

# City of Owosso

## Utility Requirements Discussion and Overview

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**Michigan offices**

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# Discussion Overview

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# Water Utility Estimated Capital Improvement Plan

<b>Project Name/Description</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
WTP Plant Replacement Project (tentative) - Membrane Plant Design and Permit (Engineering Construction & Admin)	\$200,000	\$200,000	-	-	-	-
SCADA Controls - WTP - Phase 1 (DWSRF 7497-01) (Engineering Construction & Admin)	350,000	-	-	-	-	-
Electrical System and Grounding Improvements (possible DWSRF) (Construction)	-	1,000,000	-	-	-	-
Equipment Storage Building (WTP) (Construction)	-	-	\$85,000	-	-	-
Lagoon Security Fence (Construction)	-	-	85,000	-	-	-
Roof Replacement (Construction)	-	-	-	-	\$470,000	-
Sub-basement Sump Pump Improvements (Construction)	-	-	50,000	-	-	-
Internal Pipe Cleaning - Clarifier Effluent to Filter Influent (Service)	150,000	-	-	-	-	-
Hi Service Pneumatic Controller (Service)	30,000	-	-	-	-	-
Pump and Motor Replacement (WWTP) (Equipment)	15,000	15,000	15,000	\$15,000	15,000	\$15,000
Rehabilitate Palmer Well #3A (Service)	-	-	-	-	45,000	-
Palmer #2 Well Rehab (Construction)	-	-	-	50,000	-	-
WTP Well Rehab (2) LW13 and LW1 (Service)	45,000	45,000	-	-	-	-
WTP Hintz Well Rehab (Construction)	-	-	50,000	-	-	-
Well House LW1, P@ & P1 and mechanical equipment improvements (possible DWSRF)	-	1,000,000	-	-	-	-
Lagoon 2 & 3 - Lime Sludge Removal (Service)	496,000	-	-	-	-	-
Backwash Lagoon No 1 Rehab (Service)	-	60,000	-	-	-	-
Backwash Lagoon No 2 Rehab (Service)	-	60,000	-	-	-	-
Altitude Valves (2) - Replace or rebuild (Construction)	-	-	50,000	-	-	-
Lagoon 1 - Lime Sludge Removal (Service)	-	266,000	-	-	-	-
Lagoon 4 - Lime Sludge Removal (Service)	-	-	-	-	664,000	-
Lime Residuals Mechanical Dewatering (Construction)	-	-	-	-	-	15,000,000
Aerator Improvements (Service)	-	-	260,000	-	-	-
Replace Chlorine Distribution Tanks (Service)	-	-	-	-	1,500,000	-
SCADA Controls - WTP - Phase 1 (DWSRF 7497-01) (Construction)	1,850,000	-	-	-	-	-
Transmission Water Main Replacement Project (Construction/Maintenance)	-	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Sub-totals</b>	<b>3,136,000</b>	<b>4,146,000</b>	<b>2,095,000</b>	<b>1,565,000</b>	<b>4,194,000</b>	<b>16,515,000</b>
<b>Plus: Inflation Allowance (5%)</b>	<b>156,800</b>	<b>207,300</b>	<b>214,738</b>	<b>246,683</b>	<b>903,833</b>	<b>4,562,790</b>
<b>Total Capital Improvements</b>	<b>\$3,292,800</b>	<b>\$4,353,300</b>	<b>\$2,309,738</b>	<b>\$1,811,683</b>	<b>\$5,097,833</b>	<b>\$21,077,790</b>



# Water Utility Estimated Capital Improvement Plan

Project Name/Description	2025	2026	2027	2028	2029	2030
Exchange Street Water Main Replacement (Construction/Maintenance)	-	\$833,750	-	-	-	-
Campbell Drive Water Main Replacement (Construction/Maintenance)	-	-	-	-	\$474,000	-
Broadway Avenue Water Main Replacement (Construction/Maintenance)	-	-	-	\$241,000	-	-
King Street Water Main Replacement (Construction/Maintenance)	-	-	-	718,750	-	-
Water Street Water Main Replacement (Construction/Maintenance)	-	-	-	-	-	\$695,750
Martin Street Water Main Replacement (Construction/Maintenance)	-	-	-	-	709,000	-
Huntington Drive Water Main Replacement (Construction/Maintenance)	-	-	-	-	488,750	-
Dewey Street Water Main Replacement (Construction/Maintenance)	-	-	-	-	1,644,500	-
Elm Street Water Main Replacement (Construction/Maintenance)	-	-	-	-	-	320,000
Comstock Street Water Main Replacement (Construction/Maintenance)	-	-	-	-	891,250	891,250
Monroe Street Water Main Replacement (Construction/Maintenance)	-	-	-	1,150,000	-	-
Ball Street Water Main Replacement (Construction/Maintenance)	-	-	-	1,725,000	-	-
Mason Street Water Main Replacement (Construction/Maintenance)	-	-	\$569,250	-	-	-
2025 Water Main Replacement Project (Construction/Maintenance)	\$343,000	895,000	-	-	-	-
Gilbert Street Water Main Replacement (Construction/Maintenance)	391,000	-	-	-	-	-
Clinton Street Water Main Replacement (Construction/Maintenance)	635,375	-	-	-	-	-
Stewart Street Water Main Replacement (Construction/Maintenance)	300,000	-	-	-	-	-
2028 Water Main Replacement Project (Construction/Maintenance)	-	-	-	1,344,000	1,237,000	-
2027 Water Main Replacement Project (Construction/Maintenance)	-	-	2,412,250	2,297,125	-	-
2029 Water Main Replacement Project (Construction/Maintenance)	-	-	-	-	-	2,651,625
Water Service Line Replacement Project (Construction/Maintenance)	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000
Jerome Street Water Service Line Replacement (Construction/Maintenance)	-	69,300	-	-	-	-
Chipman Street Water Main Replacement (2) (Construction/Maintenance)	-	-	1,075,250	-	-	-
Chipman Street Water Main Replacement (1) (Construction/Maintenance)	-	-	569,250	-	-	-
Cedar Street Water Main Replacement (Construction/Maintenance)	-	-	2,530,000	-	-	-
Woodlawn Avenue Water Main Replacement (Local) (Construction/Maintenance)	-	460,000	-	-	-	-
Sub-totals	2,869,375	3,558,050	8,556,000	8,975,875	7,044,500	6,258,625
Plus: Inflation Allowance (5%)	143,469	177,903	876,990	1,414,822	1,518,134	1,729,143
<b>Total Capital Improvements</b>	<b>\$3,012,844</b>	<b>\$3,735,953</b>	<b>\$9,432,990</b>	<b>\$10,390,697</b>	<b>\$8,562,634</b>	<b>\$7,987,768</b>



# Water Utility Estimated Capital Improvement Plan

Project Name/Description	2025	2026	2027	2028	2029	2030
2026 Water Main Replacement Project (Construction/Maintenance)	-	\$1,798,000	\$2,042,000	-	-	-
Shady Lane Water Main Replacement (Construction/Maintenance)	-	690,000	-	-	-	-
2024 Water Main Replacement Project (Construction/Maintenance)	\$599,375	-	-	-	-	-
WTP Filter Rehab (DWSRF 7497-01) (Construction)	3,000,000	-	-	-	-	-
Booster Station Upgrade (Construction)	-	-	1,000,000	-	-	-
CO2 Distribution System Rehab (Construction)	-	-	-	\$380,000	-	-
WTP Filter Rehab (basement level equipment/control panels on first floor) (Construction)	-	-	-	500,000	-	-
WTP Reservoir Design/High Service Pump Replacement (Construction)	-	-	-	-	\$20,000,000	-
Filter valves, actuators & meters installed with controls (Construction)	-	-	-	500,000	-	-
WTP River Crossing Raw Water Main Replacements (Construction)	-	-	-	-	1,000,000	-
Chlorine Distribution Tanks (Construction)	-	-	-	-	1,000,000	-
Fluoride Distribution System (Construction)	-	-	-	-	250,000	-
Filter Effluent Piping Replacement (Construction)	-	-	-	130,000	-	-
Rehabilitate Juniper #1 Well (Service)	-	-	-	-	-	\$45,000
Plant Effluent Prop Meter (Other)	25,000	-	-	-	-	-
Sub-totals	3,624,375	2,488,000	3,042,000	1,510,000	22,250,000	45,000
Plus: Inflation Allowance (5%)	181,219	124,400	311,805	238,014	4,795,014	12,433
Sub-total Capital Improvements	<u>\$3,805,594</u>	<u>\$2,612,400</u>	<u>\$3,353,805</u>	<u>\$1,748,014</u>	<u>\$27,045,014</u>	<u>\$57,433</u>
Total Capital Improvement Plan	<u>\$10,111,238</u>	<u>\$10,701,653</u>	<u>\$15,096,533</u>	<u>\$13,950,394</u>	<u>\$40,705,481</u>	<u>\$29,122,990</u>
6 Year Total						<u>\$119,688,288</u>
SCADA Controls - WTP - Phase 1 (DWSRF 7491-01) (Engineering Construction & Admin)	\$350,000					
SCADA Controls - WTP - Phase 1 (DWSRF 7491-01) (Construction)	1,850,000					
WTP Filter Rehab (DWSRF 7497-01) (Construction)	2,795,398					
Total bond funded existing bond funded	<u>\$4,995,398</u>					
Proposed bond funded		<u>\$9,401,653</u>	<u>\$13,696,533</u>	<u>\$12,450,394</u>	<u>\$39,105,481</u>	<u>\$27,422,990</u>
Proposed cash funded	<u>\$5,115,840</u>	<u>\$1,300,000</u>	<u>\$1,400,000</u>	<u>\$1,500,000</u>	<u>\$1,600,000</u>	<u>\$1,700,000</u>





# Estimated Funding Requirements – Full Capital Plan

	Fiscal Year Ending					
	2025	2026	2027	2028	2029	2030
<b>Revenue Requirements</b>						
Operation and maintenance	\$3,416,265	\$3,518,753	\$3,624,316	\$3,733,045	\$3,845,036	\$3,960,387
Outside City revenues to Townships	352,873	458,735	596,356	751,409	939,261	1,080,150
General fund contribution	243,345	326,352	424,258	534,565	668,206	768,437
Existing debt service	603,652	740,346	858,489	871,089	1,235,642	1,244,244
Proposed debt service [1]			2,341,852	2,341,852	2,341,852	2,341,852
Proposed debt service [2]					4,358,446	4,358,446
Cash funded capital improvements	4,911,238	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000
<b>Totals</b>	<b>\$9,527,373</b>	<b>\$6,344,186</b>	<b>\$9,245,271</b>	<b>\$9,731,960</b>	<b>\$14,988,443</b>	<b>\$15,453,516</b>
<b>Revenues</b>						
Water ready to serve charge	806,754	1,048,780	1,363,414	1,717,902	2,147,378	2,469,485
Metered sales	3,897,811	5,067,154	6,587,300	8,299,998	10,374,998	11,931,248
Metered sales - wholesale usage	316,236	411,107	534,439	673,393	841,741	968,002
Other [3]	343,221	343,221	343,221	343,221	343,221	343,221
<b>Totals</b>	<b>\$5,364,022</b>	<b>\$6,870,262</b>	<b>\$8,828,374</b>	<b>\$11,034,514</b>	<b>\$13,707,338</b>	<b>\$15,711,956</b>
Rate increases		<b>30.00%</b>	<b>30.00%</b>	<b>26.00%</b>	<b>25.00%</b>	<b>15.00%</b>
<b>Estimated Cash Balance</b>						
Change in cash balance	(\$4,163,351)	\$526,076	(\$416,898)	\$1,302,554	(\$1,281,106)	\$258,440
Beginning cash balance	5,107,442	944,091	1,470,167	1,053,269	2,355,823	1,074,717
<b>Ending cash balance</b>	<b>\$944,091</b>	<b>\$1,470,167</b>	<b>\$1,053,269</b>	<b>\$2,355,823</b>	<b>\$1,074,717</b>	<b>\$1,333,157</b>
90-day minimum O&M expense cash requirement	<b>\$854,066</b>	<b>\$879,688</b>	<b>\$906,079</b>	<b>\$933,261</b>	<b>\$961,259</b>	<b>\$990,097</b>
<b>Quarterly Bill - 18ccf - Inside City</b>						
Demand charge - 5/8 inch meter	\$43.50	\$57.00	\$74.00	\$93.00	\$116.00	\$133.00
Capital charge - 5/8 inch meter	28.64	37.00	48.00	60.00	75.00	86.00
Usage	60.12	78.12	101.52	127.98	160.02	183.96
<b>Total</b>	<b>\$132.26</b>	<b>\$172.12</b>	<b>\$223.52</b>	<b>\$280.98</b>	<b>\$351.02</b>	<b>\$402.96</b>

[1] An estimated \$36 million bond issue amortized over 30 years at a 5.00% interest rate.

[2] An estimated \$67 million bond issue amortized over 30 years at a 5.00% interest rate.

[3] Consists of permits, hydrant rental, interest income, and other revenues.



# Estimated Funding Requirements – 2025 DWSRF Only

	Fiscal Year Ending					
	2025	2026	2027	2028	2029	2030
<b><u>Revenue Requirements</u></b>						
Operation and maintenance	\$3,416,265	\$3,518,753	\$3,624,316	\$3,733,045	\$3,845,036	\$3,960,387
Outside City revenues to Townships	352,873	363,459	378,979	395,768	439,896	453,093
General fund contribution	243,345	258,571	269,612	281,556	312,950	322,338
Existing debt service	<b>603,652</b>	<b>740,346</b>	<b>858,489</b>	<b>871,089</b>	<b>1,235,642</b>	<b>1,244,244</b>
Cash funded capital improvements	416,595	302,225	272,778	361,593	437,397	313,444
Totals	<b><u>\$5,032,730</u></b>	<b><u>\$5,183,354</u></b>	<b><u>\$5,404,174</u></b>	<b><u>\$5,643,051</u></b>	<b><u>\$6,270,921</u></b>	<b><u>\$6,293,506</u></b>
Rate increases		<b><u>3.00%</u></b>	<b><u>4.27%</u></b>	<b><u>4.43%</u></b>	<b><u>11.15%</u></b>	<b><u>3.00%</u></b>
<b><u>Quarterly Bill - 18ccf - Inside City</u></b>						
Demand charge - 5/8 inch meter	\$43.50	\$45.00	\$47.00	\$49.00	\$54.00	\$56.00
Capital charge - 5/8 inch meter	28.64	29.00	30.00	31.00	34.00	35.00
Usage	60.12	61.92	64.62	67.50	75.06	77.40
Total	<b><u>\$132.26</u></b>	<b><u>\$135.92</u></b>	<b><u>\$141.62</u></b>	<b><u>\$147.50</u></b>	<b><u>\$163.06</u></b>	<b><u>\$168.40</u></b>

\*Rate increases per MFCI municipal advisors.



# Wastewater Treatment Plan Estimated Capital Improvement Plan

<b>Project Name/Description</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Auxiliary Roof Replacement (Construction)	-	\$300,000	-	-	-	-
Administration Building / Lab Rehab (Construction)	-	250,000	-	-	-	-
Primary Clarifier Steel Coating (Construction)	-	-	\$150,000	-	-	-
Security Cameras (Construction)	-	-	30,000	-	-	-
Plant Improvements - Phase 1: Filtration, Disinfection, Electrical, SCADA (Construction)	\$10,000,000	10,000,000	-	-	-	-
Tertiary and Roughing Tower Pumps Rehabilitation (Construction)	50,000	50,000	50,000	\$50,000	\$50,000	\$50,000
Nitrification Towers Rehabilitation Project (Construction)	-	-	-	15,000,000	-	-
Secondary Clarifier Replacement (Construction)	-	-	-	-	7,000,000	-
Digester Demo	-	-	500,000	-	-	-
Retention Basin (Construction)	-	-	-	-	20,000,000	-
Sludge Dryer (Construction)	-	-	-	-	-	5,000,000
<b>Subtotal</b>	<b>\$10,050,000</b>	<b>\$10,600,000</b>	<b>\$730,000</b>	<b>\$15,050,000</b>	<b>\$27,050,000</b>	<b>\$5,050,000</b>
Plus: Inflation Allowance (5%)	502,500	530,000	74,825	2,372,256	5,829,444	1,395,222
<b>Total Capital Improvements</b>	<b>\$10,552,500</b>	<b>\$11,130,000</b>	<b>\$804,825</b>	<b>\$17,422,256</b>	<b>\$32,879,444</b>	<b>\$6,445,222</b>
<b>6 Year Total</b>						<b>\$79,234,247</b>
Cash funded - depreciation expense and contributions	\$414,000	\$739,000	\$804,825	\$914,000	\$937,694	\$962,099
Bond funded	10,138,500	10,391,000	-	16,508,256	31,941,750	5,483,123
2025 bond issue	\$20,529,500					
2028 bond issue				\$53,933,129		
<b>Rounded</b>	<b>\$21,000,000</b>			<b>\$54,000,000</b>		





# Estimated Funding Requirements

	Fiscal Year Ending					
	2025	2026	2027	2028	2029	2030
<b>Revenue Requirements</b>						
Operation and maintenance	\$2,174,353	\$2,238,084	\$2,303,726	\$2,371,338	\$2,440,978	\$2,512,707
Cash funded improvements	414,000	739,000	804,825	854,825	876,744	899,320
Debt service [1]	704,969	2,517,102	2,513,718	6,027,810	6,028,885	6,029,613
<b>Total revenue requirements</b>	<b><u>\$3,293,322</u></b>	<b><u>\$5,494,186</u></b>	<b><u>\$5,622,269</u></b>	<b><u>\$9,253,973</u></b>	<b><u>\$9,346,607</u></b>	<b><u>\$9,441,640</u></b>
<b>Revenue Requirement by Unit</b>						
City of Owosso	\$2,117,795	\$3,342,989	\$3,430,739	\$5,373,312	\$5,436,243	\$5,500,860
Owosso Township	459,431	893,394	907,666	1,676,616	1,687,294	1,698,211
Caledonia Township	313,314	636,796	645,749	1,227,050	1,233,845	1,240,782
City of Corunna	402,784	621,007	638,115	976,995	989,225	1,001,786
<b>Total revenue requirements</b>	<b><u>\$3,293,324</u></b>	<b><u>\$5,494,186</u></b>	<b><u>\$5,622,269</u></b>	<b><u>\$9,253,973</u></b>	<b><u>\$9,346,607</u></b>	<b><u>\$9,441,639</u></b>
Percentage difference		<b><u>67%</u></b>	<b><u>2%</u></b>	<b><u>65%</u></b>	<b><u>1%</u></b>	<b><u>1%</u></b>
<b>Estimated Cash Balance</b>						
Change in cash balance	(\$2)	\$0	\$0	\$0	\$0	\$1
Beginning cash balance	1,361,752	1,361,750	1,361,750	1,361,750	1,361,750	1,361,750
<b>Ending cash balance</b>	<b><u>\$1,361,750</u></b>	<b><u>\$1,361,750</u></b>	<b><u>\$1,361,750</u></b>	<b><u>\$1,361,750</u></b>	<b><u>\$1,361,750</u></b>	<b><u>\$1,361,751</u></b>

[1] Assumes a \$21 million bond issue amortized over a 30 year period at 5.00% interest rate.  
Assumes a \$54 million bond issue amortized over a 30 year period at 5.00% interest rate.



# Sewer Utility Capital Improvement Plan

<u>Project Name/Description</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Sanitary Sewer Interceptor (Construction/Maintenance)	-	-	-	\$1,800,000	\$1,800,000	-
Sanitary Sewer Rehab - Open Cut (Construction/Maintenance)	\$400,000	\$400,000	\$400,000	400,000	400,000	\$400,000
Sanitary Sewer River Crossing at M-52 Bridge (Construction/Maintenance)	50,000	-	-	750,000	750,000	-
Sub-totals	450,000	400,000	400,000	2,950,000	2,950,000	400,000
Plus: Inflation Allowance (5%)	22,500	20,000	41,000	464,994	635,743	110,513
Total Capital Improvements	<u>\$472,500</u>	<u>\$420,000</u>	<u>\$441,000</u>	<u>\$3,414,994</u>	<u>\$3,585,743</u>	<u>\$510,513</u>
6 Year Total						<u>\$8,844,750</u>
Cash funded	\$472,500	\$420,000	\$441,000	\$463,050	\$486,203	\$510,513
Bond funded				2,951,944	3,099,540	



# Estimated Funding Requirements

	Fiscal Year Ending					
	2025	2026	2027	2028	2029	2030
<b>Revenue Requirements</b>						
Operation and maintenance						
Collection system expenses	\$737,568	\$759,695	\$782,486	\$805,960	\$830,139	\$855,043
WWTP O&M	1,480,952	1,524,359	1,569,068	1,615,118	1,662,550	1,711,405
WWTP replacement	263,209	484,566	529,400	563,455	578,384	593,760
WWTP debt	373,634	1,334,064	1,332,271	3,194,739	3,195,309	3,195,695
Existing debt service	138,075	135,625	138,175	132,600	83,050	81,750
Proposed debt service [1]			447,000	447,000	447,000	447,000
Cash funded capital improvements	472,500	420,000	441,000	463,050	486,203	510,513
<b>Totals</b>	<b>\$3,465,938</b>	<b>\$4,658,309</b>	<b>\$5,239,400</b>	<b>\$7,221,922</b>	<b>\$7,282,635</b>	<b>\$7,395,166</b>
<b>Revenues</b>						
Metered sales	3,170,830	4,280,621	5,479,195	6,848,994	7,054,464	7,266,098
Other revenues [2]	148,924	148,924	148,924	148,924	148,924	148,924
<b>Totals</b>	<b>\$3,319,754</b>	<b>\$4,429,545</b>	<b>\$5,628,119</b>	<b>\$6,997,918</b>	<b>\$7,203,388</b>	<b>\$7,415,022</b>
Rate increases		<b>35.00%</b>	<b>28.00%</b>	<b>25.00%</b>	<b>3.00%</b>	<b>3.00%</b>
<b>Estimated Cash Balance</b>						
Change in cash balance	(\$146,184)	(\$228,764)	\$388,719	(\$224,004)	(\$79,247)	\$19,856
Beginning cash balance	2,332,024	2,185,840	1,957,076	2,345,795	2,121,791	2,042,544
<b>Ending cash balance</b>	<b>\$2,185,840</b>	<b>\$1,957,076</b>	<b>\$2,345,795</b>	<b>\$2,121,791</b>	<b>\$2,042,544</b>	<b>\$2,062,400</b>
90-day minimum O&M expense cash requirement	<b>\$713,841</b>	<b>\$1,025,671</b>	<b>\$1,053,306</b>	<b>\$1,544,818</b>	<b>\$1,566,596</b>	<b>\$1,588,976</b>
<b>Quarterly Bill - 18ccf</b>						
Demand charge - 5/8 inch meter	\$42.23	\$57.01	\$72.97	\$91.21	\$93.95	\$96.77
Usage	91.80	124.02	158.76	198.54	204.48	210.60
<b>Total</b>	<b>\$134.03</b>	<b>\$181.03</b>	<b>\$231.73</b>	<b>\$289.75</b>	<b>\$298.43</b>	<b>\$307.37</b>

[1] Assumes a \$6,300,000 bond issue amortized over 25 years at a 5.00% interest rate.

[2] Consists of penalties, interest income, and other revenues.



# Estimated Area Billing Comparison

<u>Community</u>	<u>Sewer [1][2]</u>	<u>Water [1][2]</u>	<u>Total Bill</u>
Chesaning	\$243.66	\$109.95	\$353.61
Alma	165.15	188.10	353.25
Owosso City (full capital plan)	181.03	172.12	353.15
Flushing	132.84	205.24	338.08
Vienna Charter Twp	131.76	198.00	329.76
St. Johns	185.86	118.76	304.62
Durand	163.97	126.51	290.48
Frakenmuth	141.15	141.62	282.77
Owosso City (2025)	134.03	132.26	266.29
Ithaca	82.50	127.43	209.93

[1] Per the client request information pulled from community websites on 2/14/25. Converted to quarterly billing cycle if applicable.

[2] Assumes 18 ccf of usage per quarter.



# Disclosure

The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought.

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