,000	\$64,000	\$66,000	\$68,000	\$70,000	\$72,000	\$74,000	\$76,000	\$79,000
170 Department Recognition & Hosted Meetings	\$1,100	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
171 Miscellaneous Expense	\$20,000	\$21,000	\$21,000	\$22,000	\$23,000	\$23,000	\$24,000	\$25,000	\$25,000	\$26,000	\$27,000
Other Post Retirement Benefit											
172 Other Post Employment Benefit	\$839,400	\$865,000	\$891,000	\$917,000	\$945,000	\$973,000	\$1,002,000	\$1,032,000	\$1,063,000	\$1,095,000	\$1,128,000
Capacity Fee Projects											
173 Salaries	\$49,600	\$51,000	\$53,000	\$54,000	\$56,000	\$57,000	\$59,000	\$61,000	\$63,000	\$65,000	\$67,000
174 Benefit Allocation	\$25,100	\$26,000	\$27,000	\$27,000	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000
175 Program Cost Allocation	\$190,700	\$196,000	\$202,000	\$208,000	\$215,000	\$221,000	\$228,000	\$235,000	\$242,000	\$249,000	\$256,000
New Development Review/Inspe											
176 Salaries	\$230,300	\$237,000	\$244,000	\$252,000	\$259,000	\$267,000	\$275,000	\$283,000	\$292,000	\$301,000	\$310,000
177 Overtime	\$4,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000
178 Benefit Allocation	\$116,700	\$120,000	\$124,000	\$127,000	\$131,000	\$135,000	\$139,000	\$143,000	\$148,000	\$152,000	\$157,000
179 Existing Debt	1,070,000	1,070,000	1,070,000	1,070,000	1,070,000	1,070,000	333,000	333,000	333,000	333,000	333,000
Total Operating Expenses	\$35,889,100	\$34,179,000	\$35,394,000	\$36,664,000	\$38,003,000	\$39,311,000	\$39,931,000	\$41,344,000	\$42,804,000	\$44,324,000	\$45,905,000

Fairfield-Suisun Sewer District
2025 Sewer Rate and Capacity Charge Study

Schedules

Capital Spending Plan

Schedule 3

	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	FY2030/31	FY2031/32	FY2032/33	Funding		
									Rates	Capacity	Charges
									Cash	Debt	Cash
R&R PROJECTS											
1 Suisun Force Main Rehabilitation	\$1,650,000	\$29,700,000	\$22,000,000							100%	
2 Collection System Rehabilitation Projects					\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	100%		
3 Travis/Pennsylvania Sewer Replacement Project		\$500,000	\$1,000,000						100%		
4 Trunk Main Lining	\$100,000	\$600,000	\$2,500,000	\$2,300,000					100%		
5 2027 Collection System Rehabilitation			\$200,000	\$2,800,000					100%		
6 2028 Collection System Rehabilitation				\$1,000,000					100%		
7 A/B Train Aeration Basin Anoxic Zones - Phase 1	\$2,900,000	\$4,600,000	\$6,000,000						100%		
8 A/B Train Aeration Basin Anoxic Zones - Phase 2A							\$869,000	\$6,537,000	100%		
9 A/B Train Aeration Basin Anoxic Zones - Phase 2B							\$307,000	\$3,166,000	100%		
10 Electrical Replacement Project - 12kV Distribution			\$500,000	\$2,000,000	\$8,000,000					100%	
11 Electrical Replacement Project - Phase II	\$750,000	\$5,561,000	\$530,000						75%		25%
12 Electrical Replacement Project - Phase III			\$350,000	\$1,200,000	\$3,225,000					100%	
13 Bioenergy Generation Project	\$4,000,000								75%		25%
14 Roof Rehabilitation	\$1,300,000	\$1,030,000	\$212,000						100%		
15 Pavement Rehabilitation				\$300,000			\$300,000		100%		
16 Recycled Water Master Plan				\$212,000	\$219,000				100%		
17 Beneficial Baylands	\$734,000		\$733,000	\$733,000							
18 Cathodic Protection Rehabilitation	\$50,000	\$650,000	\$50,000	\$150,000	\$60,000	\$169,000	\$70,000	\$169,000	100%		
19 Major Maintenance Project FY 2021-22									100%		
20 Remote Sites Condition Assessment and Strategy/ Master Plan						\$232,000	\$284,000		100%		
21 Treatment Plant Master Plan		\$50,000	\$450,000	\$450,000					100%		
22 Other CIP	\$1,940,000	\$2,043,000	\$3,715,000	\$2,435,000	\$3,803,000	\$5,349,000	\$1,225,000	\$150,000	100%		
23 Major Maintenance - Treatment and Conveyance	\$2,112,000	\$2,827,000	\$1,612,000	\$1,023,000	\$1,405,000	\$1,128,000	\$878,000	\$1,550,000	100%		
24 Major Maintenance - Vehicles and Equipment	\$605,000	\$470,000	\$292,000	\$250,000	\$130,000	\$230,000	\$130,000	\$130,000	100%		
25 Remote Sites Rehab & Replacement							\$2,000,000	\$2,000,000	100%		
26 Primary Clarifier Improvements						\$1,487,000			100%		
27 Grey Goose Turnout Modification			\$100,000						100%		
28 Sludge Drying Beds Rehabilitation				\$546,000					100%		
29 Coatings & Linings			\$350,000						100%		
30 Structural Rehab Project					\$730,000				100%		
31 Plant Drainage Swale Regrading and Rehab			\$186,000						100%		
32 Major Maintenance Plant Rehab & Replacement								\$2,000,000	100%		
33 Campus Rehabilitation with Admin Building Repairs and Rehab		\$824,000							100%		
34 EQ Lagoons and Pond Embankment Rodent Mitigation				\$670,000					100%		
GROWTH PROJECTS											
35 Northeast Fairfield Pump Station	\$2,500,000										100%
36 Collection System Master Plan	\$391,000	\$782,000						\$246,000			100%
37 Cordelia Pump Station Expansion								\$1,000,000			100%
38 Lopes Lift Station/ Force Main Capacity Improvements	\$300,000	\$1,100,000	\$3,000,000								100%
39 Peabody/Walters Relief Sewer - Phase 2						\$900,000	\$6,028,000	\$836,000			100%
40 Collection System Technical Services		\$95,000	\$95,000	\$95,000	\$107,000	\$107,000	\$107,000	\$107,000			100%
41 Total Capital Spending (2026 dollars)	\$19,332,000	\$50,832,000	\$43,875,000	\$16,164,000	\$18,679,000	\$10,602,000	\$13,198,000	\$18,891,000			

Fairfield-Suisun Sewer District
2025 Sewer Rate and Capacity Charge Study

Schedules

Cash Flow Proforma
Fund 1 - Operating Fund

SCHEDULE 4

	Budget FY2026	Forecast FY2027	Forecast FY2028	Forecast FY2029	Forecast FY2030	Forecast FY2031	Forecast FY2032	Forecast FY2033	Forecast FY2034	Forecast FY2035	Forecast FY2036
1	Rate Revenue Increase:	10.0%	10.0%	10.0%	7.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Rate Revenue											
2	Service Charge Revenue	\$36,889,000	\$36,889,000	\$40,914,000	\$45,359,000	\$50,267,000	\$54,178,000	\$57,288,000	\$59,410,000	\$61,589,000	\$63,828,000
3	Change due to growth & use		\$336,000	\$354,000	\$372,000	\$392,000	\$401,000	\$403,000	\$397,000	\$391,000	\$390,000
4	Increase due to rate adjustments		\$3,689,000	\$4,091,000	\$4,536,000	\$3,519,000	\$2,709,000	\$1,719,000	\$1,782,000	\$1,848,000	\$1,915,000
Non-Rate Revenues											
5	Miscellaneous Fees	\$729,000	\$736,000	\$743,000	\$751,000	\$758,000	\$766,000	\$773,000	\$781,000	\$789,000	\$789,000
6	Interest Earnings	\$987,000	\$985,000	\$861,000	\$359,000	\$318,000	\$453,000	\$510,000	\$670,000	\$612,000	\$766,000
7	Operating Revenue	\$109,000	\$110,000	\$112,000	\$113,000	\$114,000	\$115,000	\$116,000	\$117,000	\$118,000	\$118,000
8	Grants	\$2,677,000	\$734,000	\$0	\$733,000	\$733,000	\$0	\$0	\$0	\$0	\$0
9	Transfer in from Fund 2	\$1,188,000	\$1,390,000	\$133,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	Transfers in from Fund 3	\$0	\$6,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Total Revenue	\$42,579,000	\$51,269,000	\$47,208,000	\$52,223,000	\$56,101,000	\$58,622,000	\$60,809,000	\$63,157,000	\$65,347,000	\$67,713,000
O&M Costs											
12	Salaries & Benefits	\$19,501,000	\$18,132,000	\$18,723,000	\$19,335,000	\$19,967,000	\$20,621,000	\$21,298,000	\$21,998,000	\$22,721,000	\$23,470,000
13	Administration	\$1,746,000	\$1,874,000	\$2,013,000	\$2,164,000	\$2,329,000	\$2,431,000	\$2,537,000	\$2,647,000	\$2,763,000	\$2,885,000
14	Services	\$2,537,000	\$2,615,000	\$2,694,000	\$2,777,000	\$2,862,000	\$2,949,000	\$3,040,000	\$3,133,000	\$3,229,000	\$3,328,000
15	Fuel and Supplies	\$354,000	\$369,000	\$385,000	\$402,000	\$419,000	\$437,000	\$455,000	\$475,000	\$495,000	\$517,000
16	Chemicals	\$590,000	\$620,000	\$650,000	\$683,000	\$717,000	\$753,000	\$791,000	\$830,000	\$872,000	\$915,000
17	Electricity	\$3,546,000	\$2,723,000	\$2,859,000	\$3,002,000	\$3,152,000	\$3,310,000	\$3,475,000	\$3,649,000	\$3,831,000	\$4,023,000
18	Operations	\$5,928,000	\$6,131,000	\$6,342,000	\$6,561,000	\$6,787,000	\$7,022,000	\$7,265,000	\$7,517,000	\$7,779,000	\$8,050,000
19	Total Operating Expenses	\$34,202,000	\$32,464,000	\$33,666,000	\$34,924,000	\$36,233,000	\$37,523,000	\$38,861,000	\$40,249,000	\$41,690,000	\$43,188,000
Capital Costs											
20	Fund 1 Capital Spending	\$13,304,000	\$17,765,000	\$17,798,000	\$12,869,000	\$7,347,000	\$9,595,000	\$7,063,000	\$16,702,000	\$12,530,000	\$12,530,000
21	Contribution to Collection Reserves	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000	\$3,600,000
22	Existing Debt Service	\$987,000	\$987,000	\$987,000	\$987,000	\$987,000	\$987,000	\$250,000	\$250,000	\$250,000	\$250,000
23	New Debt Service	\$0	\$0	\$1,490,000	\$1,490,000	\$2,547,000	\$4,641,000	\$4,641,000	\$4,641,000	\$4,641,000	\$4,641,000
	Total Capital Expenses	\$17,891,000	\$22,352,000	\$23,875,000	\$18,946,000	\$14,481,000	\$18,823,000	\$15,554,000	\$25,193,000	\$21,021,000	\$21,021,000
24	Total Expenditures	\$52,093,000	\$54,816,000	\$57,541,000	\$53,870,000	\$50,714,000	\$56,346,000	\$54,415,000	\$65,442,000	\$62,711,000	\$64,209,000
25	Beginning Year Balance	\$37,764,000	\$28,250,000	\$24,703,000	\$14,370,000	\$12,723,000	\$18,110,000	\$20,386,000	\$26,780,000	\$24,495,000	\$27,131,000
26	Surplus/(Shortfall)	(\$9,514,000)	(\$3,547,000)	(\$10,333,000)	(\$1,647,000)	\$5,387,000	\$2,276,000	\$6,394,000	(\$2,285,000)	\$2,636,000	\$3,504,000
27	End of Year Balance	\$28,250,000	\$24,703,000	\$14,370,000	\$12,723,000	\$18,110,000	\$20,386,000	\$26,780,000	\$24,495,000	\$27,131,000	\$30,635,000
28	Minimum Reserve Policy	\$9,621,000	\$9,186,000	\$10,977,000	\$11,291,000	\$12,675,000	\$15,092,000	\$14,689,000	\$15,036,000	\$15,397,000	\$16,159,000
29	Available Cash	\$18,629,000	\$15,517,000	\$3,393,000	\$1,432,000	\$5,435,000	\$5,294,000	\$12,091,000	\$9,459,000	\$11,734,000	\$14,864,000
Debt Coverage Calculations											
30	Revenue Available for Debt Service	\$3,905,000	\$9,656,000	\$12,765,000	\$15,902,000	\$18,451,000	\$20,394,000	\$21,221,000	\$22,159,000	\$22,886,000	\$23,730,000
31	Total Yearly Parity Debt Payment	\$1,070,000	\$1,070,000	\$2,560,000	\$2,560,000	\$3,617,000	\$5,711,000	\$4,974,000	\$4,974,000	\$4,974,000	\$4,974,000
32	Debt Coverage Ratio (without Capacity Charges)	3.65	9.02	4.99	6.21	5.10	3.57	4.27	4.45	4.60	4.77

Fairfield-Suisun Sewer District
2025 Sewer Rate and Capacity Charge Study

Schedules

Cash Flow Proforma
Fund 2 Restricted Capacity Charges

SCHEDULE 4

	Budget FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034	Forecast FY 2035	Forecast FY 2036
1 Fund 2 Beginning Balance	\$9,219,000	\$4,675,000	\$5,963,000	\$2,416,000	\$1,834,000	\$6,206,000	\$10,266,000	\$11,278,000	\$12,739,000	\$6,528,000	\$535,000
Revenues											
2 Fund 2 Capacity Surcharges	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
3 Restricted Interest Earnings	\$325,000	\$163,000	\$208,000	\$60,000	\$46,000	\$155,000	\$257,000	\$282,000	\$318,000	\$163,000	\$13,000
4 Miscellaneous Fees	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
5 Transfer In from Fund 3	\$0	\$5,000,000	\$0	\$0	\$5,000,000	\$5,500,000	\$7,500,000	\$4,000,000	\$2,000,000	\$3,000,000	\$3,600,000
6 Total Revenues	\$535,000	\$5,373,000	\$418,000	\$270,000	\$5,256,000	\$5,865,000	\$7,967,000	\$4,492,000	\$2,528,000	\$3,373,000	\$3,823,000
Expenditures											
7 Fund 2 Funded Capital	\$4,379,000	\$3,367,000	\$3,228,000	\$95,000	\$107,000	\$1,007,000	\$6,135,000	\$2,189,000	\$7,875,000	\$8,478,000	\$3,415,000
8 Fund 2 Operating Costs	\$617,000	\$635,000	\$654,000	\$674,000	\$694,000	\$715,000	\$737,000	\$759,000	\$781,000	\$805,000	\$829,000
9 Fund 2 Debt Service	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000	\$83,000
10 Total Expenses	\$5,079,000	\$4,085,000	\$3,965,000	\$852,000	\$884,000	\$1,805,000	\$6,955,000	\$3,031,000	\$8,739,000	\$9,366,000	\$4,327,000
11 Surplus/(Shortfall)	(\$4,544,000)	\$1,288,000	(\$3,547,000)	(\$582,000)	\$4,372,000	\$4,060,000	\$1,012,000	\$1,461,000	(\$6,211,000)	(\$5,993,000)	(\$504,000)
12 Fund 2 Ending Balance	\$4,675,000	\$5,963,000	\$2,416,000	\$1,834,000	\$6,206,000	\$10,266,000	\$11,278,000	\$12,739,000	\$6,528,000	\$535,000	\$31,000

Cash Flow Proforma
Fund 3 Unrestricted Capacity Charges

	Budget FY 2026	Forecast FY 2027	Forecast FY 2028	Forecast FY 2029	Forecast FY 2030	Forecast FY 2031	Forecast FY 2032	Forecast FY 2033	Forecast FY 2034	Forecast FY 2035	Forecast FY 2036
1 Fund 3 Beginning Balance	\$9,354,000	\$12,923,000	\$5,609,000	\$9,000,000	\$12,260,000	\$10,450,000	\$7,950,000	\$3,251,000	\$1,804,000	\$2,197,000	\$1,483,000
Revenues											
13 Fund 3 Capacity Charges	\$3,365,000	\$3,636,000	\$3,195,000	\$3,035,000	\$2,883,000	\$2,739,000	\$2,602,000	\$2,472,000	\$2,348,000	\$2,231,000	\$2,119,000
14 Fund 3 Interest Earnings	\$204,000	\$450,000	\$196,000	\$225,000	\$307,000	\$261,000	\$199,000	\$81,000	\$45,000	\$55,000	\$37,000
15 Total Revenues	\$3,569,000	\$4,086,000	\$3,391,000	\$3,260,000	\$3,190,000	\$3,000,000	\$2,801,000	\$2,553,000	\$2,393,000	\$2,286,000	\$2,156,000
Expenditures											
16 Transfer Out to R&R Capital (Fund 1)	\$0	\$6,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17 Transfer Out to Growth Capital (Fund 2)	\$0	\$5,000,000	\$0	\$0	\$5,000,000	\$5,500,000	\$7,500,000	\$4,000,000	\$2,000,000	\$3,000,000	\$3,600,000
18 Total Expenses	\$0	\$11,400,000	\$0	\$0	\$5,000,000	\$5,500,000	\$7,500,000	\$4,000,000	\$2,000,000	\$3,000,000	\$3,600,000
19 Surplus/(Shortfall)	\$3,569,000	(\$7,314,000)	\$3,391,000	\$3,260,000	(\$1,810,000)	(\$2,500,000)	(\$4,699,000)	(\$1,447,000)	\$393,000	(\$714,000)	(\$1,444,000)
20 Fund 3 Ending Balance	\$12,923,000	\$5,609,000	\$9,000,000	\$12,260,000	\$10,450,000	\$7,950,000	\$3,251,000	\$1,804,000	\$2,197,000	\$1,483,000	\$39,000

Schedule 5 - Proposed 5-Year Rate Schedule

	<u>Proposed Rates</u>					
	Effective Date:	July 1, 2026	July 1, 2027	July 1, 2028	July 1, 2029	July 1, 2030
Residential (monthly) ¹		\$54.91	\$60.40	\$66.44	\$73.08	\$78.20 per dwelling unit
Commercial						
Monthly Account Charge and		\$17.13	\$18.84	\$20.72	\$22.79	\$24.39 per account per mo.
Regular Strength Volumetric ²		\$4.56	\$5.02	\$5.52	\$6.07	\$6.49 per HCF
or						
High Strength Volumetric ³		\$7.81	\$8.59	\$9.45	\$10.40	\$11.13 per HCF
Case-by-Case ⁴						
Monthly Account Charge and		\$17.13	\$18.84	\$20.72	\$22.79	\$24.39 per account per mo.
Volumetric (direct connect) ⁵		\$3,823.53	\$4,205.88	\$4,626.47	\$5,089.12	\$5,445.36 per MG
or						
Volumetric (through local collection) and		\$5,601.60	\$6,161.76	\$6,777.94	\$7,455.73	\$7,977.63 per MG
BOD (by weight) and		\$605.32	\$665.85	\$732.44	\$805.68	\$862.08 per 1000 lbs
TSS (by weight)		\$324.73	\$357.20	\$392.92	\$432.21	\$462.46 per 1000 lbs
Travis Air Force Base (volumetric)		\$3.67	\$4.04	\$4.44	\$4.88	\$5.22 per HCF

¹ Single-family dwelling, multiple-family dwelling, trailer courts, and mobile home parks

² Offices, retail, stores, hotels, motels, schools, churches, hospitals, nursing homes, laundromats, dry cleaning, establishments, bars without dining facilities, car washes without auto steam cleaning facilities, other commercial or industrial customers not treated high strength or as case-by-case.

³ Commercial laundries, restaurants and bars with dining facilities, service stations with holding tank dumping facilities, car washes with auto steam cleaning facilities, bakeries and food processing, other commercial or industrial customers with concentrations greater than 200 milligrams per liter BOD or 265 milligrams per liter TSS, but less than the concentrations specified for case-by-case.

⁴ All commercial or industrial customers other than those specified as regular or high strength with flows greater than 0.005 MGD, or with concentrations greater than 65 mg/l BOD or 1,000 mg/l TSS; all intermittent customers; and any commercial or industrial customer requesting and paying the full cost of metering and testing.

⁵ For customers that deliver wastewater directly to collection system pipes of 12" or greater.

Schedule 6

GOVERNMENT CODE SECTIONS 66013, 66016, 66022, AND 66023

66013. (a) Notwithstanding any other provision of law, when a local agency imposes fees for water connections or sewer connections, or imposes capacity charges, those fees or charges shall not exceed the estimated reasonable cost of providing the service for which the fee or charge is imposed, unless a question regarding the amount of the fee or charge imposed in excess of the estimated reasonable cost of providing the services or materials is submitted to, and approved by, a popular vote of two-thirds of those electors voting on the issue.

(b) As used in this section:

(1) "Sewer connection" means the connection of a structure or project to a public sewer system.

(2) "Water connection" means the connection of a structure or project to a public water system, as defined in subdivision (f) of Section 116275 of the Health and Safety Code.

(3) "Capacity charge" means a charge for facilities in existence at the time a charge is imposed or charges for new facilities to be constructed in the future that are of benefit to the person or property being charged.

(4) "Local agency" means a local agency as defined in Section 66000.

(5) "Fee" means a fee for the physical facilities necessary to make a water connection or sewer connection, including, but not limited to, meters, meter boxes, and pipelines from the structure or project to a water distribution line or sewer main, and that does not exceed the estimated reasonable cost of labor and materials for installation of those facilities.

(c) A local agency receiving payment of a charge as specified in paragraph (3) of subdivision (b) shall deposit it in a separate capital facilities fund with other charges received, and account for the charges in a manner to avoid any commingling with other moneys of the local agency, except for investments, and shall expend those charges solely for the purposes for which the charges were collected.

Any interest income earned from the investment of moneys in the capital facilities fund shall be deposited in that fund.

(d) For a fund established pursuant to subdivision (c), a local agency shall make available to the public, within 180 days after the last day of each fiscal year, the following information for that fiscal year:

(1) A description of the charges deposited in the fund.

- (2) The beginning and ending balance of the fund and the interest earned from investment of moneys in the fund.
 - (3) The amount of charges collected in that fiscal year.
 - (4) An identification of all of the following:
 - (A) Each public improvement on which charges were expended and the amount of the expenditure for each improvement, including the percentage of the total cost of the public improvement that was funded with those charges if more than one source of funding was used.
 - (B) Each public improvement on which charges were expended that was completed during that fiscal year.
 - (C) Each public improvement that is anticipated to be undertaken in the following fiscal year.
 - (5) A description of each interfund transfer or loan made from the capital facilities fund. The information provided, in the case of an interfund transfer, shall identify the public improvements on which the transferred moneys are, or will be, expended. The information, in the case of an interfund loan, shall include the date on which the loan will be repaid, and the rate of interest that the fund will receive on the loan.
 - (e) The information required pursuant to subdivision (d) may be included in the local agency's annual financial report.
 - (f) The provisions of subdivisions (c) and (d) shall not apply to any of the following:
 - (1) Moneys received to construct public facilities pursuant to a contract between a local agency and a person or entity, including, but not limited to, a reimbursement agreement pursuant to Section 66003.
 - (2) Charges that are used to pay existing debt service or which are subject to a contract with a trustee for bondholders that requires a different accounting of the charges, or charges that are used to reimburse the local agency or to reimburse a person or entity who advanced funds under a reimbursement agreement or contract for facilities in existence at the time the charges are collected.
 - (3) Charges collected on or before December 31, 1998.
 - (g) Any judicial action or proceeding to attack, review, set aside, void, or annul the ordinance, resolution, or motion imposing a fee or capacity charge subject to this section shall be brought pursuant to Section 66022.
 - (h) Fees and charges subject to this section are not subject to the provisions of Chapter 5 (commencing with Section 66000), but are subject to the provisions of Sections 66016, 66022, and 66023.
 - (i) The provisions of subdivisions(c) and (d) shall only apply to capacity charges levied pursuant to this section.
- 66016.** (a) Prior to levying a new fee or service charge, or prior to approving an increase in an existing fee or service charge, a local agency shall hold at least one open and public meeting, at which oral or written presentations can be made, as part of a regularly scheduled meeting. Notice of the time and place of the meeting, including a general explanation of the matter to be considered, and a statement that the data

required by this section is available, shall be mailed at least 14 days prior to the meeting to any interested party who files a written request with the local agency for mailed notice of the meeting on new or increased fees or service charges. Any written request for mailed notices shall be valid for one year from the date on which it is filed unless a renewal request is filed. Renewal requests for mailed notices shall be filed on or before April 1 of each year. The legislative body may establish a reasonable annual charge for sending notices based on the estimated cost of providing the service. At least 10 days prior to the meeting, the local agency shall make available to the public data indicating the amount of cost, or estimated cost, required to provide the service for which the fee or service charge is levied and the revenue sources anticipated to provide the service, including General Fund revenues. Unless there has been voter approval, as prescribed by Section 66013 or 66014, no local agency shall levy a new fee or service charge or increase an existing fee or service charge to an amount which exceeds the estimated amount required to provide the service for which the fee or service charge is levied. If, however, the fees or service charges create revenues in excess of actual cost, those revenues shall be used to reduce the fee or service charge creating the excess.

(b) Any action by a local agency to levy a new fee or service charge or to approve an increase in an existing fee or service charge shall be taken only by ordinance or resolution. The legislative body of a local agency shall not delegate the authority to adopt a new fee or service charge, or to increase a fee or service charge.

(c) Any costs incurred by a local agency in conducting the meeting or meetings required pursuant to subdivision (a) may be recovered from fees charged for the services which were the subject of the meeting.

(d) This section shall apply only to fees and charges as described in Sections 51287, 56383, 57004, 65104, 65456, 65863.7, 65909.5, 66013, 66014, and 66451.2 of this code, Sections 17951, 19132.3, and 19852 of the Health and Safety Code, Section 41901 of the Public Resources Code, and Section 21671.5 of the Public Utilities Code.

(e) Any judicial action or proceeding to attack, review, set aside, void, or annul the ordinance, resolution, or motion levying a fee or service charge subject to this section shall be brought pursuant to Section 66022.

66022. (a) Any judicial action or proceeding to attack, review, set aside, void, or annul an ordinance, resolution, or motion adopting a new fee or service charge, or modifying or amending an existing fee or service charge, adopted by a local agency, as defined in Section 66000, shall be commenced within 120 days of the effective date of the ordinance, resolution, or motion.

If an ordinance, resolution, or motion provides for an automatic adjustment in a fee or service charge, and the automatic adjustment results in an increase in the amount of a fee or service charge, any action or proceeding to attack, review, set aside, void, or annul the increase shall be commenced within 120 days of the effective date of the increase.

(b) Any action by a local agency or interested person under this section shall be brought pursuant to Chapter 9 (commencing with Section 860) of Title 10 of Part 2 of the Code of Civil Procedure.

(c) This section shall apply only to fees, capacity charges, and service charges described in and subject to Sections 66013 and 66014.

66023. (a) Any person may request an audit in order to determine whether any fee or charge levied by a local agency exceeds the amount reasonably necessary to cover the cost of any product or service provided by the local agency. If a person makes that request, the legislative body of the local agency may retain an independent auditor to conduct an audit to determine whether the fee or charge is reasonable.

(b) Any costs incurred by a local agency in having an audit conducted by an independent auditor pursuant to subdivision (a) may be recovered from the person who requests the audit.

(c) Any audit conducted by an independent auditor to determine whether a fee or charge levied by a local agency exceeds the amount reasonably necessary to cover the cost of providing the product or service shall conform to generally accepted auditing standards.

(d) The procedures specified in this section shall be alternative and in addition to those specified in Section 54985.

(e) The Legislature finds and declares that oversight of local agency fees is a matter of statewide interest and concern. It is, therefore, the intent of the Legislature that this chapter shall supersede all conflicting local laws and shall apply in charter cities.

(f) This section shall not be construed as granting any additional authority to any local agency to levy any fee or charge which is not otherwise authorized by another provision of law, nor shall its provisions be construed as granting authority to any local agency to levy a new fee or charge when other provisions of law specifically prohibit the levy of a fee or charge.

2025 Sewer Rate Study

Board Recommendation

November 24, 2025



Agenda

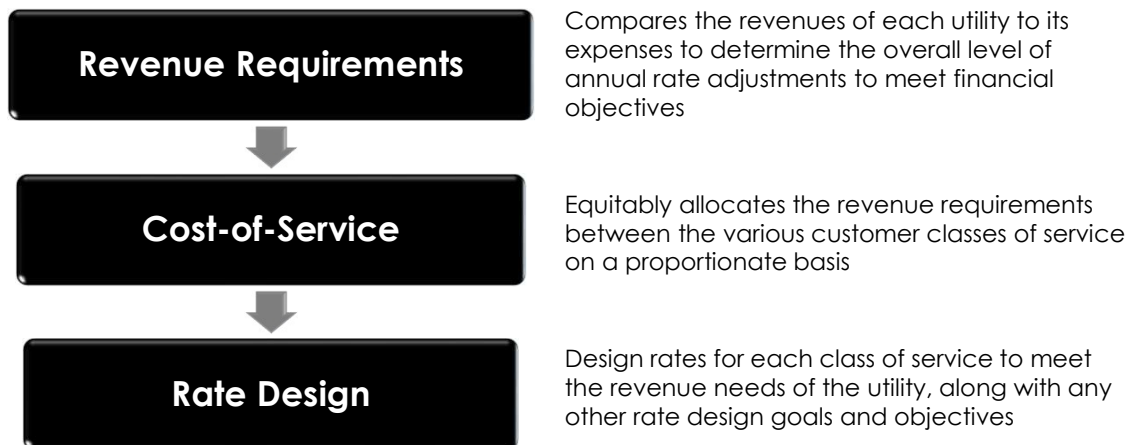
- 1. General utility rate setting**
- 2. Financial Plan**
- 3. Cost of Service & Rate Design**
- 4. Proposed Rates and Survey**
- 5. AB 2257**
- 6. Capacity Charges**
- 7. Project Schedule**

Legal Requirements for Setting Water Rates In California

- Proposition 218 (Article XIII D, Section 6 of California Constitution)
 - Revenues shall not exceed funds required to provide service; nor used for another purpose
 - Amount shall not exceed the proportional cost of the service attributable to the parcel
 - Service must be actually used or immediately available
 - Approval process includes 45-day notice, public hearing, and written majority protest. Does not require a voting process (unlike taxes).
- Many court decisions have clarified requirements

3

The Rate Setting Process

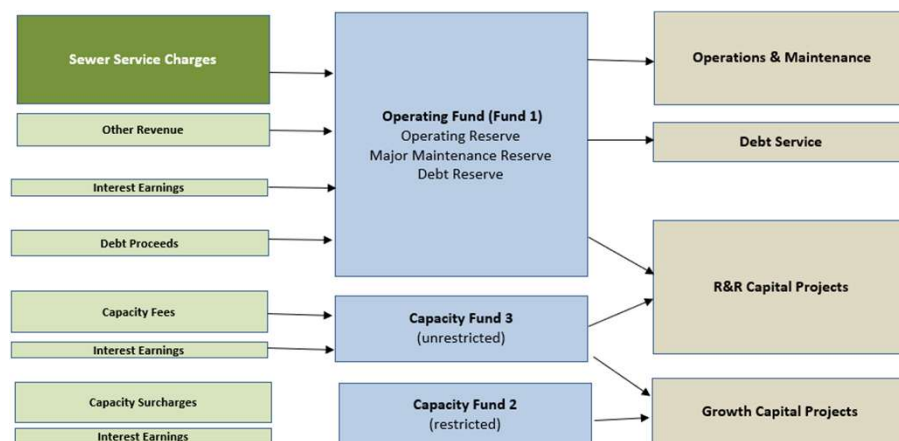


4

Financial Plan

5

Cash Flow Diagram



6

Estimated Cash Reserves

For fiscal year beginning July 1, 2025

Fund 1 (Operating Fund)	\$37,764,000
Fund 2 (Restricted Capacity Charges)	\$9,219,000
Fund 3 (Unrestricted Capacity Charges)	\$9,354,000
Total:	\$56,337,000

7

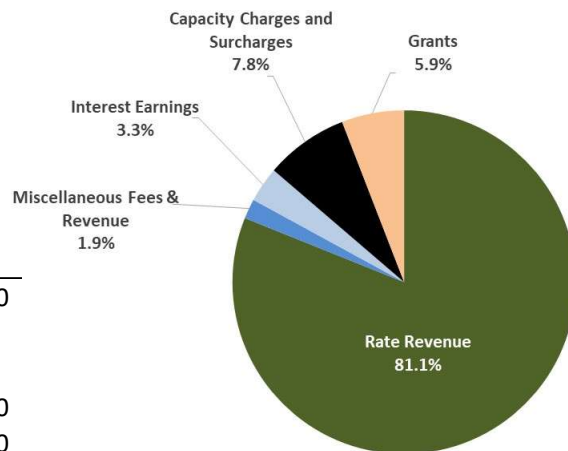
Revenue

FY2025/26 Budget

Rate Revenue	\$36,889,000
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Non-Rate Revenue

Miscellaneous Fees & Revenue	\$848,000
Interest Earnings	\$1,516,000
Capacity Charges and Surcharges	\$3,565,000
Grants	\$2,677,000
Total:	\$45,495,000

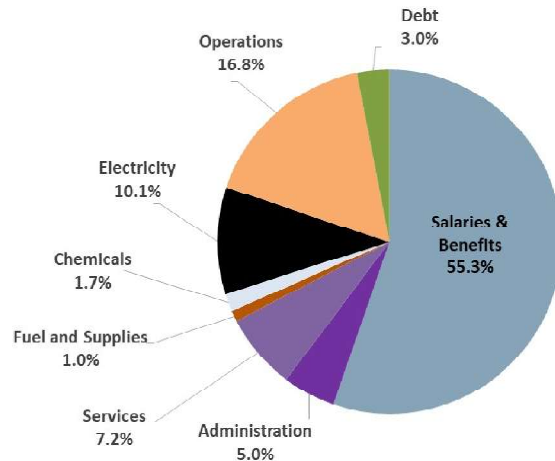


8

Operating & Debt Service Expenses

FY2025/26 Budget

Salaries & Benefits	\$19,501,000
Administration	\$1,746,000
Services	\$2,537,000
Fuel and Supplies	\$354,000
Chemicals	\$590,000
Electricity	\$3,546,000
Operations	\$5,928,000
Debt	\$1,070,000
Total Operating and Debt	\$35,272,000



9

Increases to operating costs

	2021 Rate Study Forecast for FY26	Actual FY26 Budget	Difference	
			(\$)	(%)
Salaries and Benefits *	\$13,573,000	\$19,501,000	\$5,928,000	44%
Utilities **	\$2,372,000	\$3,546,000	\$1,174,000	49%
Liability Insurance	\$410,000	\$1,075,000	\$665,000	162%
Other	\$9,157,000	\$10,080,000	\$923,000	10%
Total	\$25,512,000	\$34,202,000	\$8,690,000	34%

* Salaries and benefits difference primarily driven by additional staff to increase from a workforce of ~60 employees to a workforce of ~70 employees. Includes HR Manager, IT Manager, additional O&M supervisors, additional operators, maintenance staff, engineers, and administration staff.

** Some increase in utility cost is temporary while the Bioenergy Generation Project is underway. Reduction in PG&E power expenditures forecast for FY 25/26.

10

TOTAL FTE COUNT

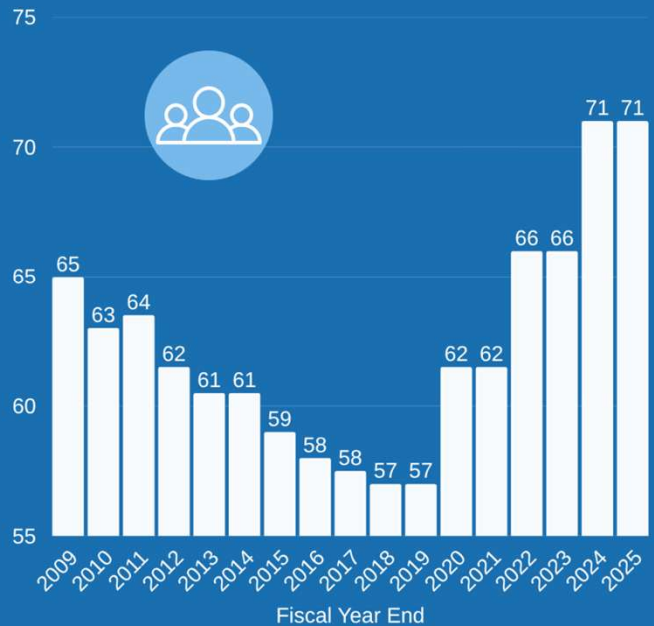
HISTORICAL DATA



POSITIONS ADDED SINCE 2018
There has been a 25% increase in positions since 2018; which was the lowest FTE count in 10 years.

REASONS FOR INCREASE

- Improve public service
- Bring back essential positions for growth
- Meet staffing requirements for regulatory needs and capital improvement projects



Inflation Assumptions

- Insurance.....10% for 5 years, and then 5% thereafter
- Utilities, chemicals & health insurance..... 5% per year
- Salaries and Benefits and all other costs..... 3% per year

Existing Debt Obligations

- Two outstanding SRF Loans
- Combined annual debt service:
 - \$1.07 million through 2034...
 - ... and then \$333 thousand through 2040

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Reserve Policies

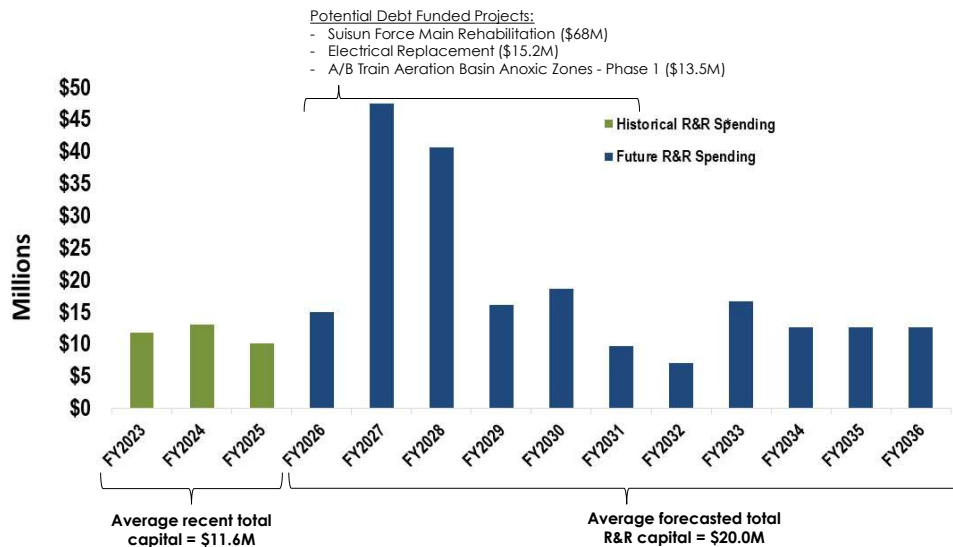
Reserve policies are important for protecting the District against unforeseen circumstances, stabilizing revenue requirements, and contributing towards the District's credit rating.

The following reserve targets are proposed by this Study and are consistent with recent District practices.

"Minimum Reserve"	Operating Reserve: Maintain a reserve equal to 3 months of O&M budget (25%) making the current target about \$8.5 million.
	Debt Reserve: Maintain a reserve equal to one year of debt service (reserve target is currently \$1.07 million)
"Target Reserve"	Major Maintenance Reserve (recommendation): Target a reserve level equal to 100% of 5-year average annual capital spending (a target of about \$11 million currently).

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Recent and Projected R&R* Capital Spending



* R&R = repair and rehabilitation (as opposed to expansion projects)

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Capital Project Highlights

Suisun Force Main Reliability

- Existing 3-mile pipeline that transports raw sewage to the WWTP.
- The pipe is 50 years old and has been in continuous service. No ability to take offline for inspection.
- SFM passes through downtown Suisun City, crosses Highway 12, the Union Pacific Railroad, and sensitive habitat.
- Solution:** Construct a new dual force main that minimizes disruption while providing cost effectiveness and ensuring sustainable operation.

Electrical Replacement Project

- Major electrical substation at WWTP is 50 years old and reaching end of useful life—parts are failing and replacement parts are unavailable.
- Suisun Pump Station has unconventional backup system utilizing diesel-engine-driven pumps during power failure. Engine drives are aging, have control issues, and are causing loss of performance from pumps.
- Solution:** replace electrical substation at WWTP with new, reliable, consistently-configured gear; install a single diesel generator at Suisun Pump Station to provide electrical pump backup.

A/B Train Aeration Basin Anoxic Zones - Phase 1

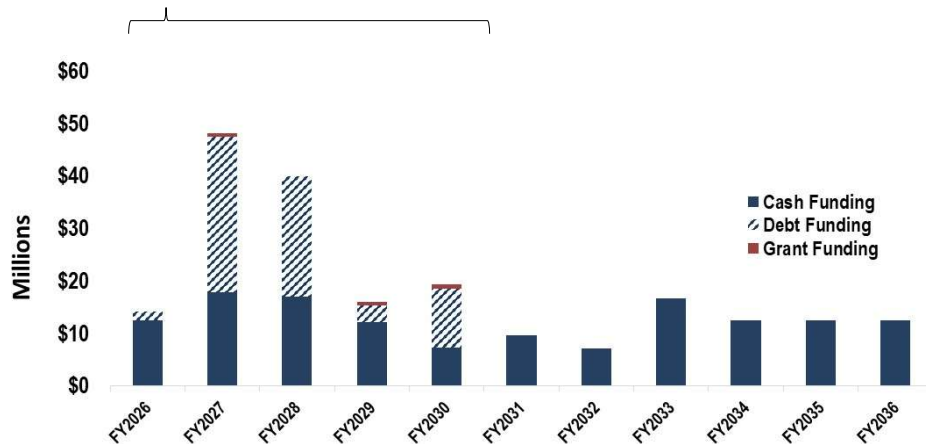
- 2024 Nutrient Watershed Permit requires FSSD to decrease nitrogen discharge to Boynton Slough by ~40% by 2035.
- Two phase project designed to achieve final design parameters.
- Solution:** Phase 1 implements anoxic zones in Trains A and B, implements reliable electrical power configuration for aeration basins.
- Future Phase 2: implement additional piping and pumping to optimize for nitrogen removal

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Debt Strategy

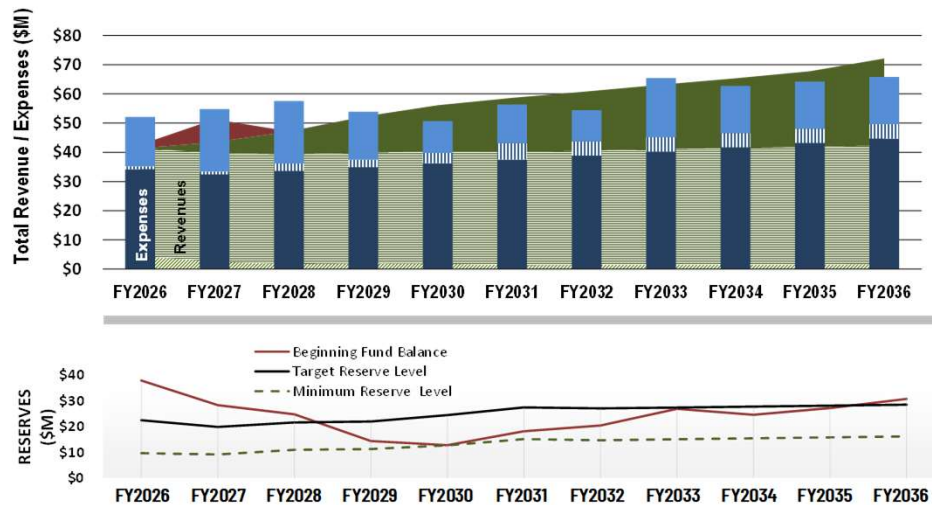
Debt Funded Projects:

- Suisun Force Main Rehabilitation (\$53M)
- Electrical Replacement (\$22.1M)



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Financial Forecast



	Proposed					Forecasted				
Rate Revenue Increase:	10.0%	10.0%	10.0%	7.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Debt Coverage Ratio:	13.18	6.47	7.59	6.05	4.16	4.92	5.07	5.19	5.30	5.82
Debt Proceeds:	\$1.7M	\$29.7M	\$22.9M	\$3.2M	\$11.2M					

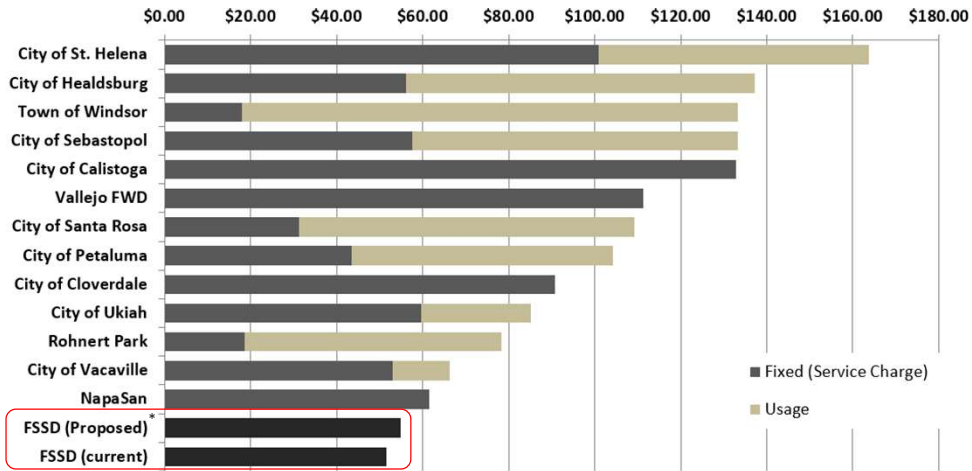
Compounded 5-Year Increase: 50%
Compounded 10-Year Increase: 73%

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Survey

Monthly Sewer Service Charges for Single Family Homes

(assumes 7 HCF of winter water usage)



* With 10% rate increase

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Current Sewer Rates

Residential (monthly)	\$51.62 per dwelling unit
Commercial	
Regular Strength Volumetric	\$4.13 per HCF
or	
High Strength Volumetric	\$7.14 per HCF
Case-by-Case	
Volumetric	\$3,433.67 per MG
and	
BOD (by weight)	\$577.37 per thousand lbs
and	
TSS (by weight)	\$293.02 per thousand lbs
Travis Air Force Base Volumetric	\$3.33 per HCF

HCF = hundred cubic feet (748 gallons)

MG = million gallons

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Cost Allocation

Account Charge (per account or dwelling unit)

- Customer service costs and other fixed operating costs

Usage Charge (based on estimated wastewater flows)

- For collection and treatment flow-related costs
- Collection system costs parsed into “local” vs. “general”

Strength Charges (based on loadings)

- Allocated based on estimated BOD & TSS strength

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	Proposed Year 1	Change*
Residential (monthly)	\$54.91 per dwelling unit	6.4%
Commercial		
Monthly Account Charge and	\$17.13 per account per mo.	24.8%
Regular Strength Volumetric	\$4.56 per HCF	10.4%
or		
High Strength Volumetric	\$7.81 per HCF	9.4%
Case-by-Case		
Monthly Account Charge and	\$17.13 per account per mo.	24.8%
Volumetric (direct connect)	\$3,823.53 per MG	11.4%
or		
Volumetric (through local collection) and	\$5,601.60 per MG	11.1%
BOD (by weight)	\$605.32 per 1000 lbs	4.8%
and		
TSS (by weight)	\$324.73 per 1000 lbs	10.8%
Travis Air Force Base Volumetric	\$3.67 per HCF	10.2%

The increase to residential accounts in Year 1 will be **\$3.29** per month

* Not equal to 10% due to cost-of-service updates. Rate increases after Year 1 are uniform.

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Proposed 5-Year Rate Schedule

Effective Date:	Proposed Rates					
	July 1, 2026	July 1, 2027	July 1, 2028	July 1, 2029	July 1, 2030	
Residential (monthly)	\$54.91	\$60.40	\$66.44	\$73.08	\$78.20	per dwelling unit
Commercial						
Monthly Account Charge and	\$17.13	\$18.84	\$20.72	\$22.79	\$24.39	per account per mo.
Regular Strength Volumetric or	\$4.56	\$5.02	\$5.52	\$6.07	\$6.49	per HCF
High Strength Volumetric	\$7.81	\$8.59	\$9.45	\$10.40	\$11.13	per HCF
Case-by-Case						
Monthly Account Charge and	\$17.13	\$18.84	\$20.72	\$22.79	\$24.39	per account per mo.
Volumetric (direct connect) or	\$3,823.53	\$4,205.88	\$4,626.47	\$5,089.12	\$5,445.36	per MG
Volumetric (through local collection) and	\$5,601.60	\$6,161.76	\$6,777.94	\$7,455.73	\$7,977.63	per MG
BOD (by weight) and	\$605.32	\$665.85	\$732.44	\$805.68	\$862.08	per 1000 lbs
TSS (by weight)	\$324.73	\$357.20	\$392.92	\$432.21	\$462.46	per 1000 lbs
Travis Air Force Base (volumetric)	\$3.67	\$4.04	\$4.44	\$4.88	\$5.22	per HCF

Change to Residential Accounts: \$3.29 \$5.49 \$6.04 \$6.64 \$5.12 per dwelling unit

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Capacity Charge Study

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Capacity Charges

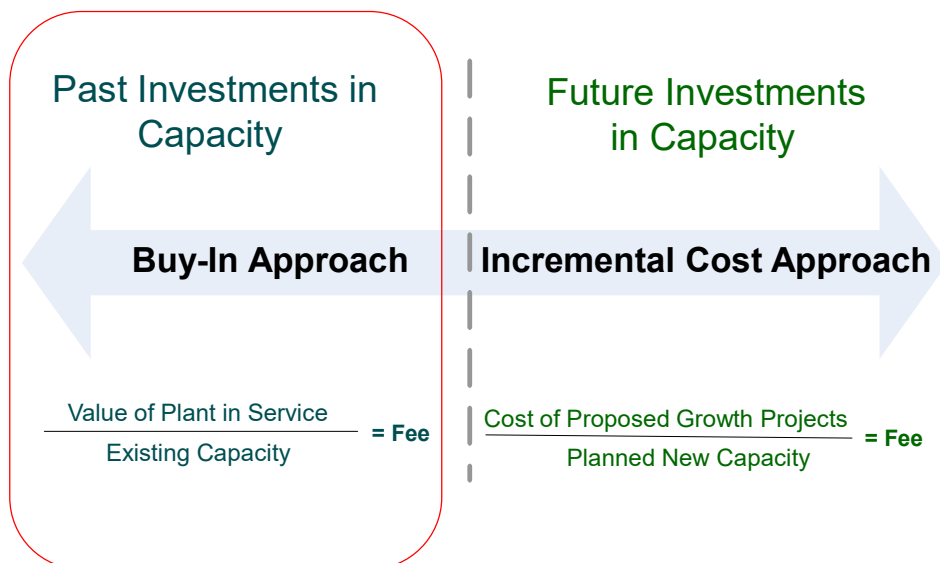
- Capacity charges are the one-time fees charged to new development for capacity in the sewer system.
- Fee calculations were last calculated in 2022.

Legal Standard

- Section 66013 of the Government Code states that capital facility fees shall not exceed the **estimated reasonable cost** of providing the service for which the charges are imposed.

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Common Capacity Charge Approaches



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Estimated System Value

Replacement Cost:	\$926,377,000
Estimated Depreciation:	57.4%
Replacement Cost Net Less Depreciation (RCNLD):	\$531,740,000
Less outstanding principal on long-term debt:	-\$7,811,000
Plus existing Major Maintenance Fund reserves:	\$28,143,000
Total System Value:	\$552,072,000

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Unit Cost Calculation

	Total	Flow (HCF per year)	BOD (lbs/year)	SS (lbs/year)
		Functional Allocation ¹		
		74.81%	19.73%	5.46%
Existing System Value:	\$552,072,000	\$413,005,000	\$108,924,000	\$30,143,000
Estimated Current Flow & Loadings ² :	11,221,000 gpd	27,100 (lbs/year)	22,100 (lbs/year)	
Unit Cost:	\$36.81 \$ / gpd	\$4,019.34 \$ / annual lbs	\$1,363.94 \$ / annual lbs	

¹ Based on previous asset-value costs allocation study

² Based rate study analysis

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Residential Capacity Charge per equivalent dwelling unit (EDU)

Average Residential Flow

Average Residential Loadings

$$\begin{aligned} &162.5 \text{ gpd} \times \$36.81 / \text{gpd} &&= \$5,940 \\ &+ \\ &0.407 \text{ lbs BOD} \times \$4,019.34 \text{ per lbs BOD} &&= \$1,640 \\ &+ \\ &0.298 \text{ lbs TSS} \times \$1,363.94 \text{ per lbs TSS} &&= \$410 \\ &&&= \$8,030 \text{ per EDU} \end{aligned}$$

(current charge is \$7,056, which is a 13.8% increase)

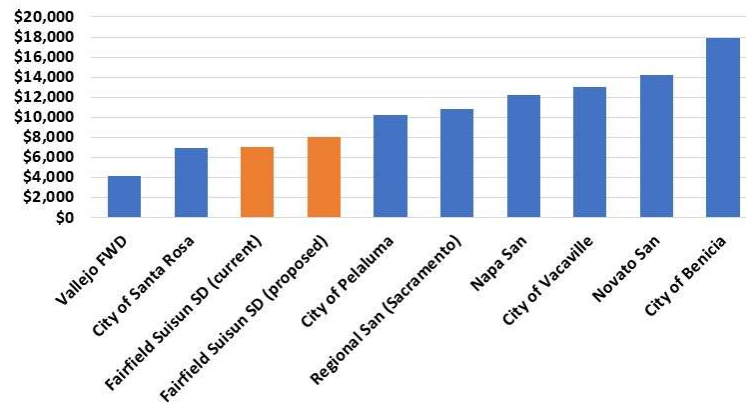
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Application of Capacity Charges

- **Residential**
 - All dwelling units (single family, multifamily, etc.) will receive the same charge based on fact that most dwelling units have the same potential for capacity needs
- **Non-Residential**
 - Equivalent Dwelling Units (EDU) are assigned to non-residential accounts based on the EDU table in Ordinance 2024-01, based on account type and building square footage.

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Survey of Regional Capacity Charges for Single Family Homes



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AB 2257

- Enacted in September 2024
- Establishes formal objection procedure for ratepayers to raise concerns about potential increases
- Designed to address disputes during public participation period
- Creates an exhaustion of administrative remedies procedure
- Requires ratepayers to bring objection prior to the deadline established as part of the rate setting process
- Enhances ratepayer engagement and permits agency to resolve factual issues

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Implementing AB 2257

- Adopt procedure for establishing "Exhaustion of Administrative Remedies"
- Procedures would be noticed on District's website and in Prop 218 Notice (minimum 45 days)
- Receive "Written Objections"
 - Objections are eligible until the close of the specified deadline (prior to Public Hearing)
- District would prepare written responses to Objections
- Hold Public Hearing
- Vote to adopt rates (if majority protest does not exist)

Project Schedule

✓ November 17	Executive Committee Presentation	✓
✓ November 24	Board Presentation	✓
✓ February 7	Deadline to mail 218 notices	
✓ March 22	Deadline to receive Objections (2257)	
✓ April 27	Public Hearing	

WHAT DO SEWER RATES FUND?

The District provides wastewater collection, treatment, and disposal services to the cities of Fairfield and Suisun City. The District manages a wastewater treatment plant that processes approximately 15 million gallons per day; 14 wastewater pump stations; and 70 miles of sewer pipes and other related facilities.

The District adopts a five-year rate schedule, annually adjusting sewer rates to reflect the impact of changes in the cost of providing service. The last such five-year schedule was adopted in 2022.

As the result of the 2025 cost of service and rate study completed by an independent consultant, the District is proposing a new five-year rate schedule in order to continue to support the District’s ongoing operations, increased regulatory requirements, and capital requirements for critical infrastructure.

PROPOSED NEW SEWER RATES

The proposed new sewer rates are developed through a rate study process. The rate study utilized the District’s 10-year financial plan and analyzes the cost of service to determine revenue requirements. The revenue requirements are proportioned between different customer classes based on their impacts to the system.

The rate study recommends general rate revenue increases and cost-of-service updates. The proposed five-year rate schedule being considered by the District for adoption is shown in Table 1. Note that the recommended rates for July 1, 2026 will replace the previously adopted rates for the same date.

Additional information on the proposed rate schedule is available in the 2025 Sewer Rate and Capacity Charge Study, prepared by Hildebrand Consulting, LLC., dated November 19, 2025 (2025 Sewer Rate Study). The report is available online at www.FairfieldSuisunSewer.ca.gov.

DRAFT



FAIRFIELD-SUISUN SEWER DISTRICT
1010 CHADBOURNE ROAD, FAIRFIELD, CA 94534

IMPORTANT INFORMATION
CONCERNING PROPOSED CHANGES TO
WASTEWATER RATES

If you would like this notice in another language please visit www.FairfieldSuisunSewer.ca.gov or call 707-429-8930.

Información importante sobre los cambios propuestos para las tarifas de aguas residuales. Si desea recibir este aviso en otro idioma, visite www.FairfieldSuisunSewer.ca.gov or llame al 707-429-8930.

Mahalangang impormasyon tungkol sa mga pagbabagong iminungkahi sa halaga ng natapon na tubig. Kung gusto mong makatanggap nitong abiso sa ibang wika, mangyaring bisitahin ang www.FairfieldSuisunSewer.ca.gov o tumawag sa 707-42-8930.

Need assistance with your wastewater bill?
The Fairfield-Suisun Sewer District will keep www.FairfieldSuisunSewer.ca.gov updated with links to resources for wastewater customer relief funding as it becomes available.



NOTICE OF PUBLIC HEARING
ON PROPOSED INCREASED SEWER RATES

Monday, April 27, 2026 | 6:00 p.m.
or as soon thereafter as the matter is reached on the agenda

WHERE: District Board Room
1010 Chadbourne Rd, Fairfield, CA 94534

NOTICE IS HEREBY GIVEN that Fairfield-Suisun Sewer District is considering adopting a new five-year schedule of sewer rates pursuant to Article XIII.D, Section 6 of the California Constitution (also known as Proposition 218). At the public hearing, the Board of Directors will accept oral and written testimony, as well as written protests, regarding the sewer rates.



WHY AM I RECEIVING THIS NOTICE?

You are receiving this notice because our records indicate that you are listed as an account holder and/or as the owner of a parcel receiving sewer service from the Fairfield-Suisun Sewer District (District). The purpose of this notice is to give you information about proposed new sewer rates and how you can participate in the rate-setting process.

QUESTIONS?

For more information or to ask questions, please call (707) 429-8930 Monday through Thursday from 8:00 A.M. to 5:00 P.M. or visit www.FairfieldSuisunSewer.ca.gov

TABLE 1 - PROPOSED 5-YEAR SEWER RATE SCHEDULE

Effective Date:	Proposed Rates					
	July 1, 2026	July 1, 2027	July 1, 2028	July 1, 2029	July 1, 2030	
Residential (monthly) ¹	\$54.91	\$60.40	\$66.44	\$73.08	\$78.20	per dwelling unit
Commercial						
Monthly Account Charge	\$17.13	\$18.84	\$20.72	\$22.79	\$24.39	per account per mo.
and						
Regular Strength Volumetric ²	\$4.56	\$5.02	\$5.52	\$6.07	\$6.49	per HCF
or						
High Strength Volumetric ³	\$7.81	\$8.59	\$9.45	\$10.40	\$11.13	per HCF
Case-by-Case ⁴						
Monthly Account Charge	\$17.13	\$18.84	\$20.72	\$22.79	\$24.39	per account per mo.
and						
Volumetric (direct connect) ⁵	\$3,823.53	\$4,205.88	\$4,626.47	\$5,089.12	\$5,445.36	per MG
or						
Volumetric (through local collection)	\$5,601.60	\$6,161.76	\$6,777.94	\$7,455.73	\$7,977.63	per MG
and						
BOD (by weight)	\$605.32	\$665.85	\$732.44	\$805.68	\$862.08	per 1000 lbs
and						
TSS (by weight)	\$324.73	\$357.20	\$392.92	\$432.21	\$462.46	per 1000 lbs
Travis Air Force Base (volumetric)	\$3.67	\$4.04	\$4.44	\$4.88	\$5.22	per HCF

¹ Single-family dwelling, multiple-family dwelling, trailer courts, and mobile home parks

² Offices, retail, stores, hotels, motels, schools, churches, hospitals, nursing homes, laundromats, dry cleaning, establishments, bars without dining facilities, car washes without auto steam cleaning facilities, other commercial or industrial customers not treated high strength or as case-by-case.

³ Commercial laundries, restaurants and bars with dining facilities, service stations with holding tank dumping facilities, car washes with auto steam cleaning facilities, bakeries and food processing, other commercial or industrial customers with concentrations greater than 200 milligrams per liter BOD or 265 milligrams per liter TSS, but less than the concentrations specified for case-by-case.

⁴ All commercial or industrial customers other than those specified as regular or high strength with flows greater than 0.005 MGD, or with concentrations greater than 65 mg/l BOD or 1,000 mg/l TSS; all intermittent customers; and any commercial or industrial customer requesting and paying the full cost of metering and testing.

⁵ For customers that deliver wastewater directly to collection system pipes of 12" or greater.

RATE CALCULATION METHODOLOGY

Rate revenue is derived from various customer classes that require different service demands to treat wastewater. The proposed structure for the Sewer Service Charges is consistent with common industry practice, and is designed to recover the cost of providing sewer services to the different customer classes.

- Residential customers pay a flat amount based on the number of dwelling units. Residential customers pay a fixed monthly account charge that is included within the per-dwelling rate.
- Most commercial / industrial customers are charged a volumetric rate based on water usage (measured in hundred cubic feet) as well as a monthly fixed account charge. Commercial and industrial customers are split into regular strength or high strength depending on wastewater discharge.
- Case-by-case and District-billed customers are industrial / commercial customers with high flows, heavily concentrated discharges to the sewer system, or special requirements for discharges. These customers are billed based on a combination of monthly discharges (measured in million gallons) as well as the “wastewater strength” needed to treat the discharges. Wastewater strength is measured by biochemical oxygen demand (BOD) and total suspended solids (TSS).

Property owners and ratepayer can either “protest” against the proposed rate increases, legally “object” against the proposed rate increases, or both.

HOW DO I OBJECT TO THE LEGALITY OF THE PROPOSED RATE?

To preserve your right to challenge the proposed sewer fee or charge in court, you must submit a timely written legal objection to the District no later than 5:00 p.m. on March 2, 2026. A valid written objection must clearly state the specific legal or constitutional grounds for alleging that the proposed fee or charge does not comply with Proposition 218 or other applicable law. The objection should, where possible, cite the specific constitutional provision, statute, or regulation believed to be violated (for example, “California Const., art. XIII D, § 6(b)(3)” or “Gov. Code § 53755”). General opposition, rate concerns, or policy disagreements do not constitute a legal objection under these procedures and will not preserve any right to judicial review.

Failure to submit a timely written legal objection will bar any later court challenge, and any such action will be limited to the specific legal issues raised in timely written objections.

- To be considered timely and valid, a written legal objection must:
1. Be in writing, and include the printed name and original signature of the property owner of record or the tenant/account holder directly responsible for paying the sewer service charge.
 2. Identify the parcel for which the legal objection is filed, by street address or Assessor’s Parcel Number (APN).
 3. Be received by the District by no later than 5:00 p.m., on March 2, 2026, at:

Fairfield-Suisun Sewer District
1010 Chadbourne Road, Fairfield, CA 94534

(Please note that this deadline is earlier than the deadline for filing written protests, which must be received before the close of the public hearing on April 27, 2026.)

4. Clearly state that the communication is a “written objection.”
5. Describe the basis for the objection with sufficient specificity to allow the District to respond in writing.

- The objection must:
- Identify the specific facts and legal grounds for the objection;
 - Explain why the proposed rates allegedly do not comply with Proposition 218 or other laws; and
 - Include the desired resolution or outcome.

A statement such as “these rates violate Proposition 218”, without supporting explanation, is not sufficient.

At the April 27, 2026 public hearing, the District Board will consider all timely written legal objections and the District’s written responses. The District’s responses will explain the substantive basis for retaining or modifying the proposed wastewater rates in response to written objections, including the reasons for rejecting any requested changes.

Be advised that pursuant to Government Code section 53759(d) there is a 120-day statute of limitation for any challenge to the new, increased or extended fee or charge.

HOW DO I PROTEST?

If a property owner or ratepayer wishes to voice their disagreement with the proposed rate increases, Proposition 218 allows them to submit a written protest at or before the close of the April 27, 2026 public hearing. If the person signing the protest is an owner of the parcel but is not listed as the owner on the last equalized assessment roll for Solano County, the protest must be accompanied by written evidence that the signer currently owns the property. In rental situations, if a tenant is the utility account holder for sewer service, the tenant also has the right to submit a written protest for the property. Only one protest per parcel will be counted. If valid protests are filed on behalf of a majority of the parcels that receive sewer service, the increased Sewer Service Charges will not be adopted.

ALL PROTESTS MUST:

1. Be in writing with an original signature from the property owner of record or tenant directly liable for the payment of the fee/account holder.
2. Identify the parcel for which the protest is filed, by street address or Assessor’s Parcel Number (APN).
3. State that the signer opposes the proposed sewer rates.
4. Be received by the District at or before the close of the public hearing that will begin at 6:00 p.m. on April 27, 2026. A protest may be mailed to the Director of Administrative Services at 1010 Chadbourne Road, Fairfield, California 94534.
5. Email, fax, or telephone, and oral protests of any kind will not be counted. Mailed protests received after the close of the public hearing will not be counted, even if they were postmarked earlier.

FAIRFIELD-SUISUN SEWER DISTRICT
RESOLUTION NO. 2022-02

**A RESOLUTION ADOPTING GUIDELINES FOR THE SUBMISSION AND TABULATION OF
PROTESTS IN CONNECTION WITH RATE HEARINGS CONDUCTED PURSUANT TO
ARTICLE XIID, SECTION 6 OF THE CALIFORNIA CONSTITUTION**

WHEREAS, the Fairfield-Suisun Sewer District Board of Directors (Board) is authorized by the Fairfield-Suisun Sewer District Act to provide wastewater services to the Cities of Fairfield and Suisun City, as well as buildings outside of the district as determined by a contract with the County of Solano; and,

WHEREAS; Article XIID, Section 6 of the California Constitution requires the Board of Directors to consider written protests to certain proposed increases to utility charges, including water and sewer charges; and,

WHEREAS; this constitutional provision does not offer specific guidance as to who may submit protests, how written protests are to be submitted, or how the Board is to tabulate protests; and,

WHEREAS; upon adoption of this resolution, any and all resolutions, or rules or regulations of this Board in conflict with it, shall be repealed and shall have no further force or effect. This resolution supersedes all prior resolutions of the Board to the extent that such resolutions established guidelines for the submission and tabulation of protests in connection with rate hearings conducted by the Board pursuant to Article XIID, Section 6 of the California Constitution.

NOW, THEREFORE, BE IT RESOLVED, BY THE BOARD OF DIRECTORS OF THE FAIRFIELD-SUISUN SEWER DISTRICT THAT:

1. When notice of a public hearing with respect to the adoption or increase sewer service charges has been given by the District pursuant to Article XIID, Section 6(a) of the California Constitution, the following shall apply:

SECTION 1: Definitions.

Unless the context plainly indicates another meaning was intended, the following definitions shall apply in construction of these guidelines.

A. "Parcel" means a County Assessor's parcel the owner or occupant of which is subject to the proposed charge that is the subject of the hearing.

B. "Record customer" and "customer of record" mean the person or persons whose name or names appear on the Solano County records as the person who has contracted for, or is obligated to pay for, utility services to a particular utility account.

C. "Record owner" or "parcel owner" means the person or persons whose name or names appear on the County Assessor's latest equalized assessment roll as the owner of a parcel.

D. A "fee protest proceeding" is not an election, but the Director of Administrative Services will maintain the confidentiality of protests as provided below and will maintain the security and integrity of protests at all times.

SECTION 2: Notice Delivery

Notice of proposed rates and public hearing shall be as follows:

A. The District shall give notice of proposed charges via U.S. mail to all record owners and customers of record served by the District.

B. The District will post the notice of proposed charges and public hearing at its official posting sites.

SECTION 3: Protest Submittal

A. Any record owner or customer of record who is subject to the proposed sewer service charge that is the subject of the hearing may submit a written protest to the Director of Administrative Services by mail to the District's Office at 1010 Chadbourne Road, Fairfield, CA 94534

B. Protests must be received by the end of the public hearing, including those mailed to the District. No postmarks will be accepted; therefore, any protest not physically received by the close of the hearing, whether or not mailed prior to the hearing shall not be counted.

C. Because an original signature is required, emailed, faxed, and photocopied protests shall not be counted.

D. Although oral comments at the public hearing will not qualify as a formal protest, unless accompanied by a written protest, the Board welcomes input from the community during the public hearing on the proposed changes.

Section 4: Protest Requirements.

A. A written protest must include:

- (i) A statement that it is a protest against the proposed charge that is the subject of the hearing.
- (ii) Name of the record owner or customer of record who is submitting the protest;

- (iii) Identification of assessor's parcel number or street address of the parcel with respect to which the protest is made; and
- (iv) Original signature and legibly printed name of the record owner or customer of record who is submitting the protest.

B. Protests shall not be counted if any of the required elements (i through iv) outlined in the preceding subsection "A." are omitted.

SECTION 5: Protest Withdrawal.

Any person who submits a protest may withdraw it by submitting to the Director of Administrative Services a written request that the protest be withdrawn. The withdrawal of a protest shall contain sufficient information to identify the affected parcel and the name of the record owner or customer of record who submitted both the protest and the request that it be withdrawn.

SECTION 6: Multiple Record Owners or Customers of Record.

A. Each record owner or customer of record of a parcel served by the District Service Area may submit a protest. This includes instances where:

- (i) A parcel is owned by more than one record owner or more than one name appears on the County's records as the customer of record for a parcel, or
- (ii) A customer of record is not the record owner, or
- (iii) A parcel includes more than one record customer, or
- (iv) Multiple parcels are served via a single utility account, as master-metered, multiple family residential units.

B. Only one protest will be counted per parcel as provided by Government Code Section 53755(b).

SECTION 7: Transparency, Confidentiality, and Disclosure.

A. To ensure transparency and accountability in the fee protest tabulation while protecting the privacy rights of record owners and customers of record, protests will be maintained in confidence until tabulation begins following the public hearing.

B. Once a protest is opened during the tabulation, it becomes a disclosable public record, as required by State law and will be maintained in District files for two years.

Section 8: Director of Administrative Services

The Director of Administrative Services shall not accept as valid any protest if he or she determines that any of the following is true:

- A. The protest does not state its opposition to the proposed charges.
- B. The protest does not name the record owner or record customer of the parcel identified in the protest as of the date of the public hearing.
- C. The protest does not identify a parcel served by the District that is subject to the proposed charge.
- D. The protest does not bear an original signature of the named record owner of, or record customer with respect to, the parcel identified on the protest. Whether a signature is valid shall be entrusted to the reasonable judgment of the Director of Administrative Services, who may consult signatures on file with the County Elections Official.
- E. The protest was altered in a way that raises a fair question as to whether the protest actually expresses the intent of a record owner or a customer of record to protest the charges.
- F. The protest was not received by the Director of Administrative Services before the close of the public hearing on the proposed charges.
- G. A request to withdraw the protest was received prior to the close of the public hearing on the proposed charges.

Section 9: Director of Administrative Services' Decision is Final.

The Director of Administrative Services' decision that a protest is not valid shall constitute a final action of the District and shall not be subject to any internal appeal.

Section 10: Majority Protest.

- A. A majority protest exists if written protests are timely submitted and not withdrawn by the record owners of, or customers of record with respect to, a majority (50% plus one) of the parcels subject to the proposed charge.
- B. While the District may inform the public of the number of parcels served by the District Service Area when a notice of proposed rates is mailed, the number of parcels with active customer accounts served by the District on the date of the hearing shall control in determining whether a majority protest exists.

Section 11: Tabulation of Protests.

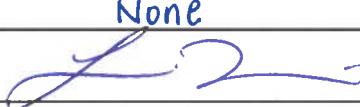
At the conclusion of the public hearing, the Director of Administrative Services shall tabulate all protests received, including those received during the public hearing, and shall report the result to the Board of Directors. If the number of protests received is insufficient to constitute a majority protest, the Director of Administrative Services may determine the absence of a majority protest without validating the protests received, but may instead deem them all valid without further examination. Further, if the number of protests received is obviously substantially fewer than the number required to constitute a majority protest, the Director of Administrative Services may determine the absence of a majority protest without opening the envelopes in which protests are returned.

Section 12: Report of Tabulation.

If at the conclusion of the public hearing, if the Director of Administrative Services determines that he or she will require additional time to tabulate the protests, he or she shall so advise the Board of Directors, which may adjourn the meeting to allow the tabulation to be completed on another day or days. If so, the Board of Directors shall declare the time and place of tabulation, which shall be conducted in a place where interested members of the public may observe the tabulation, and the Board of Directors shall declare the time at which the meeting shall be resumed to receive and act on the tabulation report of the Director of Administrative Services.

2. The General Manager is authorized and directed to take all steps necessary and proper to implement this resolution.

PASSED AND ADOPTED this 31st day of January 2022, by the following vote:

		Day-Hernandez-Hudson-Panduro-Price
		Timm-Tonnesen-Vaccaro-Williams-Wilson
AYES:	Directors	_____
NOES:	Directors	_____ <i>None</i> _____
ABSTAIN:	Directors	_____ <i>None</i> _____
ABSENT:	Directors	_____ <i>None</i> _____
		
		_____ President

ATTEST: 
District Clerk



FAIRFIELD-SUISUN SEWER DISTRICT

1010 Chadbourne Road • Fairfield, California 94534 • (707) 429-8930 • www.FairfieldSuisunSewer.ca.gov

November 19, 2025

AGENDA REPORT

TO: Board of Directors

FROM: Kimberly Kraft, HR Manager

SUBJECT: Approval of the 2026-2028 Strategic Plan

Recommendation: Receive presentation, provide feedback, and approve the District's 2026-2028 Strategic Plan. Direct staff to initiate implementation of the strategic initiatives outlined in the plan.

Background: The District's Management Team recommends the adoption of a Strategic Plan to reinforce the District's mission and vision, clarify organizational values, align resources and priorities with long-term goals, and strengthen both internal alignment and communication with internal and external stakeholders. To this end, the Management Team has spent the last year surveying staff, analyzing results, meeting with staff, and coordinating department managers and supervisors in coordinated goal setting.

The Strategic Plan provides a framework to guide the District's efforts toward becoming a recognized leader in our industry and community. The 2026-2028 Strategic Plan was developed through a collaborative, staff-driven process and reflects the District's ongoing commitment to sustainable infrastructure, workforce development, fiscal stewardship, and community engagement.

Key components of the plan include updated mission and vision statements, refreshed core values, strategic goals across four focus areas, and measurable departmental objectives to monitor progress.

Discussion: The Strategic Plan presents a visionary outlook supported by long-term, mid-term, and short-term goals. The initial focus is on four mid-term strategic priorities:

1. Workflow Modernization
2. Community Engagement
3. Advance Technology
4. Workforce Training & Safety

These strategies are supported by department-specific objectives designed to be achieved by the end of 2028. Implementation will be phased over two years, with annual updates provided to the Board. The overarching strategies will guide District efforts over the next six years, with short-term departmental objectives refreshed every two years to ensure alignment and adaptability.

Fiscal Impact: There is no immediate fiscal impact associated with approving the Strategic Plan. However, implementation of strategic initiatives may require future budget allocations, which will be presented to the Board as part of the annual budget process.

Attachment: 1 – Resolution No. 2025-37
2 – Strategic Plan Presentation

FAIRFIELD-SUISUN SEWER DISTRICT
RESOLUTION NO. 2025-37

A RESOLUTION ADOPTING THE 2026–2028 STRATEGIC PLAN

WHEREAS, the Fairfield-Suisun Sewer District recognizes the importance of long-term planning to guide operations, resource allocation, and community service; and

WHEREAS, the Fairfield-Suisun Sewer District has developed the 2026–2028 Strategic Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE FAIRFIELD-SUISUN SEWER DISTRICT THAT:

- 1. The District hereby adopts the 2026–2028 Strategic Plan.
- 2. The General Manager is authorized to modify the Strategic Plan as necessary to ensure alignment with District goals and successful implementation of strategic objectives.
- 3. The General Manager is authorized and directed to take all steps necessary and appropriate to implement this resolution.
- 4. The Board shall receive annual reporting on the status and progress of the Strategic Plan each January.

PASSED AND ADOPTED this 24th day of November 2025, by the following vote:

AYES:	Directors	_____
NOES:	Directors	_____
ABSTAIN:	Directors	_____
ABSENT:	Directors	_____

		President

ATTEST:

District Clerk



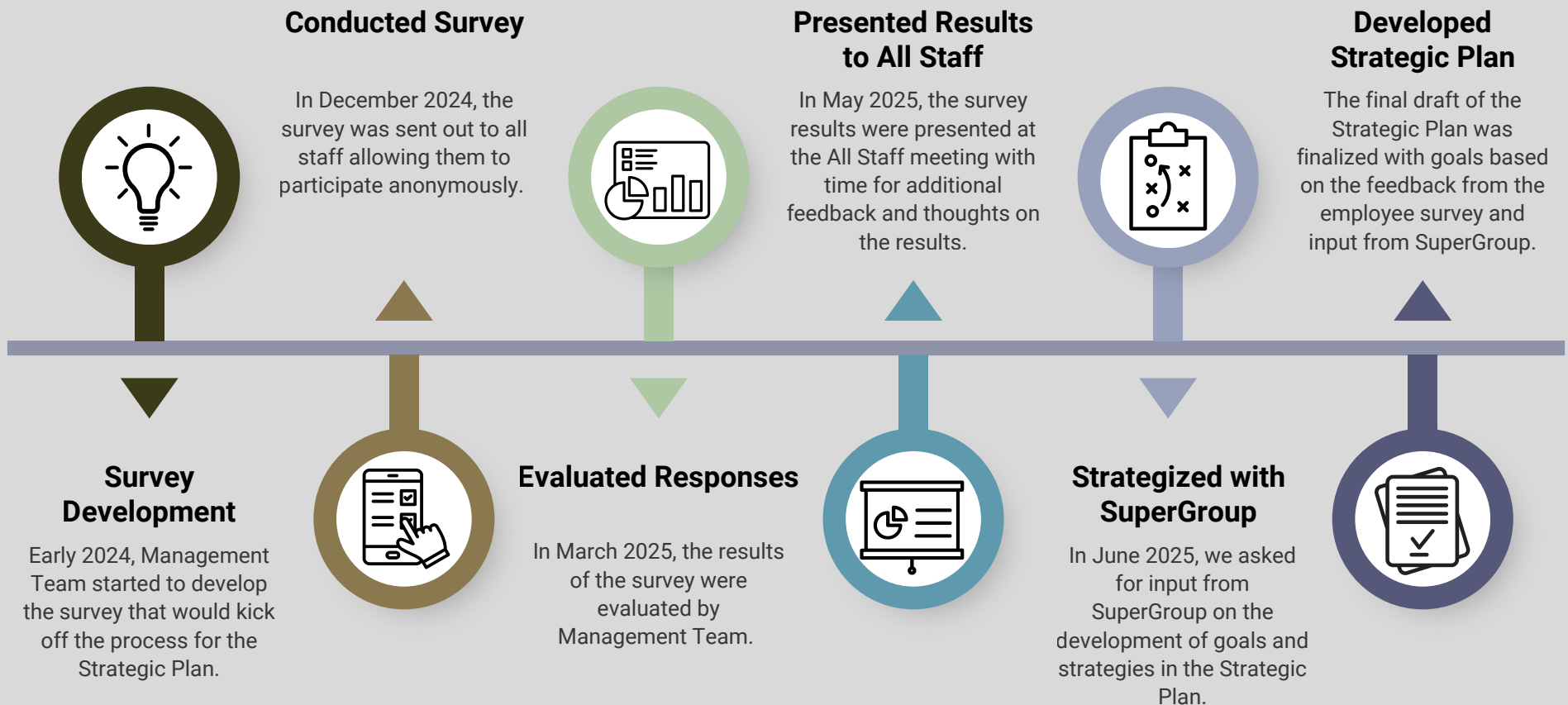
Planning WITH PURPOSE
FSSD'S STRATEGIC PLAN
BOARD PRESENTATION

November 24, 2025

Planning WITH PURPOSE

FSSD'S STRATEGIC PLAN

PREPARATION OF THE PLAN



Flowing WITH PURPOSE

GUIDING PRINCIPLES OF THE DISTRICT



MISSION

Fairfield-Suisun Sewer District protects public health and the environment for the communities we serve in an effective, responsible and sustainable manner.



VISION

Our vision is to be a recognized leader in our industry and community.



Solution Driven

We are driven by **innovation** and dedicated to solving problems, by finding and implementing effective solutions.



Positive Working Relationships

We foster strong, respectful relationships while emphasizing **responsibility, proactivity, and ownership** in our collaborations both within our team and with our external partners, promoting a cooperative and supportive work environment.



Excellence

We strive for the highest **quality** in our work, embracing **creativity** and **global thinking** to achieve outstanding results and set standards in our industry, while ensuring a **safe** workplace and infrastructure.



Transparency

We uphold the highest standards of **integrity** and ethical behavior in all our actions, fostering a culture of **honesty** and **trust** within our workplace and our community.



Sustainability

We commit to environmental, social, and **fiscal responsibility**, managing our resources with a focus on long-term sustainability and balancing costs with outcomes.



Planning WITH PURPOSE

FSSD'S STRATEGIC PLAN



ALIGNMENT WITH CORE RESPONSIBILITIES

VISIONARY OUTLOOK

STRATEGIC PLAN

DISTRICT CORE RESPONSIBILITIES

Regulatory Compliance

- Meet local, state, and federal laws
- Monitor and report effluent quality
- Prevent overflows and protect public health

Fiscal Responsibility

- Develop and manage budgets and rates
- Plan for long-term financial sustainability
- Ensure financial transparency and accountability

Wastewater Collection & Treatment

- Operate and maintain sewer and treatment systems
- Treat wastewater to required standards
- Manage biosolids and by-products responsibly

Safety & Workforce Development

- Ensure employee safety through training and compliance
- Support staff development and fair labor practices
- Maintain positive organizational culture

Infrastructure Maintenance & Capital Planning

- Proactively inspect and repair infrastructure
- Plan and execute capital improvement projects using informed data.
- Partner with cities to prioritize and execute service area plans

Planning WITH PURPOSE

FSSD'S STRATEGIC PLAN



MANAGEMENT TEAM COMMITMENT

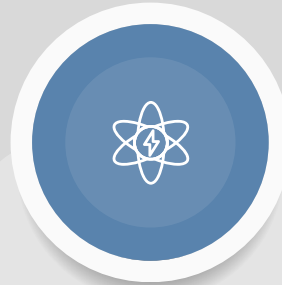
As the District's Management Team, we're committed to supporting the success of our strategic plan and the people who make it happen. This plan reflects where we're headed, and it's our responsibility to ensure every employee has what they need to move forward with confidence and clarity. We are committed to...



Promote a culture of ownership, accountability, and honesty, where employees are encouraged to take initiative, act with integrity, and support one another.



Support the implementation of tools, systems, and resources that support employee performance, access to data, and workflow efficiency so employees can meet their goals.



Continue to reinforce a strong safety culture that emphasizes continuous improvement, and seeks to correct root causes rather than assign blame.



Seek regular feedback from employees and the community about how we're doing.



Foster an environment where innovation is encouraged, and failure is acceptable - as long as there was a genuine, well-reasoned effort to succeed.

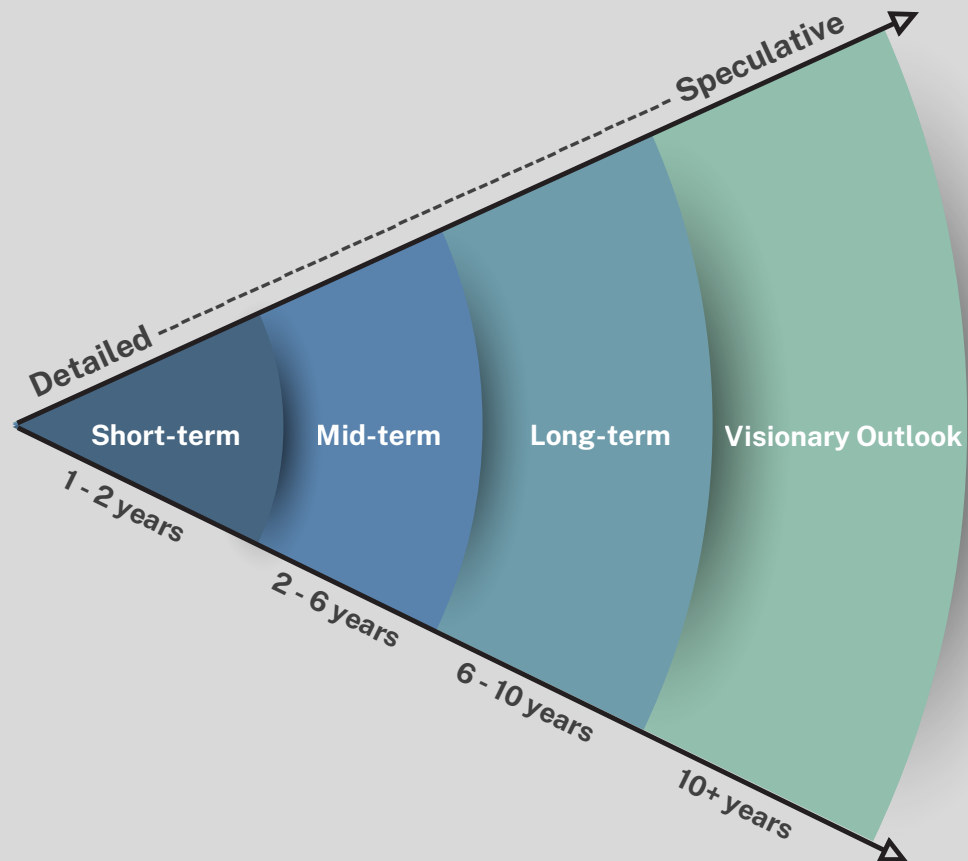
Planning WITH PURPOSE

FSSD'S STRATEGIC PLAN



STRATEGIC PLANNING HORIZON

The District's strategic plan is built around a clear, forward-focused framework called the "Strategic Planning Horizon", a dynamic model that captures the progression of goals from immediate actions to long-term aspirations. This cone-shaped approach symbolizes how focused, tactical efforts today create a broader, more impactful future for employees and the community.



Planning WITH PURPOSE
FSSD'S STRATEGIC PLAN



OVERVIEW OF PLANNING HORIZON

Visionary Outlook

Be a recognized leader in wastewater management by setting standards for resource recovery, resilience, and service; fostering innovation; driving progress through advanced treatment technologies, a skilled and adaptable workforce, and strong community and environmental stewardship, while maintaining safe and effective service delivery.

Planning WITH PURPOSE

FSSD'S STRATEGIC PLAN



OVERVIEW OF PLANNING HORIZON

Visionary Outlook

Be a recognized leader in wastewater management by setting standards for resource recovery, resilience, and service; fostering innovation; driving progress through advanced treatment technologies, a skilled and adaptable workforce, and strong community and environmental stewardship, while maintaining safe and effective service delivery.

Long-term

- Investigate and pilot new technologies and new ways of managing data.
- Understand and manage climate change impacts on FSSD assets and regulatory compliance.
- Utilize community partnerships to enhance programs and outreach.
- Conduct proactive forward planning that is integrated with community needs.
- Develop flexible recruitment and retention strategies to adapt to changing needs.
- Foster a culture of recognition, team building, learning, and growth.
- Maintain transparent communication with employees and the community.
- Foster a safety program where safety practices continuously evolve through feedback and improvement.

Planning WITH PURPOSE

FSSD'S STRATEGIC PLAN

OVERALL STRATEGIES



WORKFLOW MODERNIZATION

Enhance organizational efficiency, transparency, and collaboration by standardizing documentation, developing or improving workflows, and improving access to accurate information.



COMMUNITY ENGAGEMENT

Strengthen community awareness, environmental stewardship, and future workforce development through proactive public engagement, education campaigns, and strategic partnerships.



ADVANCE TECHNOLOGY

Invest in modern systems and shared digital tools to improve coordination, processes and efficiency, data access, and long-term compliance and infrastructure resilience.



WORKFORCE TRAINING & SAFETY

Foster a knowledgeable, safety-focused, and collaborative workforce by strengthening leadership skills, improving operational consistency, and promoting cross-departmental understanding.

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FSSD'S STRATEGIC PLAN

DEPARTMENT OBJECTIVES



		WORKFLOW MODERNIZATION	COMMUNITY ENGAGEMENT	ADVANCE TECHNOLOGY	WORKFORCE TRAINING & SAFETY
	OPERATIONS	Support efficient access to quality records and data.	Enhance and expand operations internship program to support development of licensed operators.	Partner with Maintenance and IT to enhance plant controls interface for operators and value of data.	Develop formal interdepartmental training program.
	MAINTENANCE	Support efficient access to quality records and data.	Develop internship programs and partnerships for career paths into WW maintenance.	Explore technologies for modernizing maintenance practices for equipment reliability.	Develop structured training program for career development.
	ENGINEERING	Support efficient access to quality records and data.	Increase public communication about capital projects that affect the community.	Upgrade GIS to latest standard and expand functionality across the District.	Organize lunch and learns for cross-department learning and staff alignment
	ENVIRONMENTAL SERVICES	Support efficient access to quality records and data.	Celebrate the District's 75th by honoring its legacy, showcasing its ongoing value, and focusing on partnerships with the greatest impact.	Implement EHS management tool for tracking and scheduling.	Enhance safety culture through communication, strategy, and planning.
	ADMIN SERVICES	Lead efficient access to quality records and data.	Create externship program for college and high school students.	Reduce Accounts Payable processing time that impacts multiple departments.	Develop a structured training program for leadership essentials.

Planning WITH PURPOSE

FSSD'S STRATEGIC PLAN

ADMINISTRATIVE SERVICES



	Q2 2026	Q4 2026	Q2 2027	Q4 2027
WORKFLOW MODERNIZATION Lead efficient access to quality records and data.	Identify coordinators for committee run by admin. Achieve 100% completion on Data Inventory worksheet.	Onboard all departments with data consultant and re-validate Data Inventory worksheet for changes.	Department Specific pending results of prior quarters.	Department Specific pending results of prior quarters.
COMMUNITY ENGAGEMENT Create externship program for college and high school students.	Conduct first externship program for college and high school students.	Survey participants to determine improvements. Finalize intern requests for 2027.	Post internships for 2027. Conduct second externship program with 25% increase participation.	Survey participants and interns. Finalize new process and engage 1-2 other agencies for 2028.
ADVANCE TECHNOLOGY Reduce Accounts Payable processing time that impacts multiple departments.	Search and evaluate three AP automation tools based on CSMFO/GFOA recommendations.	Define key metrics, demo, and implement tool with goal of reducing AP processing time by 25%	Reduce AP processing time by 25%, 50% total from initial analysis in Q4 2026.	Assess future improvements.
WORKFORCE TRAINING & SAFETY Develop a structured training program for leadership essentials.	Propose a timeline for leadership essentials program and gain approval from management team.	Create and conduct trainings per approved schedule and create process for evaluation/feedback.	Create and conduct trainings per approved schedule.	Draft a reference guide for new and existing supervisors.

Planning WITH PURPOSE

FSSD'S STRATEGIC PLAN

QUARTERLY CHECK-INS



On a form developed by the District, each Department will report out the following on the objectives outlined above. This will ensure that Management Team is aware of the status of these objectives, can evaluate if they still align with the overall strategic plan, and evaluate if additional resources need to be provided or decisions need to be pushed forward.



Form

Using a Microsoft form each Department will provide status updates on the current objectives.

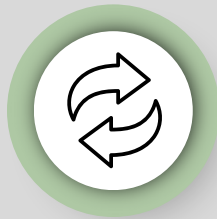
This form will include basic information for data collection but also specific feedback.



Current Actual

This is the measurement of the actual progress compared to the target. When coming up with this value Departments will need to consider:

- What key metrics did we have to meet the target?
- Were all key metrics met?
- If not, why and do we need to adjust the objective?



Self-Assessment

Additionally, each Department will provide a self-assessment rating for each objective:

- On Track
- Mostly On Track
- Needs Attention
- Off Track
- Not Started
- Cancelled



Status and Next Steps

- What is the focus for the next 3 months?
- What obstacles are we currently facing?
- Are there resource constraints (staffing, budget, tools)?
- Have any assumptions changed that affect progress?



Management Review

Management team will review the status updates from each Department to determine if support is needed to help progress the objectives of the Strategic Plan.



Board Update

Board updates will be provided each January on the status of the Objectives of the Strategic Plan.

Objectives for each Department will be updated every two years.

Fairfield-Suisun Sewer District

Contemplated Board of Directors Agenda Items

November 24, 2025

Month Year	Contemplated Board of Directors Meeting Agenda Items	Executive Committee	Board of Directors
December 2025		Not Scheduled	Not Scheduled
January 2026	1. Quarterly Investment Report 2. Report on Financial Audit for FY 2024-2025 3. Award Construction Contract for Electrical Replacement Project, Phase 2	1/12/2026	1/26/2026
February 2026	1. Directors Report on CASA Winter Conference	2/9/2026	2/23/2026
March 2026	1. Directors Report on CASA DC Policy Forum Meeting 2. Award Professional Services Contract for the Storm Drain Master Plan	3/16/2026	3/23/2026
April 2026	1. Quarterly Investment Report 2. Report on Vacancies per AB 2561 3. General Manager Annual Performance Evaluation	4/20/2026	4/27/2026
May 2026	1. Adopt Resolution Approving Budget 2. Adopt Resolution Approving Employee Salary Schedule 3. Review Updates and Approve Investment Policy 4. Review Board Compensation	5/11/2025	5/18/2025
June 2026	1. 2.	6/15/2022	6/22/2026
July 2026	1. Quarterly Investment Report	7/17/2026	7/24/2026
August 2026		Not Scheduled	Not Scheduled
September 2026	1. General Manager Performance Check-In (Executive Committee) 2.	9/21/2026	9/28/206
October 2026	1. Quarterly Investment Report 2.	10/19/2026	10/26/2026
November 2025	1. Adopt Board Calendar for 2026 2.	11/16/2025	11/23/2025