

# CAMROSA WATER DISTRICT

BUILDING WATER SELF-RELIANCE



## Operating & Capital Budget Fiscal Year 2020-2021

# CAMROSA WATER DISTRICT



BUILDING WATER  
SELF-RELIANCE

## MISSION STATEMENT

*"The Mission of Camrosa Water District is to meet the current and future needs of the community for water and sanitary services. Our products and services will be reliable, affordable, responsive and of high quality. At the same time, the District will prudently manage and maintain the District's assets, honor the public's trust, and maintain public awareness and confidence in the District's activities."*

# CAMROSA WATER DISTRICT

## **Board of Directors**

**Eugene F. West, *President***

**Terry L. Foreman, *Vice-President***

**Al E. Fox, *Director***

**Jeffrey C. Brown, *Director***

**Timothy H. Hoag, *Director***

## **General Manager**

**Tony L. Stafford**

## Table of Contents

<b>List of Acronyms and Abbreviations .....</b>	<b>5</b>
<b>Glossary.....</b>	<b>6</b>
<b>Budget Message .....</b>	<b>8</b>
Changes in Budget Document.....	8
Major Issues.....	8
California's Variable Weather .....	9
Increase of Imported Water Costs.....	11
Effective Asset Management.....	18
State Mandates .....	18
<b>Mission Statement &amp; Vision Statement.....</b>	<b>21</b>
<b>Profile of the District.....</b>	<b>22</b>
District Services and Management.....	22
Board of Directors .....	24
General Manager .....	24
<b>Financial Policies .....</b>	<b>26</b>
Reserve Policy .....	26
Investment Policy .....	26
Debt Policy .....	26
Budget Policy .....	26
<b>Basis of Budgeting &amp; Accounting .....</b>	<b>27</b>
Budgetary Control .....	27
Budget Process .....	27
Budget Calendar .....	27
Budget Resolution .....	28
<b>Budget Summary .....</b>	<b>29</b>
<b>Water Program .....</b>	<b>30</b>
<b>Potable Water Program .....</b>	<b>31</b>
<b>Non-Potable Water Program .....</b>	<b>32</b>
<b>Wastewater Program .....</b>	<b>33</b>
<b>Revenues.....</b>	<b>34</b>
<b>Expense Centers.....</b>	<b>38</b>
<b>Expense Summary By Program.....</b>	<b>40</b>
Human Resources – Program 05.....	41
General Administration – Program 10 .....	43
Information Services – Program 11 .....	45
Resource Planning & Engineering Services – Program 12 .....	47
Water Resource Management – Program 22 .....	49
Customer Services – Program 24 .....	51
Water Quality – Program 25 .....	53
Buildings/Grounds & Rolling Stock – Program 26 .....	55
Potable Water Production & Distribution – Program 52.....	57
Non-Potable Water Production & Distribution – Program 53.....	59



Wastewater Collection & Treatment – Program 57 .....	61
<b>Fixed Assets FY 2020-21 .....</b>	<b>63</b>
<b>Fixed Asset FY 2020-21 Summary .....</b>	<b>64</b>
<b>Capital Projects Summary .....</b>	<b>65</b>
<b>Carryovers and Closeouts .....</b>	<b>66</b>
<b>Capital Projects Carryover Details .....</b>	<b>67</b>
<b>Capital Projects FY 2020-21 .....</b>	<b>71</b>
<b>Reserves .....</b>	<b>77</b>
Restricted Reserves .....	77
Unrestricted Reserves .....	77
<b>Debt Service .....</b>	<b>82</b>
Water Debt Service Ratio .....	83
Wastewater Debt Service Ratio .....	84
<b>Five-Year Capital Outlay .....</b>	<b>85</b>
<b>Five-Year Financial Forecast .....</b>	<b>87</b>
<b>Appendices .....</b>	<b>97</b>

### Index of Figures

Figure 1 – Average Rainfall .....	10
Figure 2 – Potable and Non-Potable Water Sales .....	11
Figure 3 – Percentage of Import Water in Total Water Supply .....	12
Figure 4 – Historical Water Sources .....	13
Figure 5 – Historical Water Deliveries to Pleasant Valley CWD .....	14
Figure 6 – Projected Cost of Import Water .....	15
Figure 7 – Cost per Acre-Foot Delivered by Major Cost Center (Potable & Non-Potable) .....	16
Figure 8 – Water Rate Comparison .....	17
Figure 9 – Sewer Rate Comparison .....	18
Figure 10 – District Map Boundaries .....	22
Figure 11 – FY2019-20 Percent of Water Revenues by Customer Class .....	23
Figure 12 – Comparison of Total Revenues .....	36
Figure 13 – Comparison of Total Expenses .....	39
Figure 14 – Unrestricted Potable Water Reserves .....	79
Figure 15 – Unrestricted Non-Potable Water Reserves .....	80
Figure 16 – Unrestricted Wastewater Reserves .....	81
Figure 17 – Historical Debt Services Coverage Ratios – Water .....	83
Figure 18 – Historical Debt Service Coverage Ratios – Wastewater .....	84

## Index of Tables

Table 1 – Projected Potable Water Operations.....	88
Table 2 – Projected Potable Capital Replacement Fund .....	89
Table 3 – Projected Potable Capital Improvement Fund.....	90
Table 4 – Projected Non-Potable Water Operations .....	92
Table 5 – Projected Non-Potable Capital Replacement Fund.....	93
Table 6 – Projected Wastewater Operations.....	94
Table 7 – Projected Wastewater Capital Replacement Fund.....	95
Table 8 – Projected Wastewater Capital Improvement Fund .....	96

*California Society of  
Municipal Finance Officers*

*Certificate of Award*

*Operating Budget Excellence Award  
Fiscal Year 2019-2020*

*Presented to the*

*Camrosa Water District Operating & Capital Budget*

For meeting the criteria established to achieve the CSMFO Excellence Award in Budgeting.

January 31, 2020



*Steve Heide*

Steve Heide  
CSMFO President

*Yolanda Rodriguez*

Yolanda Rodriguez, Chair  
Recognition Committee

*Dedicated Excellence in Municipal Financial Reporting*

## List of Acronyms and Abbreviations

<b>AF</b>	Acre-Foot/Feet
<b>ACWA-JPIA</b>	Association of California Water Agencies-Joint Powers Insurance Agency
<b>AMR</b>	Automated Meter Reader/Reading
<b>ASRB</b>	Arroyo Santa Rosa Basin
<b>AWAVC</b>	Association of Water Agencies Ventura County
<b>CIMIS</b>	California Irrigation Management Information System
<b>CIP</b>	Capital Improvement Program
<b>CMWD</b>	Calleguas Municipal Water District
<b>CSUCI</b>	California State University of Channel Islands
<b>CSMFO</b>	California Society of Municipal Finance Officers
<b>CWRF</b>	Camrosa Water Reclamation Facility
<b>DWR</b>	Department of Water Resources
<b>EDU</b>	Equivalent Dwelling Unit
<b>ELAP</b>	Environmental Laboratory Accreditation Program
<b>FTE</b>	Full-time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Government Account Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GSA</b>	Groundwater Sustainability Agency
<b>GSP</b>	Groundwater Sustainability Plan
<b>HCF</b>	Hundred Cubic Foot
<b>LAIF</b>	Local Agency Investment Fund
<b>MG</b>	Million Gallons
<b>MGD</b>	Million Gallons per Day
<b>MOU</b>	Memorandum of Understanding
<b>MS</b>	Meter Station
<b>MSF</b>	Meter Service Fee
<b>MWD</b>	Metropolitan Water District
<b>NPDES</b>	National Pollutant Discharge Elimination Systems
<b>PDR</b>	Preliminary Design Report
<b>PERS</b>	Public Employees' Retirement System
<b>PFAS</b>	Polyflouroalkyl Substances
<b>PS</b>	Pump Station
<b>PV</b>	Pleasant Valley
<b>PZ</b>	Pressure Zone
<b>RMWTP</b>	Round Mountain Water Treatment Plant
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SGMA</b>	Sustainable Groundwater Management Act
<b>SRGWMP</b>	Santa Rosa Groundwater Management Plan
<b>SWP</b>	State Water Project
<b>SWQCB</b>	State Water Quality Control Board
<b>SWRCB</b>	State Water Resources Control Board
<b>TCP</b>	1, 2, 3,-Trichloropropane
<b>THM</b>	Trihalomethanes
<b>UWMP</b>	Urban Water Management Plan

## Glossary

The FY2020-21 budget contains terminology that is unique to public finance and budgeting. The following Budget Glossary provides assistance in understanding these terms.

**Accrual Basis of Accounting:** The basis of accounting under which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

**Acre-Foot:** The volume of water that will cover one acre to a depth of one foot. One acre-foot equals 435.6 units or 325,850 gallons.

**Appropriation:** The annual budget adopted by the District's Board for monitoring and control purposes, serving as a financial plan.

**Balanced Budget:** A balanced financial plan for a specified period of time that matches all planned revenues and expenditures with various services. The District uses a fiscal year beginning July 1 and ending June 30 for budgetary and financial reporting purposes.

**Bond:** A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are authorized in a District bond resolution. Bonds are frequently used for construction of large capital projects such as buildings, reservoirs, pipelines and pump stations.

**Capital Budget:** The portion of the annual budget that appropriates funds for the purchase of capital equipment items and capital improvements. These expenditures are separate from regular operating items, such as salaries, utilities and office supplies.

**Calleguas Municipal Water District:** The District has access to Metropolitan Water District (MWD) imported water through Calleguas Municipal Water District's entitlement as a member agency of MWD.

**Capital Improvement Program:** A long-range plan for the construction, rehabilitation and modernization of District owned and operated infrastructure.

**Class of Service:** All customers are classified based on the primary use of water on their parcel; broad classifications include (but are not limited to) residential, industrial, agriculture, etc. The water rate per unit is determined by this classification.

**Debt Service Coverage Ratio:** The ratio of net revenue to annual interest and principal payments on debt.

**Debt Service:** The District's obligation to pay the principal and interest of bonds and other debt instruments according to a predetermined payment schedule.

**Depreciation:** An expense recorded to allocate a tangible asset's cost over its useful life.

**Enterprise Fund:** Fund that provides goods or services to the public for a fee that makes the entity self-supporting.

**Equivalent Dwelling Unit:** A one single-family dwelling unit or its equivalent. An equivalent dwelling unit is assumed to discharge wastewater at a flow and strength equal to that of an average single-family dwelling unit.

**Expenditure:** These terms refer to the outflow of funds paid or to be paid for assets, goods or services obtained regardless of when actually paid. \*Note: An encumbrance is not an expenditure; an encumbrance reserves funds to be expended in a future period.

**Fiscal Year:** Twelve-month term designating the beginning and ending period for recording financial transactions. The District has specified July 1 to June 30 as its fiscal year.



**Fixed Asset:** Items with an original cost greater than \$1,000, and less than or equal to \$5,000. Typically, a fixed asset: has an economic useful life longer than three years; maintains its identity, either as a separate item or as identifiable component; is not a repair part or supply item; and is used to conduct District activities.

**Fund Balances:** The current funds on hand resulting from the historical collection and use of monies. The difference between assets and liabilities reported in the District's Operating Fund plus residual equities or balances and changes therein.

**Interest Income:** Earning from the investment portfolio.

**Late Charges/Penalties:** Charges and penalties are imposed on customer accounts for late payments, returned payments, and other infringement of the District's Rules and Regulations.

**Meter Service Charge:** Each water service customer pays a monthly meter service charge for water system replacement, maintenance and operation expenses. The charge is based on the size of the meter and class of service.

**Metropolitan Water District:** MWD is one of 30 agencies that have contracted for imported water service from the State Water Project, owned by the State and operated by the California Department of Water Resources.

**Set-up Fees for Accounts:** A charge is added for each new account, and whenever an existing account is transferred to another customer. This fee contributes to the administrative costs associated with establishing new accounts.

**State Water Project:** The State Water Project (SWP) transports water from the Sacramento-San Joaquin Delta via the California Aqueduct to four delivery points near the northern and eastern boundaries of the MWD service area. The SWP is owned by the State and operated by the California Department of Water Resources.

**Unit:** 748 gallons of water equals a single Hundred Cubic Feet (HCF) Unit. The District bills its customers in HCF Units.

**Water Connection Fees:** Charges paid by customers to connect to a District water system for water service. Connection fees are the cost of buying into the existing distribution system, and are determined by the meter size, the District capacity fee, and zone charge.

**Water Rates:** Rates vary among classes of service and are measured in HCF Units. Most rates in the District are based on a two-tier accelerated block structure. Tier 1 is the first 12 HCF Units and Tier 2 is water use above 12 HCF Units.



## Budget Message

Camrosa Water District (District) is pleased to present its Fiscal Year (FY) 2020-21 Operating and Capital Budget. The purpose of this document is to identify and allocate the resources necessary to accomplish the District's goals and objectives for the upcoming fiscal year, and to present the financial health of the District in a clear and concise manner for both the Board of Directors and the general public.

As part the California Society of Municipal Finance Officers (CSMFO) mission to promote excellence in financial management, the CSMFO has established a program that evaluates the budgets of municipal entities from across the state. This program is intended to "encourage and assist local governments to prepare budget documents of the very highest quality that reflect the guidelines established by the National Advisory Council on State and Local Budgeting." The FY2019-20 budget was submitted to the CSMFO and the District received an Operating Budget Excellence Award for a sixth consecutive year, an upgrade from the District's first submission of the FY2013-14 budget, Meritorious Award. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and are submitting it to CSMFO for their evaluation.

### Changes in Budget Document

The budget document now includes a five-year forecast of the enterprise programs: water, potable, non-potable, and wastewater, including reserve projections.

### Major Issues

COVID-19 is the focus of nearly every organization, public and private, across the globe in 2020. Camrosa provides an essential public service and continues to operate all necessary functions to provide uninterrupted water and wastewater service to District customers. Camrosa's administrative/managerial staff began telecommuting in mid March and as of this writing continue to do so. Operators and lab personnel continue to work onsite, observing social distancing protocols. No employees have been furloughed, and the District does not expect that there will be an impact to personnel expenses from the response to COVID-19 in FY2020-21.

Camrosa preempted Governor Newsom's Executive Order N-42-20, which prohibited shutting off water service to residences or essential business for nonpayment, by instituting a no-shutoff practice in late March. The District will continue to bill all customers for water delivered and wastewater services, tracking late fees and nonpayment but deferring shutoffs and collections. The procedure for financial reconciliation has yet to be determined at any level of government. Camrosa will depend largely on regulatory and monetary mechanisms developed by the state and/or federal government.

While water remains essential for all customers, it is uncertain if COVID-19 will impact overall system water demands. Operational impacts of the outbreak cannot be accurately predicted due to its dynamic nature, including uncertainties relating to its duration and severity, containment or mitigation, and effects on the construction industry and economy generally. The COVID-19 pandemic may impact Camrosa's accounts receivable and liquidity position.

The moratorium on shutoffs may temporarily impact cash receipts in FY2020-21. FY2019-20 Accounts Receivable was 0.7% of Operating Revenue as of April 30, and those levels (or higher) may continue.

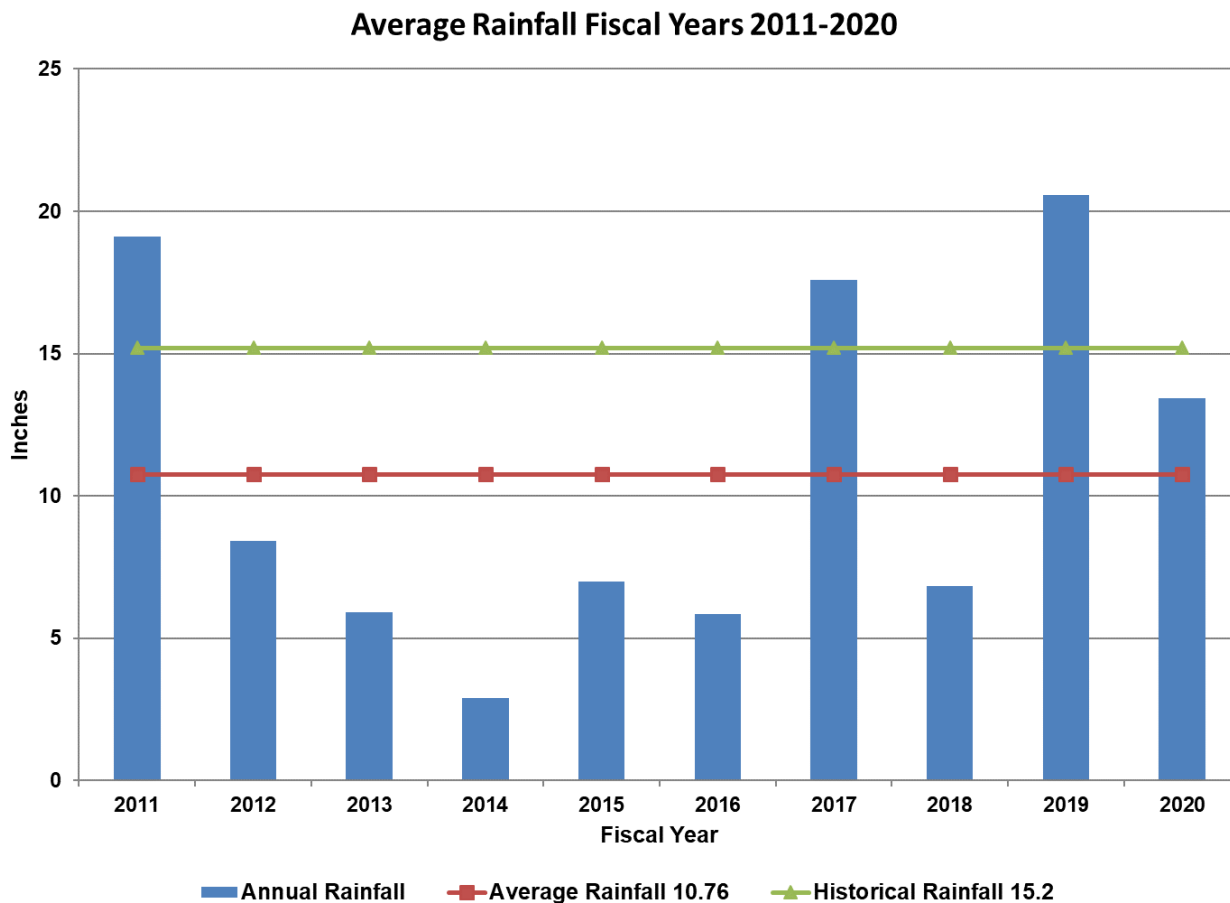
Four main issues continue to impact the FY2020-21 operating revenue and expense budget: California's variable weather, the increasing cost of imported water, effective management of the District's capital assets to provide high-quality service and reliability at affordable rates, and new state mandates. These issues require that the District continue to pursue self-reliance to maximize flexibility in its water supply sources, maintain its infrastructure assets, promote water use efficiency, and proactively engage with state regulatory agencies.

## California's Variable Weather

California experiences significant weather volatility. In the last eight years, Southern California has seen the wettest and driest months on record. In 2018, the District experienced the Hill Fire, which broke out at Hill Canyon Road, west of Santa Rosa Road, just before the Woolsey Fire began to grow out of control nearby, followed by a cool and very wet rainfall season that stretched late into 2019. These dramatic weather swings, and the annual precipitation variation depicted in Figure 1 below, exemplify the difficulty of forecasting water sales and highlight the necessity of maintaining a conservative financial outlook.

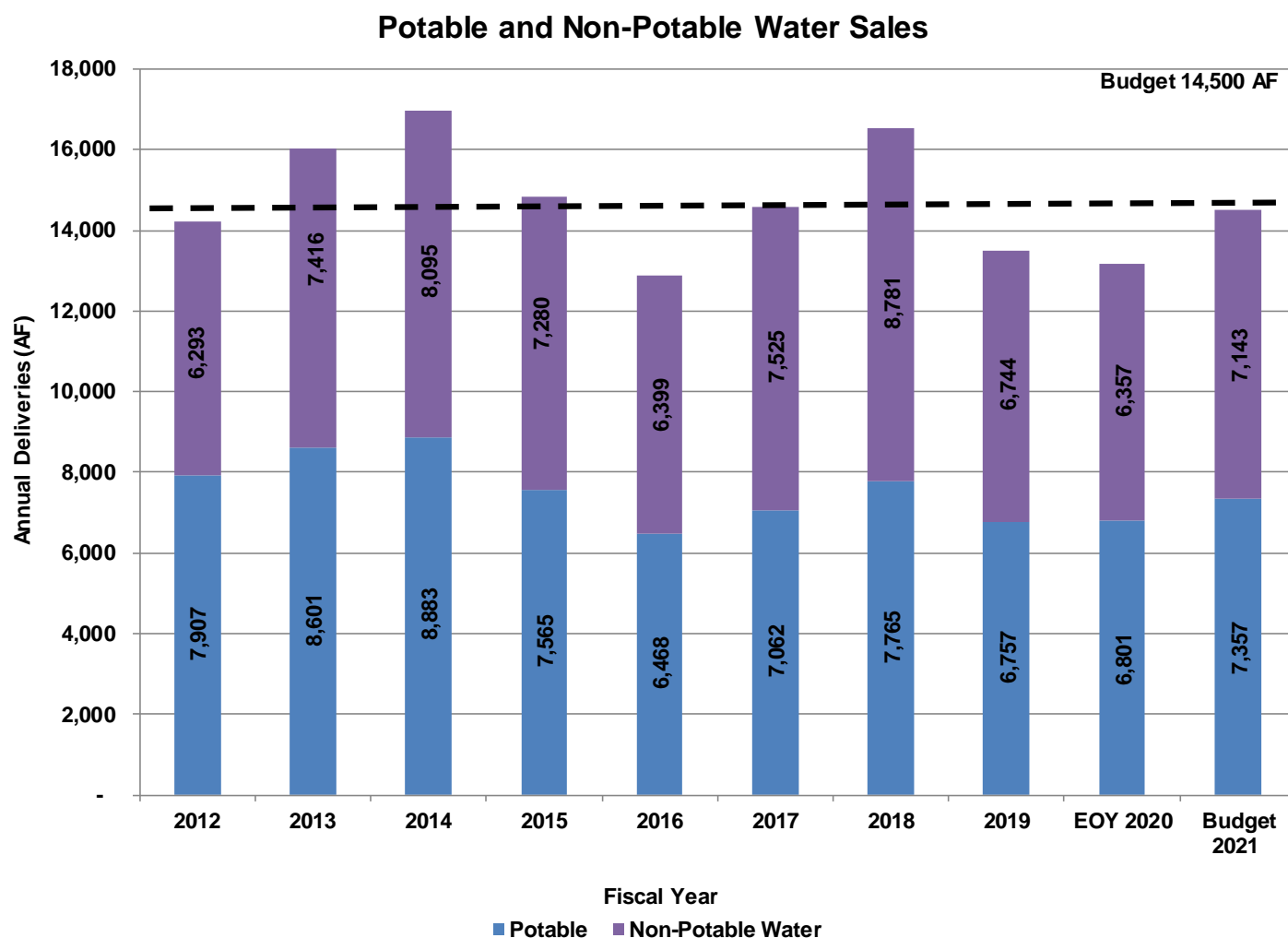
The FY2019-20 rainy season delivered average precipitation in the Ventura County area and slightly lower-than-normal precipitation in the rest of the state, including the Sierra Nevada. DWR's Final Snow Survey of 2020, measured on April 1, reported that the water content of California snowpack was 53.2 percent of normal. By comparison, the 2018 April survey reported 52 percent of normal, while 2019 reported 162 percent. The state received some precipitation after April 1, but not in any amount sufficient to drastically change projections. As of January 24, 2020, DWR had set the SWP allocation at 15 percent of contracted amounts. However, the state's six largest reservoirs contain between 82 and 100 percent of capacity, so even if the 2020-21 wet season underperforms, California as whole, and Camrosa in particular, won't likely be impacted. It is only after two sequential critically dry years that the state's drought emergency apparatus clicks into gear. With the implementation of The Water Conservation and Drought Planning Act of 2018, a new paradigm should be in place by that time that prioritizes local responses. (A 100-percent allocation is rare even in wet years due to Delta pumping restrictions to protect threatened and endangered fish species; the last 100-percent allocation was in 2006.)

Locally, rainfall through April 30 was 13.43 inches, recorded from the Leisure Village CIMIS station, which is greater than the ten-year average rainfall for the District of 10.76 inches a year and just below the historical average of 15.2 inches a year. Despite wide variability in rainfall over the last ten years, water demand in the Camrosa service area seems to have stabilized. This is likely due to the continuation of water use patterns established during the drought, and has been made possible by the investments in storage made across the state generally and by Metropolitan Water District in particular, as well as by Camrosa’s development of local resources that have both transferred demand off the potable system and increased the volume and diversity of supply sources at our disposal.



**Figure 1 – Average Rainfall**

In general terms, the District went from delivering approximately 17,000 AFY before the drought to slightly less than 12,860 AFY in FY2015-16. Camrosa has experienced increased water sales beginning in FY2016-17, after the Water Supply Shortage was completely removed in May of 2017 and concerted conservation practices have waned. The FY2020-21 budget was developed using a three-year average water sales projection of 14,500 AF. This is a modest reduction from the FY 2019-20 budget of 14,790 AF.



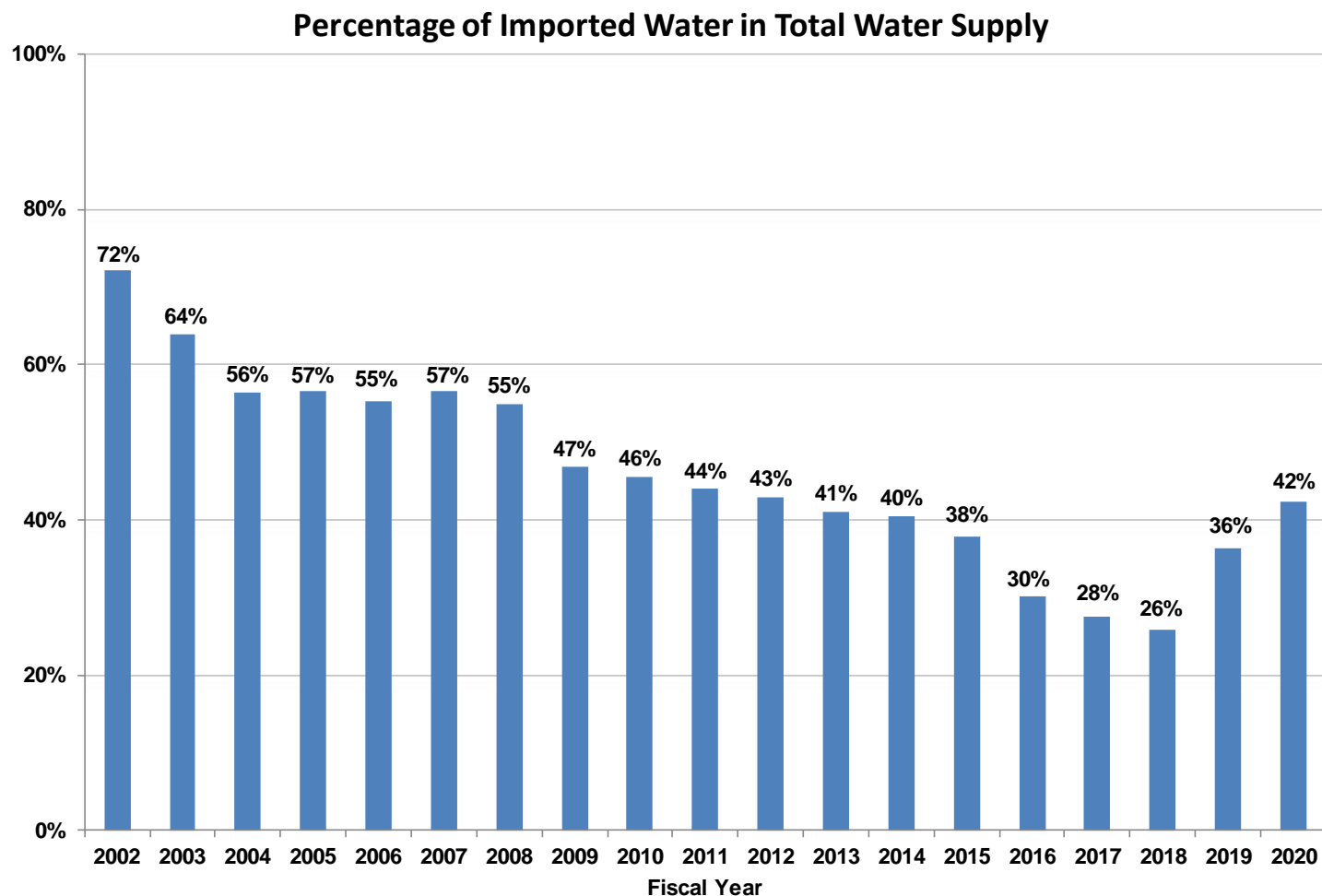
**Figure 2 – Potable and Non-Potable Water Sales**

### Increase of Imported Water Costs

State Water Project (SWP) water, imported from the Sacramento-San Joaquin Delta by Metropolitan Water District of Southern California (MWD) and delivered via Calleguas Municipal Water District (CMWD), is the most expensive water in Camrosa's supply portfolio. It has been the strategy of the District to reduce dependence on imported water by developing local resources. The following graph (Figure 3) reflects those efforts. FY2020-21 year-end projections assume that SWP water will constitute 71 percent of Camrosa's potable water supply and only 39 percent local ground water supply (potable and non-potable). In FY2019-20, the budget assumed 48 percent SWP water and 52 percent local ground water supply. The justification for the change is related to the TCP water quality issues experienced at the local Conejo Wellfield (described below).

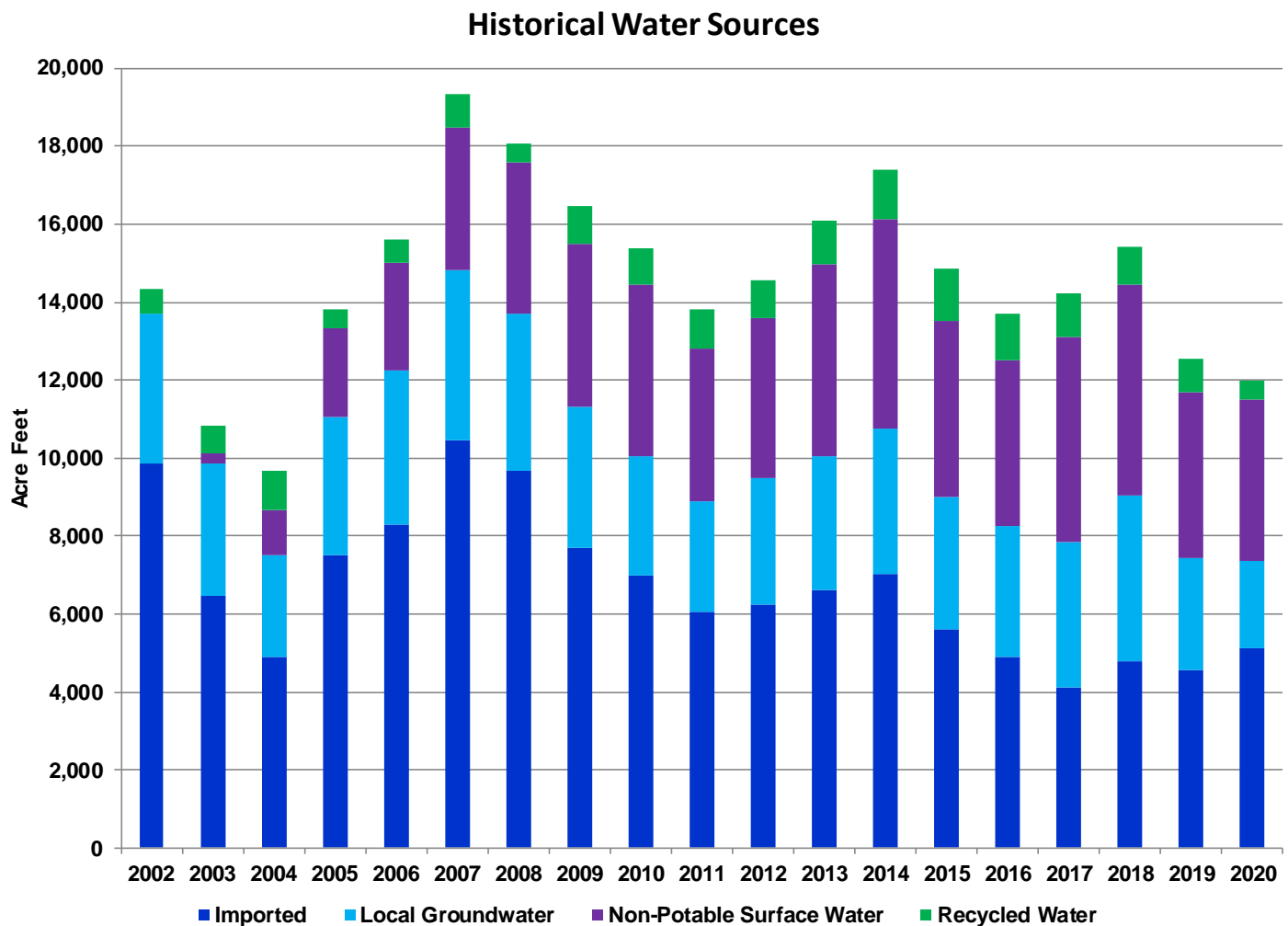
Camrosa continues to move toward self-reliance and reduce its dependence on the SWP through the development of local-resource projects. Reducing the proportion of Camrosa's water supply that comes from the SWP helps mitigate the effects of reduced water sales; less of that total goes to cover the cost of imported water and can be redirected instead into additional local-resource projects.

During FY2019-20 the District experienced an increase in its imported water portfolio: 42 percent, up from 36 percent the prior year. The State Water Board implemented a new maximum contaminant limit (MCL) for 1,2,3,-Trichloropropane (TCP). In response to the recent appearance of TCP in Conejo wells, the Conejo Wellfield was shutoff, decreasing use of the local water supply and increasing our local to import blend ratio. Camrosa is pursuing treatment at the wellfield. As of this writing, Camrosa is in negotiations with an engineering firm regarding the scope of a design proposal. Construction is expected to begin this calendar year and be complete in 2021. This development reinforces the need to be conservative on imported water projections.



**Figure 3 – Percentage of Import Water in Total Water Supply**

The following graph demonstrates the effects of Camrosa’s commitment to building self-reliance over the last 18 years. Since the Conejo Creek Project/Non-Potable Surface Water came online in 2003, Camrosa’s demand on imported water has fallen off dramatically. Optimizing operations—filling reservoirs, moving water, blending water—has also allowed us to further reduce imported demands. Reductions in total water use since 2014 reflect emergency conservation regulations mandated during the drought through 2016, residual efficient water use since the drought.



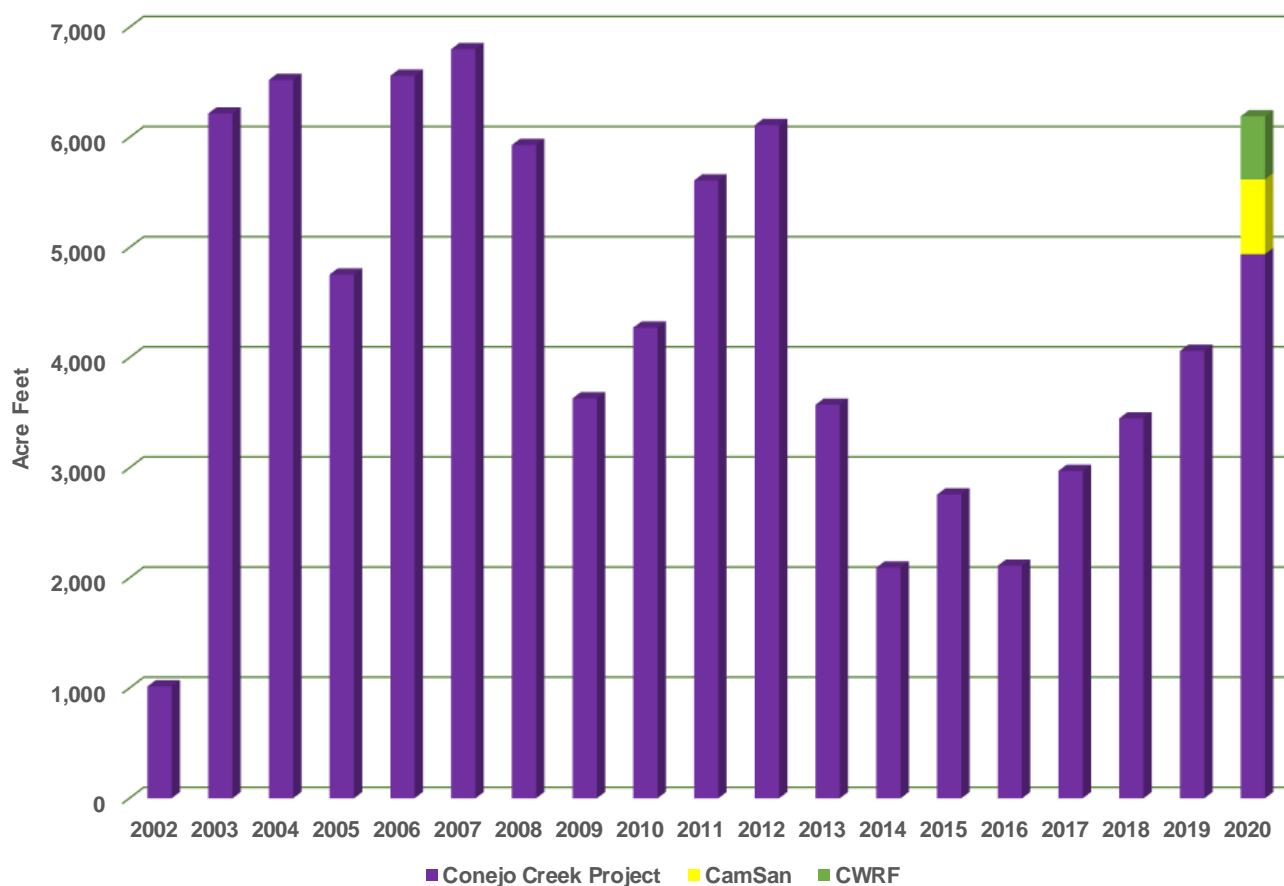
*Figure 4 – Historical Water Sources*



Since the Conejo Creek Project came online in 2002, any diverted water surplus to Camrosa customers' demands has been delivered to Pleasant Valley County Water District (PVCWD), an agricultural district adjacent to Camrosa on the Oxnard Plain. PVCWD overlies a stressed portion of the Pleasant Valley Basin and every acre foot of creek water Camrosa delivers is one less PVCWD has to pump. This benefit to the basin was recognized by the Fox Canyon Groundwater Manager Agency (FCGMA), which oversees groundwater pumping in the PVCWD area (among others), in Resolution 2014-01, which transfers to Camrosa from PVCWD a pumping credit in the Pleasant Valley Basin for each acre foot of creek water delivered. Camrosa pumps these credits from the Woodcreek Well in the northeastern Pleasant Valley Basin, where groundwater levels are higher and the basin is less stressed.

With the completion of the CamSan Recycled Water Interconnection project in November 2019, Camrosa began receipt of surplus recycled water from the Camarillo Sanitary District (CamSan). Prior to this project, CamSan discharged its tertiary-treated plant effluent to the Conejo Creek (below Camrosa's diversion structure) but were violating their NPDES permit and were under a Time Schedule Order to stop discharging. The City of Camarillo has a limited recycled water distribution system but does not have any storage at the treatment plant; selling water to Camrosa helps the City avoids violating their NPDES permit and Salinity Management Pipeline discharge fees. Camrosa can store CamSan's water in the District's Storage Ponds and sell it to PVCWD—a practice codified in Camrosa's latest Waste Discharge Requirement permit authorized by the Los Angeles Regional Water Quality Control Board on October 10, 2019. That permit also allows Camrosa to deliver excess CWRP water to PVCWD, which is an operational benefit for the District. Recycled water does not accrue pumping credits as creek water does. It is unknown how long CamSan will continue to have excess recycled water as the City of Camarillo expands its recycled water distribution system, but in the meantime it is clearly a beneficial project for both agencies. It increases Camrosa revenue (see page 33 of the main budget document), improves Camrosa operations, and contributes to regional water supply resilience.

### Historical Water Deliveries to Pleasant Valley CWD

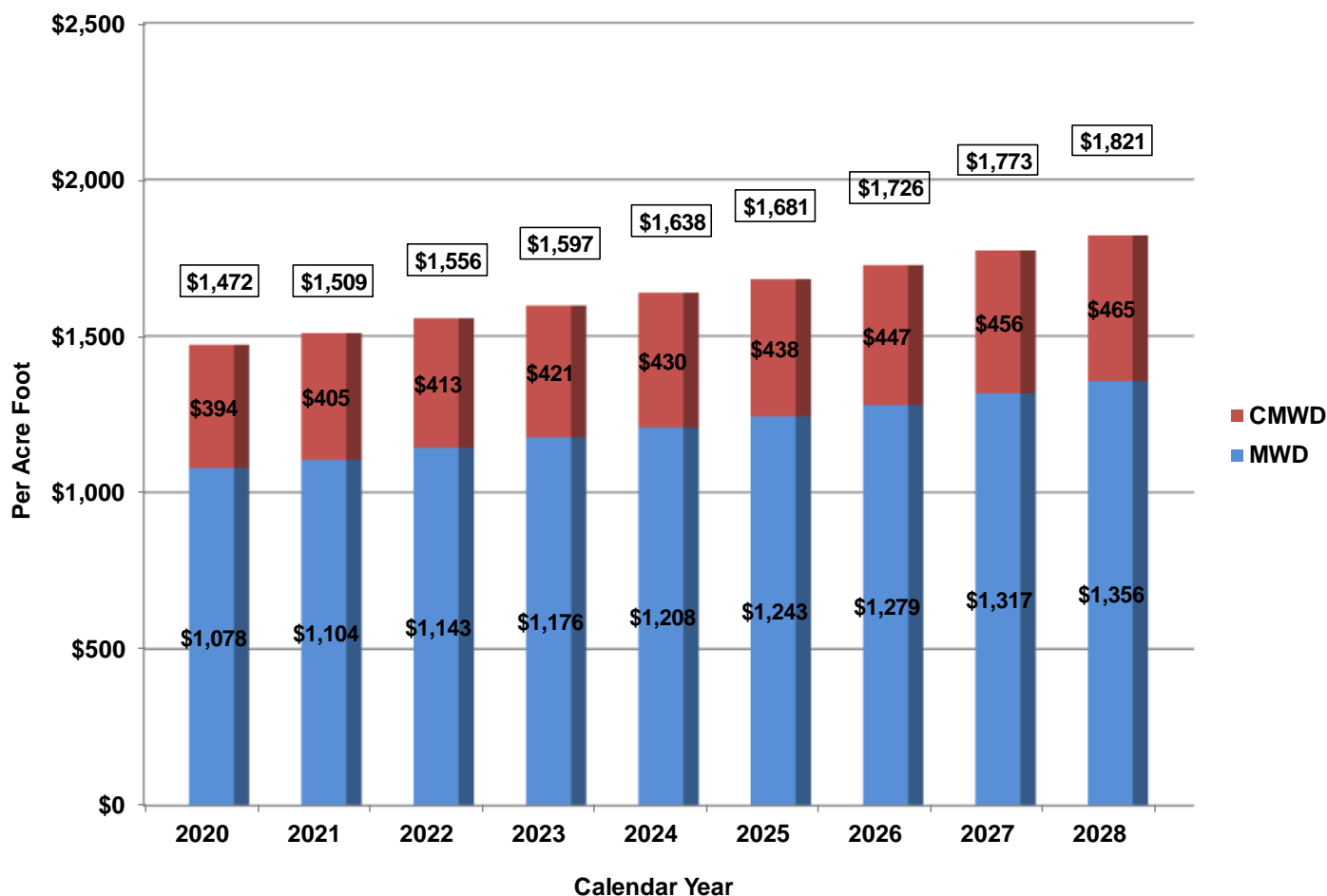


**Figure 5 – Historical Water Deliveries to Pleasant Valley CWD**

The expectation that wholesale rates will continue to escalate provides another incentive to increase self-reliance. In 2020, the MWD Tier 1 wholesale rates increased by 2.7 percent and in 2021 the Tier 1 wholesale rates will increase by an additional 2.4 percent. In addition to MWD's rate increases, CMWD increased its Capital Construction Surcharge, Readiness-to-Serve Charge, and Capacity Reservation Charge, for a combined wholesale rate increase to the District of approximately 3.4 percent in 2020 and 2.5 percent in 2021.

The following graph illustrates the projected cost of imported water.

### Projected Cost of Imported Water

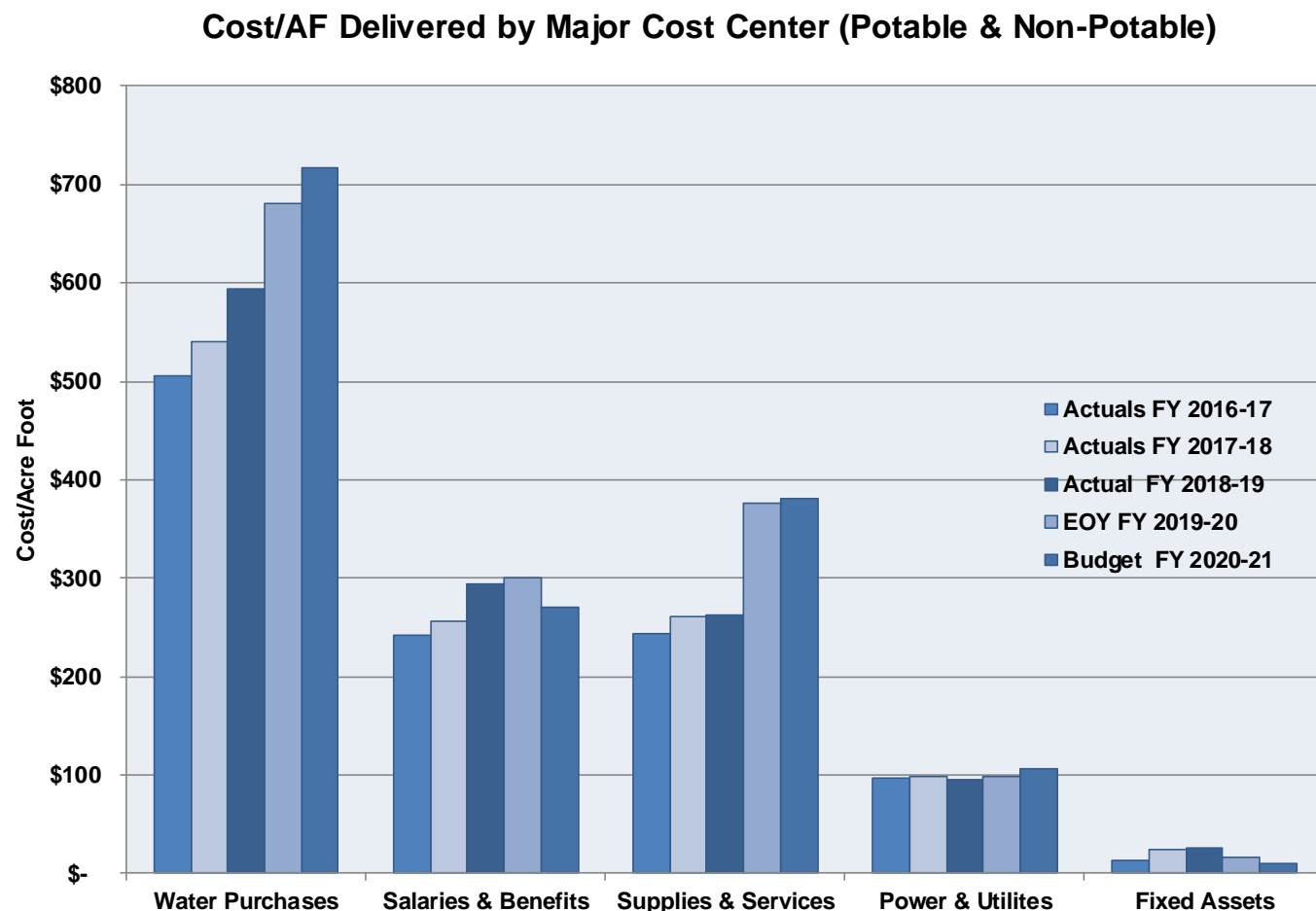


**Figure 6 – Projected Cost of Import Water**

The cost of imported water is primarily driven by water sales. The steady increase in local resource projects and water use efficiency across the MWD service area indicate that record-low sales will continue to be the norm. MWD is entering a new phase of integrated water resources planning that will include financial mechanisms to offset the rising cost to member agencies and retailers of decreased sales. How that will affect projections remains to be seen.

Prior to the winter of 2020, alternative Delta conveyance and voluntary agreements regarding Delta flows seemed to be MWD's primary areas of concern and largest cost drivers. After collaboration with the State, the Federal government, and environmentalists on voluntary agreements regarding flows in the Sacramento-San Joaquin Delta, and after having approved, in April 2018, \$10.8 billion to help fund the California WaterFix, the Metropolitan Water District is now suing the State of California regarding the State's recent "incidental take" permits. Combined with Governor Newsom's stated preference for a single tunnel and the creation of the Delta Conveyance Design & Construction Authority to pursue new environmental review on the tunnel project, these latest developments render alternative conveyance essentially on hold for the foreseeable future.

Water purchases constitute the largest expense in the District's operating costs, as depicted in the graph below.

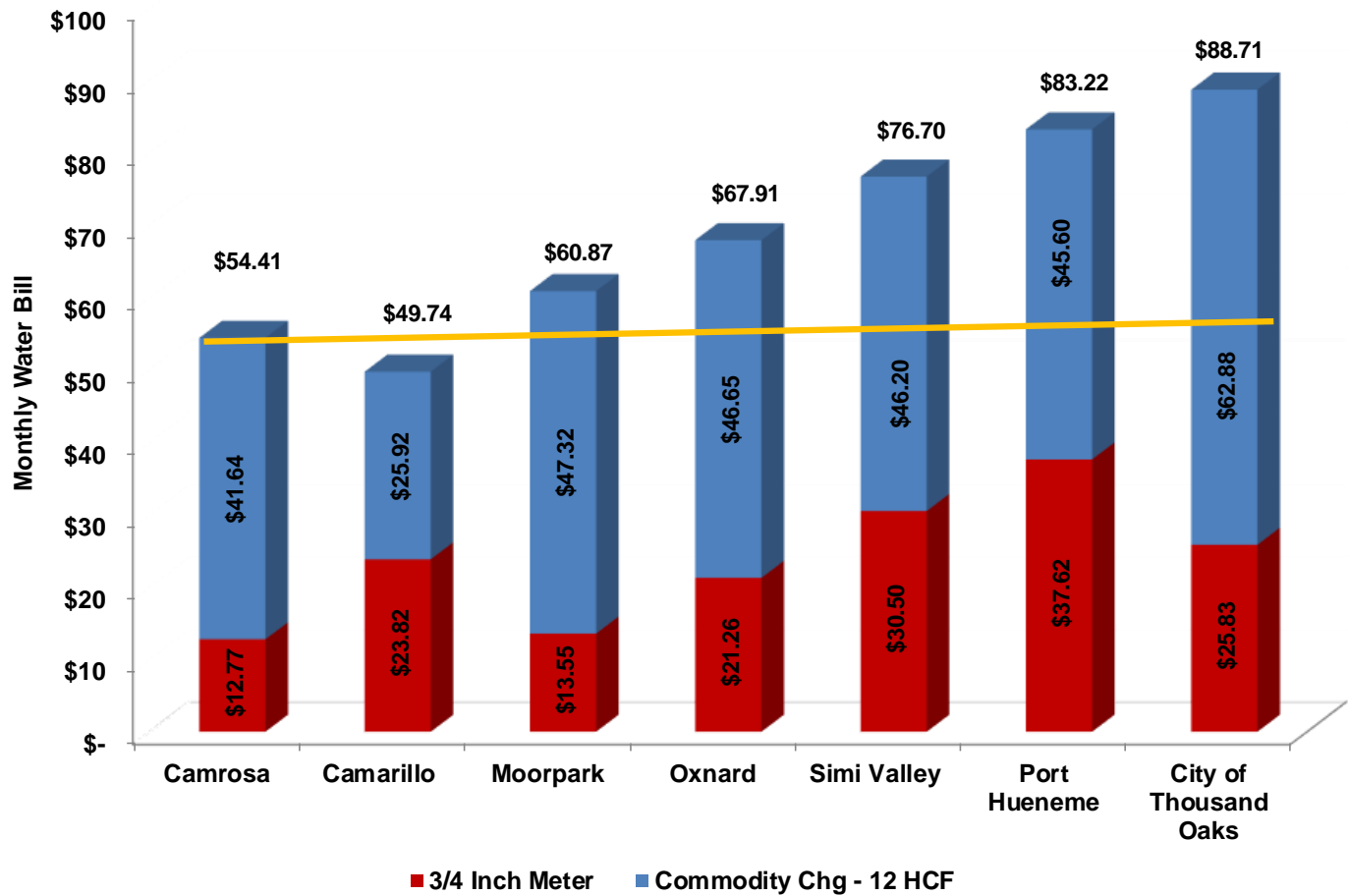


**Figure 7 – Cost per Acre-Foot Delivered by Major Cost Center (Potable & Non-Potable)**

The District kicked off a comprehensive utility rate study for both water and wastewater in FY2017-18 and set a public rate hearing to adopt a five-year rate schedule on June 13, 2019. Included in the study was a review of commodity component of rates, fixed meter service fees, and the District's aging infrastructure and preventative maintenance requirements. Even with the rate increases, the District's rates continue to be among the lowest in Ventura County.

The District strives to remain cost effective in its rate setting by controlling operating costs. The following graph is a comparison of local water utilities' monthly water bills for a single-family usage of 12 hundred cubic feet (HCF) and a ¾-inch meter service charge.

### Utility Comparison 12 HCF - 3/4 Inch Meter



**Figure 8 – Water Rate Comparison**

The following graph is a comparison of local sanitation utilities' monthly wastewater bills.

### Sewer Rate Comparison

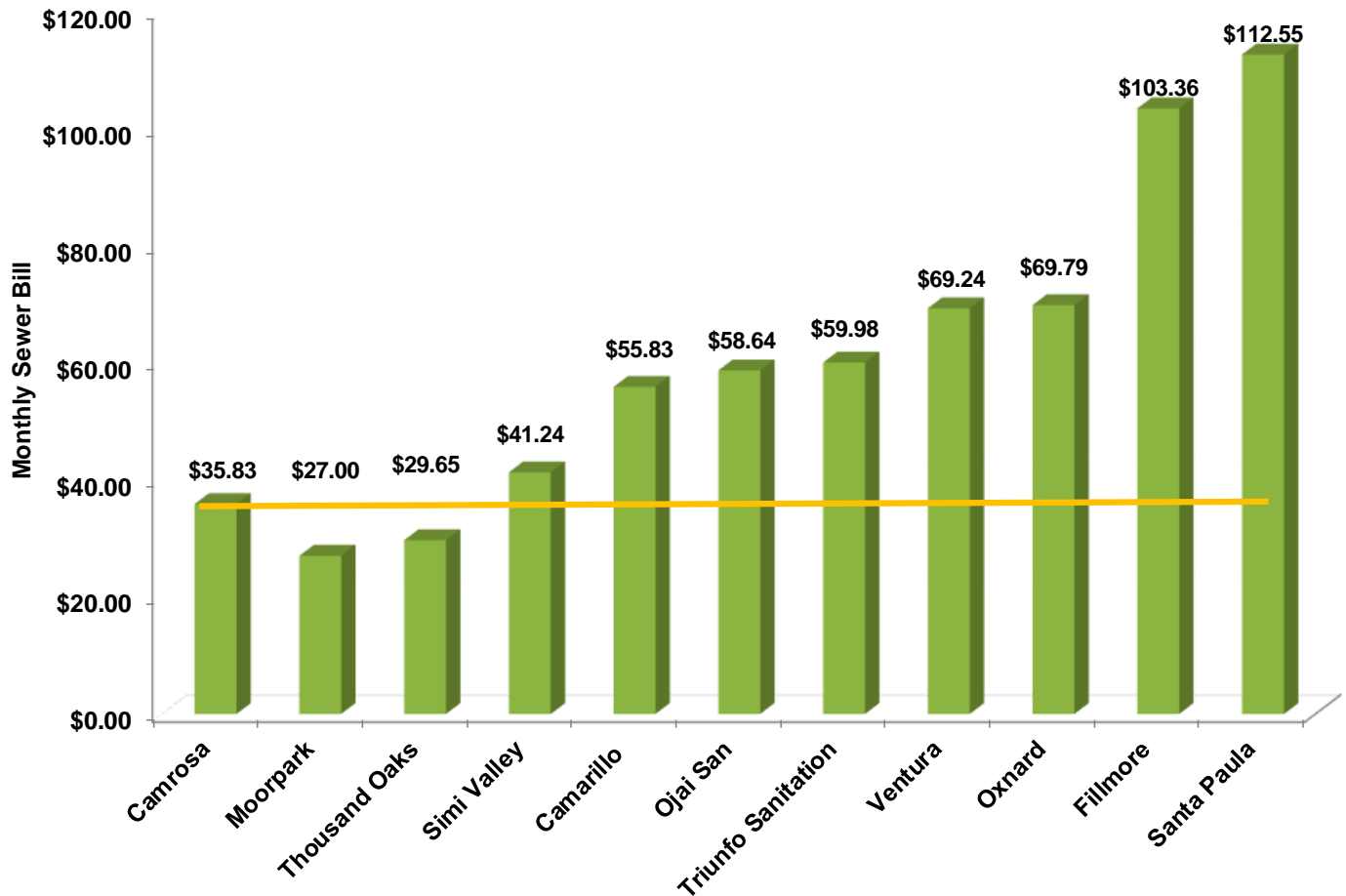


Figure 9 – Sewer Rate Comparison

#### Effective Asset Management

Camrosa Water District was established in 1962; some of what became the District's infrastructure predates even that. As the system ages, the value of the system decreases through depreciation while the costs of keeping the system functioning increase. An asset management plan that supports the development, security, preservation, renewal, and replacement of the District's assets is included in the comprehensive rate study, to ensure adequate reserves are set aside to utilize for the investment in the aging infrastructure. Such projects include replacing pipeline segments, maintaining and upgrading treatment facilities, repairing reservoirs and pump station equipment, and rehabilitating the wastewater collection system. Setting aside reserves today for these repairs will prevent the District from being susceptible to untimely financial burdens and ultimately having to excessively raise rates.

#### State Mandates

In May 2018, Governor Brown signed SB 606 and AB 1668, collectively known as the Water Conservation and Drought Planning Act. The act built upon Governor Brown's 2016 Executive Order B-37-16, "Making Conservation a Way of Life," and represents a new paradigm in urban retail water management in the state. The accessibility and affordability of safe, clean drinking water are also front and center at the State Water Board and California Legislature—with renewed vigor under the new Newsom administration. The programs resulting from these two broad policy developments could have significant impacts on California's water agencies.

## Conservation as a Way of Life

The permanent regulations being developed by the SWRCB and other state agencies based on the Water Conservation and Drought Planning Act effectively impose allocation-based water management on urban water agencies across the state. By the end of 2021, the State anticipates providing each urban water agency with guidelines for how to determine their “water use objective,” and agency-wide water budget comprising residential indoor water use, outdoor irrigation, and a water loss component. Commercial/industrial/institutional water use will be subtracted from total water production, but the State anticipates developing performance measures for that sector. There will be some allowance for recycled/nonpotable water use, but it is unclear how that will factor into the calculation.

It is unknown at this time how such budgets will compare to historical water-use patterns, though the assumption is they are likely to constitute moderate to significant reductions from historical averages. Financial forecasting will be impacted by the imposition of state-mandated water budgets, and by the uncertainty that can be expected over the next few years as the industry transitions to a new management mode. Camrosa staff are involved in DWR workgroups helping shape the implementation of various aspects of the new legislation, including how water loss is assessed, how landscapes are measured, and what the reporting mechanisms and requirements will be, all of which have a bearing on Camrosa’s revenues and expenditures.

Water loss is a component of the conservation legislation, where the mandate of SB 555 (2015) to develop a comprehensive water loss standard and prevention program for the state is being implemented. The SWRCB has yet to promulgate any regulations regarding water loss, but they have developed a water loss model and draft regulations that indicate significant reductions in real losses—as of this writing, as much as 49 percent for Camrosa. The legislation recognizes that mitigating and preventing water loss should be done on a cost-effective basis, and current proposals from the SWRCB are anything but that. While the rulemaking is supposed to go forward in 2020, new volumetric standards for water loss wouldn’t be set until 2028. There is strong and coordinated opposition coming from water suppliers and associations across the state to reduce the impacts of reckless implementation of a costly and potentially unobtainable standard, and Camrosa is optimistic reason will prevail.

## Affordable Water

In July 2019, Governor Newsom signed Senate Bill 200 (Monning) into law. The bill established the Safe and Affordable Drinking Water Fund, which will provide \$130 million annually to the Safe and Affordable Drinking Water Program, intended to help local water systems provide safe drinking water. After a protracted battle over the source of funding for the program, California water suppliers prevailed upon the Legislature to avoid a tax on residential water. Instead, contributions will be continuously appropriated from the Greenhouse Gas Reduction Fund (five percent of the GGRF, capped at \$130 million). It is unlikely that this program will solve the issue entirely, and there remains concern and contention over the use of the GGRF for a drinking water program, but so far in 2020 the issue of a water tax has not been raised again.

AB 401 (Dodd), enacted in 2015, requires that the State establish a LIRA program to protect Californians who struggle to pay for their water bills. The State Water Board finally completed its report to the Legislature in February 2020. The report recommends structures for programs costing as much as \$660 million dollars a year. While it explores possibilities for funding, the report makes no definite recommendations. The Legislature has yet to respond in any official way to the LIRA report; given the COVID-19 pandemic, it is unlikely that any action will be taken that will impact Camrosa’s budget before the end of FY20-21.

While Camrosa supports all communities having safe and reliable drinking water, we don’t believe that using residential water bills as the funding mechanism for a statewide social issue is an appropriate way to distribute the responsibility. We and a large contingent of other water suppliers and advocacy groups have communicated our opposition to this tax to the State through comment letters and public testimony and will continue such advocacy whenever the proposal returns as a central issue.



## Groundwater Management

Another landmark change in water management that will affect the cost of water is the Sustainable Groundwater Management Act (SGMA) of 2014. SGMA requires the formation of local groundwater sustainability agencies (GSAs) for basins the state determined were high- or medium-priority basins. GSAs are required to assess conditions in their local water basins and develop groundwater sustainability plans (GSPs). These GSPs are intended to define sustainability in the context of the respective basin and chart a path to achieving that by 2040, for high-priority basins, or 2042, for medium-priority basins.

The Arroyo Santa Rosa Groundwater Basin was designated as a medium-priority basin due to high nitrate concentrations, and the County of Ventura and Camrosa formed a GSA in 2016 to manage the portion of the basin east of the Bailey Fault (outside the Fox Canyon Groundwater Management Agency). Administrative fees to support the operation of the Arroyo Santa Rosa GSA (ASRGSA) will come from contributions by the County of Ventura and Camrosa. These costs are estimated at \$150,000 for FY2020-21 (Appendix 1) as they include the development of the GSP but are expected to drop significantly after the plan is written. In April 2018, DWR awarded the Arroyo Santa Rosa GSA a Sustainable Groundwater Planning Grant for half the cost of developing the Santa Rosa GSP, up to \$177,081. Preliminary work began on the GSP in FY2018-19, but the bulk of the undertaking will take place in FY20-21. In December 2019, DWR finalized its reprioritization of California's basins; the Santa Rosa Basin was downgraded to "Very Low Priority," meaning there is no longer a statutory requirement that the basin have a GSA or write a GSP—at all, let alone by 2022. Camrosa and the ASRGSA are, however, committed to completing a GSP, for the general benefit of the basin and the users of its groundwater. As of this writing, the ASRGSA and Stantec are in negotiations regarding the scope of work for the GSP. It is expected that the GSP will be complete by the end of 2021.

Projects to reach sustainability will be developed in the GSP process. Because Camrosa is the primary groundwater producer in the Santa Rosa Basin, pumping by initial estimates over 50 percent of annual yield, the District has a vested interest in developing projects that ensure sustainability. Once the GSP has been developed, estimated costs of sustainability projects will be included in the budgeting process.

## Ongoing Capital Projects

Ongoing maintenance and replacement projects will continue. On the water side, the following improvements for this fiscal year include: Meter Station 5 and 7 Rehabilitation, Conejo Wellfield Treatment, Pump Station #2 Generator and Fuel Tank, Pond Rip-Rap, Monitoring Well #3 non-potable storage pond, Pond improvements and the continued development of PV Well #2.

On the wastewater side, ongoing infrastructure improvements for this fiscal year include: Effluent Pond Relining, De-watering Press, CWRP Emergency Generator Fuel Tank, Read Road Sewer Lift MCC, and Smart Covers Sewer Monitoring System. For detailed information refer to the Capital Projects narrative later in this budget document.

As challenges to water reliability continue to proliferate across the state, and aging infrastructure, it is vital that Camrosa Water District continue to move toward self-reliance and invest in rehabilitation maintenance programs to provide reliable water supplies to meet the demands of all its customers varied needs. Key to this effort is a well-structured budget. I am confident that the District's FY2020-21 budget document provides a detailed and comprehensive overview of the challenges facing the District and our capability to meet them and create new opportunities.

Respectfully submitted,



Tony L. Stafford  
General Manager

## Mission Statement & Vision Statement

In October 2008, the Board of Directors completed a long-range Strategic Plan. The Board reevaluated the core business services the District provides to its customers and established the following objectives as the primary strategy to fulfill the District's mission:

- Develop independence from imported water deliveries
- Strengthen the District's financial position
- Fully develop staff potential
- Improve systems operations and maintenance
- Educate customers
- Protect water supplies
- Exceed all regulatory standards

The 2008 Strategic Plan became the foundation for strategies to increase self-reliance through the use of local water resources to offset SWP water imports. Constructing desalination facilities and increasing groundwater production for potable use are two such strategies.

The 2008 Strategic Plan also focuses on strengthening the District's financial position through the development of a rate structure that provides for the capital replacement of aging infrastructure. Capital replacement is necessary to maintain the long-term integrity of the various water treatment and distribution systems, the wastewater collection system, and the Camrosa Water Reclamation Facility

A revised Mission Statement was also established as part of the Strategic Plan. The Mission Statement reflects the District's responsibility to meet current and future needs of the community, describes the primary attributes of products and services it will deliver, and provides an awareness of the trust that exists between the District as a public entity and the public at large. The following has become the foundation of the District's practice:

### **Our Mission**

*"The Mission of Camrosa Water District is to meet the current and future needs of the community for water and sanitary services. Our products and services will be reliable, affordable, responsive and of high quality. At the same time, the District will prudently manage and maintain the District's assets, honor the public's trust, and maintain public awareness and confidence in the District's activities."*

### **Our Vision**

*"Camrosa is a dynamic, resource-independent public entity that provides highly efficient and responsive service to its water and wastewater customers. The Board is prudent in the management of public resources and innovative in using modern tools to maintain system reliability and financial strength. The District is a lean organization, led by a cohesive Board and staffed by an honest, enthusiastic, highly competent and focused team, who find their work challenging and enjoyable and who have earned the trust of their well-informed customers."*



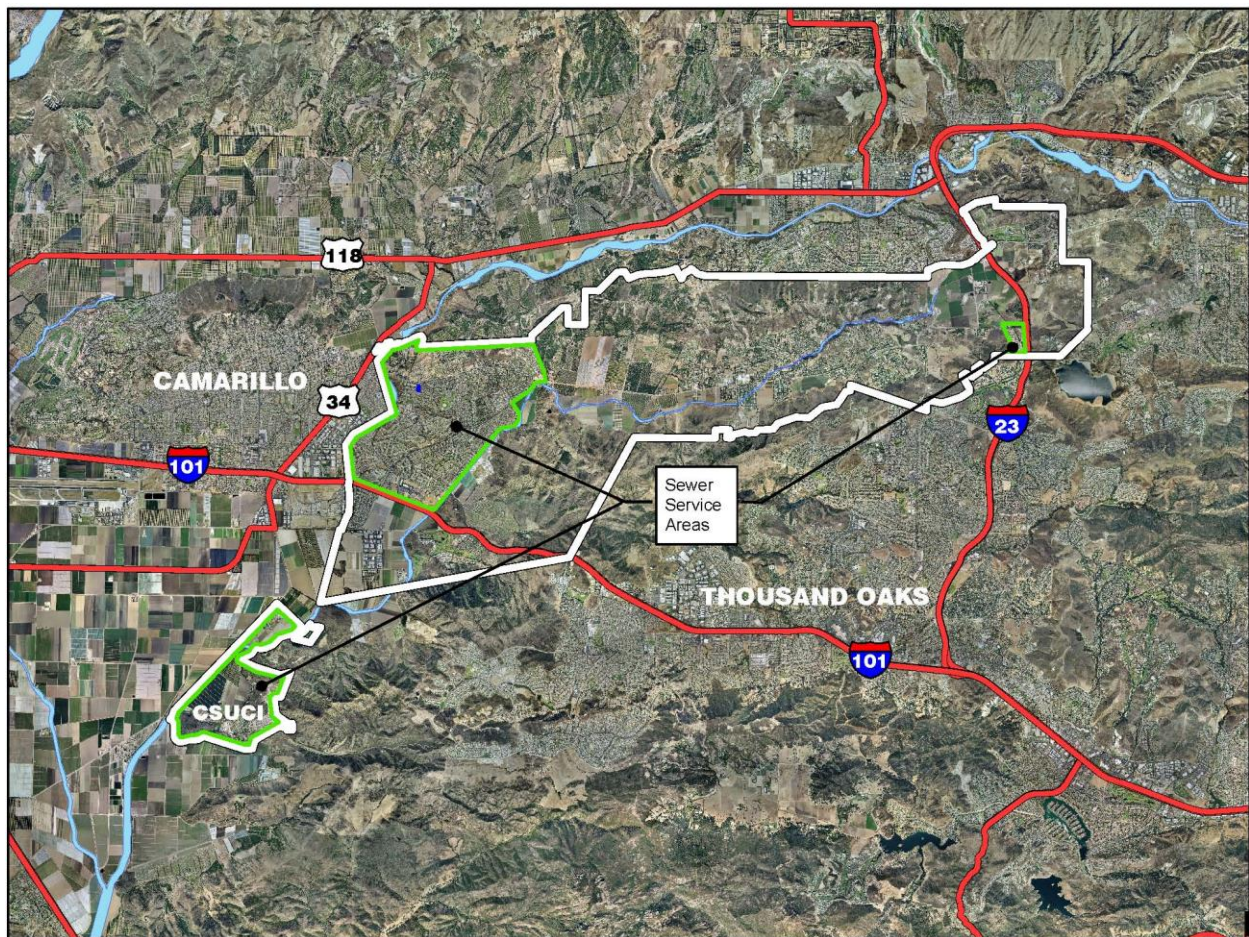
## Profile of the District

### District Services and Management

The Camrosa Water District, located over 31 square miles in the County of Ventura, California, is an independent special district that operates under the authority of Division 12 of the California Water Code. The District was originally formed under the law in 1962 as the Camarillo Water District for the purpose of supplying potable water. The District has changed its name twice, first to the Camrosa County Water District in 1965, and then to its present name in 1987. Subsequently, the District expanded its operations to include wastewater collection and treatment to a portion of its service area.

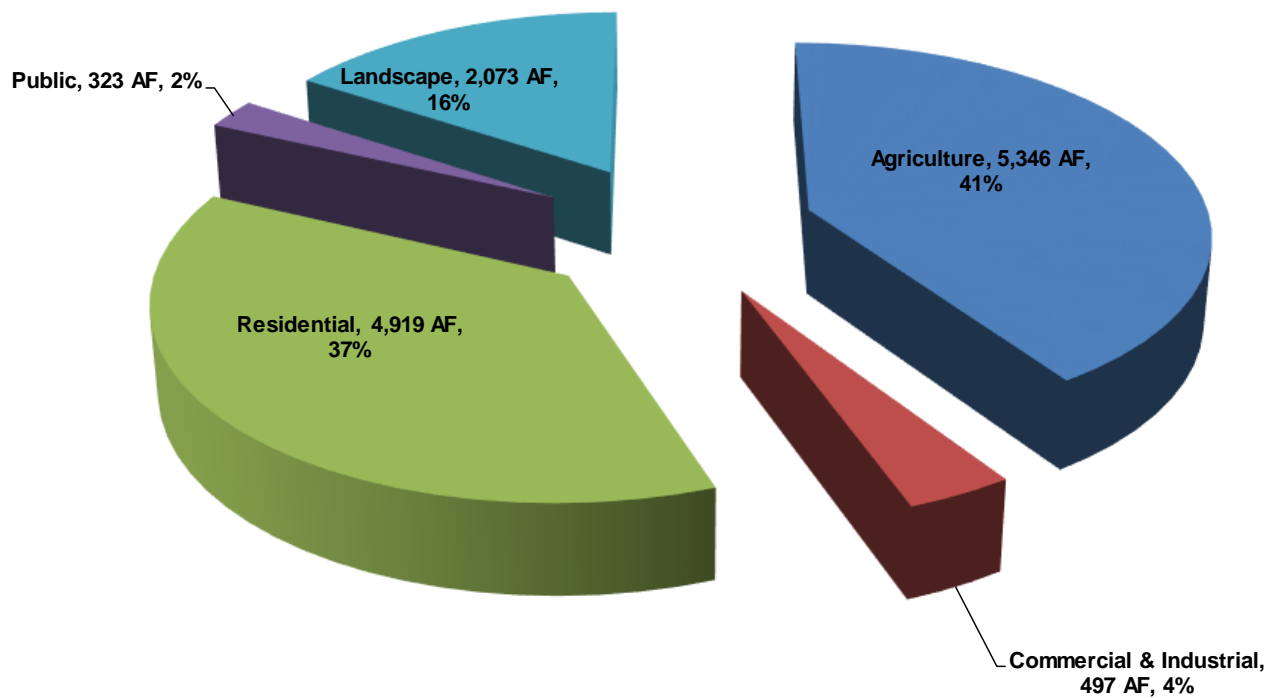
Currently, the District provides three classes of water (potable, non-potable, and recycled) to a population of more than 30,000 people through approximately 11,118 service connections, which includes three master-metered communities. The majority of these connections are municipal and industrial, and the remainder agricultural.

Potable water is a blend of imported State Water Project (SWP) water from the Sacramento-San Joaquin Delta and local groundwater; non-potable surface water is a combination of diverted surface water and local groundwater; and recycled water is tertiary-treated product from the Camrosa Water Reclamation Facility (CWRF). Wastewater service is limited to 8,912 equivalent dwelling units (EDUs) in a portion of the City of Camarillo and a sliver of the City of Thousand Oaks. The remainder of the District is either served by the Camarillo Sanitary District or on septic systems.



**Figure 10 – District Map Boundaries**

The following graph sets forth the District's various water customer classes. Residential and Agricultural customers account for approximately 78 percent of the District's projected water service revenue for the fiscal year ending June 30, 2020. The residential customer class includes both indoor and outdoor water usage.



**Figure 11 – FY2019-20 Percent of Water Revenues by Customer Class**

## Board of Directors

The District is governed by a five-member Board of Directors, elected at large from within the District's service area. The District's Board of Directors meets on the second and fourth Thursday of each month. Meetings are publicly noticed and residents are encouraged to attend.

<u>Director</u>	<u>Title</u>	<u>Division</u>	<u>Expiration of Term</u>	<u>Occupation</u>
Eugene F. West	President	Division 4	November 2020	Attorney
Terry L. Foreman	Vice-President	Division 5	December 2022	Geologist/Hydrogeologist
Al E. Fox	Director	Division 1	December 2022	Realtor
Jeffrey C. Brown	Director	Division 2	December 2022	Investment Consultant
Timothy H. Hoag	Director	Division 3	November 2020	Pharmacist/Teacher

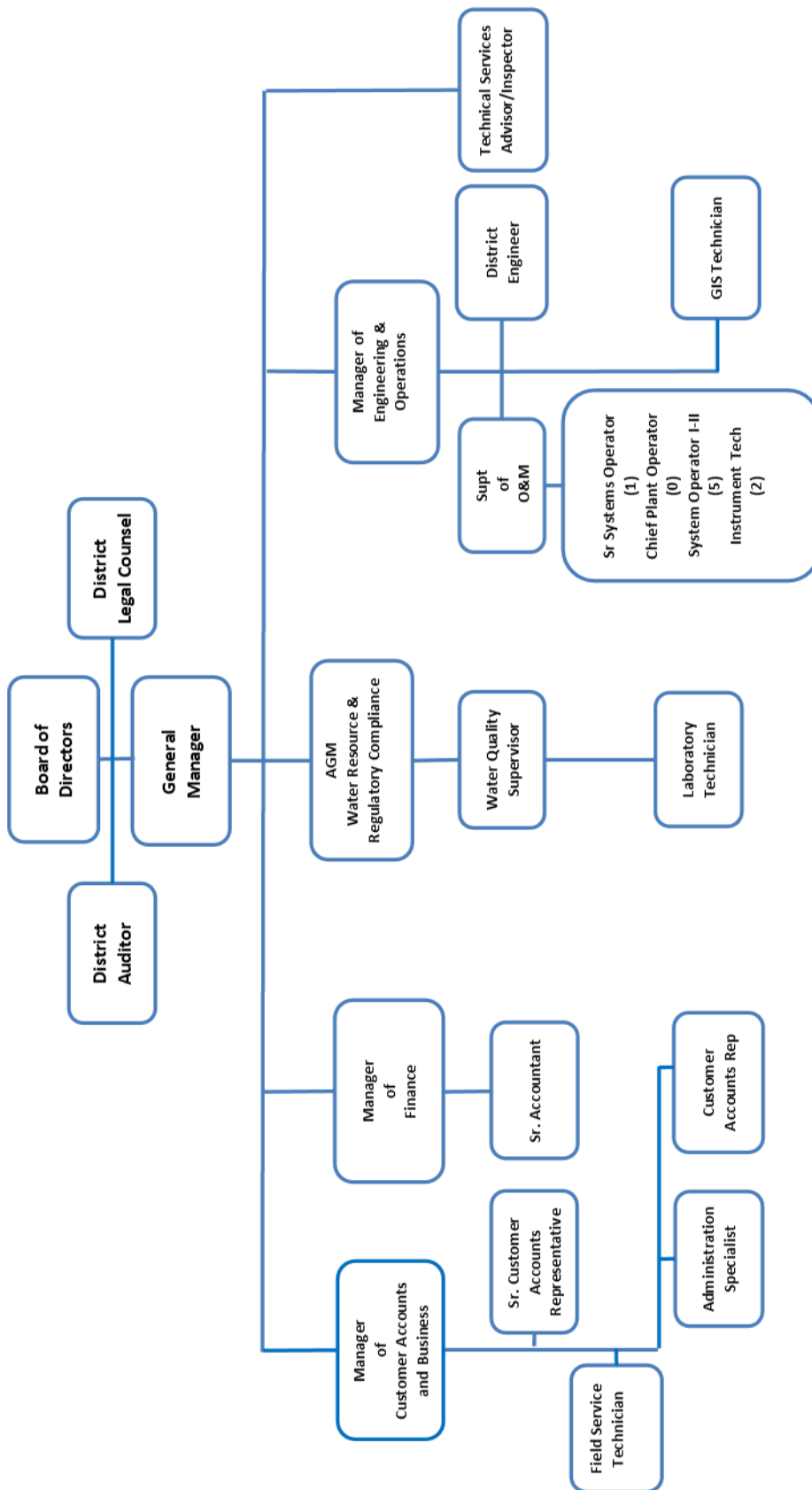
## General Manager

Daily operation of the District falls under the responsibility of the General Manager, Tony Stafford. The General Manager administers the day-to-day operations of the District in accordance with policies and procedures established by the Board of Directors. As General Manager, Mr. Stafford is responsible for the general oversight of the production and distribution of potable and non-potable water, as well as wastewater collection, treatment and water recycling at the District's Water Reclamation Facility.

In FY2019-20, the District budgeted for 29 full-time employees and a four-percent salary increase. In FY2020-21 the District budgeted for 25 full-time positions. The budgeted salary increase for FY2020-21 is 2.75 percent.

The District is a member of the California Public Employees' Retirement System (CalPERS). Beginning with FY2015-16, CalPERS began collecting employer contributions toward the District's unfunded liability and side fund as dollar amounts instead of the prior method of a contribution rate. In FY19-20, the District paid off its unfunded accrued liability in the amount of \$4.9 million, and therefore will not be invoiced for the unfunded liability and side fund in FY2020-21. The District's employer/employee contribution rate of 17.484 percent will be collected as a percentage of payroll. The employer contribution rate for any new employees hired since January 1, 2013 will be 7.732 percent and the unfunded liability dollar amount will be \$1,954. The District does not make the employee contributions of 6.750 percent on behalf of new employees hired after January 1, 2013.

The District provides a range of medical insurance plans and dental and vision insurance through ACWA-JPIA. Recent increases in medical insurance costs have been relatively modest. The FY2020-21 budget assumes an increase of three percent effective January 1, 2021 for medical and no increase for dental and vision insurance.





## Financial Policies

### Reserve Policy

The District's Reserve Policy, (Appendix #5), the most recent version of which was adopted by Resolution of the Board on May 30, 2019, is intended to assure adequate reserves for ongoing needs while minimizing the need for new debt. The reserve levels established in the policy also help provide rate stabilization and ensure adequate fund levels to meet aging infrastructure replacements, unanticipated emergencies, and future enlargement of the District's customer base. The Board receives reports of the reserve levels quarterly and again during the budget preparation process to ensure continued conformance with long-term Board strategy.

### Investment Policy

The District's Investment Policy, the most recent version of which was adopted by Resolution of the Board on February 13, 2020 is intended to provide guidelines and restrictions for prudent investment of the District's cash reserves. The District's portfolio is carefully monitored by a four-member committee that includes the General Manager, the Manager of Finance, and two Board members. The full Board receives quarterly reports on the type of investments, the current yield, maturity dates, and market value, as appropriate. The criteria for selecting investment options are, in order of priority safety, liquidity, and yield. Generally, maturities are limited to two-year periods, and at least 25 percent of the portfolio will be invested in securities that can be liquidated on one day's notice. Investments are generally limited to governmentally issued or governmentally insured securities; the District currently has approximately \$24.0 million (as of May 31<sup>st</sup>) invested in the State's Local Agency Investment Fund (LAIF). (Appendix #6).

### Debt Policy

The District's overriding goal in issuing debt is to respond to and provide for its infrastructure, capital projects, and other financing needs while ensuring that debt is used and managed prudently in order to maintain a sound fiscal position and protect credit quality. The District's Debt Policy (Appendix #7) developed and adopted by Resolution of the Board on August 11, 2016, is intended to provide guidelines for the use of debt for financing District water, sewer and recycled water infrastructure and project needs. The policy provides the following: 1) establishes criteria for the issuance of debt obligations so that acceptable levels of indebtedness are maintained; 2) transmits the message to investors and rating agencies that the District is committed to sound financial management; and 3) provides consistency and continuity to public policy development when the elected Board of Directors work from guidelines that govern the planning and execution of transactions and projects.

### Budget Policy

The District's budget is presented as a policy document, an operational tool, a financial planning tool and a link to the Strategic Plan considered a communication tool to the District's community and stakeholders. The purpose of the Budget Policy is to provide guidelines that will influence and direct the financial management practice of the District. The District's Budget Policy (Appendix #8) developed and adopted by Resolution of the Board on January 26, 2017, is intended to establish procedures to ensure consistent practices for developing the yearly budget.

## Basis of Budgeting & Accounting

The District maintains its accounts on an accrual basis. Revenues are recognized when earned, and expenses are recognized when incurred.

The District is operated and reported as a single enterprise fund, which is an accounting entity that finances and accounts for the acquisition, operation, and maintenance of governmental facilities and services that are entirely or predominately self-supporting through user charges.

### Budgetary Control

The District views the budget as an essential tool for proper financial management. This budget is developed with input from the various program managers of the organization and is adopted prior to the start of each fiscal year. The Board of Directors must approve all supplemental appropriations to the budget and transfers between major funds. The level of budgetary control (i.e., the level at which expenditures cannot exceed the appropriated amount) is at the Fund level. The Board monitors the budget through Quarterly Financial Reports, Quarterly Investment Reports, and Year-End Budget Reports.

### Budget Process

The budget planning and preparation process is an important District activity and provides an opportunity for the Board of Directors, Management, and Staff to reassess goals and objectives for the upcoming and future years.

During the budget process, Management and Staff update current objectives and develop new ones for the upcoming fiscal year, all of which is discussed with the Board of Directors. The process is used to develop the draft budget that is presented to the Board of Directors for initial review. The Board reviews the draft budget and makes changes it deems appropriate. The budget is posted on the District's website.

The following is the budget calendar for the development of the FY2020-21 budget.

### Budget Calendar

3/12/2020	Present Program Accomplishments FY19-20 Present Program Goals for FY20-21
4/23/2020	Draft FY20-21 Operating Budget FY20-21 Fixed Asset Proposal
5/14/2020	Revised FY20-21 Operating Budget Projected FY19-20 EOY Reserve Balances 3rd Quarter Review
5/28/2020	FY20-21 Capital Project Proposal Appropriation Limit FY20-21
6/11/2020	Draft FY20-21 Operating & Capital Budget
6/25/2020	Adoption of FY20-21 Operating & Capital Budget

**Resolution No: 20-04**

A Resolution of the Board of Directors  
of Camrosa Water District

**Adopting the Operating and Capital Budget  
for Fiscal Year 2020-2021**

**Whereas**, Staff and Management of the Camrosa Water District have developed a one-year operating and capital budget for Fiscal Year 2020-2021; and

**Whereas**, the budget includes projections of operating and capital revenues and expenditures as well as changes in cash reserves in all District funds for Fiscal Year 2020-2021; and

**Whereas**, on June 11, 2020, the proposed draft budget for Fiscal Year 2020-2021 was presented and reviewed at a regular meeting of the Board of Directors of the District; and

**Whereas**, the final budget for Fiscal Year 2020-2021 was presented and considered by the Board of Directors at a regular meeting of June 25, 2020; and

**Whereas**, the Board of Directors has determined that the proposed budget is consistent with the effective delivery of services by the District; and

**Whereas**, the Board of Directors has determined that the budget shows that with necessary Board action there will be sufficient District revenues and financial reserves to meet the District's financial obligations over the next fiscal year; and

**Whereas**, it is the desire of the Board of Directors to adopt the Operating and Capital Budget for Fiscal Year 2020-2021.

**Now, Therefore, Be It Resolved** by the Camrosa Water District Board of Directors that the Operating and Capital Budget for Fiscal Year 2020-2021, attached hereto, is hereby approved and adopted.

**Adopted, Signed, and Approved** this 25<sup>th</sup> day of June, 2020.

  
Eugene F. West, President  
Board of Directors  
Camrosa Water District

 (ATTEST)  
Tony L. Stafford, Secretary  
Board of Directors  
Camrosa Water District

## Budget Summary

Budget Summary	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	% Change over PY
<b>Revenues</b>								
Water Sales:								
Potable	\$ 8,915,569	\$ 10,801,589	\$ 9,451,209	\$ 11,106,000	\$ 10,470,146	\$ 12,059,800	\$ 953,800	8.59%
Recycle/Non-Potable	3,650,013	4,822,286	3,951,614	4,650,500	4,545,081	5,064,600	414,100	8.90%
Water Sales Pleasant Valley	475,031	558,575	678,598	704,700	1,215,222	1,003,300	298,600	42.37%
Meter Service Charge	2,488,157	2,557,753	2,615,301	2,292,300	2,378,371	2,236,700	(55,600)	-2.43%
Sewer Service Charge	3,267,395	3,314,305	3,336,794	3,533,382	3,538,055	3,837,200	303,818	8.60%
Special Services	82,891	277,468	224,468	58,600	124,471	84,143	25,543	43.59%
Pump Zone Charges	43,890	52,992	46,658	43,700	49,438	52,000	8,300	18.99%
Miscellaneous	74,340	28,794	9,255	-	7,122	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 18,997,286</b>	<b>\$ 22,413,762</b>	<b>\$ 20,313,897</b>	<b>\$ 22,389,182</b>	<b>\$ 22,327,906</b>	<b>\$ 24,337,743</b>	<b>\$ 1,948,561</b>	<b>8.70%</b>
<b>Operating Expenses</b>								
Import Water Purchases-Calleguas	\$ 5,126,221	\$ 6,423,454	\$ 6,279,972	\$ 6,556,057	\$ 7,419,186	\$ 8,944,278	\$ 2,388,221	36.43%
Calleguas Fixed Charge	792,114	828,462	790,926	817,642	764,544	791,376	(26,266)	-3.21%
Conejo Creek Project-Thousand Oaks	449,811	622,486	645,223	618,963	658,919	635,632	16,669	2.69%
CamSan	-	-	-	-	-	30,000	30,000	-
Salinity Management Pipeline-Calleguas	132,668	16,581	112,790	251,662	122,657	230,417	(21,245)	-8.44%
Production Power	1,175,418	1,346,722	1,171,888	1,640,213	1,195,260	1,475,707	(164,506)	-10.03%
<b>Total Production</b>	<b>\$ 7,676,232</b>	<b>\$ 9,237,705</b>	<b>\$ 9,000,799</b>	<b>\$ 9,884,537</b>	<b>\$ 10,160,566</b>	<b>\$ 12,107,410</b>	<b>\$ 2,222,873</b>	<b>22.49%</b>
Regular Salaries	\$ 2,132,902	\$ 2,346,783	\$ 2,494,625	\$ 3,018,519	\$ 2,540,312	\$ 2,748,561	\$ (269,958)	-8.94%
Overtime/Standby	66,069	43,982	84,137	141,088	91,548	104,131	(36,957)	-26.19%
Part Time	76,743	66,620	32,976	98,800	36,656	112,320	13,520	13.68%
Benefits	827,675	1,282,627	1,265,854	1,496,612	1,275,591	1,045,433	(451,179)	-30.15%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 3,103,389</b>	<b>\$ 3,740,012</b>	<b>\$ 3,877,592</b>	<b>\$ 4,755,019</b>	<b>\$ 3,944,107</b>	<b>\$ 4,010,445</b>	<b>\$ (744,574)</b>	<b>-15.66%</b>
Outside Contracts	\$ 1,183,218	\$ 1,200,414	\$ 1,110,929	\$ 2,271,763	\$ 2,112,059	\$ 2,407,497	\$ 135,734	5.97%
Professional Services	130,378	153,239	98,469	430,085	243,209	433,772	3,687	0.86%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 1,313,596</b>	<b>\$ 1,353,653</b>	<b>\$ 1,209,398</b>	<b>\$ 2,701,848</b>	<b>\$ 2,355,268</b>	<b>\$ 2,841,269</b>	<b>\$ 139,421</b>	<b>5.16%</b>
Utilities	\$ 65,530	\$ 80,120	\$ 85,355	\$ 96,125	\$ 99,027	\$ 93,500	\$ (2,625)	-2.73%
Communications	59,471	67,432	57,353	55,177	54,600	55,177	-	0.00%
Pipeline Repairs	302,144	495,517	361,666	465,000	485,000	465,000	-	0.00%
Small Tools & Equipment	8,635	23,032	24,023	30,850	32,000	31,850	1,000	3.24%
Materials & Supplies	452,481	471,874	411,385	658,950	490,130	680,250	21,300	3.23%
Repair Parts & Equipment Maintenance	539,829	917,410	861,535	1,055,000	1,002,500	980,000	(75,000)	-7.11%
Legal Services	45,051	24,251	74,397	45,000	35,000	45,000	-	0.00%
Dues & Subscriptions	34,988	37,777	42,911	50,200	50,200	51,251	1,051	2.09%
Conference & Travel	22,623	22,177	31,752	32,200	29,300	16,500	(15,700)	-48.76%
Safety & Training	39,117	38,763	37,036	27,100	25,500	28,000	900	3.32%
Board Expense	102,985	113,720	114,302	130,000	115,000	125,000	(5,000)	-3.85%
Bad Debt	8,514	6,994	19,598	8,500	4,500	8,500	-	0.00%
Fees & Charges	136,072	155,588	133,263	194,625	175,614	195,074	449	0.23%
Insurance	75,872	83,305	86,137	111,000	87,000	107,000	(4,000)	-3.60%
<b>Total Supplies &amp; Services</b>	<b>\$ 1,893,312</b>	<b>\$ 2,537,960</b>	<b>\$ 2,340,713</b>	<b>\$ 2,959,727</b>	<b>\$ 2,685,371</b>	<b>\$ 2,882,102</b>	<b>\$ (77,625)</b>	<b>-2.62%</b>
<b>Total Expenses</b>	<b>\$ 13,986,529</b>	<b>\$ 16,869,330</b>	<b>\$ 16,428,502</b>	<b>\$ 20,301,131</b>	<b>\$ 19,145,312</b>	<b>\$ 21,841,226</b>	<b>\$ 1,540,095</b>	<b>7.59%</b>
<b>Net Operating Revenues</b>	<b>\$ 5,010,757</b>	<b>\$ 5,544,432</b>	<b>\$ 3,885,395</b>	<b>\$ 2,088,051</b>	<b>\$ 3,182,594</b>	<b>\$ 2,496,517</b>	<b>\$ 408,466</b>	<b>19.56%</b>
<b>Less: Non-Operating Expenses</b>								
Debt Service 2011A/2016	\$ 894,369	\$ 1,045,331	\$ 1,046,031	\$ 1,045,731	\$ 1,045,731	\$ 1,052,031	\$ 6,300	0.60%
Debt Service 2012	1,118,000	1,121,900	1,124,100	561,750	561,750	-	(561,750)	-100.00%
Rate Stabilization Contribution	-	-	-	100,000	100,000	85,000	(15,000)	-15.00%
Capital Replacement Contribution	3,000,000	4,390,000	2,950,000	250,000	1,440,139	2,137,763	1,887,763	755.11%
<b>Total Non-Operating Expenses</b>	<b>\$ 5,012,369</b>	<b>\$ 6,557,231</b>	<b>\$ 5,120,131</b>	<b>\$ 1,957,481</b>	<b>\$ 3,147,620</b>	<b>\$ 3,274,794</b>	<b>\$ 1,317,313</b>	<b>67.30%</b>
<b>Add: Non-Operating Revenues</b>								
Interest Revenues	\$ 186,302	\$ 393,147	\$ 777,592	\$ 130,000	\$ 722,888	\$ 137,905	\$ 7,905	6.08%
Taxes	582,211	657,620	620,590	536,000	644,715	640,945	104,945	16.91%
<b>Total Non-Operating Revenues</b>	<b>\$ 768,513</b>	<b>\$ 1,050,767</b>	<b>\$ 1,398,182</b>	<b>\$ 666,000</b>	<b>\$ 1,367,603</b>	<b>\$ 778,850</b>	<b>\$ 112,850</b>	<b>16.94%</b>
<b>Net Operating Results</b>	<b>\$ 766,901</b>	<b>\$ 37,968</b>	<b>\$ 163,446</b>	<b>\$ 796,570</b>	<b>\$ 1,402,577</b>	<b>\$ 573</b>	<b>\$ (795,997)</b>	<b>-99.93%</b>
Capital Fees	\$ 128,850	\$ 158,549	\$ 3,342,260	\$ -	\$ 9,825	\$ -	\$ -	-
Mitigation & In-Lieu Fees	1,355,282	-	2,323,857	-	-	-	-	0.00%
Grants	771,971	67,519	290,622	-	203,611	-	-	0.00%
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 2,256,103</b>	<b>\$ 226,068</b>	<b>\$ 5,956,739</b>	<b>\$ -</b>	<b>\$ 213,436</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget

## Water Program

Water Program	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Revenues</b>								
Water Sales:								
Potable	\$ 8,915,569	\$ 10,801,589	\$ 9,451,209	\$ 11,106,000	\$ 10,470,146	\$ 12,059,800	\$ 953,800	8.59%
Recycle/Non-Potable	3,650,013	4,822,286	3,951,614	4,650,500	4,545,081	5,064,600	414,100	8.90%
Water Sales Pleasant Valley	475,031	558,575	678,598	704,700	1,215,222	1,003,300	298,600	42.37%
Meter Service Charge	2,488,157	2,557,753	2,615,301	2,292,300	2,378,371	2,236,700	(55,600)	-2.43%
Special Services	53,879	180,354	145,904	38,100	82,918	55,699	17,599	46.19%
Pump Zone Charges	43,890	52,992	46,658	43,700	49,438	52,000	8,300	18.99%
Miscellaneous	48,321	18,716	8,356	-	5,378	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 15,674,860</b>	<b>\$ 18,992,265</b>	<b>\$ 16,897,640</b>	<b>\$ 18,835,300</b>	<b>\$ 18,746,554</b>	<b>\$ 20,472,099</b>	<b>\$ 1,636,799</b>	<b>8.69%</b>
<b>Operating Expenses</b>								
Import Water Purchases-Calleguas	\$ 5,126,221	\$ 6,423,454	\$ 6,279,972	\$ 6,556,057	\$ 7,419,186	\$ 8,944,278	\$ 2,388,221	36.43%
Calleguas Fixed Charge	792,114	828,462	790,926	817,642	764,544	791,376	(26,266)	-3.21%
Conejo Creek Project	449,811	622,486	645,223	618,963	658,919	635,632	16,669	2.69%
Salinity Management Pipeline-Calleguas	118,788	7,256	84,407	230,162	108,293	208,917	(21,245)	-9.23%
CamSan				-	-	30,000	30,000	-
Production Power	1,175,418	1,346,722	1,171,888	1,640,213	1,195,260	1,475,707	(164,506)	-10.03%
<b>Total Production</b>	<b>\$ 7,662,352</b>	<b>\$ 9,228,380</b>	<b>\$ 8,972,416</b>	<b>\$ 9,863,037</b>	<b>\$ 10,146,202</b>	<b>\$ 12,085,910</b>	<b>\$ 2,222,873</b>	<b>22.54%</b>
Regular Salaries	\$ 1,386,386	\$ 1,525,409	\$ 1,621,506	\$ 2,002,787	\$ 1,651,203	\$ 1,786,565	\$ (216,222)	-10.80%
Overtime/Standby	42,945	28,588	54,689	93,611	59,506	67,685	(25,926)	-27.70%
Part Time	49,883	43,303	21,434	65,554	23,826	73,008	7,454	11.37%
Benefits	537,989	833,708	822,805	993,002	829,134	679,531	(313,471)	-31.57%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 2,017,203</b>	<b>\$ 2,431,008</b>	<b>\$ 2,520,434</b>	<b>\$ 3,154,954</b>	<b>\$ 2,563,669</b>	<b>\$ 2,606,789</b>	<b>\$ (548,165)</b>	<b>-17.37%</b>
Outside Contracts	\$ 519,855	\$ 613,123	\$ 619,050	\$ 1,449,286	\$ 1,280,138	\$ 1,488,063	\$ 38,777	2.68%
Professional Services	74,085	84,166	55,053	346,905	165,936	304,963	(41,942)	-12.09%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 593,940</b>	<b>\$ 697,289</b>	<b>\$ 674,103</b>	<b>\$ 1,796,191</b>	<b>\$ 1,446,074</b>	<b>\$ 1,793,026</b>	<b>\$ (3,165)</b>	<b>-0.18%</b>
Utilities	\$ 46,280	\$ 60,620	\$ 60,899	\$ 70,231	\$ 67,550	\$ 68,525	\$ (1,706)	-2.43%
Communications	38,656	43,958	37,279	35,865	35,490	35,865	-	0.00%
Pipeline Repairs	291,514	481,789	361,666	455,000	475,000	455,000	-	0.00%
Small Tools & Equipment	5,692	19,492	17,867	27,752	28,325	28,402	650	2.34%
Materials & Supplies	351,318	348,853	319,469	543,770	378,210	554,440	10,670	1.96%
Repair Parts & Equipment Maintenance	469,820	755,170	683,850	932,450	884,325	850,450	(82,000)	-8.79%
Legal Services	29,283	15,763	48,358	29,250	22,750	29,250	-	0.00%
Dues & Subscriptions	23,812	24,555	27,892	30,680	30,680	31,363	683	2.23%
Conference & Travel	14,705	14,415	20,639	20,930	19,045	10,725	(10,205)	-48.76%
Safety & Training	28,229	25,196	24,073	17,615	16,575	18,200	585	3.32%
Board Expense	66,940	73,918	74,296	84,500	74,750	81,250	(3,250)	-3.85%
Bad Debt	5,534	4,546	12,739	5,525	2,925	5,525	-	0.00%
Fees & Charges	97,956	89,188	92,425	128,782	116,665	128,084	(698)	-0.54%
Insurance	49,317	54,148	55,989	72,150	56,550	69,550	(2,600)	-3.60%
<b>Total Supplies &amp; Services</b>	<b>\$ 1,519,056</b>	<b>\$ 2,011,611</b>	<b>\$ 1,837,441</b>	<b>\$ 2,454,500</b>	<b>\$ 2,208,840</b>	<b>\$ 2,366,629</b>	<b>\$ (87,871)</b>	<b>-3.58%</b>
<b>Total Expenses</b>	<b>\$ 11,792,551</b>	<b>\$ 14,368,288</b>	<b>\$ 14,004,394</b>	<b>\$ 17,268,682</b>	<b>\$ 16,364,785</b>	<b>\$ 18,852,354</b>	<b>\$ 1,583,672</b>	<b>9.17%</b>
<b>Net Operating Revenues</b>	<b>\$ 3,882,309</b>	<b>\$ 4,623,977</b>	<b>\$ 2,893,246</b>	<b>\$ 1,566,618</b>	<b>\$ 2,381,769</b>	<b>\$ 1,619,745</b>	<b>\$ 53,127</b>	<b>3.39%</b>
<b>Less: Non-Operating Expenses</b>								
Debt Service 2011A/2016	\$ 712,470	\$ 851,881	\$ 854,381	\$ 854,081	\$ 854,081	\$ 858,081	\$ 4,000	0.47%
Debt Service 2012	680,500	682,000	682,500	341,250	341,250	-	(341,250)	-100.00%
Rate Stabilization Contribution	-	-	-	100,000	100,000	50,000	(50,000)	-50.00%
Capital Replacement Contribution	2,500,000	3,965,000	2,450,000	250,000	1,257,139	1,459,784	1,209,784	483.91%
<b>Total Non-Operating Expenses</b>	<b>\$ 3,892,970</b>	<b>\$ 5,498,881</b>	<b>\$ 3,986,881</b>	<b>\$ 1,545,331</b>	<b>\$ 2,552,470</b>	<b>\$ 2,367,865</b>	<b>\$ 822,534</b>	<b>53.23%</b>
<b>Add: Non-Operating Revenues</b>								
Interest Revenues	\$ 127,936	\$ 275,489	\$ 540,721	\$ 84,000	\$ 554,436	\$ 107,363	\$ 23,363	27.81%
Taxes	582,211	657,620	620,590	536,000	644,715	640,945	104,945	19.58%
<b>Total Non-Operating Revenues</b>	<b>\$ 710,147</b>	<b>\$ 933,109</b>	<b>\$ 1,161,311</b>	<b>\$ 620,000</b>	<b>\$ 1,199,151</b>	<b>\$ 748,308</b>	<b>\$ 128,308</b>	<b>20.69%</b>
<b>Net Operating Results</b>	<b>\$ 699,486</b>	<b>\$ 58,205</b>	<b>\$ 67,676</b>	<b>\$ 641,287</b>	<b>\$ 1,028,450</b>	<b>\$ 188</b>	<b>\$ (641,099)</b>	<b>-99.97%</b>
Capital Fees	\$ 124,175	\$ 116,474	\$ 1,986,350	\$ -	\$ 9,825	\$ -	\$ -	-
Mitigation & In-Lieu Fees	1,355,282	-	2,323,857	-	-	-	-	-
Grants	771,971	67,519	290,622	-	203,611	-	-	-
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 2,251,428</b>	<b>\$ 183,993</b>	<b>\$ 4,600,829</b>	<b>\$ -</b>	<b>\$ 213,436</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Debt Ratio</b>	<b>4.36</b>	<b>3.70</b>	<b>5.44</b>	<b>1.83</b>	<b>3.00</b>	<b>2.76</b>		

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



## Potable Water Program

Potable Water Program	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Revenues</b>								
Water Sales:								
Potable	\$ 8,915,569	\$ 10,801,589	\$ 9,451,209	\$ 11,106,000	\$ 10,470,146	\$ 12,059,800	\$ 953,800	8.59%
Meter Service Charge	2,307,114	2,375,360	2,358,515	2,199,000	2,224,189	2,157,800	(41,200)	-1.87%
Special Services	52,263	146,012	114,456	37,000	50,712	38,949	1,949	5.27%
Pump Zone Charges	26,840	33,334	29,653	26,800	30,193	31,000	4,200	15.67%
Miscellaneous	25,127	9,732	6,687	-	2,780	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 11,326,913</b>	<b>\$ 13,366,027</b>	<b>\$ 11,960,520</b>	<b>\$ 13,368,800</b>	<b>\$ 12,778,020</b>	<b>\$ 14,287,549</b>	<b>\$ 918,749</b>	<b>6.87%</b>
<b>Operating Expenses</b>								
Import Water Purchases-Calleguas	\$ 4,521,710	\$ 5,346,596	\$ 5,756,914	\$ 5,783,987	\$ 6,820,637	\$ 8,219,212	\$ 2,435,225	42.10%
Calleguas Fixed Charge	792,114	828,462	790,926	817,642	764,544	791,376	(26,266)	-3.21%
Salinity Management Pipeline-Calleguas	118,788	7,256	84,407	230,162	108,293	208,917	(21,245)	-9.23%
Production Power	478,563	465,081	422,847	572,300	419,340	478,817	(93,483)	-16.33%
<b>Total Production</b>	<b>\$ 5,911,175</b>	<b>\$ 6,647,395</b>	<b>\$ 7,055,094</b>	<b>\$ 7,404,091</b>	<b>\$ 8,112,814</b>	<b>\$ 9,698,322</b>	<b>\$ 2,294,231</b>	<b>30.99%</b>
Regular Salaries	\$ 901,151	\$ 991,516	\$ 1,053,979	\$ 1,333,856	\$ 1,073,282	\$ 1,161,267	\$ (172,589)	-12.94%
Overtime/Standby	27,914	18,582	35,548	62,345	38,679	43,995	(18,350)	-29.43%
Part Time	32,424	28,147	13,932	43,659	15,487	47,455	3,796	8.69%
Benefits	349,693	541,910	534,823	661,339	538,937	441,695	(219,644)	-33.21%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 1,311,182</b>	<b>\$ 1,580,155</b>	<b>\$ 1,638,282</b>	<b>\$ 2,101,199</b>	<b>\$ 1,666,385</b>	<b>\$ 1,694,412</b>	<b>\$ (406,787)</b>	<b>-19.36%</b>
Outside Contracts	\$ 316,328	\$ 425,601	\$ 376,421	\$ 907,001	\$ 731,992	\$ 887,565	\$ (19,436)	-2.14%
Professional Services	42,850	44,485	28,575	175,390	84,687	155,581	(19,809)	-11.29%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 359,178</b>	<b>\$ 470,086</b>	<b>\$ 404,996</b>	<b>\$ 1,082,391</b>	<b>\$ 816,679</b>	<b>\$ 1,043,146</b>	<b>\$ (39,245)</b>	<b>-3.63%</b>
Utilities	\$ 38,968	\$ 52,431	\$ 53,663	\$ 60,520	\$ 59,126	\$ 59,633	\$ (887)	-1.47%
Communications	20,101	23,033	19,385	18,650	18,455	18,650	-	0.00%
Pipeline Repairs	274,285	449,727	321,304	380,000	400,000	380,000	-	0.00%
Small Tools & Equipment	3,704	17,877	12,385	21,691	22,249	22,029	338	1.56%
Materials & Supplies	291,318	266,851	265,776	457,480	295,869	467,589	10,109	2.21%
Repair Parts & Equipment Maintenance	152,149	255,709	405,330	562,074	517,849	523,834	(38,240)	-6.80%
Legal Services	15,227	8,197	25,146	15,210	11,830	15,210	-	0.00%
Dues & Subscriptions	13,850	12,769	14,504	15,954	15,954	16,309	355	2.23%
Conference & Travel	7,647	7,496	10,732	10,884	9,903	5,577	(5,307)	-48.76%
Safety & Training	18,523	13,102	12,518	9,160	8,619	9,464	304	3.32%
Board Expense	34,809	38,437	38,634	43,940	38,870	42,250	(1,690)	-3.85%
Bad Debt	2,878	2,364	6,624	2,873	1,521	2,873	-	0.00%
Fees & Charges	76,728	68,537	72,330	101,291	93,659	100,928	(363)	-0.36%
Insurance	25,645	28,157	29,114	37,518	29,406	36,166	(1,352)	-3.60%
<b>Total Supplies &amp; Services</b>	<b>\$ 975,832</b>	<b>\$ 1,244,687</b>	<b>\$ 1,287,445</b>	<b>\$ 1,737,245</b>	<b>\$ 1,523,310</b>	<b>\$ 1,700,512</b>	<b>\$ (36,733)</b>	<b>-2.11%</b>
<b>Total Expenses</b>	<b>\$ 8,557,367</b>	<b>\$ 9,942,323</b>	<b>\$ 10,385,817</b>	<b>\$ 12,324,926</b>	<b>\$ 12,119,188</b>	<b>\$ 14,136,392</b>	<b>\$ 1,811,466</b>	<b>14.70%</b>
<b>Net Operating Revenues</b>	<b>\$ 2,769,546</b>	<b>\$ 3,423,704</b>	<b>\$ 1,574,703</b>	<b>1,043,874</b>	<b>658,832</b>	<b>\$ 151,157</b>	<b>\$ (892,717)</b>	<b>-85.52%</b>
<b>Less: Non-Operating Expenses</b>								
Debt Service 2011A/2016	\$ 683,552	\$ 821,521	\$ 823,790	\$ 823,538	\$ 823,538	\$ 827,316	\$ 3,778	0.46%
Rate Stabilization Contribution	-	-	-	100,000	100,000	-	(100,000)	-100.00%
Capital Replacement Contribution	2,500,000	3,265,000	1,550,000	50,000	-	-	(50,000)	-100.00%
<b>Total Non-Operating Expenses</b>	<b>\$ 3,183,552</b>	<b>\$ 4,086,521</b>	<b>\$ 2,373,790</b>	<b>\$ 973,538</b>	<b>\$ 923,538</b>	<b>\$ 827,316</b>	<b>\$ (1,400,252)</b>	<b>-143.83%</b>
<b>Add: Non-Operating Revenues</b>								
Interest Revenues	110,864	240,140	466,701	71,000	467,866	92,485	\$ 21,485	30.26%
Taxes	349,327	394,572	372,354	321,600	386,829	384,567	62,967	19.58%
<b>Total Non-Operating Revenues</b>	<b>\$ 460,191</b>	<b>\$ 634,712</b>	<b>\$ 839,055</b>	<b>\$ 392,600</b>	<b>\$ 854,695</b>	<b>\$ 477,052</b>	<b>\$ 84,452</b>	<b>21.51%</b>
<b>Net Operating Results</b>	<b>\$ 46,185</b>	<b>\$ (28,105)</b>	<b>\$ 39,968</b>	<b>\$ 462,936</b>	<b>\$ 589,989</b>	<b>\$ (199,107)</b>	<b>\$ (662,043)</b>	<b>-143.01%</b>
Capital Fees	\$ 124,175	\$ 116,474	\$ 1,986,350	\$ -	\$ 9,825	\$ -	\$ -	-
Mitigation & In-Lieu Fees	1,036,744	-	1,686,260	-	-	-	-	-
Grants	771,971	67,519	62,904	-	73,234	-	-	-
	<b>\$ 1,932,890</b>	<b>\$ 183,993</b>	<b>\$ 3,735,514</b>	<b>\$ -</b>	<b>\$ 83,059</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 1,979,075</b>	<b>\$ 155,888</b>	<b>\$ 3,775,482</b>	<b>\$ 462,936</b>	<b>\$ 673,048</b>	<b>\$ (199,107)</b>	<b>\$ (662,043)</b>	<b>-143.01%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget

## Non-Potable Water Program

Non-Potable Water Program	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	% Change over PY
<b>Revenues</b>								
Water Sales:								
Recycle/Non-Potable	\$ 3,650,013	\$ 4,822,286	\$ 3,951,614	\$ 4,650,500	\$ 4,545,081	\$ 5,064,600	\$ 414,100	8.90%
Water Sales Pleasant Valley	475,031	558,575	678,598	704,700	1,215,222	1,003,300	298,600	42.37%
Meter Service Charge	181,043	182,393	256,786	93,300	154,182	78,900	(14,400)	-15.43%
Special Services	1,616	34,342	31,448	1,100	32,206	16,750	15,650	1422.73%
Pump Zone Charges	17,050	19,658	17,005	16,900	19,245	21,000	4,100	24.26%
Miscellaneous	23,194	8,984	1,669	-	2,598	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 4,347,947</b>	<b>\$ 5,626,238</b>	<b>\$ 4,937,120</b>	<b>\$ 5,466,500</b>	<b>\$ 5,968,534</b>	<b>\$ 6,184,550</b>	<b>\$ 718,050</b>	<b>13.14%</b>
<b>Operating Expenses</b>								
Import Water Purchases-Calleguas	\$ 604,511	\$ 1,076,858	\$ 523,058	\$ 772,070	\$ 598,549	\$ 725,066	\$ (47,004)	-6.09%
Conejo Creek Project	449,811	622,486	645,223	618,963	658,919	635,632	16,669	2.69%
CamSan				-	-	30,000	30,000	-
Production Power	696,855	881,641	749,041	1,067,913	775,920	996,890	(71,023)	-6.65%
<b>Total Production</b>	<b>\$ 1,751,177</b>	<b>\$ 2,580,985</b>	<b>\$ 1,917,322</b>	<b>\$ 2,458,946</b>	<b>\$ 2,033,388</b>	<b>\$ 2,387,588</b>	<b>\$ (71,358)</b>	<b>-2.90%</b>
Regular Salaries	\$ 485,235	\$ 533,893	\$ 567,527	\$ 668,931	\$ 577,921	\$ 625,298	\$ (43,633)	-6.52%
Overtime/Standby	15,031	10,006	19,141	31,266	20,827	23,690	(7,576)	-24.23%
Part Time	17,459	15,156	7,502	21,895	8,339	25,553	3,658	16.71%
Benefits	188,296	291,798	287,982	331,663	290,197	237,836	(93,827)	-28.29%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 706,021</b>	<b>\$ 850,853</b>	<b>\$ 882,152</b>	<b>\$ 1,053,755</b>	<b>\$ 897,284</b>	<b>\$ 912,377</b>	<b>\$ (141,378)</b>	<b>-13.42%</b>
Outside Contracts	\$ 203,527	\$ 187,522	\$ 242,629	\$ 542,285	\$ 548,146	\$ 600,498	\$ 58,213	10.73%
Professional Services	31,235	39,681	26,478	171,515	81,249	149,382	(22,133)	-12.90%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 234,762</b>	<b>\$ 227,203</b>	<b>\$ 269,107</b>	<b>\$ 713,800</b>	<b>\$ 629,395</b>	<b>\$ 749,880</b>	<b>\$ 36,080</b>	<b>5.05%</b>
Utilities	\$ 7,312	\$ 8,189	\$ 7,236	\$ 9,711	\$ 8,424	\$ 8,892	\$ (819)	-8.43%
Communications	18,555	20,925	17,894	17,215	17,035	\$ 17,215	-	0.00%
Pipeline Repairs	17,229	32,062	40,362	75,000	75,000	\$ 75,000	-	0.00%
Small Tools & Equipment	1,988	1,615	5,482	6,061	6,076	\$ 6,373	312	5.15%
Materials & Supplies	60,000	82,002	53,693	86,290	82,341	\$ 86,851	561	0.65%
Repair Parts & Equipment Maintenance	317,671	499,461	278,520	370,376	366,476	\$ 326,616	(43,760)	-11.82%
Legal Services	14,056	7,566	23,212	14,040	10,920	\$ 14,040	-	0.00%
Dues & Subscriptions	9,962	11,786	13,388	14,726	14,726	\$ 15,054	328	2.23%
Conference & Travel	7,058	6,919	9,907	10,046	9,142	\$ 5,148	(4,898)	-48.76%
Safety & Training	9,706	12,094	11,555	8,455	7,956	\$ 8,736	281	3.32%
Board Expense	32,131	35,481	35,662	40,560	35,880	\$ 39,000	(1,560)	-3.85%
Bad Debt	2,656	2,182	6,115	2,652	1,404	\$ 2,652	-	0.00%
Fees & Charges	21,228	20,651	20,095	27,491	23,006	\$ 27,156	(335)	-1.22%
Insurance	23,672	25,991	26,875	34,632	27,144	\$ 33,384	(1,248)	-3.60%
<b>Total Supplies &amp; Services</b>	<b>\$ 543,224</b>	<b>\$ 766,924</b>	<b>\$ 549,996</b>	<b>\$ 717,255</b>	<b>\$ 685,530</b>	<b>\$ 666,117</b>	<b>\$ (51,138)</b>	<b>-7.13%</b>
<b>Total Expenses</b>	<b>\$ 3,235,184</b>	<b>\$ 4,425,965</b>	<b>\$ 3,618,577</b>	<b>\$ 4,943,756</b>	<b>\$ 4,245,597</b>	<b>\$ 4,715,962</b>	<b>\$ (227,794)</b>	<b>-4.61%</b>
<b>Net Operating Revenues</b>	<b>\$ 1,112,763</b>	<b>\$ 1,200,273</b>	<b>\$ 1,318,543</b>	<b>\$ 522,744</b>	<b>\$ 1,722,937</b>	<b>\$ 1,468,588</b>	<b>\$ 945,844</b>	<b>180.94%</b>
<b>Less: Non-Operating Expenses</b>								
Debt Service 2011A/2016	\$ 28,918	\$ 30,360	\$ 30,591	\$ 30,543	\$ 30,543	\$ 30,765	\$ 222	0.73%
Debt Service 2012	680,500	682,000	682,500	341,250	341,250	-	(341,250)	-100.00%
Rate Stabilization Contribution	-	-	-	-	-	50,000	50,000	-
Capital Replacement Contribution	-	700,000	900,000	200,000	1,257,139	1,459,784	1,259,784	629.89%
<b>Total Non-Operating Expenses</b>	<b>\$ 709,418</b>	<b>\$ 1,412,360</b>	<b>\$ 1,613,091</b>	<b>\$ 571,793</b>	<b>\$ 1,628,932</b>	<b>\$ 1,540,549</b>	<b>\$ 968,756</b>	<b>169.42%</b>
<b>Add: Non-Operating Revenues</b>								
Interest Revenues	\$ 17,072	\$ 35,349	\$ 74,020	\$ 13,000	\$ 86,570	\$ 14,878	\$ 1,878	14.45%
Taxes	232,884	263,048	248,236	214,400	257,886	256,378	41,978	19.58%
<b>Total Non-Operating Revenues</b>	<b>\$ 249,956</b>	<b>\$ 298,397</b>	<b>\$ 322,256</b>	<b>\$ 227,400</b>	<b>\$ 344,456</b>	<b>\$ 271,256</b>	<b>\$ 43,856</b>	<b>19.29%</b>
<b>Net Operating Results</b>	<b>\$ 653,301</b>	<b>\$ 86,310</b>	<b>\$ 27,708</b>	<b>\$ 178,351</b>	<b>\$ 438,461</b>	<b>\$ 199,295</b>	<b>\$ 20,944</b>	<b>11.74%</b>
Capital Fees	-	-	-	-	-	-	-	-
Mitigation & In-Lieu Fees	318,538	-	637,597	-	-	-	-	-
Grants	-	-	227,718	-	130,377	-	-	-
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 971,839</b>	<b>\$ 86,310</b>	<b>\$ 893,023</b>	<b>\$ 178,351</b>	<b>\$ 568,838</b>	<b>\$ 199,295</b>	<b>\$ 20,944</b>	<b>11.74%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



## Wastewater Program

Wastewater Program	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Revenues</b>								
Sewer Service Charge	\$ 3,267,395	\$ 3,314,305	\$ 3,336,794	\$ 3,533,382	\$ 3,538,055	\$ 3,837,200	\$ 303,818	8.60%
Special Services	29,012	97,114	78,564	20,500	41,553	28,444	7,944	38.75%
Miscellaneous	26,019	10,078	899	-	1,744	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 3,322,426</b>	<b>\$ 3,421,497</b>	<b>\$ 3,416,257</b>	<b>\$ 3,553,882</b>	<b>\$ 3,581,352</b>	<b>\$ 3,865,644</b>	<b>\$ 311,762</b>	<b>8.77%</b>
<b>Operating Expenses</b>								
Salinity Management Pipeline-Calleguas	\$ 13,880	\$ 9,325	\$ 28,383	\$ 21,500	\$ 14,364	\$ 21,500	-	0.00%
<b>Total Production</b>	<b>\$ 13,880</b>	<b>\$ 9,325</b>	<b>\$ 28,383</b>	<b>\$ 21,500</b>	<b>\$ 14,364</b>	<b>\$ 21,500</b>	<b>\$ -</b>	<b>0.00%</b>
Regular Salaries	\$ 746,516	\$ 821,374	\$ 873,119	\$ 1,015,732	\$ 889,109	\$ 961,996	\$ (53,736)	-5.29%
Overtime/Standby	23,124	15,394	29,448	47,477	32,042	36,446	(11,031)	-23.23%
Part Time	26,860	23,317	11,542	33,246	12,830	39,312	6,066	18.25%
Benefits	289,686	448,919	443,049	503,610	446,457	365,902	(137,708)	-27.34%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 1,086,186</b>	<b>\$ 1,309,004</b>	<b>\$ 1,357,158</b>	<b>\$ 1,600,065</b>	<b>\$ 1,380,438</b>	<b>\$ 1,403,656</b>	<b>\$ (196,409)</b>	<b>-12.28%</b>
Outside Contracts	\$ 663,363	\$ 587,291	\$ 491,879	\$ 822,477	\$ 831,921	\$ 919,434	\$ 96,957	11.79%
Professional Services	56,293	69,073	43,416	83,180	77,273	128,809	45,629	54.86%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 719,656</b>	<b>\$ 656,364</b>	<b>\$ 535,295</b>	<b>\$ 905,657</b>	<b>\$ 909,194</b>	<b>\$ 1,048,243</b>	<b>\$ 142,586</b>	<b>15.74%</b>
Utilities	\$ 19,250	\$ 19,500	\$ 24,456	\$ 25,894	\$ 31,477	\$ 24,975	\$ (919)	-3.55%
Communications	20,815	23,474	20,074	19,312	19,110	19,312	-	0.00%
Pipeline Repairs	10,630	13,728	-	10,000	10,000	10,000	-	0.00%
Small Tools & Equipment	2,943	3,540	6,156	3,098	3,675	3,448	350	11.30%
Materials & Supplies	101,163	123,021	91,916	115,180	111,920	125,810	10,630	9.23%
Repair Parts & Equipment Maintenance	70,009	162,240	177,685	122,550	118,175	129,550	7,000	5.71%
Legal Services	15,768	8,488	26,039	15,750	12,250	15,750	-	0.00%
Dues & Subscriptions	11,176	13,222	15,019	19,520	19,520	19,888	368	1.89%
Conference & Travel	7,918	7,762	11,113	11,270	10,255	5,775	(5,495)	-48.76%
Safety & Training	10,888	13,567	12,963	9,485	8,925	9,800	315	3.32%
Board Expense	36,045	39,802	40,006	45,500	40,250	43,750	(1,750)	-3.85%
Bad Debt	2,980	2,448	6,859	2,975	1,575	2,975	-	0.00%
Fees & Charges	38,116	66,400	40,838	65,843	58,949	66,990	1,147	1.74%
Insurance	26,555	29,157	30,148	38,850	30,450	37,450	(1,400)	-3.60%
<b>Total Supplies &amp; Services</b>	<b>\$ 374,256</b>	<b>\$ 526,349</b>	<b>\$ 503,272</b>	<b>\$ 505,227</b>	<b>\$ 476,531</b>	<b>\$ 515,473</b>	<b>\$ 10,246</b>	<b>2.03%</b>
<b>Total Expenses</b>	<b>\$ 2,193,978</b>	<b>\$ 2,501,042</b>	<b>\$ 2,424,108</b>	<b>\$ 3,032,449</b>	<b>\$ 2,780,527</b>	<b>\$ 2,988,872</b>	<b>\$ (43,577)</b>	<b>-1.44%</b>
<b>Net Operating Revenues</b>	<b>\$ 1,128,448</b>	<b>\$ 920,455</b>	<b>\$ 992,149</b>	<b>\$ 521,433</b>	<b>\$ 800,825</b>	<b>\$ 876,772</b>	<b>\$ 355,339</b>	<b>68.15%</b>
<b>Less: Non-Operating Expenses</b>								
Debt Service 2011A/2016	\$ 181,899	\$ 193,450	\$ 191,650	\$ 191,650	\$ 191,650	\$ 193,950	\$ 2,300	1.20%
Debt Service 2012	437,500	439,900	441,600	220,500	220,500	-	(220,500)	-100.00%
Rate Stabilization Contribution	-	-	-	-	-	35,000	35,000	-
Capital Replacement Contribution	500,000	425,000	500,000	-	183,000	677,979	677,979	135.60%
<b>Total Non-Operating Expenses</b>	<b>\$ 1,119,399</b>	<b>\$ 1,058,350</b>	<b>\$ 1,133,250</b>	<b>\$ 412,150</b>	<b>\$ 595,150</b>	<b>\$ 906,929</b>	<b>\$ 494,779</b>	<b>120.05%</b>
<b>Add: Non-Operating Revenues</b>								
Interest Revenues	\$ 58,366	\$ 117,658	\$ 236,871	\$ 46,000	\$ 168,452	\$ 30,542	\$ (15,458)	-33.60%
<b>Total Non-Operating Revenues</b>	<b>\$ 58,366</b>	<b>\$ 117,658</b>	<b>\$ 236,871</b>	<b>\$ 46,000</b>	<b>\$ 168,452</b>	<b>\$ 30,542</b>	<b>\$ (15,458)</b>	<b>-33.60%</b>
<b>Net Operating Results</b>	<b>\$ 67,415</b>	<b>\$ (20,237)</b>	<b>\$ 95,770</b>	<b>\$ 155,283</b>	<b>\$ 374,127</b>	<b>\$ 385</b>	<b>\$ (154,898)</b>	<b>-99.75%</b>
Capital Fees	4,675	42,075	1,355,910	-	-	-	-	-
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 72,090</b>	<b>\$ 21,838</b>	<b>\$ 1,451,680</b>	<b>\$ 155,283</b>	<b>\$ 374,127</b>	<b>\$ 385</b>	<b>\$ (154,898)</b>	<b>-99.75%</b>
<b>Debt Ratio</b>	<b>1.92</b>	<b>1.71</b>	<b>4.08</b>	<b>1.38</b>	<b>2.35</b>	<b>4.68</b>		

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget

## Revenues

Camrosa's revenues are received from seven major sources. Water Sales represent approximately 72 percent of the total revenues, Water Meter Service Charges are typically 9 percent of revenues, Sewer Service Charges are about 15 percent, Taxes 3 percent, and a small amount from Interest and a combination of Special Service fees (new account starts, plan check fees, late penalties, and reconnection fees), and Pump Zone surcharges.

### FY2019-20

Total operating and non-operating revenues for FY2019-20 are projected to be \$23,908,945 or approximately \$853,763 above budget. This increase in revenue is due mainly to non-potable water sales to Pleasant Valley County Water District (PVCWD) above budgeted sales projections. Total water sales served within the District of approximately 13,158 AF are below the budgeted sales projection of 14,790 AF, as a result of a rainy season and continued conservation. The District received \$213,436 additional revenue from a combination of Capital Fees, and grant receipts, which the District does not include as a budgeted revenue line item.

### FY2020-21

Water Sales The District treats water as a commodity, generating revenue by measuring consumption at the customer's meter. Water sales represent 72 percent of the Total Revenue. Water sales are greatly dependent on weather patterns.

The District uses a conservative three-year average projection for water sales volume for FY2020-21 of 14,500 AF, of which 7,357 AF is potable and 7,143 AF non-potable/recycled water served within the District. Water sales include the adopted commodity rates effective July 1, 2020. FY2020-21 water sales revenues are projected to be \$17,124,400. The District's Schedule of Water and Wastewater Rates is located in Appendix #3.

Surplus non-potable water is sold to Pleasant Valley County Water District (PVCWD), and there are separate line items in the District's budget to capture both the expense and revenue from this water. The FY2020-21 budget projection for PV water sales in the amount of \$1,003,300, of which 4,000 AF of conejo creek water, using a five year average of deliveries, and 500 AF of CamSan recycled water.

Meter Service Charges are monthly customer fees based on the size of the meter installed. Meter Service Charges account for nine percent of Total Revenue and are projected based on an anticipated zero percent growth in our customer base for FY2020-21. FY2020-21 meter service charge revenue is expected to be \$2,236,700, based upon the average number of service connections and the meter service fee rates effective July 1, 2020. The District's Schedule of Water and Wastewater Rates is located in Appendix #3.

Sewer Service Charge revenues for the FY2020-21 budget year are expected to be \$3,837,200 or 15 percent of Total Revenue. Sewer Service Charges are billed to all customers as a flat monthly rate, currently \$35.83 (effective July 1, 2020). The estimated revenue for Sewer Service Charges is based upon the District's number of customers at the current flat monthly rate.

Interest revenue is budgeted at \$137,905 or 0.55 percent of the Total Revenue. Interest income is earned on the cash balance held in either in Local Agency Investment Fund (LAIF) or held in reserves with the District's Fiscal Trustee. Interest rates have been decreasing in the past few months and are projected to remain low in the next fiscal year. The budget uses a 0.45 percent rate of return in projected balances.

**Tax** revenue is budgeted at \$640,945 for FY2020-21, or three percent of the Total Revenue. Tax revenue is based upon an average of five years of historical receipts. The District receives property tax revenues collected by the County of Ventura via the Property Tax Roll and are remitted to the District semi-annually.

Spending limits for the District are governed by the 1979 passage of California Proposition 4, Limitations of Government Appropriations (Article XIII B of the California Constitution, commonly known as the GANN limit). Proposition 4 places an appropriations limit on most spending from tax proceeds. The District's FY2020-21 Gann Limit is \$859,074.

**Capital Connection Fees** are not being projected as part of the FY2020-21 budget. The District is near build-out, and while a few small developments may begin construction within the five-year financial forecast, their timing is uncertain and their capital contribution would be negligible.

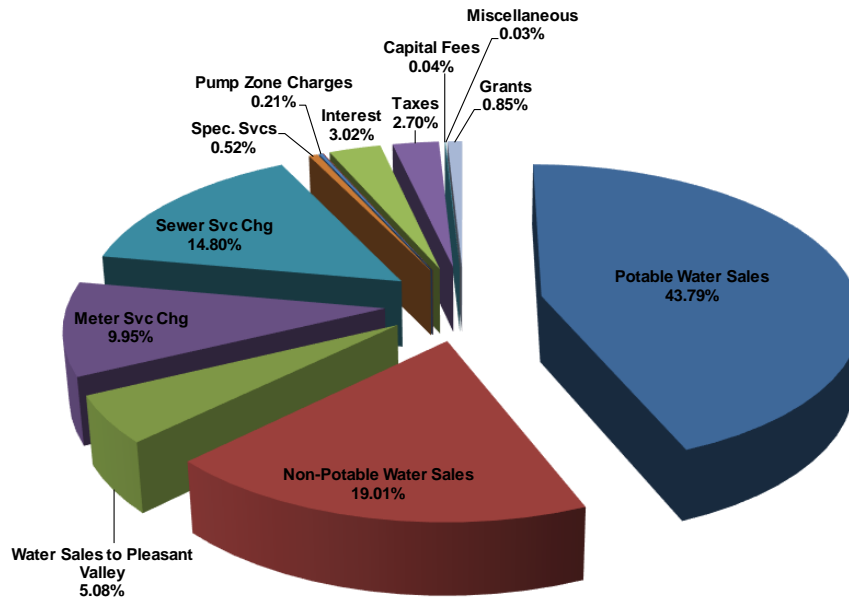
**Special Services** are various fees for turn-off/turn-on, late fees, and other miscellaneous administrative fees. Special Services revenues are budgeted at \$84,143. Revenue from Special Services is based upon our projected revenues for FY2019-20, as they remain steady. Governor Newsom's Executive Order N-42-20 prohibits water service shutoff to residential and essential service accounts during the COVID-related Stay At Home orders. Camrosa continues to charge for water and apply late fees but is not shutting off accounts for nonpayment or sending arrearaged customers to collections. To be conservative, late fees have been budgeted at half the FY2019-20 projection.

**Pump Zone/Miscellaneous** revenue applies to certain areas in the District that are situated at higher elevations and therefore require additional pumping. Revenues are estimated to be \$52,000 for FY2020-21 based on projected deliveries.

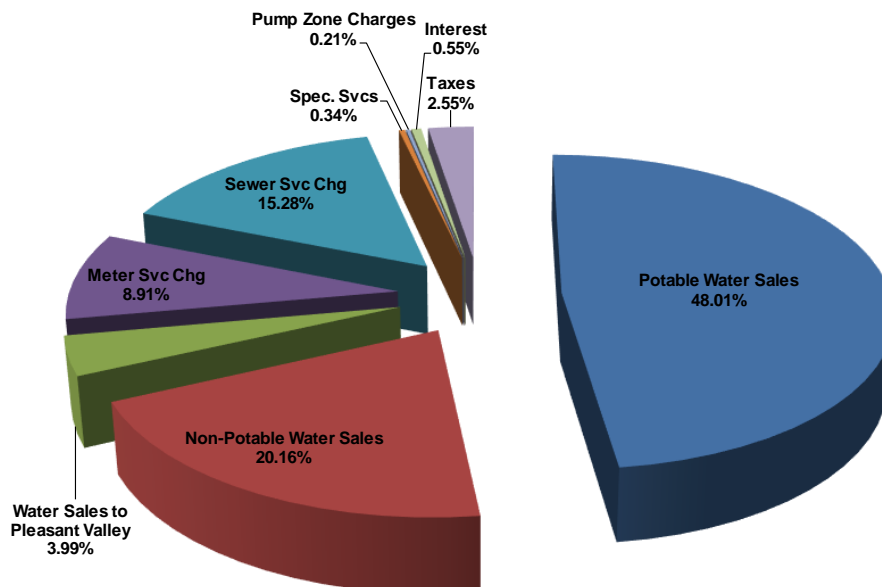
**Total Revenues** are expected to reach \$25,116,593 in June 2021. Total revenues are projected to be \$2,061,411 greater than FY2019-20 budget, mainly attributed to the water and sewer rates that were adopted and go into effect July 1, 2020 and increased water deliveries to PVCWD.

## Comparison of Total Revenues

**FY 2019-20 Projected Operating & Non-Operating Revenues - \$23,908,945**



**FY 2020-21 Budgeted Operating & Non-Operating Revenues - \$25,116,593**



**Figure 12 – Comparison of Total Revenues**

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## Expense Centers

The FY2020-21 budget presents a separation of the Water Operations between Potable (Program 52) and Non-Potable (Program 53), following the recommendation of the Board of Directors to allocate the cost of service between the potable and non-potable enterprises into distinct and self-supporting enterprises.

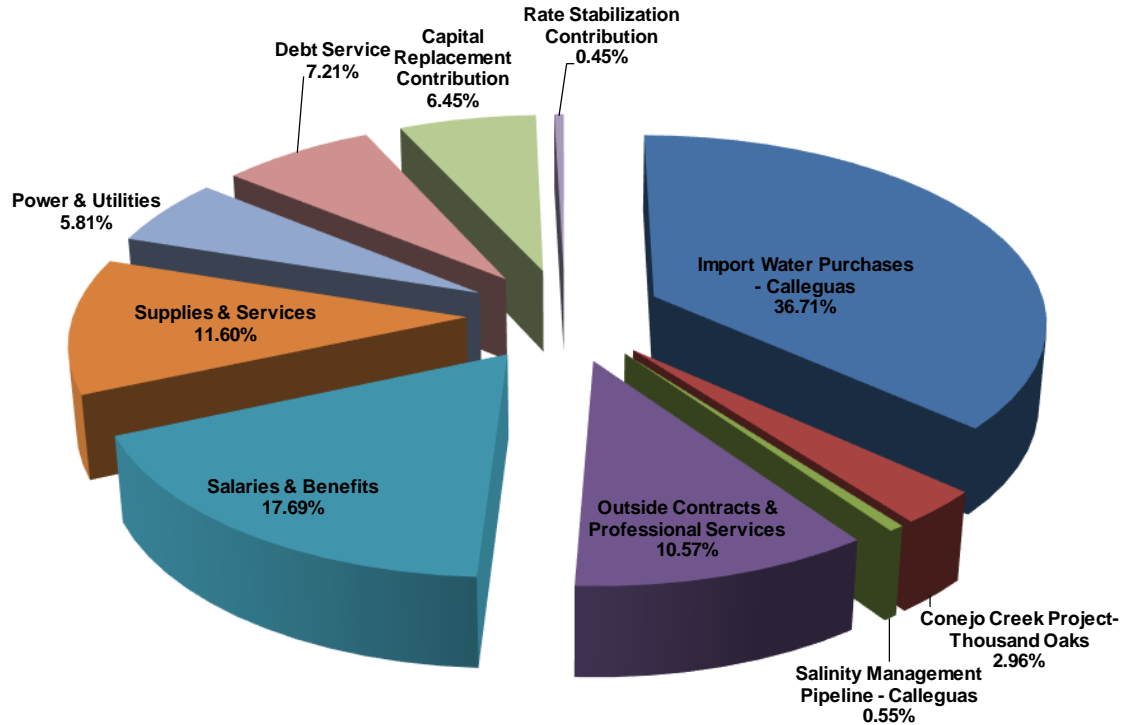
Salaries & Benefits and indirect support services are allocated to Water Operations (65 percent) and Wastewater Operations (35 percent), with the exception of the Water Quality Program, which is distributed 50:50 between the two programs. Non-operating revenues are credited to Water and Wastewater Operations using the same 65:35 ratio, with the exception of taxes, which are allocated 100 percent to Water Operations. Tax revenue distribution follows a cost-of-service methodology; all District customers receive potable water, and the tax rate is the same across the District, regardless of whether customers receive wastewater service from Camrosa or not.

Within the Water Operations, Salaries & Benefits are distributed 65 percent to the Potable Program and 35 percent to the Non-Potable Program. This allocation is based on what percentage of time staff spends on either system. An informal survey was conducted to determine the percentage allocation. All other indirect support services are distributed 52 percent to Potable and 48 percent to Non-Potable.

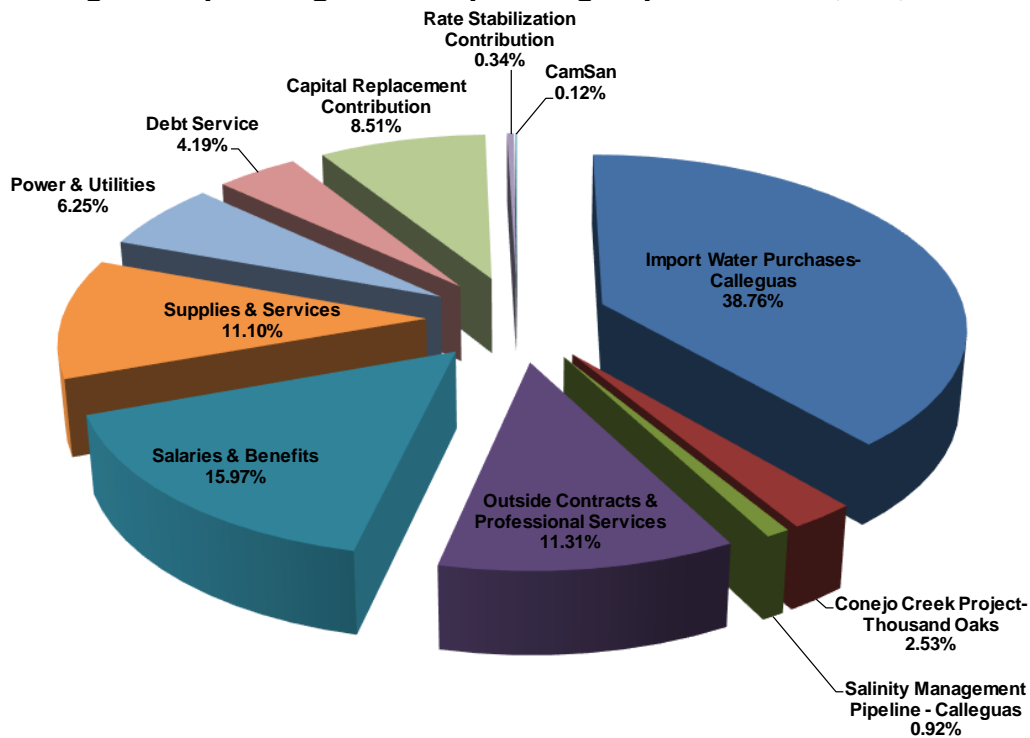
Debt Service costs are allocated to Water and Wastewater Operations based on the level of debt originally incurred in each enterprise.

## Comparison of Total Expenses

**FY 2019-20 Projected Operating & Non-Operating Expenses - \$22,192,932**



**FY 2020-21 Budgeted Operating & Non-Operating Expenses - \$25,116,020**



**Figure 13 – Comparison of Total Expenses**



## Expense Summary By Program

The following pages summarize the District's individual Expense Programs; a detailed accounting is provided in Appendix #2. The Potable (Program 52) and Non-Potable (Program 53) programs both fall under the Water Operations; Wastewater Operations stands alone (Program 57). All other programs indirectly support both the Water and Wastewater Operations. The District's Salaries & Benefits are budgeted in Human Resources (Program 5) and allocated as described in Expense Centers, previously.

## Human Resources – Program 05

The objective of Human Resources program is twofold: to capture all human resource costs in a single program in order to compare total costs of this resource by fiscal year; and to capture all costs for later allocation to the three cost centers to simplify the accounting necessary to track labor costs. Included in this program are all Salaries and Benefits for both full-time and part-time personnel, temporary contract labor, and miscellaneous personnel support costs such as uniforms, certification fees, training, and travel. These costs are allocated as overhead to the three cost centers.

### Accomplishments for 2019-20

- Continued employee certification advancements
  - 1 employee attained Distribution 2 certification
  - 4 employees attained Treatment 2 certifications
  - 1 employee attained Treatment 3 certifications
  - 3 employees attained Advanced Water Treatment Operator certifications
  - 1 employee attained Wastewater Grade 5 certification
- Recognized eight years of Zero Lost Time Accidents
- Provided monthly safety training to all staff
- Participated with CalState University Channel Islands's Hank Lacayo Institute Internship
- Continued Part-Time Student Employee Program
- Reorganized District staff
- Initiated Compensation & Classification Study
- Prepaid the CalPERS Unfunded Accrued Liability

### Goals for 2020-21

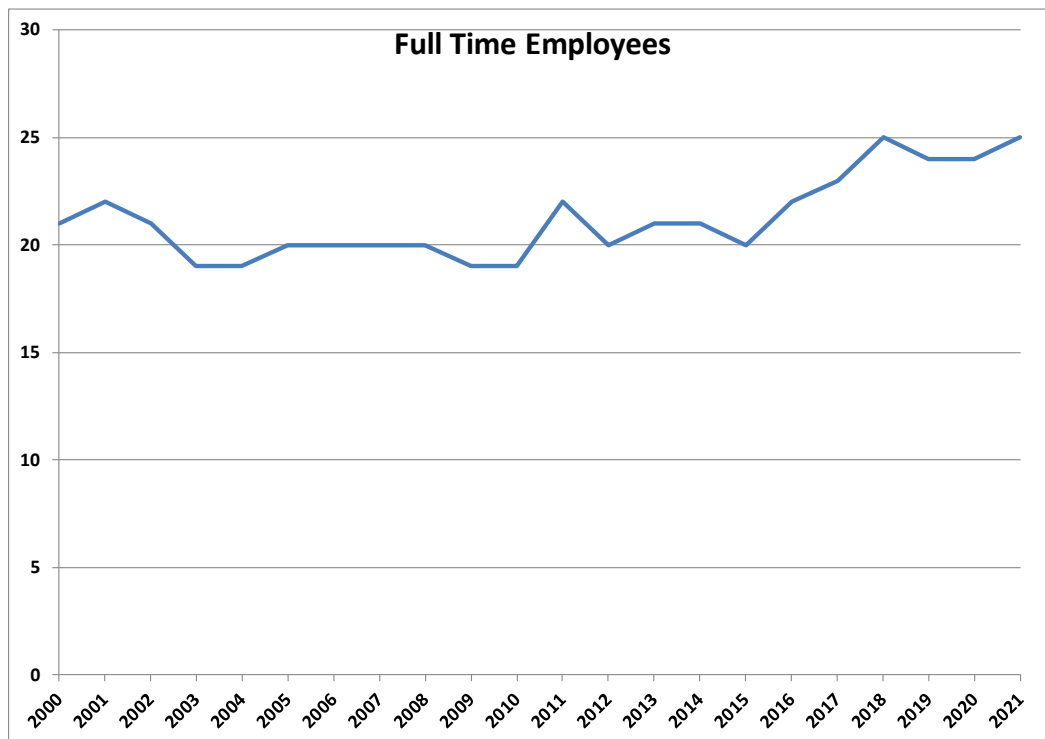
- Zero Lost Time Accidents
- Enhance staff training and certification
- Finalize Compensation & Classification Study
- Continue Succession Planning

## Human Resources – Program 05

Human Resources Program 5		Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Salaries &amp; Benefits</b>									
Regular Salaries	50100	\$ 2,132,902	\$ 2,346,784	\$ 2,494,625	\$ 3,018,519	\$ 2,540,312	\$ 2,748,561	\$ (269,958)	-8.94%
Overtime	50110	61,063	66,620	59,637	112,422	66,175	76,008	(36,414)	-32.39%
Part Time	50120	76,743	32,121	32,976	98,800	36,656	112,320	13,520	13.68%
Standby	50130	5,006	11,861	24,500	28,666	25,374	28,123	(543)	-1.89%
Benefits	50140	827,675	1,282,627	1,265,854	1,496,612	1,275,590	1,045,433	(451,179)	-30.15%
<b>Total Salaries &amp; Benefits</b>		<b>\$ 3,103,389</b>	<b>\$ 3,740,013</b>	<b>\$ 3,877,592</b>	<b>\$ 4,755,019</b>	<b>\$ 3,944,107</b>	<b>\$ 4,010,445</b>	<b>\$ (744,574)</b>	<b>-15.66%</b>
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 10,483	\$ 15,640	\$ 14,843	\$ 18,600	\$ 15,000	\$ 18,600	\$ -	0.00%
Professional Services	50230	20,000	-	-	-	-	-	-	-
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 30,483</b>	<b>\$ 15,640</b>	<b>\$ 14,843</b>	<b>\$ 18,600</b>	<b>\$ 15,000</b>	<b>\$ 18,600</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Services &amp; Supplies</b>									
Materials & Supplies	50260	\$ -	\$ 315	\$ -	\$ -	\$ -	\$ -	\$ -	-
Dues & Subscriptions	50290	3,513	4,361	6,221	4,000	4,500	7,000	3,000	75.00%
Conference & Travel	50300	4,265	10,153	13,374	14,900	12,000	9,200	(5,700)	-38.26%
Safety & Training	50310	30,947	38,762	37,036	27,100	25,500	28,000	900	3.32%
Fees & Charges	50350	124	0	-	500	-	500	-	0.00%
<b>Total Services &amp; Supplies</b>		<b>\$ 38,849</b>	<b>\$ 53,591</b>	<b>\$ 56,631</b>	<b>\$ 46,500</b>	<b>\$ 42,000</b>	<b>\$ 44,700</b>	<b>\$ (1,800)</b>	<b>-3.87%</b>
<b>Total Operating Expenditures</b>		<b>\$ 3,172,721</b>	<b>\$ 3,809,244</b>	<b>\$ 3,949,066</b>	<b>\$ 4,820,119</b>	<b>\$ 4,001,107</b>	<b>\$ 4,073,745</b>	<b>\$ (746,374)</b>	<b>-15.48%</b>
Fixed Assets	50600	\$ 4,112	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 3,176,833</b>	<b>\$ 3,809,244</b>	<b>\$ 3,949,066</b>	<b>\$ 4,820,119</b>	<b>\$ 4,001,107</b>	<b>\$ 4,073,745</b>	<b>\$ (746,374)</b>	<b>-15.48%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget

The District's staffing needs have transitioned over time due to the ever increasing technical, building water self-reliance, and regulatory demands. The table below shows the historic numbers of employees at year end through FY2019- 20 and the number of employees budgeted for FY2020-21.



## **General Administration – Program 10**

The General Administration program provides funds for expenses related to the general management of the District, including insurance costs, annual fees and charges, and other general expenses of the District. The program also contains funds for all Director-related expenses, including meeting fees, membership dues, conference and travel, and legal services. These costs are allocated as overhead to the three cost centers.

### **Accomplishments for 2019-2020**

- Final payment of the Water and Wastewater Refunding Revenue Bonds, Series 2012
- Entered into a Memorandum of Understanding with Fox Canyon GMA regarding a hydrogeological study for the University Well area
- Entered into a Memorandum of Understanding Regarding the Use of Camrosa's Recycled Water Supply with Pleasant Valley County Water District
- Performed a Vulnerability Assessment and initiated a Crisis Management Plan as part of the District's Emergency Response Plan, in concert with 2018 Federal America's Water Infrastructure Act (AWIA) requirements
- Received the CSMFO Operational Budgeting Excellence Award for the sixth consecutive year
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the fifth consecutive year
- Continued Public Outreach Program: customer facility tour; youth group tours at CWRF; social media campaigns
- Participated in an interagency Regional Brine Management Study to explore new/improved water sources
- Began a feasibility study of water quality improvements at Conejo Wellfield, a pilot study of granular activated carbons, and negotiated an agreement for engineering

### **Goals for 2020-2021**

- Initiate an Unfunded Accrued Liability Pension Policy
- Complete 2020 Urban Water Management Plan
- Complete revision of the District's Emergency Response Plan to AWIA specifications
- Complete design and begin construction of the water treatment facility at the Conejo Wellfield
- Support development of Groundwater Sustainability Plan for Arroyo Santa Rosa Basin
- Pursue grant funding where available and appropriate
- Increase groundwater production to improve our import-to-local blend ratio from 71% to 50%, greatly reducing operational production costs

## General Administration – Program 10

General Administration Program 10		Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 3,041	\$ 4,685	\$ 11,274	\$ 7,200	\$ 97,474	\$ 67,200	\$ 60,000	833.33%
Professional Services	50230	72,008	91,711	37,075	109,085	115,000	202,405	93,320	85.55%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 75,049</b>	<b>\$ 96,396</b>	<b>\$ 48,349</b>	<b>\$ 116,285</b>	<b>\$ 212,474</b>	<b>\$ 269,605</b>	<b>\$ 153,320</b>	<b>131.85%</b>
<b>Services &amp; Supplies</b>									
Small Tools & Equipment	50250	\$ 2,616	\$ 333	\$ -	\$ 1,000	\$ 3,500	\$ 2,000	\$ 1,000	100.00%
Materials & Supplies	50260	28,858	31,577	31,356	23,550	29,000	24,350	800	3.40%
Legal Services	50280	45,051	24,251	74,397	45,000	35,000	45,000	-	0.00%
Dues & Subscriptions	50290	27,669	33,416	36,450	42,700	42,700	40,750	(1,950)	-4.57%
Conference & Travel	50300	18,358	12,025	18,378	7,300	17,300	7,300	-	0.00%
Safety & Training	50310	162	-	-	-	-	-	-	-
Board Expense	50330	102,985	113,720	114,302	130,000	115,000	125,000	(5,000)	-3.85%
Bad Debt	50340	8,514	6,994	19,598	8,500	4,500	8,500	-	0.00%
Fees & Charges	50350	59,243	61,386	50,792	65,550	45,000	57,800	(7,750)	-11.82%
Insurance	50360	75,872	83,305	86,136	111,000	87,000	107,000	(4,000)	-3.60%
<b>Total Services &amp; Supplies</b>		<b>\$ 369,328</b>	<b>\$ 367,007</b>	<b>\$ 431,409</b>	<b>\$ 434,600</b>	<b>\$ 379,000</b>	<b>\$ 417,700</b>	<b>\$ (16,900)</b>	<b>-3.89%</b>
<b>Total Operating Expenses</b>		<b>\$ 444,377</b>	<b>\$ 463,403</b>	<b>\$ 479,758</b>	<b>\$ 550,885</b>	<b>\$ 591,474</b>	<b>\$ 687,305</b>	<b>\$ 136,420</b>	<b>-100.00%</b>
Fixed Assets	50600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 444,377</b>	<b>\$ 463,403</b>	<b>\$ 479,758</b>	<b>\$ 550,885</b>	<b>\$ 591,474</b>	<b>\$ 687,305</b>	<b>\$ 136,420</b>	<b>24.76%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



Ian Prichard, Assistant General Manager  
Camrosa Customer Facilities Tour

## Information Services – Program 11

The purpose of the Information Services program is to manage and improve communication. This involves communication with our customers, other agencies, and internally among Staff. The program tracks the cost of developing, maintaining, and delivering the information necessary to manage the District effectively. The program includes costs for developing and maintaining the computer network and its accessibility. This includes accessibility to information databases such as web, email, billing, financial, AMR, GIS, SCADA, and Intranet and Internet Services across the local and wide area networks of the District. The costs for all voice communications including virtual PBX, leased lines, VOIP, emergency UHF, and satellite communications are included in this program. All support subscriptions to hosted and onsite data services have been included in the Information Services program. These costs are allocated as overhead to the three cost centers.

### Accomplishments for 2019-2020

- Updated FCC backbone license between main office and CWRP to double bandwidth
- Migrated from Office 2010 to Office 365 Government Subscription
- Implemented One Drive cloud-based storage for domain users
- Standardized client PCs to SFF Intel NUC workstations
- Began update of the potable and non-potable hydraulic models
- Upgraded host and domain servers from Server 2012 to Server 2016
- Stood up host server at CWRP/RMWTP to operate District from CWRP/RMWTP
- Stood up Incident Command Center in Operations building
- Upgraded existing legacy firewalls to NextGen Fortinet firewalls
- Upgraded AMR MCC to latest software revision

### Goals for 2020-2021

- Complete update of the potable and non-potable hydraulic models
- Migrate email/Exchange to hosted solution
- Migrate DNS to failover hosted provider
- Upgrade storage capacity RMWTP Intel Power Vault SAS drives
- Implement Forti-Analyzer data logger
- Perform Network Security Audit
- Wireless Access Point Security Upgrade
- Upgrade FS and SQL and CWDVSQL virtual machines to Server 2016

### Fixed Assets

Trimble Handheld GPS Unit    \$8,500

Backoffice Network Printer    7,000



## Information Services – Program 11

Information Services Program 11		Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 111,875	\$ 111,260	\$ 120,409	\$ 165,413	\$ 145,413	\$ 205,247	\$ 39,834	19.41%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 111,875</b>	<b>\$ 111,260</b>	<b>\$ 120,409</b>	<b>\$ 165,413</b>	<b>\$ 145,413</b>	<b>\$ 205,247</b>	<b>\$ 39,834</b>	<b>19.41%</b>
<b>Services &amp; Supplies</b>									
Communications	50210	\$ 59,471	\$ 67,068	\$ 57,353	\$ 55,177	\$ 54,600	\$ 55,177	\$ -	0.00%
Materials & Supplies	50260	719	-	127	-	-	-	-	-
Repair Parts & Equipment Maintenance	50270	11,820	20,951	17,401	27,500	15,000	27,500	-	0.00%
Dues & Subscriptions	50290	749	-	240	500	-	500	-	0.00%
<b>Total Services &amp; Supplies</b>		<b>\$ 72,759</b>	<b>\$ 88,019</b>	<b>\$ 75,121</b>	<b>\$ 83,177</b>	<b>\$ 69,600</b>	<b>\$ 83,177</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>		<b>\$ 184,634</b>	<b>\$ 199,279</b>	<b>\$ 195,530</b>	<b>\$ 248,590</b>	<b>\$ 215,013</b>	<b>\$ 288,424</b>	<b>\$ 39,834</b>	<b>16.02%</b>
Fixed Assets	50600	\$ 56,923	\$ 76,937	\$ 110,930	\$ 54,000	\$ 48,432	\$ 15,500	\$ (38,500)	-71.30%
<b>Total Expenses</b>		<b>\$ 241,557</b>	<b>\$ 276,216</b>	<b>\$ 306,460</b>	<b>\$ 302,590</b>	<b>\$ 263,445</b>	<b>\$ 303,924</b>	<b>\$ 1,334</b>	<b>0.44%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



*Incident Command Center*



## Resource Planning & Engineering Services – Program 12

The Resource Planning program is responsible for monitoring, analyzing, planning, and developing the water resources and wastewater treatment capacity to serve Camrosa's current and future customers. This involves researching and analyzing alternatives, developing and implementing programs, planning and managing capital projects, and facilitating institutional relations to increase and manage the water resources available to Camrosa's customers. Resource Planning also manages Camrosa's environmental review process and related environmental permitting.

The Engineering Services program manages capital projects and assists in the evaluation, planning, and execution of projects to improve the efficiency of the water and wastewater systems. Engineering Services also provides oversight for new developments by calculating fees and charges, checking plans for compliance with District standards, providing construction inspection for development and District projects, managing maps and records of completed projects, and providing underground facilities location for new construction or repairs by other utilities. These costs are allocated as overhead to the three cost centers.

### Accomplishments for 2019-2020

- Began design for CRWF effluent pond(s) rehabilitation & improvements
- Completed construction of CamSan Interconnection Pipeline
- Completed installation of RMWTP & University Well emergency standby generators
- Began construction of Pump Station Zone 2 to Zone 3
- Began construction of Pleasant Valley Well No. 2
- Completed design and began construction of Lynnwood St. sewer line replacement
- Began design for Reservoir 1B's emergency standby generator and communication improvements
- Began design for Pump Station No. 2's emergency standby generator
- Began design for CRWF's emergency generator fuel tank replacement
- Began design for Ponds improvements
- Completed Reservoir 3D slope stabilization improvements

### Goals for 2020-2021

- Continue construction of PV Well #2
- Complete design for CWRW effluent pond(s) rehabilitation & improvements
- Complete construction of Pump Station Zone 2 to Zone 3
- Complete design and construction of Ponds improvements
- Complete design for replacement of Reservoir 4C & hydropneumatic pump station
- Complete design of Pump Station No. 2's emergency standby generator
- Complete construction of Lynnwood St. sewer line replacement

## Resource Planning & Engineering Services – Program 12

Resource Planning & Engineering Services Program 12	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Contracts &amp; Professional Services</b>								
Outside Contracts	50220 \$ 963	\$ 1,275	\$ 1,582	\$ 2,000	\$ 1,695	\$ 2,000	\$ -	0.00%
Professional Services	50230 8,104	25,016	43,567	20,000	17,209	20,000	-	0.00%
<b>Total Contracts &amp; Professional Services</b>	<b>\$ 9,067</b>	<b>\$ 26,291</b>	<b>\$ 45,149</b>	<b>\$ 22,000</b>	<b>\$ 18,904</b>	<b>\$ 22,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Services &amp; Supplies</b>								
Small Tools & Equipment	50250 \$ -	\$ 63	\$ 149	\$ 850	\$ -	\$ 850	\$ -	0.00%
Materials & Supplies	50260 568	314	1,797	8,750	165	8,750	-	0.00%
Fees & Charges	50350 (780)	1,000	-	-	-	-	-	0.00%
<b>Total Services &amp; Supplies</b>	<b>\$ (212)</b>	<b>\$ 1,377</b>	<b>\$ 1,946</b>	<b>\$ 9,600</b>	<b>\$ 165</b>	<b>\$ 9,600</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ 8,855</b>	<b>\$ 27,668</b>	<b>\$ 47,095</b>	<b>\$ 31,600</b>	<b>\$ 19,069</b>	<b>\$ 31,600</b>	<b>\$ -</b>	<b>0.00%</b>
Fixed Assets	50600 \$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
<b>Total Expenses</b>	<b>\$ 8,855</b>	<b>\$ 27,668</b>	<b>\$ 47,095</b>	<b>\$ 31,600</b>	<b>\$ 19,069</b>	<b>\$ 31,600</b>	<b>\$ -</b>	<b>0.00%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



*3D Reservoir Slope Stabilization Project*

## Water Resource Management – Program 22

The primary function of the Water Resource Management (WRM) program is to protect the District's existing sources of supply and develop new ones. Proliferating State mandates exert pressure on the District's ability to meet customer demand, and much WRM activity is directed at working with state agencies and other water suppliers to implement these regulations in ways that don't compromise our existing sources, stifle innovation, or upset cost/benefit analyses.

Engaging in the legislative and policymaking process is essential to maintaining this balance, to which end WRM cultivates relationships with state and federal legislators and state agency leadership and staff; participates in statewide working groups to inform policymakers about Camrosa's perspectives; and engages in legislative analysis and advocacy. WRM also spearheads Camrosa's public outreach—facility tours, the Web site, social media, public meetings, District-specific educational materials—to educate and engage Camrosa customers.

### Accomplishments for 2019-2020

- Coordinated execution of recycled water sales, billing, reporting to PVCWD
- Coordinated Calleguas Creek Watershed TMDL Salts Subcommittee to implement a "regulatory multibenefit" approach to compliance
- Participated in interagency Regional Brine Management Study to explore new water
- Led/participated in advocacy efforts to influence State policy and regulatory proposals for conservation legislation, Human Right to Water programs, and water quality issues
- Developed out-of-bounds surplus potable agriculture service agreement (Marz Farms)
- Staff appointed to three DWR workgroups on conservation legislation implementation; participated in/led small-group discussions with SWRCB, DWR, OEHHA staff and leadership; led/contributed to ACWA workgroups regarding data reporting and water loss
- Developed crisis communication protocol and framework for compliance with America's Water Infrastructure Act
- Executed one customer facilities tour and five customer education classes
- Began Arroyo Santa Rosa Groundwater Sustainability Plan (GSP)

### Goals for 2020-21

- Complete 2020 Urban Water Management Plan
- Manage the progress of the Arroyo Santa Rosa GSP
- Engage with SWRCB/DWR on implementation of conservation legislation and Human Right to Water policies
- Maintain and strengthen Camrosa's position as key collaborator on State water policy development with other water agencies and organizations such as ACWA and CMUA
- Integrate leak management with State water loss control requirements



## Water Resource Management – Program 22

Water Resource Management Program 22	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Contracts &amp; Professional Services</b>								
Outside Contracts	50220 \$ 11,107	\$ 35,899	\$ 27,141	\$ 59,450	\$ 16,950	\$ 31,050	\$ (28,400)	-47.77%
Professional Services	50230 9,012	1,191	-	-	-	-	-	-
<b>Total Contracts &amp; Professional Services</b>	<b>\$ 20,119</b>	<b>\$ 37,090</b>	<b>\$ 27,141</b>	<b>\$ 59,450</b>	<b>\$ 16,950</b>	<b>\$ 31,050</b>	<b>\$ (28,400)</b>	<b>-47.77%</b>
<b>Services &amp; Supplies</b>								
Materials & Supplies	50260 \$ 6,702	\$ 4,680	\$ 4,366	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.00%
Dues & Subscriptions	50290 3,057	-	-	-	-	-	-	-
<b>Total Services &amp; Supplies</b>	<b>\$ 9,759</b>	<b>\$ 4,680</b>	<b>\$ 4,366</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ 29,878</b>	<b>\$ 41,770</b>	<b>\$ 31,507</b>	<b>\$ 62,450</b>	<b>\$ 19,950</b>	<b>\$ 34,050</b>	<b>\$ (28,400)</b>	<b>-45.48%</b>
Fixed Assets	50600 \$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>	<b>\$ 29,878</b>	<b>\$ 41,770</b>	<b>\$ 31,507</b>	<b>\$ 62,450</b>	<b>\$ 19,950</b>	<b>\$ 34,050</b>	<b>\$ (28,400)</b>	<b>-45.48%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



*Efficient irrigation at Marz Ranch*

## Customer Services – Program 24

The Customer Services program is responsible for timely and effective response to customer requests for service. This program provides frontline interface in the field and all direct office services to Camrosa customers. This includes producing monthly water and sewer bills, collecting revenues from monthly billings and water and sewer capital improvement fees, land development processes, and dispatching technicians to satisfy customer requests for service and resolve customer service concerns. Included in this program is data collection, responsibility for new meter sets, meter change-outs, and oversight of the outside contractor responsible for timely and accurate reading of all meters on a monthly basis. These costs are allocated as overhead to the three cost centers.

### Accomplishments for 2019-2020

- Replaced aging meters and optimized automated meter reading technology
- Continued to reduce account delinquency
- Continued to increase customer enrollment in autopay/reoccurring payment options by 12 percent in an effort to reduce payment processing expenses
- Implemented e-billing to reduce billing costs and conserve natural resources
- Implemented recurring credit/debit card payment processing for customers
- Implemented SB998 and updated the District's Ordinance 40 - Rules & Regulations
- Began lobby/front office redesign with security enhancements

### Goals for 2020-2021

- Complete lobby redesign/security enhancements
- Implement remote deposits for daily cash collection to reduce courier costs & improve cashflow
- Update Miscellaneous Fees
- Continue to improve collection process and minimize account delinquency while complying with State regulations
- Continue to increase customer enrollment in autopay/recurring payment options to reduce payment processing expenses
- Complete the expansion of the AMR (automated meter reading) system
- Continue upgrading single-input MTUs (meter transmission units) to dual-frequency MTUs for more frequent readings and to improve performance with real-time consumption software
- Continuously ensure adequate AMR coverage and redundancy throughout the District
- Explore updating utility billing system
- Continue to explore and implement more services to our customers via web, such as automating the application process
- Evaluate sewer service policy and practice
- Develop a meter inventory system and a more comprehensive meter replacement program
- Continue replacing aged meters possibly contributing to water loss
- Continue analysis of production and sales to identify factors contributing to water loss
- Continue to cross-train staff to ensure redundancy in all functions
- Continuous improvement of customer service and best business practices

## Customer Services – Program 24

Customer Services Program 24		Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 116,006	\$ 128,876	\$ 111,224	\$ 106,500	\$ 95,327	\$ 82,000	\$ (24,500)	-23.00%
Professional Services	50230	-	10,455	-	-	-	-	-	-
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 116,006</b>	<b>\$ 139,331</b>	<b>\$ 111,224</b>	<b>\$ 106,500</b>	<b>\$ 95,327</b>	<b>\$ 82,000</b>	<b>\$ (24,500)</b>	<b>-23.00%</b>
<b>Services &amp; Supplies</b>									
Materials & Supplies	50260	\$ 1,945	\$ -	\$ -	\$ 1,000	\$ 1,465	\$ 2,000	\$ 1,000	100.00%
Repair Parts & Equipment Maintenance	50270	739	-	-	-	-	-	-	-
<b>Total Services &amp; Supplies</b>		<b>\$ 2,684</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,465</b>	<b>\$ 2,000</b>	<b>\$ 1,000</b>	<b>100.00%</b>
<b>Total Operating Expenses</b>		<b>\$ 118,690</b>	<b>\$ 139,331</b>	<b>\$ 111,224</b>	<b>\$ 107,500</b>	<b>\$ 96,792</b>	<b>\$ 84,000</b>	<b>\$ (23,500)</b>	<b>-21.86%</b>
Fixed Assets	50600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 118,690</b>	<b>\$ 139,331</b>	<b>\$ 111,224</b>	<b>\$ 107,500</b>	<b>\$ 96,792</b>	<b>\$ 84,000</b>	<b>\$ (23,500)</b>	<b>-21.86%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



Customer Services – Meter Repair Shop



## Water Quality – Program 25

The mission of the Water Quality program is to ensure Camrosa meets and exceeds all state and federal regulatory water quality standards. We do this by operating two State-accredited environmental laboratories: in-house, full-service labs that monitor the District's drinking water wells, distribution system, sewer collection system, and treatment plant so the District can maintain optimal operation and quickly respond to water quality issues. The lab maintains the District's industrial waste program and applies for, negotiates, and manages the District's primary operational permits. In an ever-expanding regulatory environment, Water Quality supports regulatory compliance with pertinent TMDLs and interagency agreements, participates in legislative/regulatory advocacy, and contributes to internal and interagency studies in pursuit of new supplies and improved operations. Water Quality staff consult internally on project research, planning, and implementation. The costs for this program are allocated as overhead to the three cost centers.

### Accomplishments for 2019-2020

- Zero violations: 100-percent compliance with all regulations and permits
- 2019 CWRP Waste Discharge Requirements (reclamation permit):
  - completed rerating to 2.25 MGD
  - initiated sequential chlorination study
  - incorporated CamSan recycled water interconnection
  - negotiated effluent limitation "credits" for salts removal via the RMWTP
- Completed NPDES permit renewal
- Completed triennial testing in accordance with Lead & Copper Rule
- Developed response plan for water quality emergencies
- Successfully recruited a part-time Laboratory Assistant
- Completed chloramination disinfection at the Conejo Wellfield
- Developed and incorporated new sampling protocols for TCP, PFAS
- Performed multiple educational/outreach tours of the CWRP and RMWTP

### Goals for 2020-2021

- Zero violations: 100-percent compliance with all regulations and permits
- Complete sequential chlorination study at CWRP and design ammonia injection system
- Implement a laboratory information management system
- Prepare the labs for new environmental laboratory regulations
- Train operations staff in techniques for evaluating microscopic organisms at the CWRP
- Continue project support: wellhead treatment at Conejo Wellfield; Penny Well air entrapment; PV Well #2; Arroyo Santa Rosa Groundwater Sustainability Plan
- Complete "Initial Demonstration of Proficiency" protocol for metals analysis
- Complete chloramination disinfection at Tierra Rejada Well

### Fixed Assets

LIMS System	\$86,810
Drying Oven	4,000
E-Pure Lab Water Filter	6,500

## Water Quality – Program 25

Water Quality Program 25	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Contracts &amp; Professional Services</b>								
Outside Contracts	50220 \$ 16,725	\$ 29,765	\$ 46,021	\$ 45,000	\$ 55,000	\$ 68,000	\$ 23,000	51.11%
Professional Services	50230 -	-	-	-	-	20,800	20,800	-
<b>Total Contracts &amp; Professional Services</b>	<b>\$ 16,725</b>	<b>\$ 29,765</b>	<b>\$ 46,021</b>	<b>\$ 45,000</b>	<b>\$ 55,000</b>	<b>\$ 88,800</b>	<b>\$ 43,800</b>	<b>97.33%</b>
<b>Services &amp; Supplies</b>								
Small Tools & Equipment	50250 \$ 959	\$ 535	\$ 31	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.00%
Materials & Supplies	50260 20,524	23,150	35,580	34,650	30,000	34,650	-	0.00%
Repair Parts & Equipment Maintenance	50270 425	2,058	899	3,000	3,000	3,000	-	0.00%
Fees & Charges	50350 10,914	4,943	13,329	13,400	13,400	20,000	6,600	0.00%
<b>Total Services &amp; Supplies</b>	<b>\$ 32,822</b>	<b>\$ 30,686</b>	<b>\$ 49,839</b>	<b>\$ 52,550</b>	<b>\$ 47,900</b>	<b>\$ 59,150</b>	<b>\$ 6,600</b>	<b>12.56%</b>
<b>Total Operating Expenses</b>	<b>\$ 49,547</b>	<b>\$ 60,451</b>	<b>\$ 95,860</b>	<b>\$ 97,550</b>	<b>\$ 102,900</b>	<b>\$ 147,950</b>	<b>\$ 50,400</b>	<b>51.67%</b>
Fixed Assets	50600 \$ 4,126	\$ 39,236	\$ 16,831	\$ 4,000	\$ 3,805	\$ 97,310	\$ 93,310	2332.75%
<b>Total Expenses</b>	<b>\$ 53,673</b>	<b>\$ 99,687</b>	<b>\$ 112,691</b>	<b>\$ 101,550</b>	<b>\$ 106,705</b>	<b>\$ 245,260</b>	<b>\$ 143,710</b>	<b>141.52%</b>



\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget

District Headquarters Water Quality Laboratory

## **Buildings/Grounds & Rolling Stock – Program 26**

The Buildings/Grounds & Rolling Stock program accounts for maintenance of all District buildings, 65 acres of District property, approximately two miles of District roads, and maintenance of the District's fleet and specialized facilities service equipment. This includes janitorial service, grounds maintenance, landscaping, fencing, weed control, and vehicle leasing and maintenance. These services reflect the District's objective of keeping all grounds secured for public safety, appealing to the eye, and optimally maintained. In addition, this program provides resources for a range of reliable vehicles and equipment, minimizing our reliance on outside contractors. Camrosa has 18 motor vehicles, four tractors, two forklifts, a trailer-mounted non-potable water pump, and multiple trailers in its fleet. These costs are allocated to the three cost centers.

### **Accomplishments for 2019-2020**

- Renewed the five-year fleet lease agreement
- Procured new dump truck
- Procured new trailer for backhoe
- Completed installation of University Well and RMWTP emergency generators
- Procured three new Caterpillar portable emergency generators
- Completed Incident Command Center in Operations building
- Painted CWRP office, generator building, and air-compressor building
- Repaired and resurfaced roads at CWRP
- Completed Reservoir 3D slope stabilization improvements

### **Goals for 2020-2021**

- Complete installation of generator at 1B radio hut
- Repair and resurface roads at District headquarters

### **Fixed Assets**

Storage Containers	\$32,500
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## Buildings/Grounds & Rolling Stock – Program 26

Buildings/Grounds & Rolling Stock Program 26		Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 227,075	\$ 201,173	\$ 236,553	\$ 272,200	\$ 272,200	\$ 298,000	\$ 25,800	9.48%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 227,075</b>	<b>\$ 201,173</b>	<b>\$ 236,553</b>	<b>\$ 272,200</b>	<b>\$ 272,200</b>	<b>\$ 298,000</b>	<b>\$ 25,800</b>	<b>9.48%</b>
<b>Services &amp; Supplies</b>									
Utilities	50200	\$ 23,436	\$ 25,898	\$ 23,192	\$ 31,125	\$ 27,000	\$ 28,500	\$ (2,625)	-8.43%
Small Tools & Equipment	50250	252	4,066	17,396	2,000	2,000	2,000	-	0.00%
Materials & Supplies	50260	69,452	107,276	70,639	79,000	79,000	79,000	-	0.00%
Repair Parts & Equipment Maintenance	50270	24,658	49,721	42,176	35,500	35,500	55,500	20,000	56.34%
Fees & Charges	50350	-	-	2,518	1,500	2,854	3,100	1,600	106.67%
<b>Total Services &amp; Supplies</b>		<b>\$ 117,798</b>	<b>\$ 186,961</b>	<b>\$ 155,921</b>	<b>\$ 149,125</b>	<b>\$ 146,354</b>	<b>\$ 168,100</b>	<b>\$ 18,975</b>	<b>12.72%</b>
<b>Total Operating Expenses</b>		<b>\$ 344,873</b>	<b>\$ 388,134</b>	<b>\$ 392,474</b>	<b>\$ 421,325</b>	<b>\$ 418,554</b>	<b>\$ 466,100</b>	<b>\$ 44,775</b>	<b>10.63%</b>
Fixed Assets	50600	\$ 5,994	\$ -	\$ 149,705	\$ 160,000	\$ 147,290	\$ 32,500	\$ (127,500)	-79.69%
<b>Total Expenses</b>		<b>\$ 350,867</b>	<b>\$ 388,134</b>	<b>\$ 542,179</b>	<b>\$ 581,325</b>	<b>\$ 565,844</b>	<b>\$ 498,600</b>	<b>\$ (82,725)</b>	<b>-14.23%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



Dump Truck

## **Potable Water Production & Distribution – Program 52**

The Potable Water Production & Distribution program produces and delivers clean, reliable potable water to the District's 8,200 service connections in a safe and cost-effective manner. The system includes more than 100 miles of transmission and distribution pipelines, a 1 MGD desalter facility, ten reservoirs, eight active wells, 11 Calleguas turnouts, seven booster stations, ten pressure-reducing stations, 1,300 valves, and 1,100 fire hydrants. These costs are allocated 100 percent to the potable water cost center.

### **Accomplishments for 2019-2020**

- Rehabilitated Meter Station 9
- Rehabilitated Meter Station 6
- Installed VFD at Pump Station 5
- Completed sequencing for distribution system flushing
- Performed focused maintenance and raising of mainline distribution valves
- Completed geospatial tagging of air vacs, blow-offs, and valves
- Completed annual calibration of all potable production meters
- Initiated replacement of 11 meter station control cabinets
- Completed installation of University Well and RMWTP emergency generators
- Completed chloramination at Conejo Welfield
- Began update of the potable and non-potable hydraulic model
- Completed RMWTP pretreatment rehabilitation
- Replaced 14 mainline distribution valves
- Installed VFD and harmonic filter at Penny Well

### **Goals for 2020-2021**

- Complete chloramination at Tierra Rejada Well
- Complete distribution system flushing
- Complete replacement of meter station control cabinets
- Complete update of the potable and non-potable hydraulic model
- Continue design of generator and fuel tank at Pump Station 2
- Continue annual raising of valves to grade
- Complete construction of Pump Station Zone 2 to Zone 3
- Continue construction of PV Well #2
- Rehabilitate Meter Station 5 and 7
- Complete annual potable production meter calibration



## Potable Water Production & Distribution – Program 52

Potable Water Production & Distribution Program 52		Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*** Change over PY
<b>Production</b>									
Import Water Purchases-Calleguas	50010	\$ 4,521,710	\$ 5,346,596	\$ 5,756,914	\$ 5,783,987	\$ 6,972,347	\$ 8,219,212	\$ 2,435,225	42.10%
Calleguas Fixed Charges	50012	792,114	828,462	790,926	817,642	764,544	791,376	(26,266)	-3.21%
Salinity Management Pipeline-Calleguas	50011	118,788	7,256	84,407	230,162	117,876	208,917	(21,245)	-9.23%
Production Power	50020	478,563	465,081	422,847	572,300	464,015	478,817	(93,483)	-16.33%
<b>Total Production</b>		<b>\$ 5,911,175</b>	<b>\$ 6,647,395</b>	<b>\$ 7,055,094</b>	<b>\$ 7,404,091</b>	<b>\$ 8,318,782</b>	<b>\$ 9,698,322</b>	<b>\$ 2,294,231</b>	<b>30.99%</b>
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 142,200	\$ 225,500	\$ 187,673	\$ 681,900	\$ 500,000	\$ 631,900	\$ (50,000)	-7.33%
Professional Services	50230	-	307	1,318	125,000	40,000	75,000	(50,000)	-40.00%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 142,200</b>	<b>\$ 225,807</b>	<b>\$ 188,991</b>	<b>\$ 806,900</b>	<b>\$ 540,000</b>	<b>\$ 706,900</b>	<b>\$ (100,000)</b>	<b>-12.39%</b>
<b>Services &amp; Supplies</b>									
Utilities	50200	\$ 31,046	\$ 43,677	\$ 45,824	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Communications	50210	-	364	-	-	-	-	-	0.00%
Pipeline Repairs	50240	274,285	449,727	321,304	380,000	400,000	380,000	-	0.00%
Small Tools & Equipment	50250	2,485	16,229	6,447	20,000	20,000	20,000	-	0.00%
Materials & Supplies	50260	245,004	209,007	219,925	419,000	250,000	419,000	-	0.00%
Repair Parts & Equipment Maintenance	50270	139,459	231,287	384,959	540,000	500,000	495,000	(45,000)	-8.33%
Safety & Training	50310	8,009	-	-	-	-	-	-	0.00%
Fees & Charges	50350	54,088	46,165	50,846	74,975	74,000	74,975	-	0.00%
<b>Total Services &amp; Supplies</b>		<b>\$ 754,376</b>	<b>\$ 996,456</b>	<b>\$ 1,029,305</b>	<b>\$ 1,483,975</b>	<b>\$ 1,294,000</b>	<b>\$ 1,438,975</b>	<b>\$ (45,000)</b>	<b>-3.03%</b>
<b>Total Operating Expenditures</b>		<b>\$ 6,807,751</b>	<b>\$ 7,869,658</b>	<b>\$ 8,273,390</b>	<b>\$ 9,694,966</b>	<b>\$ 10,152,782</b>	<b>\$ 11,844,197</b>	<b>\$ 2,149,231</b>	<b>22.17%</b>
Fixed Assets	50600	\$ 49,639	\$ 18,780	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 6,857,390</b>	<b>\$ 7,888,438</b>	<b>\$ 8,273,390</b>	<b>\$ 9,694,966</b>	<b>\$ 10,152,782</b>	<b>\$ 11,844,197</b>	<b>\$ 2,149,231</b>	<b>22.17%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



Round Mountain PreTreatment Remediation



## **Non-Potable Water Production & Distribution – Program 53**

The Non-Potable Water Production & Distribution program delivers non-potable water to the District's customers in a safe and cost-effective manner. The non-potable system includes the Conejo Creek Diversion structure, 49 million gallons of surface storage area, three wells, four pumping stations, four reservoirs, and 23 miles of distribution pipelines. These costs are allocated 100 percent to the non-potable water cost center.

### **Accomplishments for 2019-2020**

- Completed construction of CamSan Interconnection Pipeline
- Inspected and cleaned Reservoir 1A
- Completed annual repair of Diversion debris screens
- Completed water model for non-potable system
- Replaced Booster #3 at Pump Station #4
- Completed a section of rip-rap at Pond 2
- Completed annual sandbar removal at the Conejo Creek Diversion to improve functionality
- Replaced Diversion bypass piping and pumps
- Began Santa Rosa Well 10 rehabilitation
- Completed annual calibration of all non-potable production meters

### **Goals for 2020-2021**

- Complete installation of rip-rap at the storage ponds
- Drill monitoring well at the Ponds for reclamation permit compliance
- Continue annual overhaul of Diversion debris screens
- Continue annual calibration of all non-potable production meters
- Continue annual sandbar removal at the Conejo Creek Diversion
- Complete Santa Rosa Well 10 rehabilitation

## Non-Potable Water Production & Distribution – Program 53

Non-Potable Water Production & Distribution Program 53		Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Production</b>									
Water Purchases-Calleguas	50010	\$ 604,511	\$ 1,076,858	\$ 523,058	\$ 772,070	\$ 643,144	\$ 725,066	\$ (47,004)	-6.09%
Conejo Creek Project	50011	449,811	622,486	645,223	618,963	658,919	635,632	16,669	2.69%
CamSan		-	-	-	-	-	30,000	30,000	-
Production Power	50020	696,855	881,641	749,041	1,067,913	823,577	996,890	(71,023)	-6.65%
<b>Total Production</b>		<b>\$ 1,751,177</b>	<b>\$ 2,580,985</b>	<b>\$ 1,917,322</b>	<b>\$ 2,458,946</b>	<b>\$ 2,125,640</b>	<b>\$ 2,387,588</b>	<b>\$ (71,358)</b>	<b>-2.90%</b>
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 53,047	\$ 35,951	\$ 68,400	\$ 364,500	\$ 334,000	\$ 364,500	\$ -	0.00%
Professional Services	50230	-	-	1,318	125,000	40,000	75,000	(50,000)	-40.00%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 53,047</b>	<b>\$ 35,951</b>	<b>\$ 69,718</b>	<b>\$ 489,500</b>	<b>\$ 374,000</b>	<b>\$ 439,500</b>	<b>\$ (50,000)</b>	<b>-10.21%</b>
<b>Services &amp; Supplies</b>									
Utilities	50200	\$ -	\$ 108	\$ -	\$ -	\$ -	\$ -	\$ -	-
Pipeline Repairs	50240	17,229	32,062	40,362	75,000	75,000	75,000	-	0.00%
Small Tools & Equipment	50250	863	94	0	4,500	4,000	4,500	-	0.00%
Materials & Supplies	50260	23,371	32,928	11,369	42,000	40,000	42,000	-	0.00%
Repair Parts & Equipment Maintenance	50270	305,957	476,918	259,716	300,000	350,000	300,000	-	0.00%
Fees & Charges	50350	329	0	264	3,200	4,860	3,200	-	0.00%
<b>Total Services &amp; Supplies</b>		<b>\$ 347,749</b>	<b>\$ 542,110</b>	<b>\$ 311,711</b>	<b>\$ 424,700</b>	<b>\$ 473,860</b>	<b>\$ 424,700</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>		<b>\$ 2,151,973</b>	<b>\$ 3,159,046</b>	<b>\$ 2,298,751</b>	<b>\$ 3,373,146</b>	<b>\$ 2,973,500</b>	<b>\$ 3,251,788</b>	<b>\$ (121,358)</b>	<b>-3.60%</b>
Fixed Assets	50600	\$ 14,178	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 2,166,151</b>	<b>\$ 3,159,046</b>	<b>\$ 2,298,751</b>	<b>\$ 3,373,146</b>	<b>\$ 2,973,500</b>	<b>\$ 3,251,788</b>	<b>\$ (121,358)</b>	<b>-3.60%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



Cam San Recycled Interconnection

## Wastewater Collection & Treatment – Program 57

The Wastewater Collection & Treatment program provides for the operation, maintenance, and repair of the Camrosa Water Reclamation Facility (CWRF) and the sewer collection system, including 40 miles of collection lines, five lift stations, four siphon structures, and 1,350 manholes. Each year, 66 percent of this system receives hydro-cleaning, and suspected trouble spots are identified and videotaped. The source control program ensures that industrial customers do not discharge materials hazardous to the treatment process and restaurants do not discharge grease into the collection system. The CWRF has helped increase the water resources available to the District. These costs are allocated 100 percent to the wastewater cost center.

### Accomplishments for 2019-2020

- No wastewater violations
- No sanitary sewer overflows
- Cleaned two thirds of the collection system
- Completed annual calibration of all flow meters at CWRF
- Began replacement of the motor control center at Sewer Lift 1
- Painted CWRF office, generator building, and air-compressor building
- Rehabilitated 16 manholes and one siphon structure
- Raised manholes at Leisure Village to grade

### Goals for 2020-2021

- Zero wastewater violations and zero sanitary sewer overflows
- Complete the motor control center installation at Sewer Lift 1
- Rehabilitate one sewer lift station
- Clean two thirds of the collection system
- Complete construction of Lynwood St. sewer line replacement
- Install sewer manhole level monitoring
- Complete construction of new chlorine tanks and storage cover
- Begin rehabilitation of CWRF effluent ponds
- Rehabilitate 17 manholes
- Continue annual calibration of all flow meters at CWRF
- Continue design of new emergency generator fuel tank at CWRF
- Begin installation a fan press at CWRF

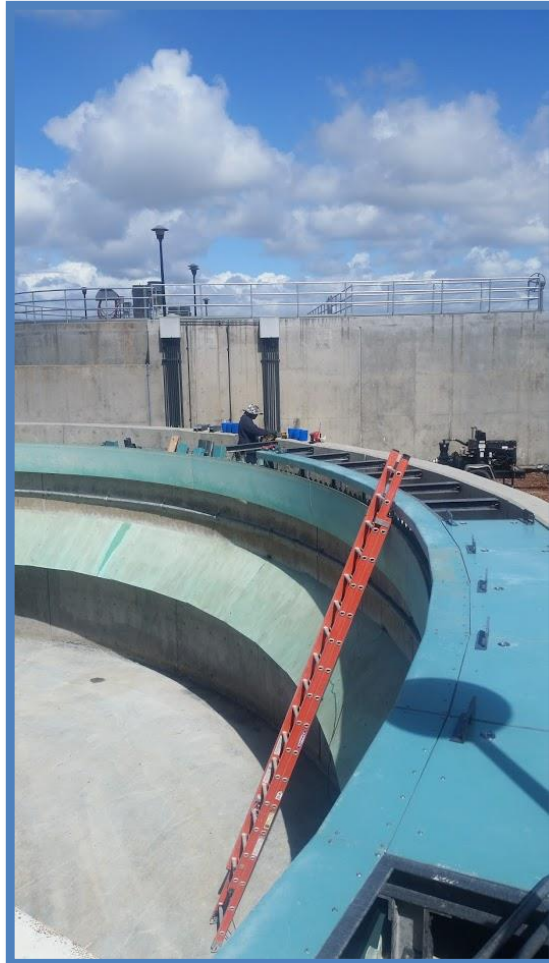
### Fixed Assets

Gravity Oven \$3,500

## Wastewater Collection & Treatment – Program 57

Wastewater Collection & Treatment Program 57		Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Budget FY 2019-20	Projections FY 2019-20	Budget FY 2020-21	*Increase (Decrease) over PY	*% Change over PY
<b>Production</b>									
Salinity Management Pipeline-Calleguas	50011	\$ 13,880	\$ 9,325	\$ 28,383	\$ 21,500	\$ 19,346	\$ 21,500	\$ -	0.00%
<b>Total Production</b>		<b>\$ 13,880</b>	<b>\$ 9,325</b>	<b>\$ 28,383</b>	<b>\$ 21,500</b>	<b>\$ 19,346</b>	<b>\$ 21,500</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 490,696	\$ 410,390	\$ 285,809	\$ 579,000	\$ 579,000	\$ 639,000	\$ 60,000	10.36%
Professional Services	50230	21,254	24,560	15,191	40,567	31,000	40,567	-	0.00%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 511,950</b>	<b>\$ 434,950</b>	<b>\$ 301,000</b>	<b>\$ 619,567</b>	<b>\$ 610,000</b>	<b>\$ 679,567</b>	<b>\$ 60,000</b>	<b>9.68%</b>
<b>Services &amp; Supplies</b>									
Utilities	50200	\$ 11,048	\$ 10,436	\$ 16,339	\$ 15,000	\$ 22,027	\$ 15,000	\$ -	0.00%
Pipeline Repairs	50240	10,630	13,728	-	10,000	10,000	10,000	-	0.00%
Small Tools & Equipment	50250	1,460	1,711	-	1,000	1,000	1,000	-	0.00%
Materials & Supplies	50260	55,338	62,627	36,226	57,500	57,500	67,500	10,000	17.39%
Repair Parts & Equipment Maintenance	50270	56,770	136,476	156,384	99,000	99,000	99,000	-	0.00%
Dues & Subscriptions	50290	-	-	-	3,000	3,000	3,000	-	0.00%
Fees & Charges	50350	12,154	42,093	15,515	35,500	35,500	35,500	-	0.00%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 147,400</b>	<b>\$ 267,071</b>	<b>\$ 224,464</b>	<b>\$ 221,000</b>	<b>\$ 228,027</b>	<b>\$ 231,000</b>	<b>\$ 10,000</b>	<b>4.52%</b>
<b>Total Operating Expense</b>		<b>\$ 673,230</b>	<b>\$ 711,346</b>	<b>\$ 553,847</b>	<b>\$ 862,067</b>	<b>\$ 857,373</b>	<b>\$ 932,067</b>	<b>\$ 70,000</b>	<b>8.12%</b>
Fixed Assets	50600	\$ 79,275	\$ 213,654	\$ -	\$ 23,500	\$ 18,719	\$ 3,500	\$ (20,000)	-85.11%
<b>Total Expenses</b>		<b>\$ 752,505</b>	<b>\$ 925,000</b>	<b>\$ 553,847</b>	<b>\$ 885,567</b>	<b>\$ 876,092</b>	<b>\$ 935,567</b>	<b>\$ 50,000</b>	<b>5.65%</b>

\*Compares FY 2020-21 Adopted Budget to FY 2019-20 Adopted Budget



Camrosa Water Reclamation Facility  
Clarifier Cover project

## Fixed Assets FY 2020-21

Fixed Assets used exclusively by a specific enterprise (Potable, Non-Potable or Wastewater Operations) are allocated 100 percent to that particular enterprise. All other fixed assets are allocated 65 percent to the Water Operations and 35 percent to the Wastewater Operations with the exception of program 25 fixed assets, which are allocated 50 percent to Water Operations and 50 percent to Wastewater Operations. Within the Water Operations the fixed assets are allocated 52 percent to Potable and 48 percent to Non-Potable, which is the same allocation as indirect overhead expenses.

Program	Number	Item Description	Cost
11	100-21-01	Trimble Handheld GPS Unit	\$ 8,500
11	100-21-02	Backoffice Network Printer	7,000
26	100-21-03	Storage Containers	32,500
25	100-21-04	LIMS System	86,810
25	100-21-05	Drying Oven	4,000
25	100-21-06	E-Pure Lab Water Filter	6,500
57	100-21-07	Gravity Oven	3,500
<b>Total Fixed Assets</b>			<b>\$ 148,810</b>

<b>Potable</b>	41,525
<b>Non-Potable</b>	38,330
<b>Wastewater</b>	68,955
<b>Total Fixed Assets</b>	<b>\$ 148,810</b>



## Fixed Asset FY 2020-21 Summary

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**100-21-01     \$ 8,500     Trimble Handheld GPS Unit**

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Our current GPS units are getting old. They require a post collection multi-step process in order to correct and determine the quality of the data being collected, therefore we are uncertain of the accuracy of data collected in the field. The uncertainty of accuracy of data combined with the slowdown in connecting to the satellite service has made the data collection process more time consuming than it needs to be. It can also result in employees returning to re-shoot the same GPS points multiple times because of inaccurate data points. The new GPS unit will have a faster connection time and provide real time corrections to the data, eliminating post collection processing and any uncertainty about the accuracy of the data being collected.

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**100-21-02     \$ 7,000     Backoffice Network Printer**

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The current back-office enterprise network printer (HP4700N) has been operational for over 20 years. While it has been extremely reliable over the years, it has started exhibiting numerous error codes and maintenance cost and downtime are compounding. It will be replaced with a similar model to our Lexmark CX921DE printer.

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**100-21-03     \$32,500     Storage Containers**

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The storage containers will be located at the District headquarter for the storage of Laboratory and operations and maintenance supplies.

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**100-21-04     \$86,810     LIMS System**

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The labs currently use a combination of Excel, PDFs, and three-ring binders to manage information. A LIMS would digitize this process, from field collection via a mobile app to an instrument interface to a fully integrated database. It would increase organization, improve accuracy, save time, streamline permit-related reporting, and maximize data shareability across users in the organization. LABWORKS was created for the water and wastewater industry and has been developing LIMS for 30+ years. Lab personnel and operators collecting water quality samples/performing water quality monitoring would benefit from a LIMS. The LIMS integrates with SCADA and LABWORKS has extensive experience with Wonderware. We would backfill the LIMS with the labs' extensive "analog" data history.

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**100-21-05     \$ 4,000     Drying Oven**

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This drying oven is to replace the old unit that is over 25 years old. The insulation is coming off and contaminating the samples

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**100-21-06     \$ 6,500     E-Pure Lab Water Filter**

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The District's laboratory water system is over 23 years old and needs to be replaced. The purity of our laboratory water is critical to our analysis.

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**100-21-07     \$ 3,500     Gravity Oven**

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The gravity oven is to replace the old unit which is over 23 years old. This existing oven no longer maintains a stable temperature.



## Capital Projects Summary

During FY2019-20, the District completed a number of capital projects that improved potable water, non-potable water, and wastewater operations.

General replacement projects included the completion of the Incident Command Center, located at the District headquarters, and procurement of portable generators, as part of the District's ongoing efforts to prepare for natural disasters to ensure uninterrupted service.

Potable water improvements included the completion of the Meter Station #6 and #9 rehabilitation, RMWTP pretreatment rehabilitation, Reservoir 3D slope stabilization and drainage improvements, distribution valve replacement, Conejo Well nitrate analyzers, Pump Station #5 and Penny Well VFD replacement.

Non-potable water improvements included completion of the construction of the Camarillo Sanitary District (CamSan) recycled water line, a section of pond rip-rap replacement, Diversion bypass pump motor and piping replacements. With the completion of the CamSan recycled water line Camrosa began delivering recycled water to Pleasant Valley County Water District. The District received \$564,000 in Proposition 84 grant funding towards the CamnSan project.

Wastewater improvement projects include completion of the Leisure Village manhole raising. Two missing sewer manholes on the Mission Oaks trunk line, which run through the Leisure Village RV parking area. The two manholes were thought to have been covered over just below the surface, requiring a small grade adjustment but were much deeper than expected. The manhole covers were discovered more than 10 feet below ground, having never been stacked to grade during the original trunk line installation in 1968. A large excavation was required as well as new shafts and cones to raise the manholes up to grade.

## Carryovers and Closeouts

The following table summarizes the existing capital projects that were appropriated in prior fiscal years. Several of the capital projects are projected to be completed by June 30, 2020 and will be capitalized. Any unspent funds will be returned to the appropriate reserve fund. Ongoing capital projects will carryover into the FY2020-21 budget to complete.

Project #	Prior FY Budget	FY 2019-20 Budget	Mid-Year Budget	Total Budget	Total Actual / Projected	Carryover	Closeouts De-Obligate	Description	Status
<b>Completed Projects</b>									
400-19-01	150,000	-	-	150,000	73,000	-	77,000	Incident Command Center	Completed
400-20-03	-	-	500,000	500,000	500,000	-	-	Portable Generators	Completed
600-20-01	-	-	30,000	30,000	25,904	-	4,096	Conejo Well Nitrate Analyzers	Completed
650-19-01	200,000	-	-	200,000	142,900	-	57,100	Meter Station Rehabilitation (MS #6)	Completed
650-19-03	452,000	-	-	452,000	452,000	-	-	RMWTP Pretreatment Rehabilitation	Completed
650-19-05	50,000	190,000	400,000	640,000	617,989	-	22,011	Res 3D Slope Stabilization & Drainage Imp.	Completed
650-19-06	200,000	-	-	200,000	200,000	-	-	Distribution Valve Replacement	Completed
650-19-07	25,000	-	-	25,000	23,586	-	1,414	Pump Station #5 VFD Replacement	Completed
650-20-02	-	165,000	-	165,000	143,700	-	21,300	Meter Station Rehabilitation (MS #9)	Completed
650-20-04	-	30,000	-	30,000	30,000	-	-	Penny Well Entrapment	Completed
750-16-01	1,025,000	-	-	1,025,000	776,000	-	249,000	Camsan Recycle Line	Completed
750-20-02	-	60,000	-	60,000	60,000	-	-	Pond Rip Rap	Completed
750-20-04	-	-	135,000	135,000	125,628	-	9,372	Diversion Bypass Pump Motors Replacement	Completed
750-20-05	-	-	37,500	37,500	37,237	-	263	Diversion Bypass Piping	Completed
750-20-07	-	-	45,000	45,000	45,000	-	-	Pond Pump #4 VFD Replacement	Completed
900-20-05	-	-	24,823	24,823	29,161	-	(4,338)	Leisure Village Manhole Raising	Completed
<b>Total Completed</b>	<b>\$ 2,102,000</b>	<b>\$ 445,000</b>	<b>\$ 1,172,323</b>	<b>\$ 3,719,323</b>	<b>\$ 3,282,105</b>	<b>\$ -</b>	<b>\$ 437,218</b>		
<b>Deobligated Projects</b>									
400-20-01	-	60,000	-	60,000	-	-	60,000	West Backbone Generator Install	Deobligate
650-20-01	-	230,000	-	230,000	-	-	230,000	Conejo Well #4 Rehabilitation	Deobligate
800-20-01	-	275,000	-	275,000	-	-	275,000	Conejo Tank	Deobligate
<b>Total Deobligated</b>	<b>\$ -</b>	<b>\$ 565,000</b>	<b>\$ -</b>	<b>\$ 565,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 565,000</b>		
<b>Carryovers</b>									
400-20-02	-	-	65,000	65,000	41,308	23,692	-	Reservoir 1B Comm Facility	Carryover
600-15-01	1,080,000	-	200,000	1,280,000	493,000	787,000	-	Pump Station 2 to 3	Carryover
600-20-02	-	-	625,000	625,000	70,000	555,000	-	Conejo Wellfield Treatment	Carryover
650-15-01	4,467,000	-	-	4,467,000	1,963,125	2,503,875	-	PV Well #2	Carryover
650-17-05	193,500	-	-	193,500	187,700	5,800	-	Chloramination Project	Carryover
650-20-03	-	280,000	-	280,000	200,000	80,000	-	Meter Station Control Cabinets	Carryover
650-20-06	-	110,000	-	110,000	27,655	82,345	-	Portable Water Model	Carryover
750-20-01	-	65,000	-	65,000	355	64,645	-	Pump Station #4 Auxiliary Pump	Carryover
750-20-03	-	230,000	-	230,000	-	230,000	-	Santa Rosa #10 Well Rehabilitation	Carryover
750-20-06	-	-	20,000	20,000	8,868	11,132	-	N-P Storage Ponds-Monitoring Well Design	Carryover
750-20-08	-	-	240,000	240,000	136,618	103,382	-	Device Net to EtherNet/IP Conversion	Carryover
800-20-02	-	143,000	-	143,000	25,000	118,000	-	Pump Station #2 Generator Fuel Tank	Carryover
800-20-03	-	160,000	-	160,000	-	160,000	-	Reservoir 4C Hydro-Pneumatic Pump	Carryover
800-20-04	-	160,000	-	160,000	-	160,000	-	Reservoir 4C Replacement	Carryover
900-18-01	82,500	-	975,000	1,057,500	462,526	594,974	-	CWRF Upgrades	Carryover
900-18-02	108,000	-	55,000	163,000	81,545	81,455	-	De-watering Press	Carryover
900-18-03	-	147,137	-	147,137	-	147,137	-	Effluent Pond Relining	Carryover
900-18-03	104,000	617,863	-	721,863	97,548	624,315	-	Effluent Pond Relining	Carryover
900-20-01	-	153,000	-	153,000	25,000	128,000	-	CWRF Emergency Generator Fuel Tank	Carryover
900-20-02	-	250,000	-	250,000	140,000	110,000	-	Sewer Lift #1 MCC	Carryover
900-20-03	-	258,000	-	258,000	50,930	207,070	-	Sewer Line Lynwood Woodcreek	Carryover
900-20-04	-	-	18,000	18,000	11,250	6,750	-	Upgrade Eight Sewer Manholes Tract	Carryover
<b>Total Carryovers</b>	<b>\$ 6,035,000</b>	<b>\$ 2,574,000</b>	<b>\$ 2,198,000</b>	<b>\$ 10,807,000</b>	<b>\$ 4,022,428</b>	<b>\$ 6,784,572</b>	<b>\$ -</b>		
<b>Total CIPs</b>	<b>\$ 8,137,000</b>	<b>\$ 3,584,000</b>	<b>\$ 3,370,323</b>	<b>\$ 15,091,323</b>	<b>\$ 7,304,533</b>	<b>\$ 6,784,572</b>	<b>\$ 1,002,218</b>		
<b>Fixed Assets</b>									
<b>Total Fixed Assets</b>	<b>\$ -</b>	<b>\$ 241,500</b>	<b>\$ 20,680</b>	<b>\$ 262,180</b>	<b>\$ 218,245</b>	<b>\$ -</b>	<b>\$ 43,935</b>	FY2019-20 Fixed Assets	
<b>Total CIP &amp; Fixed Assets</b>	<b>\$ 8,137,000</b>	<b>\$ 3,825,500</b>	<b>\$ 3,391,003</b>	<b>\$ 15,353,503</b>	<b>\$ 7,522,778</b>	<b>\$ 6,784,572</b>	<b>\$ 1,046,153</b>		

## Capital Projects Carryover Details

The following capital projects were appropriated in prior fiscal years and will carry over into FY2020-21.

### Potable Projects

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#### **400-20-02      \$ 65,000      Reservoir 1B Communication Facility**

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Reservoir 1B is a main/backbone node and vital communication hub for SCADA, AMR, and connectivity to the remote CWRP/RMWTP sites. During recent emergency conditions such as the Easy and Hill Fires, SCE power to this site has been shut down leaving equipment with limited UPS and/or solar power. Currently, radio and network equipment are housed in an old wooden building. The building is undersized, lacks adequate insulation and because of its location, is vulnerable to weather, wind, potential fires, and vandalism. Accessibility will be improved. Access is currently over a steep unimproved dirt road that is susceptible to erosion and is difficult to traverse during bad weather and will be problematic for diesel deliveries. Additional improvements include a small emergency standby generator. This funding is to complete the design of said structures. This project is anticipated to be complete by December 2021.

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#### **600-15-01      \$ 1,280,000      Pump Station 2 to 3**

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With the addition of the RMWTP and proposed new Pleasant Valley Basin wells, the District will have surplus water within its Pressure Zone 1. The District currently has booster pumping capacity to lift water from pressure Zone 1 to Pressure Zone 2, however, a 2,000 GPM Booster Pump station is needed to pump water from Pressure Zone 2 to Pressure Zone 3. This project is anticipated to be complete by December 2020.

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#### **600-20-02      \$ 625,000      Conejo Wellfield Treatment**

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Conejo Wellfield wells have tested positive for TCP, a regulated contaminant with an MCL of 5 ppt. Conejo Wells 2, 3, and 4 have consistently been above the MCL; Santa Rosa 8 is now also testing positive for TCP. A feasibility study completed in March 2020 recommends a granular activated carbon (GAC) vessel treatment facility. A pilot study, to better understand carbon absorption and operational costs, is expected to be complete in the summer/early fall of 2020. Design is expected to begin in summer/fall of 2020. This funding is for the design and will return to request additional funding for the construction. This project is anticipated to be complete by October 2021.

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#### **650-15-01      \$4,467,000      PV Well #1**

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Recent agreements between the Pleasant Valley County Water District (PVCWD) and the Fox Canyon Groundwater Management Agency (FCGMA) have resulted in the exchange of non-potable surface water for potable groundwater within the Pleasant Valley Basin. The existing Woodcreek Well, which is the District's only well within the Pleasant Valley Basin, is in poor condition, has a limited life-expectancy, and lacks the capacity to take advantage of the agreement terms. This project provides a secondary well within the Pleasant Valley Groundwater Basin. The new well is to be located adjacent to Woodcreek Park. Funding includes engineering, environmental, siting study, and well drilling. This project is anticipated to be complete by March 2022.

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#### **650-17-05      \$ 193,500      Chloramination Project**

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This project will install chloramination facilities and instrumentation at the Conejo well field and Tierra Rejada well. The initial investment would be to acquire 2 chloramination instruments (one at each site), replace the chlorine building at the Conejo well field, and pouring additional slab for foundation to support chemical deliveries. This project is anticipated to be completed by December 2020.

## Capital Projects Carryover Details (Continued)

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**650-20-03      \$280,000      Meter Station Control Cabinets**

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Camrosa's meter stations control cabinets are aging and have limited functionality. The upgrade will include batteries for an estimated two plus days of backup with full operational control of the station and interface with Calleguas. The current control cabinets have no backup provisions for power loss. Control cabinets at eleven meter stations will be replaced. This project is anticipated to be completed by December 2020.

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**650-20-06      \$110,000      Potable Water Model**

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The District has several partially developed water models that are project specific. A comprehensive and complete water model of the District will be developed. It can be used for looking at storage, pumping, fire flow and other distribution deficiencies. A full system model will also be helpful to provide the data files to consultants in developing development projects. This project is anticipated to be complete by October 2020.

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**800-20-02      \$143,000      Pump Station #2 Generator & Fuel Tank**

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This project will provide emergency potable drinking water and fire services to Reservoir 4B in the event of a power outage. Reservoir 4B is the only potable water tank that serves this zone and is supplied from a single pump station (Pump Station No.2). There is no redundancy available from other tanks or higher pressure zones. This project provides for engineering and pre-purchasing of the generator and fuel tank. Installation is schedule during FY2020-21 and costs are not included as part this budget. This project is anticipated to be complete by October 2021.

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**800-20-03      \$160,000      Reservoir 4C Hydro-Pneumatic Pump**

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The 4C hydro-pneumatic pump station is old, in poor condition, and has outlasted its projected lifespan. Originally built in 1975, the hydro-pneumatic pump station consists of two 25HP pumps and an emergency standby generator. Current demand is met with a single pump, with a second pump for redundancy. Existing fire service is considered substandard. This is phase 1 of the project and includes engineering design only. This project is anticipated to be complete by December 2022.

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**800-20-04      \$160,000      Reservoir 4C Replacement**

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The existing Reservoir 4C was constructed in the 1960's and has exceeded its useful lifespan. This tank has poor interior and exterior coating, inadequate structural foundation, and does not meet current seismic standards. This project includes demolition of the existing tank and construction of a new 1.0MG steel tank that meets current AWWA and API Design Standards. This is phase 1 of the project and includes engineering design only. This project is anticipated to be complete by December 2022.

### Non-Potable Projects

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**750-20-01      \$65,000      Pump Station #4 Auxiliary Pump**

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This project will install a smaller auxiliary pump at Pump Station #4. The upper Worth Way zone is a closed system. During times of low usage this pump would provide the minimal flow to maintain system pressure preventing short cycling of existing pumps. This project is anticipated to be complete by December 2020.

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**750-20-03      \$230,000      Santa Rosa #10 Well Rehabilitation**

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Santa Rosa Well #10 is in need of well rehabilitation to ensure proper function. This project will include pulling, inspection, assessment, pump repairs and minor cleaning, and reinstallation. This project is anticipated to be complete by December 2020.

## Capital Projects Carryover Details (Continued)

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<b>750-20-06</b>	<b>\$ 20,000</b>	<b>Non-Potable Storage Ponds-Monitoring Well Design</b>
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As part of Camrosa's overall objective of receiving recycled water from the City of Camarillo's wastewater plant and delivering that water to Pleasant Valley County Water District, revisions to the District's Waste Discharge and Water Reclamation Permits are required by the LARWQCB. These requirements direct Camrosa to establish suitable and accessible groundwater monitoring wells and update their Groundwater Monitoring Work Plan. The Groundwater Monitoring Work Plan must include sampling from a minimum of three monitoring wells located at the storage ponds. Two wells are existing and a third well must be constructed. This project is anticipated to be complete before the end of 2020.

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<b>750-20-08</b>	<b>\$240,000</b>	<b>Device Net to EtherNet/IP Conversion</b>
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The Pond and Diversion MCCs were installed in 2001. The original VFDs were integrated and controlled by Allen-Bradley's DeviceNet. The current VFDs and motor controllers are obsolete, as parts are no longer available. New VFDs and controllers are not backward compatible with this older version of DeviceNet. This puts the District in a bind when a VFD fails because not only do we have to replace the VFD or controller, but we need to reintegrate the controls as well. Camrosa has requested RoviSys to provide a proposal to convert various devices from DeviceNet to EtherNet/IP. For the purpose of this project, 13 VFDs, four Electronic Overload Relays and two Power Monitors will be converted. The VFDs will be equipped with an appropriate communication card for Ethernet/IP, the Electronic Overload Relays will be replaced with Ethernet/IP-enabled Overload Relays, and the Power Monitors will be replaced with Ethernet/IP-enabled devices. A third power monitor will be added. This project is anticipated to be completed by October 2020.

### Wastewater Projects

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<b>900-18-01</b>	<b>\$1,057,500</b>	<b>CWRF Upgrades</b>
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The CWRF has two hypochlorite tanks that are currently leaking and in need of repair. The tanks are currently exposed to the elements, and this project would include construction of housing to protect them. Housing would also be built to provide cover for the front-end loader, forklift, tiller, and other CWRF vehicles. This project is anticipated to be complete by December 2020.

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<b>900-18-02</b>	<b>\$163,000</b>	<b>De-watering Press</b>
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The District spends approximately \$140,000 in outside contracts and 800 Camrosa man hours to press, till, and dry sludge at the CWRF. A de-watering service (e.g., a screw press) would save these resources for other functions. This device would be located in vicinity of the bio-solids drying beds. This portion of the project includes preliminary design to determine the size and capacity of the de-watering equipment, as well as required auxiliary equipment; purchase and installation of the recommended equipment will be funded in a separate phase of this project. This project is anticipated to be complete by December 2021.

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<b>900-18-03</b>	<b>\$869,000</b>	<b>Effluent Pond Relining</b>
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The existing effluent ponds at CRWF were originally lined with a "hydraulic" lining. As a result, there could be some leakage. In addition, the ponds accumulate sediment, which is problematic in promoting plant growth and can result in water loss and an accelerated chlorine residual loss. Pond re-lining with concrete (or other impermeable surface) is proposed to allow for a more robust surface for easier cleaning with heavy equipment. Cost includes engineering, concrete liner, waterstop, and gate replacement (if needed). Work does not include any special provisions or requirements to restore equalization basin as part of plant re-rating study requirement. No outside maintenance labor or equipment is expected. This project is anticipated to be complete by September 2021.



## Capital Projects Carryover Details (Continued)

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<b>900-20-01</b>	<b>\$153,000</b>	<b>CWRF Emergency Generator Fuel Tank</b>
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This diesel fuel tank will provide long-term fuel supply for the Camrosa Water Reclamation Facility existing standby generator. The existing CWRF emergency standby generator (400KW) has an undersized five hundred gallon fuel tank. This project will replace the existing tank with a new tank that will sustain full-load for approximately one week. This project provides for engineering and the procurement of the tank. This project is anticipated to be complete by October 2021.

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<b>900-20-02</b>	<b>\$250,000</b>	<b>Sewer Lift 1 MCC</b>
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Sewer Lift 1 is located near the Conejo Creek and Adolfo Rd and serves the west Leisure Village Area. The Motor Control Center (MCC) and related instrumentation is outdated and needs to be replaced to ensure operational reliability. This project is anticipated to be complete by December 2020.

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<b>900-20-03</b>	<b>\$258,000</b>	<b>Sewer Line Replacement-Lynwood at Woodcreek Ave</b>
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A portion of an existing eight inch sewer line located in Lynwood Drive, has a known dip in the pipeline profile. This dip causes a “hotspot”, which collects fats, grease, and other debris and requires frequent cleaning. With the proposed construction of the Lynwood well and Seminary Development project, which flows will pass through this portion of sewer line, this “hotspot” will need to be corrected. Replacing/realignment of this section of sewer line is necessary to avoid back-ups and potential spills. This project is anticipated to be complete by November 2020.

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<b>900-20-04</b>	<b>\$ 18,000</b>	<b>Upgrade Eight Sewer Manholes Tract 5976</b>
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As part of Tract 5976, Shea Homes is required to construct approximately 80 sewer manholes. Eight of these manholes are conditioned to be fitted with ultrasonic level and flow transmitters to help better manage sewer flows and usage within the tract. Camrosa’s standard specification requires the installation of a typical concrete sewer manhole with an interior coating of 100% polyurethane. The District would like to upgrade its standards and incorporate a pre-lined manhole system that requires less maintenance and eliminates the need for periodic recoating. This project is anticipated to be complete by December 2020.

## Capital Projects FY 2020-21

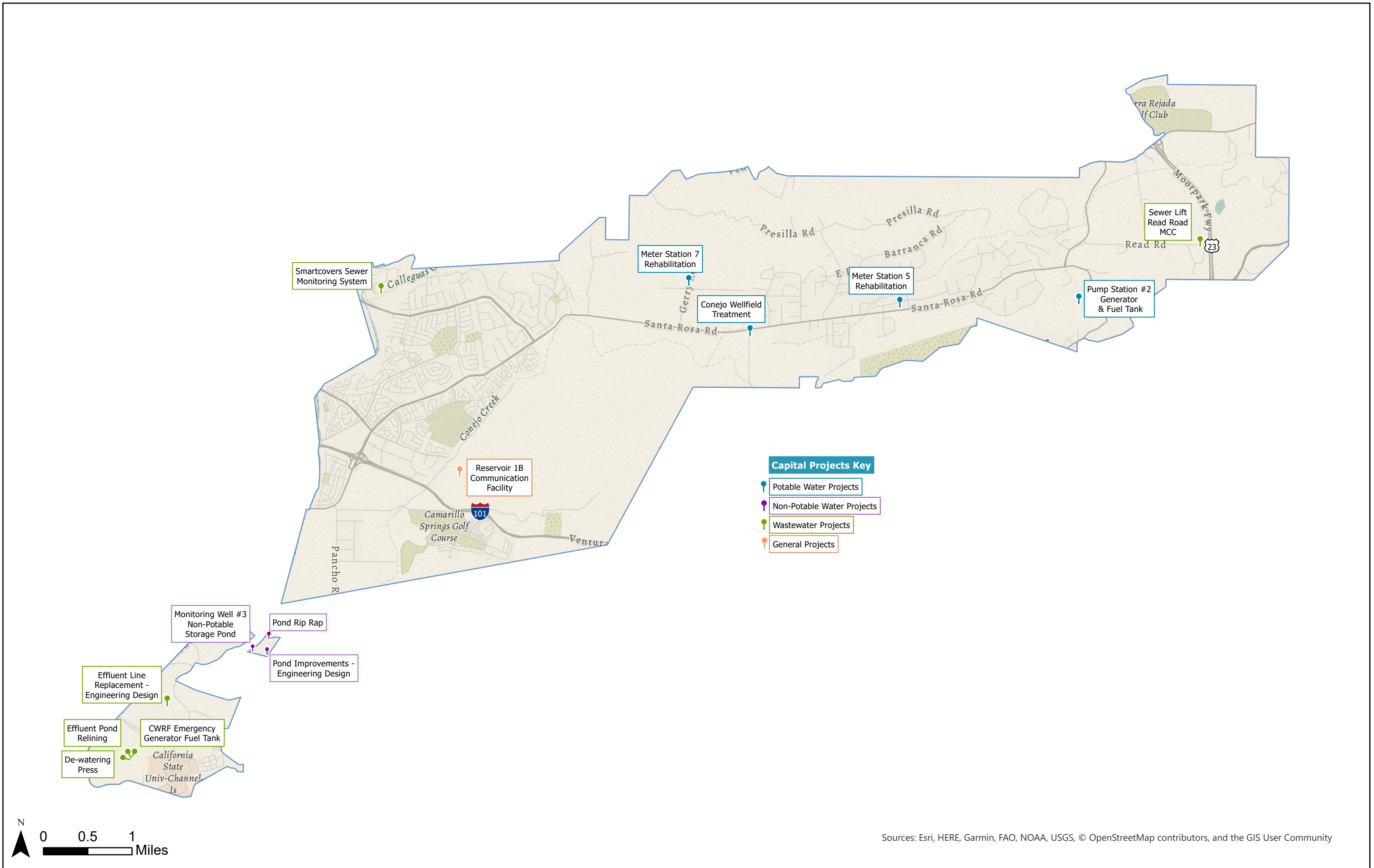
The following table is a listing of the capital projects appropriated as part of the FY2020-21 budget.

Capital Projects	Prior Year Appropriations	Budget FY 2020-21	Total	Description	Projection FY 2021-22
<b>General Projects</b>					
400-20-02	65,000	250,000	315,000	Reservoir 1B Communication Facility	
<b>Total General Projects</b>	<b>\$ 65,000</b>	<b>\$ 250,000</b>	<b>\$ 315,000</b>		
<b>Potable Water Projects</b>					
600-20-02	625,000	3,650,000	4,275,000	Conejo Wellfield Treatment	3,250,000
800-20-02	143,000	190,000	333,000	Pump Station #2 Generator & Fuel Tank	
650-21-01	-	290,000	290,000	Meter Station 5 & 7 Rehabilitation	-
<b>Total Potable Projects</b>	<b>\$ 768,000</b>	<b>\$ 4,130,000</b>	<b>\$ 4,898,000</b>		<b>\$ 3,250,000</b>
<b>Non-Potable Water Projects</b>					
750-21-01	-	240,000	240,000	Pond Rip Rap	-
750-21-02	-	30,000	30,000	Monitoring Well #3 Non-Potable Storage Pond	-
750-21-03		110,000	110,000	Pond Improvements - Engineering Design	1,500,000
<b>Total Non-Potable Projects</b>	<b>\$ -</b>	<b>\$ 380,000</b>	<b>\$ 380,000</b>		<b>\$ 1,500,000</b>
<b>Wastewater Projects</b>					
900-18-02	163,000	1,695,000	1,858,000	De-watering Press	
900-18-03	869,000	632,500	1,501,500	Effluent Pond Relining	
900-20-01	153,000	135,000	288,000	CWRF Emergency Generator & Fuel Tank	
550-21-01	-	360,000	360,000	Sewer Lift Read Road MCC	-
500-21-01		295,000	295,000	Effluent Line Replacement - Engineering Design	1,500,000
550-21-02	-	70,000	70,000	Smartcovers Sewer Monitoring System	-
<b>Total Wastewater Projects</b>	<b>\$ 1,185,000</b>	<b>\$ 3,187,500</b>	<b>\$ 4,372,500</b>		<b>\$ 1,500,000</b>
<b>Total CIPs</b>	<b>\$ 2,018,000</b>	<b>\$ 7,947,500</b>	<b>\$ 9,965,500</b>		<b>\$ 6,250,000</b>

\*Conejo Wellfield Treatment funded from Potable Water Improvement and 2016 Water Bond Funds

\* De-watering Press funded from 2011A Wastewater Bond, Wastewater Improvement and Wastewater Replacement Funds

\* Effluent Pond Relining funded from Wastewater Replacement and 2011A Wastewater Bond Funds.



## Capital Projects FY 2020-21 (Continued)

### General Projects

#### **400-20-02     \$ 250,000     Reservoir 1B Communication Facility**

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Reservoir 1B is a main/backbone node and vital communication hub for SCADA, AMR, and connectivity to the remote CWRP/RMWTP sites. During recent emergency conditions such as the Easy and Hill Fires, SCE power to this site has been shut down leaving equipment with limited UPS and/or solar power. Currently, radio and network equipment are housed in an old wooden building. The building is undersized, lacks adequate insulation and because of its location, is vulnerable to weather, wind, potential fires, and vandalism. Accessibility will be improved. Access is currently over a steep unimproved dirt road that is susceptible to erosion and is difficult to traverse during bad weather and will be problematic for diesel deliveries. Additional improvements include a small emergency standby generator. In FY2019-20, \$65K was budgeted to complete the design of said structures and will be completed in the first quarter of FY2020-21. The request of \$250K is for the construction portion of this project. Construction to be completed the first quarter of FY2021-22.

### Potable Projects

#### **600-20-02     \$3,650,000     Conejo Wellfield Treatment**

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Conejo Wellfield wells have tested positive for TCP, a regulated contaminant with an MCL of 5 ppt. Conejo Wells 2, 3, and 4 have consistently been above the MCL; Santa Rosa 8 consistently below. A feasibility study completed in March 2020 recommends a granular activated carbon (GAC) vessel treatment facility. A pilot study, to better understand carbon absorption and operational costs, is expected to be complete in the summer/early fall of 2020. Design is expected to begin in summer/fall of 2020. This funding is for the design and will return to request additional funding for the construction. This project is anticipated to be complete by October 2021.

The amount budgeted this year is to ensure funds are set aside to move forward as quickly as possible to construct the facility. It is projected that the total project will cost approximately \$7.2M, but a more accurate cost will be available once the engineering is complete.

#### **800-20-02     \$ 190,000     Pump Station #2 Generator & Fuel Tank**

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Reservoir 4B is the only potable water tank that serves this zone. There is no redundancy available from other tanks or higher-pressure zones. Reservoir 4B is supplied from a single pump station (PS 2). An emergency standby generator/fuel tank is proposed to provide back-up power to the pump station in the event power is lost from Edison. Engineering will be complete by July 2020. This cost includes the purchase of the generator and fuel tank, but not the construction. Staff will return to the Board once engineering is complete and a construction cost is known. This project is estimated to be complete by October 2021.

#### **650-21-01     \$ 290,000     Meter Stations 5 and 7 Rehabilitation**

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Meter Station #5 and #7 are in need of rehabilitation. This rehabilitation effort would include replacing all the Cla-Val valves, replacing associated piping, vault maintenance and painting. To be completed by end of FY2020-21.

### Non-Potable Projects

#### **750-21-01     \$ 240,000     Pond Rip-Rap**

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The Diversion Creek storage ponds need to have rip-rap to prevent wind/water erosion. Each year rip-rap is added to a portion of the unprotected pond banks. This will complete the Pond Rip-Rap project for all four Ponds. To be completed by the end of FY2020-21.

## Capital Projects FY 2020-21 (Continued)

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### **750-21-02     \$ 30,000     Monitoring Well No. 3 – Non-Potable Storage Ponds**

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The California Regional Water Quality Control Board, Los Angeles Region has established goals for the use of recycled water to better manage loading of salts and nutrients to groundwater basins in a manner that is protective of beneficial uses. As part of Camrosa's overall objective of receiving recycled water from the City of Camarillo's wastewater plant and delivering that water to Pleasant Valley County Water District, revisions to the District's Waste Discharge and Water Reclamation Permits are required. The new work plan requires monitoring the Pond site from three monitoring wells. The District currently has only two functioning monitoring wells. This project involves the design, permitting, and construction of a monitoring well located within the fenced boundaries of the District's Non-Potable Ponds 2, 3, and 4. This project will be complete in the first half FY2020-21.

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### **750-21-03     \$ 110,000     Pond Improvements – Engineering Design**

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With the reclassification of Camrosa's Pond 4 from Surface Water Storage to Recycled Water Storage, operational improvements are needed to efficiently move CWRP recycled water from Pond 1 to Pond 4 for subsequent delivery to PVCWD. In addition, these improvements will provide the District the ability to move recycled water to Pond's 2 & 3, eliminate the need for the existing diesel fueled generator and pump at Pond 1, and provide remotely operated monitoring and flow control. These improvements will help optimize the movement of recycled water within the various ponds, PVCWD, and District customers. The complete project scope includes, design, addition of piping, valving, various metering, recycled water pumps, electrical, and controls. This appropriation only includes design services. Actual construction costs will be determined once a budget estimate is developed during design.

## Wastewater Projects

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### **900-18-02     \$1,695,000     De-Watering Press**

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Originally, Camrosa proposed to construct a dewatering press using Belt Press technology. Upon further investigation, it was decided to move ahead with a Fan Press instead. The building, site, work design drawings have been completed. It is also assumed that the existing building and general layout will not change significantly. Funding includes the procurement of the Fan Press and construction. The existing drying beds are inefficient and make it difficult to keep up with the sludge production. As the sludge dries in the existing beds, microorganisms in the sludge break it down further releasing large amounts of ammonia that is returned to the headworks for further treatment. The on-site Fan Press would benefit CRWF's biological process by reducing the re-introduction of ammonia back to the head-of-the-plant. Facility dewatering will also reduce outside odors, carrion insects, and have a long-term financial savings from a reduction in hauling costs.

Furthermore, treating the sludge with the Fan Press as it is produced, and not all at once as it is now, will prevent plant upsets that almost always accompany the annual dewatering.

Design is expected to be complete by November 2020. Staff will return to the Board once the purchase and construction costs are known. This project is anticipated to be complete by December 2021.



## Capital Projects FY 2020-21 (Continued)

### **900-18-03     \$ 632,500     Effluent Pond Relining**

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In 2019, the Los Angeles Regional Water Quality Control Board preliminarily approved the rerating of the CWRP from 1.5 MGD to 2.25 MGD average wastewater flow with the stipulation that certain improvements be made. Primary among these is the reestablishment of the CWRP's equalization basin. Based on the rerating study, it is estimated that approximately 400,000 – 500,000 gallons needs to be reserved for equalization allowing the remainder for effluent/recycled water storage. The requested engineering services include the necessary work to meet these requirements. This will necessitate leaving the pond closest to the operations building empty to receive the out-of-spec water should the need arise. The current lining in the pond allows too much percolation and communication between the two onsite ponds. This project is needed to properly separate these ponds as well as controlling nuisance plant growth in both the ponds. The existing effluent ponds at CRWF were originally lined with a "hydraulic" lining. As a result, there could be some leakage. In addition, the ponds accumulate sediment, which is problematic in promoting plant growth and can result in water loss and an accelerated chlorine residual loss. Pond re-lining with concrete (or other impermeable surface) was originally proposed, however, a geotechnical evaluation determined high groundwater within the pond area, which could damage the pond bottom liners. Therefore, soil cement is proposed along with various other improvements to eliminate leakage between the two basins and provide other operational improvements to help promote onsite drainage, demolition of unused facilities, and overall ease of maintenance. Design is complete, but as a result of only receiving a single bid that was more than double the Engineer's Estimate, a re-evaluation is ongoing to "value engineer" the project and reduced any unnecessary scope. The additional amount listed is considered a "preliminary" estimate. This amount brings the estimated total project cost to \$1.5M. Staff will return to the Board once engineering is complete and an actual construction cost is known. This project is anticipated to be complete by September 2021.

### **900-20-01     \$ 135,000     CWRP Emergency Generator Fuel Tank**

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The existing fuel tank at CRWF is old and undersized (500 gallons). A new 7,000 gallon fuel tank is proposed that will offer approximately 1-week of run time in case of an emergency or loss of Edison Power. In addition, it is expected that this fuel tank will also be used as an equipment fueling station for various on-site equipment. The additional funding is required for the construction and installation of the fuel tank. This amount plus the previous appropriated funds bring the total project cost to \$288,000. Staff will return to the Board once engineering is complete and a construction cost is known. Project completion by end of FY2020-21.

### **550-21-01     \$ 360,000     Sewer Lift Read Road MCC**

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Read Road Sewer Lift is located on Read Road and lifts the sewer 220 feet into the City of Thousand Oaks' collection system. The Motor Control Center (MCC) and related instrumentation is outdated and needs to be replaced to ensure operational reliability. This is the total project cost. It is to be completed by end of FY2020-21.

### **500-21-01     \$ 295,000     Effluent Line Replacement - Engineering Design**

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This project involves the replacement of approximately 6500 ft of 14 "AC line, (installed approximately 70-80 years ago) with new 18" PVC C905 pipe. This line connects CWRP's effluent ponds to the recycled water storage ponds and all the Turnouts including PVCWD and the NPDES discharge point at Pond #2. Recycled water leaving CWRP travels thru this line less any discharge to the SMP. As a result of the existing 14" AC pipeline shallow depth and many repairs, a portion was replaced in 2013 from CRWF to Turn-out No. 2 with new 18" PVC. The remaining portion (Turn-out No. 2 to Recycled water Storage Ponds) is also old, shallow, and undersized, and needs to be replaced. Although there are many options (including directional drilling under two creek crossings), the preferred alignment consists of following Camrosa's sewer line easement, then parallel Calleguas Creek through CSUCI property to Pond No. 1. This appropriation only includes design services. Actual construction costs will be determined after design. This project is anticipated to be complete by September 2021.

## Capital Projects FY 2020-21 (Continued)

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**550-21-02     \$ 70,000     Smartcovers Sewer Monitoring System**

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Install Smartcover Monitoring Systems on 10 District manholes near Sewer Lift Stations, known hotspots and along the main trunk line. The Smartcover Monitoring System is an integrated, real-time remote wastewater level monitoring system. The system consists of an ultrasonic sensor level transducer combined with an integrated pressure sensor, system controller and powerpack all mounted under the manhole cover. The Smartcover System Integrates with the Iridium® satellite network for communication. SmartCover provides Camrosa data analysis, and real time early warnings of overflow events through advisories, alerts and alarms to web-enabled devices. This is total project cost and is to be completed by end of FY2020-21.

## Reserves

Although Camrosa operates through a single-fund expense budget, the District's reserves are managed through several types of accounts and account categories. In general, reserves are established to accumulate funds to increase system capacity and accommodate growth, replace assets as they reach the end of their useful life, meet unanticipated emergencies, stabilize rates, and meet the covenants of debt issuance instruments and other agreements.

### Restricted Reserves

Restricted Assets of the District are established as a result of debt issuance to fund capital projects and by obligating Unrestricted Reserves for specific capital projects. The Capital Improvement Project (CIP) amount for FY2020-21 has been established at \$7,947,500. Unrestricted reserves have been appropriated and transferred into the restricted accounts. Reserves in the amount of \$879,529 are held with the District's Trustee in accordance with the bond covenants of the 2016 Revenue Bonds.

### Unrestricted Reserves

Unrestricted reserves are accumulated, managed, and earmarked for use by policies developed and implemented by the Camrosa Board of Directors. The Board may amend, discontinue, or supersede these policies at its discretion to serve the best interests of the District. In May 2019, the Board of Directors amended the reserve policy to define the appropriate levels of reserves to be maintained for the specific fund designations.

There are four categories of Unrestricted General Fund Reserves. The Capital Improvement Funds are incremented by the amount of capital fees received from developers each year. The funds are reserved for future expansion of system capacity to meet demand generated as a result of new development and are decremented by the value of the capital projects approved each year for system expansion.

The Capital Replacement Funds are incremented at the end of the fiscal year with contributions from net operating results. The net operating results for each enterprise are distributed directly to the corresponding Capital Replacement Fund. The funds are for both short-term and long-term purposes. The objective is to provide funds for the current and future replacement of existing capital assets as they reach their useful lives.

The Operating and Emergency Funds are incremented from net operating results after all other contributions to reserves have been made. The funds are to provide financial flexibility in the day-to-day conduct of district business and to respond quickly to emergency situations that may pose threats to public health and the District's ability to sustain safe or reliable service.

Finally, the Rate Stabilization Fund segregates funds for use in dampening revenue fluctuations or unexpected operational expenses. This fund is used to stabilize rates in the event of short to mid-term rate revenue loss, and/or higher than anticipated operating expenses that cannot be supported by normal revenues.

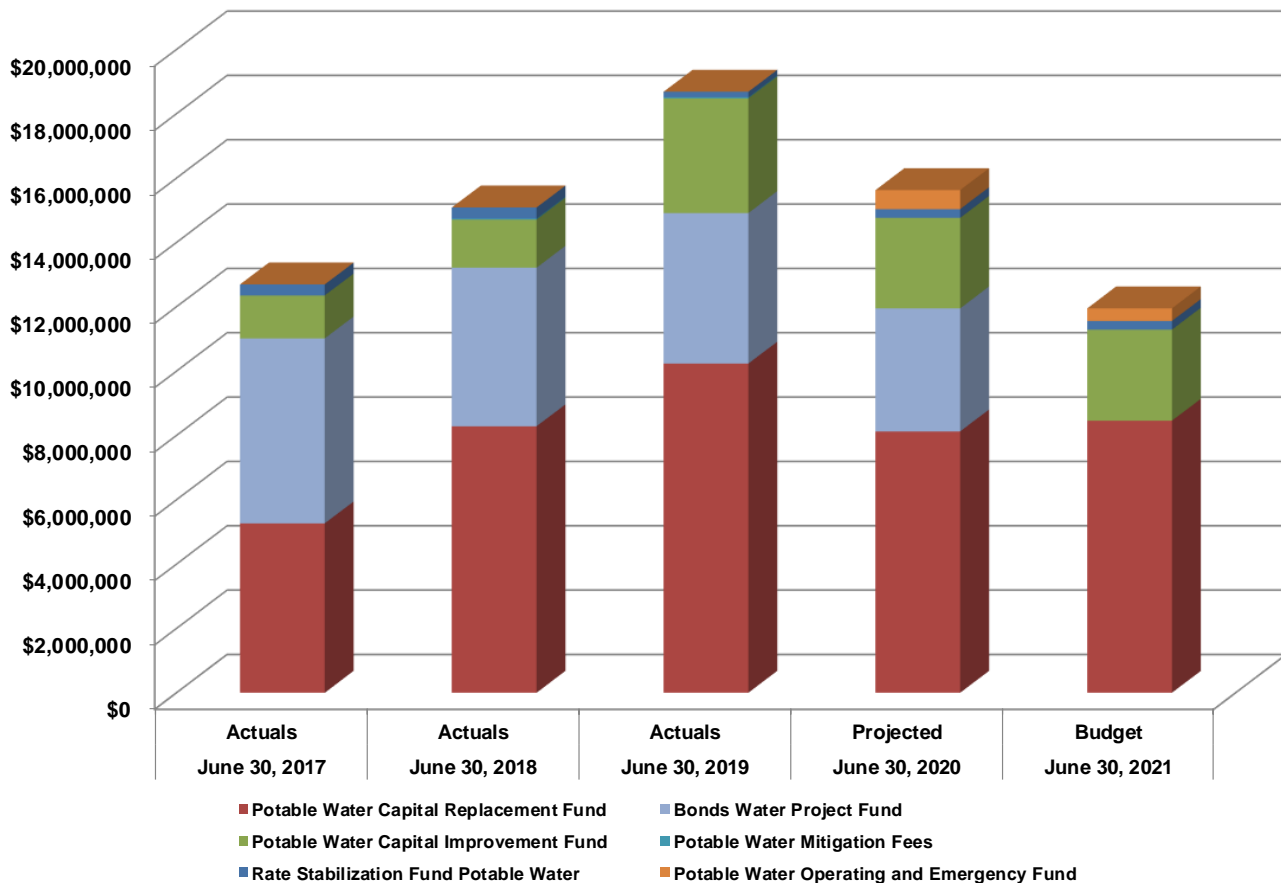
The FY2020-21 budget begins with \$22.3 million unrestricted reserves balance, of which \$7,947,500 is committed to new capital projects and \$148,810 to fixed assets.

## Reserves (Continued)

	Actuals FY 2015-16	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Projected FY 2019-20	CIP FY 2020-21	Fixed Assets FY 2020-21	Loan Repayment	Projected Rate Stabilization Contribution	Projected Capital Contributions	Projected Net Operating Results	CSUCI Repayment	Projected FY 2020-21
<b>Unrestricted Reserves</b>													
Potable Water Rate Stabilization Fund	\$ 341,250	\$ 341,250	\$ 341,250	\$ 170,625	\$ 270,625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,625
Non-Potable Water Rate Stabilization Fund	-	-	-	170,625	170,625	-	-	-	50,000	-	-	-	\$ 220,625
Wastewater Rate Stabilization Fund	183,750	183,750	183,750	183,750	183,750	-	-	-	35,000	-	-	-	\$ 218,750
<b>Total Rate Stabilization Fund</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ 625,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 710,000</b>
Potable Water Capital Replacement Fund (PWCRCF)	\$ 4,416,703	\$ 5,266,163	\$ 8,285,287	\$ 10,232,931	\$ 8,124,535	\$ (374,500)	\$ (41,525)	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 8,458,510
Potable Water Operating and Emergency Reserves (OER)	-	-	-	-	589,989	-	-	-	-	-	(199,107)	-	\$ 390,882
Potable Water Capital Improvement Fund (PWCIF)	907,853	1,336,210	1,496,994	3,566,335	2,814,928	(15,160)	-	-	-	-	-	30,307	\$ 2,830,075
<b>Total Potable Funds</b>	<b>\$ 5,324,556</b>	<b>\$ 6,602,373</b>	<b>\$ 9,782,281</b>	<b>\$ 13,799,266</b>	<b>\$ 11,529,452</b>	<b>\$ (389,660)</b>	<b>\$ (41,525)</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (199,107)</b>	<b>\$ 30,307</b>	<b>\$ 11,679,467</b>
Non-Potable Water Capital Replacement Fund (NPWCRF)	\$ 3,134	\$ 654,908	\$ 714,771	\$ 1,474,153	\$ 1,425,613	\$ (458,000)	\$ (38,330)	\$ (750,000)	\$ -	\$ 1,459,784	\$ -	\$ -	\$ 1,639,067
Non-Potable Water Operating and Emergency Reserves (OER)	-	-	-	-	438,461	-	-	-	-	-	199,295	-	\$ 637,756
Non-Potable Water Capital Improvement Fund (NPWCIF)	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
New Demand Mitigation Fees (Pegh Investments)	-	-	-	637,597	-	-	-	-	-	-	-	-	\$ -
Non-Potable Water In-lieu Fees (Wildwood Preserve)	-	318,538	318,538	318,538	318,538	-	-	-	-	-	-	-	\$ 318,538
<b>Total Non-Potable Funds</b>	<b>\$ 3,134</b>	<b>\$ 973,446</b>	<b>\$ 1,033,309</b>	<b>\$ 2,430,288</b>	<b>\$ 2,182,612</b>	<b>\$ (458,000)</b>	<b>\$ (38,330)</b>	<b>\$ (750,000)</b>	<b>\$ -</b>	<b>\$ 1,459,784</b>	<b>\$ 199,295</b>	<b>\$ -</b>	<b>\$ 2,595,361</b>
Wastewater Capital Replacement Fund (WWCRF)	\$ 3,745,987	\$ 4,213,437	\$ 4,400,409	\$ 4,843,797	\$ 2,957,944	\$ (2,845,000)	\$ (68,955)	\$ -	\$ -	\$ 677,979	\$ -	\$ -	\$ 721,968
Wastewater Operating and Emergency Reserves (OER)	-	-	-	-	374,127	-	-	-	-	-	385	-	\$ 374,512
Wastewater Capital Improvement Fund (WWCIF)	892,960	897,635	939,710	2,295,620	836,620	(430,000)	-	-	-	-	-	-	\$ 406,620
<b>Total Wastewater Funds</b>	<b>\$ 4,638,947</b>	<b>\$ 5,111,072</b>	<b>\$ 5,340,119</b>	<b>\$ 7,139,417</b>	<b>\$ 4,168,691</b>	<b>\$ (3,275,000)</b>	<b>\$ (68,955)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 677,979</b>	<b>\$ 385</b>	<b>\$ -</b>	<b>\$ 1,503,100</b>
New Demand Mitigation Fee (Cornstock Housing, Inc)	\$ 808,091	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Demand Mitigation Fee (Vtra. County Office of Education)	-	-	34,249	34,249	-	-	-	-	-	-	-	-	\$ -
<b>Total Mitigation Fees</b>	<b>\$ 808,091</b>	<b>\$ -</b>	<b>\$ 34,249</b>	<b>\$ 34,249</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Water Project Fund	\$ -	\$ 6,750,000	\$ 4,928,000	\$ 4,680,000	\$ 3,824,840	\$ (3,824,840)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Project Fund	1,622,771	926,998	635,337	617,863	-	-	-	-	-	-	-	-	\$ -
<b>Total Bond Funds</b>	<b>\$ 1,622,771</b>	<b>\$ 6,676,998</b>	<b>\$ 5,563,337</b>	<b>\$ 5,297,863</b>	<b>\$ 3,824,840</b>	<b>\$ (3,824,840)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Unrestricted Reserves</b>	<b>\$ 12,922,499</b>	<b>\$ 19,888,889</b>	<b>\$ 22,278,295</b>	<b>\$ 29,226,083</b>	<b>\$ 22,330,595</b>	<b>\$ (7,947,500)</b>	<b>\$ (148,810)</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ 2,137,763</b>	<b>\$ 573</b>	<b>\$ 30,307</b>	<b>\$ 16,487,928</b>
<b>Restricted Assets</b>													
CSUCI Recycleline Repayment	\$ 353,894	\$ 279,529	\$ 200,970	\$ 117,979	\$ 30,307	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (30,307)	\$ -
Grant Receivable RMWTP	115,000	-	-	-	-	-	-	-	-	-	-	-	\$ -
Grant Receivable PV Well	794,931	217,558	204,275	192,110	83,822	-	-	-	-	-	-	-	\$ 83,822
Grant Receivable CamSan Recycle Line	-	564,000	526,838	478,516	283,088	-	-	-	-	-	-	-	\$ 283,088
<b>Total Receivables</b>	<b>\$ 1,263,825</b>	<b>\$ 1,061,087</b>	<b>\$ 932,083</b>	<b>\$ 788,605</b>	<b>\$ 397,217</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (30,307)</b>	<b>\$ 366,910</b>
Debt Reserves 2011A	778,261	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Reserves 2012	760,516	760,516	760,516	760,516	-	-	-	-	-	-	-	-	\$ -
Debt Reserves 2016	-	879,529	879,529	879,529	879,529	-	-	-	-	-	-	-	\$ 879,529
<b>Total Restricted Assets</b>	<b>\$ 1,538,777</b>	<b>\$ 1,640,045</b>	<b>\$ 1,640,045</b>	<b>\$ 1,640,045</b>	<b>\$ 879,529</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 879,529</b>
<b>CIP</b>													
Potable Water Capital Replacements	\$ 2,114,200	\$ 3,344,148	\$ 2,727,804	\$ 1,649,755	\$ 1,112,058	\$ 374,500	\$ 41,525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,528,083
Non-Potable Water Capital Replacements	1,247,344	1,457,513	1,886,173	384,199	416,550	458,000	38,330	-	-	-	-	-	\$ 912,880
Wastewater Capital Replacements	123,175	177,552	15	46,735	265,429	2,845,000	68,955	-	-	-	-	-	\$ 3,179,384
Potable Water Capital Improvements	367,159	52,578	372,878	355,222	692,002	15,160	-	-	-	-	-	-	\$ 707,162
Wastewater Capital Improvements	-	-	-	-	991,794	430,000	-	-	-	-	-	-	\$ 1,421,794
New Demand Mitigation Fee (Wildwood Preserve Project)	-	522,469	494,340	423,167	-	-	-	-	-	-	-	-	\$ -
New Demand Mitigation Fee (SR Valley)	-	62,365	62,365	62,365	-	-	-	-	-	-	-	-	\$ -
New Demand Mitigation Fee (Shea Homes)	-	-	-	1,686,260	1,567,970	-	-	-	-	-	-	-	\$ 1,567,970
<b>Total CIP</b>	<b>\$ 3,851,878</b>	<b>\$ 5,616,625</b>	<b>\$ 5,543,575</b>	<b>\$ 4,607,703</b>	<b>\$ 5,045,803</b>	<b>\$ 4,122,660</b>	<b>\$ 148,810</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,317,273</b>
<b>Bonds</b>													
Water Improvements	\$ -	\$ 196,876	\$ 1,003,984	\$ 948,370	\$ 1,088,000	\$ 3,824,840	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,912,840
Wastewater Improvements	265,152	415,347	171,135	77,708	650,769	-	-	-	-	-	-	-	\$ 650,769
<b>Total Bond CIP</b>	<b>\$ 265,152</b>	<b>\$ 612,223</b>	<b>\$ 1,175,119</b>	<b>\$ 1,026,078</b>	<b>\$ 1,738,769</b>	<b>\$ 3,824,840</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,563,609</b>
<b>Total Restricted Assets</b>	<b>\$ 6,919,632</b>	<b>\$ 8,929,980</b>	<b>\$ 9,290,822</b>	<b>\$ 8,062,431</b>	<b>\$ 8,061,318</b>	<b>\$ 7,947,500</b>	<b>\$ 148,810</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (30,307)</b>	<b>\$ 16,127,321</b>
<b>Total Reserves minus Receivables</b>	<b>\$ 18,578,306</b>	<b>\$ 27,757,782</b>	<b>\$ 30,637,034</b>	<b>\$ 36,499,909</b>	<b>\$ 29,994,696</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,000</b>	<b>\$ 2,137,763</b>	<b>\$ 573</b>	<b>\$ -</b>	<b>\$ 32,248,339</b>

## Reserve Accounts (Continued)

### Potable Water - Unrestricted Reserves



**Figure 14 – Unrestricted Potable Water Reserves**

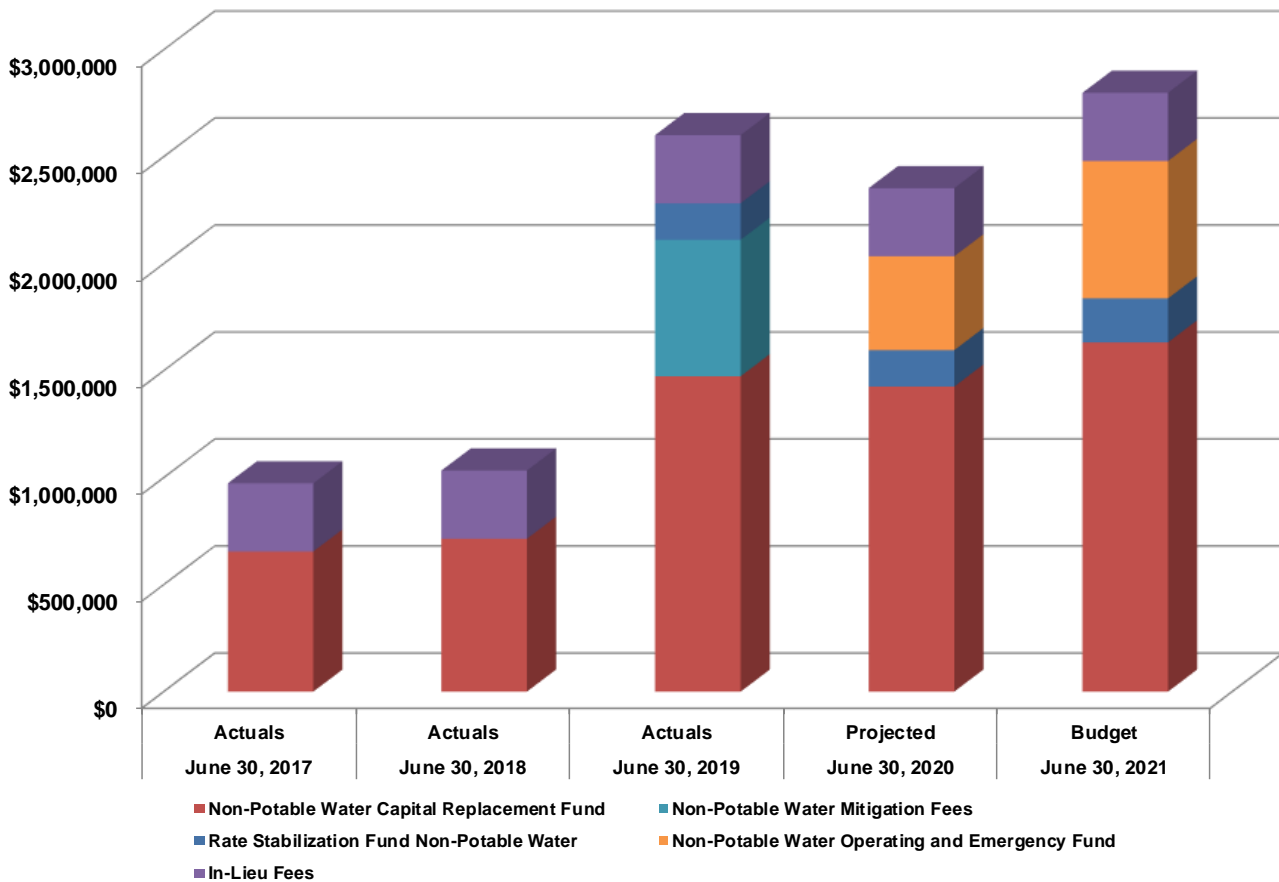
The graph above reflects the various unrestricted reserve funds of the Potable Water Operations.

In FY2019-20, Potable Water Funds appropriated approximately \$2,071,250 towards Capital Projects and \$80,362 towards Fixed Assets and \$1,156,000 from the 2016 Water bond. The FY2020-21 budget will appropriate \$389,660 from Potable Water Funds towards Capital Projects, \$41,525 towards Fixed Assets and \$3,824,840 from Water bond funds. The Potable Water Capital Replacement Fund receives funding from capital replacement contributions. There is no projection for a Capital Replacement Contributions for FY2019-20. The Capital Improvement Fund receives funding from connection fees, in FY2019-20 the District projects to receive \$9,825 in connection fees. Camrosa has a permanent moratorium on the issuance of Water Availability and Water Will Serve Letters for new development that will result in unmitigated new demand upon all water. The Rate Stabilization Fund is used to dampen revenue fluctuations or unexpected operational expenses and receives funding from the operating budget. In FY2019-20, the District projects a contribution of \$100,000 does not anticipate a contribution in FY2020-21. The Operating and Emergency Fund is to provide financial flexibility in the day-to-day conduct of district business and to respond quickly to emergency situations that may pose threats to public health and the ability to sustain safe or reliable services and receives funding from the operating budget. In FY2019-20, the District projects a contribution of \$589,989 and anticipates reducing that contribution by \$199,107 in FY2020-21.



## Reserve Accounts (Continued)

### Non-Potable Water - Unrestricted Reserves



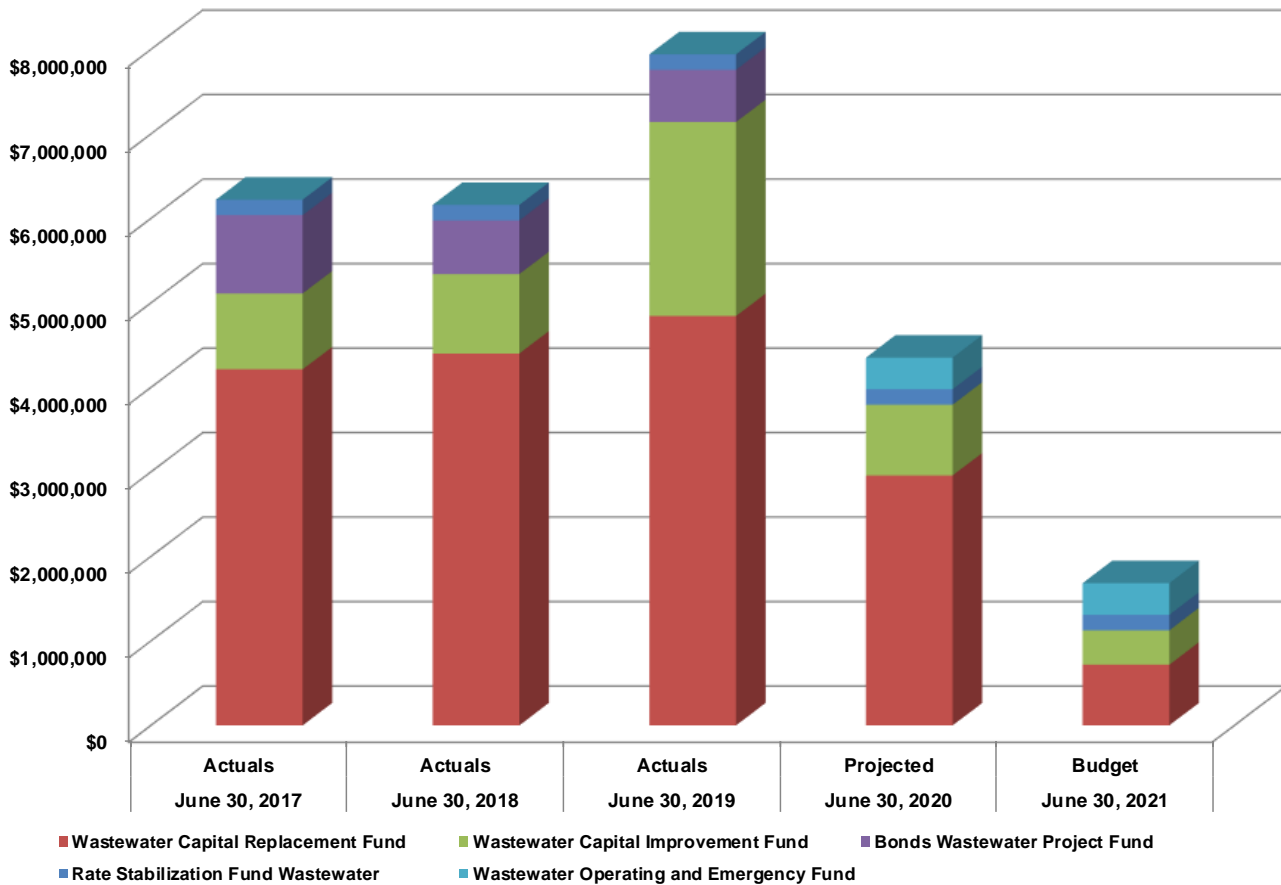
**Figure 15 – Unrestricted Non-Potable Water Reserves**

The graph above reflects the various unrestricted reserve funds of the Non-Potable Water Operations.

In FY2019-20, Non-Potable Water Funds appropriated approximately \$1,027,500 towards Capital Projects and \$74,180 towards Fixed Assets. The FY2020-21 budget will appropriate \$458,000 from Non-Potable Water Funds towards Capital Projects and \$38,330 towards Fixed Assets. The Non-Potable Water Capital Replacement Fund receives funding from capital replacement contributions. The Capital Replacement Contributions for FY2019-20 are projected to be approximately \$1,257,139. This contribution will improve the District's ability to pay for future capital projects without the need to issue debt. The Rate Stabilization Fund is used to dampen revenue fluctuations or unexpected operational expenses and receives funding from the operating budget. The District does not project a contribution to the fund in FY2019-20. The District anticipates contributing \$50,000 in FY2020-21. The Operating and Emergency Fund is to provide financial flexibility in the day-to-day conduct of district business and to respond quickly to emergency situations that may pose threats to public health and the ability to sustain safe or reliable services and receives funding from the operating budget. In FY2019-20, the District projects a contribution of \$438,461 and anticipates contributing \$199,295 in FY2020-21.

## Reserve Accounts (Continued)

### Wastewater - Unrestricted Reserves



**Figure 16 – Unrestricted Wastewater Reserves**

The graph above reflects the various unrestricted reserve funds of the Wastewater Operations.

In FY2019-20 Wastewater funds appropriated approximately \$2,099,710 towards Capital Projects and \$107,638 towards Fixed Assets. The FY2020-21 budget will appropriate \$3,275,000 from Wastewater funds towards Capital Projects and \$68,955 towards Fixed Assets. The Wastewater Capital Replacement Fund receives funding from capital replacement contributions. The Capital Replacement Contributions for FY2019-20 are projected to be \$183,000. The Capital Improvement Fund receives funding from connection fees, in FY2019-20 the District does not project to receive connection fees. The Rate Stabilization Fund is used to dampen revenue fluctuations or unexpected operational expenses and receives funding from the operating budget. The District does not project a contribution to the fund for FY2019-20. The District anticipates contributing \$35,000 in FY2020-21. The Operating and Emergency Fund is to provide financial flexibility in the day-to-day conduct of district business and to respond quickly to emergency situations that may pose threats to public health and the ability to sustain safe or reliable services and receives funding from the operating budget. In FY2019-20, the District projects a contribution of \$374,127 and anticipates contributing \$385 in FY2020-21.

## Debt Service

The District's debt rating is "AA" from Standard & Poor's. The debt rating was upgraded on October 12, 2016 from "AA-" to "AA".

The District's outstanding debt consists of the Series 2011A/2016A Water and Wastewater Revenue Bonds.

The Series 2012 Refunding Revenue Bonds final debt service was made in FY2019-20 and is a refunding of the 2001 Refunding Revenue Bonds. Refunding resulted in more than \$784,000 in net present value savings and in lowering the District's annual debt service payment.

The District issued \$9,630,000 in 2011A Project bonds in September 2011. Proceeds of the bonds funded \$6,508,000 of water capital projects and \$2,447,000 of wastewater capital projects. Subsequently in September 2016, the District advance refunded the 2011A bonds and obtained additional funding in the amount of \$6,000,000, with the issuance of the Water and Wastewater Refunding Revenue Bonds Series 2016A, for water projects. Refunding resulted in more than \$663,000 in net present value savings, lowering the District's annual debt service payment.

The annual debt service payments for FY2020-21 on the Series 2011A/2016 will be approximately \$1,052,031. Approximately \$193,950 is paid with sewer service revenues. The remaining \$858,081 is paid with water revenue. A complete debt service schedule is located in Appendix #4.

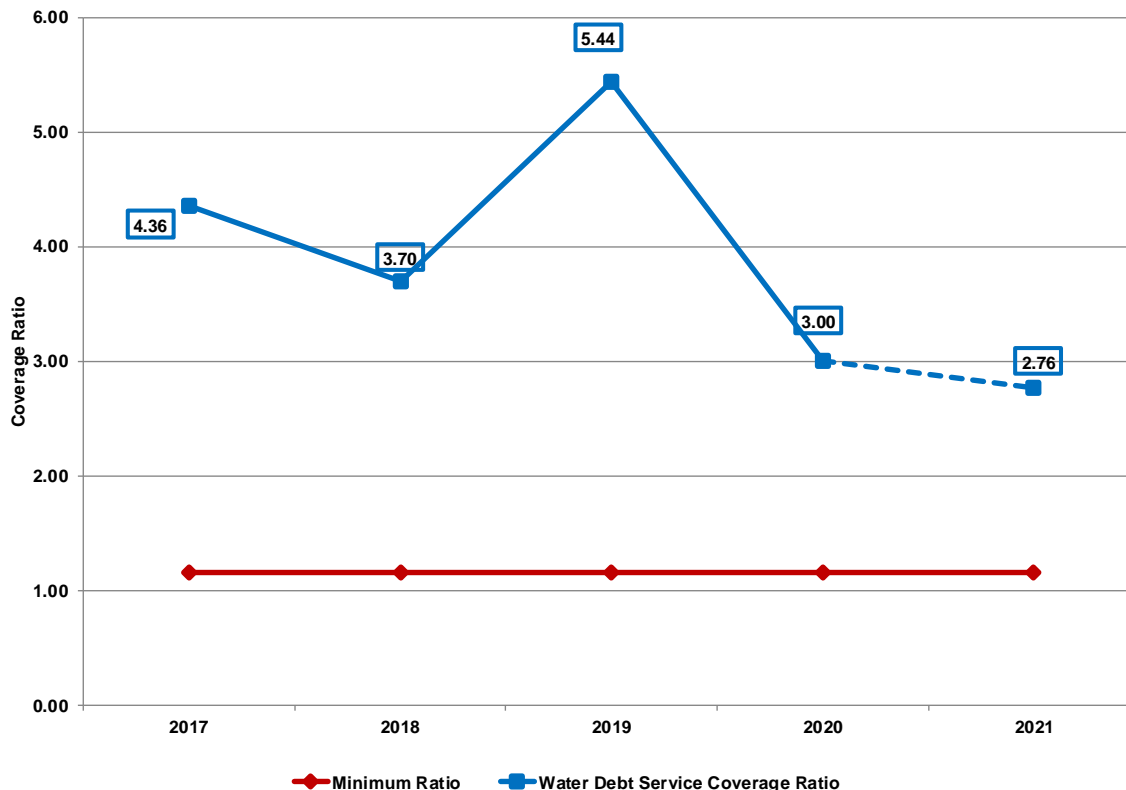
A condition of the 2011A/2016 Refunding Revenue Project Bonds issuance is the maintenance of a minimum debt service coverage ratio of 1.15 percent. The District has adopted a formal debt policy and no legal debt limit; however, the District's future borrowing capacity is limited by the debt coverage ratio required by existing bond covenants. The District's debt service coverage ratio for FY2020-21 is budgeted to 2.76 for Water and 4.68 for Wastewater.

The following pages illustrate the District's actual debt service coverage. Over the past several years, a concerted effort has been made to improve debt service ratios to stay well above the 1.15 percent debt service ratio required by bond covenants.

## Water Debt Service Ratio

	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY2018-19	Projections FY 2019-20	Budget FY 2020-21
<b>Revenues</b>					
Water Sales:					
Potable	\$ 8,915,569	\$ 10,801,589	\$ 9,451,209	\$ 10,470,146	\$ 12,059,800
Recycle/Non-Potable	3,650,013	4,822,286	3,951,614	4,545,081	5,064,600
Water Sales to Pleasant Valley	475,031	558,575	678,598	1,215,222	1,003,300
Meter Service Charge	2,488,157	2,557,753	2,615,301	2,378,371	2,236,700
Special Services	53,879	180,354	145,904	82,918	55,699
Pump Zone Charges	43,890	52,992	46,658	49,438	52,000
Miscellaneous	48,321	18,716	8,356	5,378	-
Interest Revenues	127,936	275,489	540,721	554,436	107,363
Taxes	582,211	657,620	620,590	644,715	640,945
Mitigation & In-Lieu Fees	1,355,282	-	2,323,857	-	-
Capital Fees	124,175	116,474	1,986,350	9,825	-
<b>Total Revenues</b>	<b>\$ 17,864,464</b>	<b>\$ 20,041,848</b>	<b>\$ 22,369,158</b>	<b>\$ 19,955,530</b>	<b>\$ 21,220,407</b>
<b>Expenses</b>					
Production	\$ 7,662,352	\$ 9,228,380	\$ 8,972,416	\$ 10,146,202	\$ 12,085,910
Salaries & Benefits	2,017,203	2,431,008	2,520,434	2,563,669	2,606,789
Outside Contracts & Professional Services	593,940	697,289	674,103	1,446,074	1,793,026
Supplies & Services	1,519,056	2,011,611	1,837,441	2,208,840	2,366,629
<b>Total Expenses</b>	<b>\$ 11,792,551</b>	<b>\$ 14,368,288</b>	<b>\$ 14,004,394</b>	<b>\$ 16,364,785</b>	<b>\$ 18,852,354</b>
<b>Net Operating Revenues</b>	<b>\$ 6,071,913</b>	<b>\$ 5,673,560</b>	<b>\$ 8,364,764</b>	<b>\$ 3,590,745</b>	<b>\$ 2,368,053</b>
Debt Service	1,392,970	1,533,881	1,536,881	1,195,331	858,081
<b>Debt Service Coverage Ratio</b>	<b>4.36</b>	<b>3.70</b>	<b>5.44</b>	<b>3.00</b>	<b>2.76</b>

### Water Debt Coverage Ratio

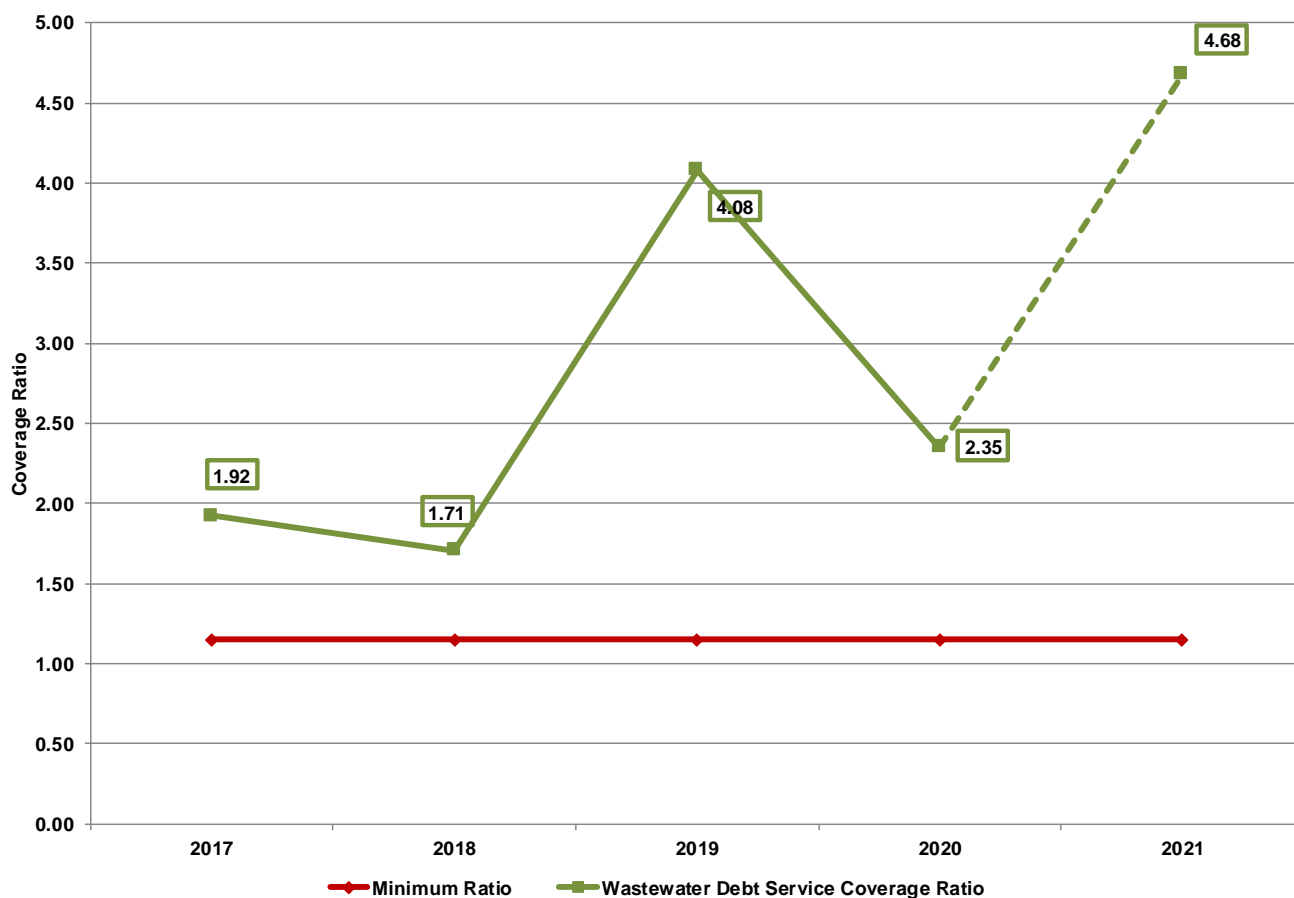


**Figure 17 – Historical Debt Service Coverage Ratios – Water**

## Wastewater Debt Service Ratio

	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Projections FY 2019-20	Budget FY 2020-21
<b>Revenues</b>					
Sewer Service Charge	\$ 3,267,395	\$ 3,314,305	\$ 3,336,794	\$ 3,538,055	\$ 3,837,200
Special Services	29,012	97,114	78,564	41,553	28,444
Miscellaneous	26,019	10,078	899	1,744	-
Interest Revenues	58,366	117,658	236,871	168,452	30,542
Capital Fees	4,675	42,075	1,355,910	-	-
<b>Total Revenues</b>	<b>\$ 3,385,467</b>	<b>\$ 3,581,230</b>	<b>\$ 5,009,038</b>	<b>\$ 3,749,804</b>	<b>\$ 3,896,186</b>
<b>Expenses</b>					
Production	\$ 13,880.00	\$ 9,324.91	\$ 28,383.00	\$ 14,364.00	\$ 21,500
Salaries & Benefits	1,086,186	1,309,004	1,357,158	1,380,438	1,403,656
Outside Contracts & Professional Services	719,656	656,364	535,295	909,194	1,048,243
Supplies & Services	374,256	526,349	503,272	476,531	515,473
<b>Total Expenses</b>	<b>\$ 2,193,978</b>	<b>\$ 2,501,042</b>	<b>\$ 2,424,108</b>	<b>\$ 2,780,527</b>	<b>\$ 2,988,872</b>
<b>Net Operating Revenues</b>	<b>\$ 1,191,489</b>	<b>\$ 1,080,188</b>	<b>\$ 2,584,930</b>	<b>\$ 969,277</b>	<b>\$ 907,314</b>
Debt Service	619,399	633,350	633,250	412,150	193,950
<b>Debt Service Coverage Ratio</b>	<b>1.92</b>	<b>1.71</b>	<b>4.08</b>	<b>2.35</b>	<b>4.68</b>

### Wastewater Debt Coverage Ratio



**Figure 18 – Historical Debt Service Coverage Ratios – Wastewater**

## Five-Year Capital Outlay

The District has incorporated a five-year capital outlay forecast into the FY2020-21 Operating and Capital Budget. The forecast expands the operating budget by projecting capital and equipment expenditures. Included in the capital expenditures are expansion projects as well as improvement and replacement projects over the next five years. The Comprehensive Rate Study, completed in 2019, incorporated projects into the rate model to set the five-year schedule of rates and fees.

### Potable Water Capital Outlay

No.	Project Description	FY 2021 Budget	FY 2022 Projection	FY 2023 Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	Total
<b>Potable Water Facilities</b>								
1	Pump Station #2 Generator & Fuel Tank	190,000						\$ 190,000
2	Recharge Santa Rosa Basin at Conejo Site					200,000	600,000	\$ 800,000
3	<b>Reservoir Rehabilitation Program</b>							
4	Res 4C Hydro-pneumatic Pump Station		1,655,000					\$ 1,655,000
5	Res 4C Tank Replacement		2,440,000					\$ 2,440,000
6	Res 3C Tank Replacement			220,000	1,700,000			\$ 1,920,000
7	Res 2A Upsize Tank					1,000,000	1,000,000	\$ 2,000,000
8	<b>New Pump Station Program</b>							
9	Pump Station 1 to 2 @ MS#8			97,200	900,000			\$ 997,200
10	Pump Station 2 to 3D at MS#6				97,200	900,000		\$ 997,200
11	Pump Station 3 to 4A					97,200	900,000	\$ 997,200
12	<b>Pump Station Replacement Program</b>							
13	3D Pump Station 5			525,000				\$ 525,000
14	Pump Station 1&2 - Mechanical					350,000		\$ 350,000
15	<b>Potable Pipeline Replacement Program</b>							
16	Pipeline Replacement		90,000	180,000	1,380,000		1,380,000	\$ 3,030,000
17	Expand Santa Rosa Line to 24' (Upland Rd to San Rafael Way)				58,500	600,000		\$ 658,500
18	<b>New Well Design Program</b>							
19	CSCUI Back-up Well			38,200	330,000			\$ 368,200
20	PV Well #2		2,750,000					\$ 2,750,000
21	2 Monitoring Wells (PV Basin)				540,000			\$ 540,000
22	SR #3 Utilization					100,000		\$ 100,000
23	<b>Well Rehabilitation Program</b>							
24	Conejo Wellfield Treatment	3,650,000	3,250,000					\$ 6,900,000
25	Well Rehabilitation Program		400,000			200,000		\$ 600,000
26	<b>Meter Station Replacement Program</b>							
27	Meter Station 5 & 7 Rehabilitation	290,000						\$ 290,000
28	Meter Station Replacement Program		200,000		200,000			\$ 400,000
29	<b>VFD Replacement Program</b>							
30	VFD Replacement Program		30,000	30,000	30,000	30,000		\$ 120,000
31	<b>Total Potable Water Facilities</b>	<b>\$ 4,130,000</b>	<b>\$ 10,815,000</b>	<b>\$ 1,090,400</b>	<b>\$ 5,235,700</b>	<b>\$ 3,477,200</b>	<b>\$ 3,880,000</b>	<b>\$ 28,628,300</b>



## Five-Year Capital Outlay (Continued)

### Non-Potable Water Capital Outlay

No.	Project Description	FY 2021 Budget	FY 2022 Projection	FY 2023 Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	
<b>Non-Potable Water Facilities</b>								
1	Pond Rip Rap	240,000						\$ 240,000
2	Non-Potable Storage Ponds Monitoring Well Design	30,000						\$ 30,000
3	Pond Improvements	110,000	1,500,000					\$ 1,610,000
<b>Reservoir Rehabilitation Program</b>								
5	New Tank & Site rehabilitation (AG3)		44,000	264,000				\$ 308,000
6	Yucca Tank Replacement		25,000	40,000	330,000			\$ 395,000
7	Reservoir 1C+						495,000	\$ 495,000
<b>Pump Station Replacement Program</b>								
10	Pump Station Replacement Program (PS4 then Pond Station)		420,000			425,000		\$ 845,000
<b>Non-Potable Pipeline Replacement Program</b>								
12	Non-Potable Pipeline Replacement Program		60,000	90,000	390,000		390,000	\$ 930,000
<b>Well Rehabilitation Program</b>								
15	Well Rehabilitation Program (9 & 10)					165,000		\$ 165,000
16	VFD Replacement Program		30,000	30,000	30,000	30,000		\$ 120,000
17	MCC Replacement Program		300,000	520,000	240,000	170,000		\$ 1,230,000
18	<b>Total Non-Potable Water Facilities</b>	<b>\$ 380,000</b>	<b>\$ 2,379,000</b>	<b>\$ 944,000</b>	<b>\$ 990,000</b>	<b>\$ 790,000</b>	<b>\$ 1,035,000</b>	<b>\$ 6,518,000</b>

### Wastewater Capital Outlay

No.	Project Description	FY 2021 Budget	FY 2022 Projection	FY 2023 Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	
<b>Wastewater Facilities</b>								
1	Effluent Pond Relining	632,500						\$ 632,500
2	CWRF Emergency Generator Fuel Tank	135,000						\$ 135,000
3	CWRF PLC Replacement		175,000	700,000				\$ 875,000
4	Dewatering Press	1,695,000						\$ 1,695,000
5	Smart Covers Sewer Manholes	70,000						\$ 70,000
6	Effluent Line Replacement	295,000	1,500,000					\$ 1,795,000
<b>Sewer Lift MCC &amp; Rehabilitation</b>								
8	Read Road Sewer Lift MCC	360,000						\$ 360,000
9	Sewer Lift MCC & Rehabilitation ( 4, 3, 2)		360,000	360,000	360,000			\$ 1,080,000
<b>Collection System Replacement</b>								
11	Calleguas Creek Sewer line			60,000	90,000	1,125,000	1,125,000	\$ 2,400,000
12	Bar Screen Replacement				36,000	337,200		\$ 373,200
					400,000			\$ 400,000
13	Calle Bodega & Mission Oaks line			24,000	245,000			\$ 269,000
14	<b>Total Wastewater Facilities</b>	<b>\$ 3,187,500</b>	<b>\$ 2,035,000</b>	<b>\$ 1,144,000</b>	<b>\$ 1,131,000</b>	<b>\$ 1,462,200</b>	<b>\$ 1,125,000</b>	<b>\$ 10,084,700</b>

### General Replacements/Fixed Assets

No.	Project Description	FY 2021 Budget	FY 2022 Projection	FY 2023 Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	Total
<b>General Projects</b>								
1	Reservoir 1B Comm Facility	\$ 250,000						\$ 250,000
2	District Headquarters Security		150,000					\$ 150,000
3	Fixed Assets		250,000	250,000	250,000	250,000	250,000	\$ 1,250,000
4	<b>Total General Projects</b>	<b>\$ 250,000</b>	<b>\$ 400,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 1,650,000</b>
<b>Total Capital Projects</b>		<b>\$ 7,947,500</b>	<b>\$ 15,629,000</b>	<b>\$ 3,428,400</b>	<b>\$ 7,606,700</b>	<b>\$ 5,979,400</b>	<b>\$ 6,290,000</b>	<b>\$ 46,881,000</b>

## Five-Year Financial Forecast

The District has incorporated a five-year financial forecast into the FY2020-21 Operating and Capital Budget. The financial forecast expands the operating budget by projecting operational results, capital and equipment expenditures, and the District's reserve balances by Fund. Included in the capital expenditures are expansion projects as well as improvement and replacement projects over the next five years.

### Potable Water Program Operating Budget

#### **Assumptions:**

- **Water Revenue.** The commodity and meter service charge revenue projections incorporate the adopted rates through July 2023. The following is the projected timeline of upcoming development incorporated into the five-year forecast:
  - Shea Homes: FY2022-23; 105 AFY potable sales, 150 MSF
  - Shea Homes: FY2023-24; 105 AFY potable sales, 150 MSF
- **Continued Increased Cost of Imported Water.** MWD and CMWD have prepared long-range finance plans that provide projected imported water rates. The District's adopted five-year rate schedule incorporated the increase of imported water through June 2024. The following are the projected imported commodity water rate increases from MWD and CMWD:
  - 2022 – 3.1%, \$1,556/AF
  - 2023 – 2.6%, \$1,597/AF
  - 2024 – 2.6%, \$1,638/AF
  - 2025 – 2.6%, \$1,681/AF
  - 2026 – 2.7%, \$1,726/AF
- **Continued Increased Costs of Imported Fixed Charges.** In addition to the projected imported Tier 1 rate increases from MWD and CMWD, increases are also projected for the fixed charges, which is a combination of a capacity-reservation charge and a readiness-to-serve charge. The District's adopted five-year rate schedule incorporated the increase of imported water through June 2024. The following are the projected fixed charges from MWD and CMWD:
  - 2022 – 3.9%, \$ 822,320
  - 2023 – 3.2%, \$ 848,623
  - 2024 – 3.7%, \$ 879,702
  - 2023 – 3.7%, \$ 912,052
  - 2024 – 3.7%, \$ 945,728
- **Reduction of Imported Water Purchases.** The FY2020-21 operating budget blend ratio of imported water is currently at 71 percent, due to the Conejo Wellfield being offline. Completing PV Well #2 will increase production and completing the Conejo Wellfield GAC treatment plant and returning that local resource to service should combine reduce imported purchases to 52 percent in FY2022-23. Optimizing and maintaining our other local potable sources—the RMWTP, Penny Well, Tierra Rejada Well, etc.—is critical to keeping imported volumes and costs low.
- **Increase of Production Power.** As a result of the development of the local water resource projects described above, local production power will increase beginning in FY2022-23. In addition to the increase of production power for these projects, the forecast incorporates an annual three-percent increase for power costs beginning in FY2021-22.
- **Operational & Maintenance Expenses.** Operational and maintenance expenses are projected to increase three percent annually beginning in FY2021-22.
- **Other Income.** Interest Income, Property Tax, Special Services, and Miscellaneous Income are projected to remain at the current FY2020-21 levels with no increases.

- **Rate Stabilization Fund.** The District anticipates resuming contributions to the Rate Stabilization Fund in FY2022-23 in the amount of \$100,000 and increasing to \$310,000 by FY 2025-26. The fund level is projected in the amount of \$810,000, slightly lower than the target level of \$1,200,000 projected from the 2019 Rate Study.
- **Capital Replacement Contribution.** The contribution to the capital replacement program is projected to resume in FY2022-23 in the amount of \$950,000 and increase to \$1,300,000 in FY2023-24 and then declines to \$300,000 in FY2025-26. Capital replacement contributions are utilized for infrastructure improvements and rehabilitation projects and transferred to the capital replacement fund.

Potable Water Program Operations						
	2021 Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Operating Revenue</b>						
Potable Water Sales	12,059,800	12,632,000	13,511,400	14,236,600	14,236,600	14,236,600
Meter Service Charge	2,157,800	2,290,300	2,372,400	2,541,600	2,541,600	2,541,600
Special Services	38,949	38,900	38,900	38,900	38,900	38,900
Pump Zone/Miscellaneous	31,000	31,000	31,000	31,000	31,000	31,000
<b>Total Operating Revenue</b>	<b>\$ 14,287,549</b>	<b>\$ 14,992,200</b>	<b>\$ 15,953,700</b>	<b>\$ 16,848,100</b>	<b>\$ 16,848,100</b>	<b>\$ 16,848,100</b>
<b>Non-Operating Revenue</b>						
Property Tax	384,567	384,600	384,600	384,600	384,600	384,600
Interest Income	92,485	92,500	92,500	92,500	92,500	92,500
<b>Total Non-Operating Revenue</b>	<b>\$ 477,052</b>	<b>\$ 477,100</b>	<b>\$ 477,100</b>	<b>\$ 477,100</b>	<b>\$ 477,100</b>	<b>\$ 477,100</b>
<b>Total Potable Program Revenue</b>	<b>\$ 14,764,601</b>	<b>\$ 15,469,300</b>	<b>\$ 16,430,800</b>	<b>\$ 17,325,200</b>	<b>\$ 17,325,200</b>	<b>\$ 17,325,200</b>
<b>Potable Program Expenditures</b>						
Water Purchases	9,219,505	9,516,500	7,601,800	7,905,400	8,121,500	8,347,400
Production Power	478,817	494,000	811,600	849,000	874,800	900,600
Operations and Maintenance	4,438,070	4,637,704	5,281,258	5,442,973	5,609,764	5,781,920
<b>Total Potable Program Expenses</b>	<b>\$ 14,136,392</b>	<b>\$ 14,648,204</b>	<b>\$ 13,694,658</b>	<b>\$ 14,197,373</b>	<b>\$ 14,606,064</b>	<b>\$ 15,029,920</b>
<b>Rate Stabilization Contribution</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 150,000</b>	<b>\$ 250,000</b>	<b>\$ 310,000</b>
<b>Capital Replacement Contribution</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 950,000</b>	<b>\$ 1,300,000</b>	<b>\$ 775,000</b>	<b>\$ 300,000</b>
<b>Debt Service Obligation</b>						
2011A/2016 Water and Wastewater Project	827,316	830,236	829,988	828,877	831,561	834,714
New Debt	-	483,529	828,908	828,908	828,908	828,908
<b>Total Debt Services</b>	<b>\$ 827,316</b>	<b>\$ 1,313,765</b>	<b>\$ 1,658,896</b>	<b>\$ 1,657,784</b>	<b>\$ 1,660,469</b>	<b>\$ 1,663,621</b>
<b>Net Operating Results less Debt Service</b>	<b>\$ (199,107)</b>	<b>\$ (492,669)</b>	<b>\$ 27,246</b>	<b>\$ 20,043</b>	<b>\$ 33,668</b>	<b>\$ 21,659</b>

**Table 1 – Projected Potable Water Operations**

## Potable Water Program Reserves

The long-term financial forecast of the Potable Water Program's operating budget reflects a contribution to the Potable Capital Replacement Fund through the Net Operating Results. Staff has incorporated anticipated capital outlay projects that will occur in the five-year financial forecast and require use of the reserve funds. The fund is projected to decline based on the capital outlay beginning in FY2021-22.

The following tables depict the Potable Water Program's Net Operating Results, and the sources and uses of the reserve funds of the Potable Capital Replacement and Potable Capital Improvement Fund.

- **Transfer in Non-Potable.** The Potable and Non-Potable programs are a single enterprise. The transfer in Non-Potable in FY2021-22 is a repayment to the potable water program from prior years revenue shortfall. It is projected the potable program will require a transfer in of funds in FY2021-22 and to be repaid in FY2022-23 as a result of the Conejo Wellfield wells resuming online in FY2022-23.
- **Capital Replacement Contribution.** The capital replacement contribution is budgeted in the potable water program and transferred to the capital replacement fund for replacing aging infrastructure.
- **Fund Balance.** The projected fund balance in FY2025-26 is \$5,970,997. The 2019 rate study set a target level of \$6,400,000 by the end of the fifth year of rate increases. Based on the capital outlay projects the potable replacement will fund a portion of the improvement projects in FY2025-26 as a result of the depletion of the capital improvement fund.

Potable Capital Replacement Fund						
	2021 Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Source of Funds</b>						
Capital Replacement Contribution	-	-	950,000	1,300,000	775,000	300,000
Transfer In Non-Potable	750,000	492,669	-	-	-	-
<b>Total Sources</b>	<b>\$ 750,000</b>	<b>\$ 492,669</b>	<b>\$ 950,000</b>	<b>\$ 1,300,000</b>	<b>\$ 775,000</b>	<b>\$ 300,000</b>
<b>Use of Fund</b>						
Replacement Projects	374,500	720,000	735,000	1,610,000	580,000	1,694,313
General Projects/Fixed Assets	41,525	135,200	84,500	84,500	84,500	84,500
Transfer Out Non-Potable	-	-	492,669	-	-	-
<b>Total Uses</b>	<b>\$ 416,025</b>	<b>\$ 855,200</b>	<b>\$ 1,312,169</b>	<b>\$ 1,694,500</b>	<b>\$ 664,500</b>	<b>\$ 1,778,813</b>
Net Annual Cash Balance	333,975	(362,531)	(362,169)	(394,500)	110,500	(1,478,813)
Beginning Unrestricted Fund Balance	8,124,535	8,458,510	8,095,979	7,733,810	7,339,310	7,449,810
<b>Net Cumulative Fund Balance</b>	<b>\$ 8,458,510</b>	<b>\$ 8,095,979</b>	<b>\$ 7,733,810</b>	<b>\$ 7,339,310</b>	<b>\$ 7,449,810</b>	<b>\$ 5,970,997</b>

Table 2 – Projected Potable Capital Replacement Fund

## Potable Water Program Reserves (Continued)

- **Bond Funds.** The District is anticipating a bond issuance in FY2021-22 in the amount of \$15,000,000 to be reflected in the improvement fund towards projects, primarily the Conejo Wellfield Treatment project and transferring funds into the capital replacement fund towards additional capital outlay projects beginning in FY2025-26.
- **Developer Contributions.** The District is not projecting any upcoming development contributing connection fees due to the uncertainty of the current economic conditions, as well as the proposed developments are small in nature. The District entered into an agreement with Shea Homes to upsize a potable storage tank they are required to build; we anticipate their contribution of \$1,194,653 in FY2021-22.
- **Grant Funds.** The District anticipates final grant reimbursement for DWR Prop. 84 related to PV Well #2 upon completion of the project.
- **Fund Balance.** The capital improvement projects will have depleted the fund balance of the potable capital improvement fund and the remaining projects will be funded from the potable capital replacement fund beginning in FY2025-26. Should development occur this would provide developer contributions towards these projects.

Potable Capital Improvement Fund						
	2021 Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Source of Funds</b>						
Developer Contributions		1,194,653				
2016 Project Bonds	3,824,840	-	-	-	-	-
New Bond Funds		15,000,000	-	-	-	-
Grant Funds		136,259				
CSUCI Recycled Line	30,307	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 3,855,147</b>	<b>\$16,330,912</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Use of Fund</b>						
Improvement Projects	15,160				1,973,300	2,187,687
Water Project Bonds	3,824,840	10,095,000	355,400	3,625,700	923,900	-
<b>Total Uses</b>	<b>\$ 3,840,000</b>	<b>\$10,095,000</b>	<b>\$ 355,400</b>	<b>\$ 3,625,700</b>	<b>\$ 2,897,200</b>	<b>\$ 2,187,687</b>
Net Annual Cash Balance	15,147	6,235,912	(355,400)	(3,625,700)	(2,897,200)	(2,187,687)
Beginning Unrestricted Fund Balance	2,814,928	2,830,075	9,065,987	8,710,587	5,084,887	2,187,687
<b>Net Cumulative Fund Balance</b>	<b>\$ 2,830,075</b>	<b>\$ 9,065,987</b>	<b>8,710,587</b>	<b>5,084,887</b>	<b>2,187,687</b>	<b>-</b>
<b>Combined Fund Balance</b>	<b>\$11,288,585</b>	<b>\$17,161,966</b>	<b>\$16,444,397</b>	<b>12,424,197</b>	<b>9,637,497</b>	<b>5,972,997</b>

Table 3 – Projected Potable Capital Improvement Fund

## Non-Potable Water Program Operating Budget

### **Assumptions:**

- **Water Revenue.** Both the commodity and meter service charge revenue projections incorporate the adopted rates through July 2023. The financial forecast assumes limited growth. While recycled water sales were higher than anticipated in FY2019-20 due to sales of CamSan water to PVCWD, it is unclear how consistent such volumes from CamSan will be on an annual basis and how many more years the CamSan arrangement will last, dependent as it is on expansion of the City of Camarillo's recycled distribution system.
- **Continued Increased Cost of Imported Water.** The non-potable water program purchases imported water to blend with local non-potable groundwater to reduce chlorides for some of the District's agricultural customers. As stated above in the potable water program, MWD and CMWD's imported water rate increase projections have been incorporated into the five-year financial forecast.
- **Non-Potable/Recycled Water Purchases.** In addition to imported water purchases, the non-potable program purchases non-potable water, which is diverted through the Conejo Creek Diversion, from the City of Thousand Oaks. The increase of the non-potable water is estimated at three percent annually.
- **Increased Cost of Production Power.** Power production costs are projected to increase annually by three percent.
- **Operational & Maintenance Expenses.** Operational and maintenance expenses are projected to increase three percent annually.
- **Other Income.** Interest Income, Property Tax, Special Services, and Miscellaneous Income are projected to remain at the current FY2020-21 levels with no increases.
- **Rate Stabilization Fund.** The District anticipates contributions to the Rate Stabilization Fund in upwards to \$110,000 in FY2024-25 and meeting the target level \$620,625 in FY2025-26, 10 percent of the commodity water sales. The target set in the 2019 rate study was approximately \$320,000.
- **Capital Replacement Contribution.** The contribution to the capital replacement program is to increase upwards to \$2,200,000 in FY2025-26. Capital replacement contributions are utilized for infrastructure improvements and rehabilitation projects and transferred to the capital replacement fund.



Non-Potable Water Program Operations						
	2021 Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Operating Revenue</b>						
Water Sales						
Recycle/Non-Potable	5,064,600	5,407,100	5,837,600	6,268,500	6,268,500	6,268,500
Water Sales to PV	1,003,300	1,013,300	1,023,500	1,033,700	1,044,000	1,054,500
Meter Service Charge	78,900	96,100	98,700	103,100	103,100	103,100
Special Services	16,750	16,800	16,800	16,800	16,800	16,800
Pump Zone/Miscellaneous	21,000	21,000	21,000	21,000	21,000	21,000
<b>Total Operating Revenue</b>	<b>\$ 6,184,550</b>	<b>\$ 6,554,300</b>	<b>\$ 6,997,600</b>	<b>\$ 7,443,100</b>	<b>\$ 7,453,400</b>	<b>\$ 7,463,900</b>
Property Tax	256,378	256,400	256,400	256,400	256,400	256,400
Interest Income	14,878	14,900	14,900	14,900	14,900	14,900
<b>Non-Operating Revenue</b>	<b>\$ 271,256</b>	<b>\$ 271,300</b>	<b>\$ 271,300</b>	<b>\$ 271,300</b>	<b>\$ 271,300</b>	<b>\$ 271,300</b>
<b>Total Non-Potable Program Revenue</b>	<b>\$ 6,455,806</b>	<b>\$ 6,825,600</b>	<b>\$ 7,268,900</b>	<b>\$ 7,714,400</b>	<b>\$ 7,724,700</b>	<b>\$ 7,735,200</b>
<b>Non-Potable Program Expenditures</b>						
Water Purchases	1,390,698	1,429,251	1,467,318	1,496,267	1,522,167	1,549,042
Production Power	996,890	1,053,905	1,088,054	1,127,077	1,162,210	1,197,344
Operations and Maintenance	2,328,374	2,397,700	2,469,100	2,542,800	2,618,714	2,697,050
<b>Total Non-Potable Program Expenses</b>	<b>\$ 4,715,962</b>	<b>\$ 4,880,855</b>	<b>\$ 5,024,472</b>	<b>\$ 5,166,144</b>	<b>\$ 5,303,091</b>	<b>\$ 5,443,436</b>
<b>Rate Stabilization Contribution</b>	<b>\$ 50,000</b>	<b>\$ 70,000</b>	<b>\$ 90,000</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 20,000</b>
<b>Capital Replacement Contribution</b>	<b>\$ 1,459,784</b>	<b>\$ 1,400,000</b>	<b>\$ 2,100,000</b>	<b>\$ 2,350,000</b>	<b>\$ 2,250,000</b>	<b>\$ 2,200,000</b>
<b>Debt Service Obligation</b>						
2011A/2016 Water and Wastewater Project	30,765	30,945	30,818	30,654	30,870	31,105
<b>Total Debt Services</b>	<b>\$ 30,765</b>	<b>\$ 30,945</b>	<b>\$ 30,818</b>	<b>\$ 30,654</b>	<b>\$ 30,870</b>	<b>\$ 31,105</b>
<b>Net Operating Results less Debt Service</b>	<b>\$ 199,295</b>	<b>\$ 443,799</b>	<b>\$ 23,610</b>	<b>\$ 57,602</b>	<b>\$ 30,739</b>	<b>\$ 40,659</b>

Table 4 – Projected Non-Potable Water Operations

## Non-Potable Water Program Reserves

The long-term financial forecast of the Non-Potable Water Program's operating budget reflects a contribution to the non-potable capital replacement fund through the Net Operating Results. Staff has incorporated anticipated capital outlay projects that will occur in the five-year financial forecast and the use of the capital replacement funds. The non-potable program does not have developer connection fees therefore the non-potable capital improvement fund is not reflected.

The following tables depict the Non-Potable Water contributions to the replace fund, and the sources and uses of the reserve funds.

- **Grant Funds.** The District anticipates final grant reimbursement for DWR Prop. 84 related to Cam San Recycled Water Line project.
- **Transfer Out Potable.** The Potable and Non-Potable programs are a single enterprise. The transfer out to Potable in FY2021-22 is a repayment to the potable water program from prior years revenue shortfall. It is projected the potable program will require a transfer of funds in FY2021-22 and to be repaid in FY2022-23 as a result of the Conejo Wellfield wells resuming online in FY2022-23.
- **Fund Balance.** The projected fund balance in the amount of \$5,642,109 by FY2025-26. The projected target level set in the 2019 rate study was \$1,800,000 in FY2023-24.

Non-Potable Capital Replacement Fund						
	2021 Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Source of Funds</b>						
Capital Replacement Contribution	1,459,784	1,400,000	2,100,000	2,350,000	2,250,000	2,200,000
Transfer In - Potable	-	-	492,669	-	-	-
Grant Funds	-	277,842	-	-	-	-
<b>Total Sources</b>	<b>\$1,459,784</b>	<b>\$1,677,842</b>	<b>\$2,592,669</b>	<b>\$2,350,000</b>	<b>\$2,250,000</b>	<b>\$2,200,000</b>
<b>Use of Fund</b>						
Replacement Projects	380,000	2,379,000	944,000	990,000	790,000	1,035,000
General Projects/Fixed Assets	116,330	124,800	78,000	78,000	78,000	78,000
Transfer Out Potable	750,000	492,669	-	-	-	-
<b>Total Uses</b>	<b>\$1,246,330</b>	<b>\$2,996,469</b>	<b>\$1,022,000</b>	<b>\$1,068,000</b>	<b>\$868,000</b>	<b>\$1,113,000</b>
Net Annual Cash Balance	213,454	(1,318,627)	1,570,669	1,282,000	1,382,000	1,087,000
Beginning Unrestricted Fund Balance	1,425,613	1,639,067	320,440	1,891,109	3,173,109	4,555,109
<b>Net Cumulative Fund Balance</b>	<b>\$1,639,067</b>	<b>\$320,440</b>	<b>\$1,891,109</b>	<b>\$3,173,109</b>	<b>\$4,555,109</b>	<b>\$5,642,109</b>

Table 5 – Projected Non-Potable Capital Replacement Fund

## Wastewater Program Operating Budget

### Assumptions:

- **Sewer Service Charge.** The current wastewater rate adopted in July 2020 is incorporated in the wastewater operating revenue through July 2023. The following is the projected timeline of upcoming development incorporated into the five-year forecast:
  - Shea Homes: FY2022-23; 150 EDUs
  - Shea Homes: FY2023-24; 150 EDUs
- **Operational & Maintenance Expenses.** Operational and maintenance expenses are projected to increase an average of 2.5 percent annually beginning in FY2021-22.
- **Rate Stabilization Fund.** The District anticipates contributing to the Rate Stabilization Fund in FY2020-21 in the amount of \$35,000 and increasing to \$85,000 by FY2023-24. The fund level is projected to be in the amount of \$473,750, which is approximately 10% of the sewer service charge operating revenue. The target level set in the 2019 rate study was in the amount of \$280,000.
- **Capital Replacement Contribution.** The contribution to the capital replacement program is projected in the amount of \$677,979 in FY2020-21 and increase up to \$1,700,000 in FY2023-24 and then declines to \$1,125,000 in FY2025-26. Capital replacement contributions are utilized for infrastructure improvements and rehabilitation projects and transferred to the capital replacement fund.

Wastewater Program Operations						
	2021 Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Operating Revenue</b>						
Sewer Service Charge	3,837,200	4,116,400	4,437,800	4,780,900	4,780,900	4,780,900
Special Services	28,444	28,444	28,444	28,444	28,444	28,444
<b>Total Operating Revenue</b>	<b>\$3,865,644</b>	<b>\$4,472,844</b>	<b>\$4,794,244</b>	<b>\$5,137,344</b>	<b>\$4,809,344</b>	<b>\$4,809,344</b>
<b>Non-Operating Revenue</b>						
Interest Income	30,542	30,500	30,500	30,500	30,500	30,500
<b>Total Non-Operating Revenue</b>	<b>\$ 30,542</b>	<b>\$ 30,500</b>	<b>\$ 30,500</b>	<b>\$ 30,500</b>	<b>\$ 30,500</b>	<b>\$ 30,500</b>
<b>Total Wastewater Program Revenue</b>	<b>\$3,896,186</b>	<b>\$4,503,344</b>	<b>\$4,824,744</b>	<b>\$5,167,844</b>	<b>\$4,839,844</b>	<b>\$4,839,844</b>
<b>Wastewater Program Expenditures</b>						
Salinity Management Pipeline-Calleguas	21,500	21,500	21,500	21,500	21,500	21,500
Operations and Maintenance	2,967,372	3,055,000	3,145,400	3,238,500	3,334,500	3,439,447
<b>Total Wastewater Program Expenses</b>	<b>\$2,988,872</b>	<b>3,076,500</b>	<b>3,166,900</b>	<b>3,260,000</b>	<b>3,356,000</b>	<b>3,460,947</b>
<b>Rate Stabilization Contribution</b>	\$ 35,000	\$ 80,000	\$ 80,000	\$ 85,000	\$ 10,000	\$ -
<b>Capital Replacement Contribution</b>	\$ 677,979	\$1,225,000	\$1,450,000	\$1,700,000	\$1,250,000	\$1,125,000
<b>Debt Service Obligation</b>						
2011A/2016 Water and Wastewater Project	193,950	193,450	192,025	192,900	194,200	193,113
<b>Total Debt Services</b>	<b>\$ 193,950</b>	<b>\$ 193,450</b>	<b>\$ 192,025</b>	<b>\$ 192,900</b>	<b>\$ 194,200</b>	<b>\$ 193,113</b>
<b>Net Operating Results less Debt Service</b>	<b>\$ 385</b>	<b>\$ 8,394</b>	<b>\$ 15,819</b>	<b>\$ 14,944</b>	<b>\$ 39,644</b>	<b>\$ 60,785</b>

Table 6 – Projected Wastewater Operations

## Wastewater Program Reserves

The long-term financial forecast of the Non-Potable Water Program's operating budget reflects a contribution to the non-potable capital replacement fund through the Net Operating Results. Staff has incorporated anticipated capital outlay projects that will occur in the five-year financial forecast and the use of the capital replacement and improvement funds.

- **Fund Balance.** The projected fund balance in the amount of \$543,888 by FY2025-26. The projected target level set in the 2019 rate study was \$3,200,000 in FY2023-24.

Wastewater Capital Replacement Fund						
	2021 Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Source of Funds</b>						
Capital Replacement Contribution	677,979	1,225,000	1,450,000	1,700,000	1,250,000	1,125,000
<b>Total Sources</b>	<b>\$ 677,979</b>	<b>\$ 1,225,000</b>	<b>\$ 1,450,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,250,000</b>	<b>\$ 1,125,000</b>
<b>Use of Fund</b>						
Replacement Projects	2,757,500	1,628,380	1,144,000	1,131,000	1,462,200	1,125,000
General Projects	156,455	140,000	87,500	87,500	87,500	87,500
<b>Total Uses</b>	<b>\$ 2,913,955</b>	<b>\$ 1,768,380</b>	<b>\$ 1,231,500</b>	<b>\$ 1,218,500</b>	<b>\$ 1,549,700</b>	<b>\$ 1,212,500</b>
Net Annual Cash Balance	(2,235,976)	(543,380)	218,500	481,500	(299,700)	(87,500)
Beginning Unrestricted Fund Balance	2,957,944	721,968	178,588	397,088	878,588	578,888
<b>Net Cumulative Fund Balance</b>	<b>\$ 721,968</b>	<b>\$ 178,588</b>	<b>\$ 397,088</b>	<b>\$ 878,588</b>	<b>\$ 578,888</b>	<b>\$ 491,388</b>

*Table 7 – Projected Wastewater Capital Replacement Fund*

## Wastewater Program Reserves (Continued)

- **Developer Contributions.** The Wastewater Capital Improvement Fund receives revenue from development projects. The District is not projecting any upcoming development contributing connection fees due to the uncertainty of the current economic conditions, as well as the proposed developments are small in nature.
- **Fund Balance.** The capital improvement projects will have deplished the fund balance of the wastewater capital improvement fund and the remaining projects will be funded from the wastewater capital replacement fund beginning in FY2021-22. Should development occur this would provide developer contributions towards these projects.

Wastewater Capital Improvement Fund						
	2021 Budget	2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection
<b>Source of Funds</b>						
Developer Contributions	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Use of Fund</b>						
Improvement Projects	430,000	406,620				
<b>Total Uses</b>	<b>\$ 430,000</b>	<b>\$ 406,620</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Net Annual Cash Balance	(430,000)	(406,620)	-	-	-	-
Beginning Unrestricted Fund Balance	836,620	406,620	-	-	-	-
<b>Net Cumulative Fund Balance</b>	<b>\$ 406,620</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

*Table 8 – Projected Wastewater Capital Improvement Fund*

## Appendices



**Santa Rosa GSA  
Annual Budget  
FY2020-21**

	Object Code	FY2019-20 Budget
<b>Transfer In</b>		
JPA Member Assessment		\$ 372,075
Replenishment Fee		
<b>TOTAL TRANSFER FEE</b>		<b>\$ 372,075</b>
<b>Administrative Fees</b>		
<b>Communications</b>	<b>50210</b>	<b>\$ -</b>
<b>Outside Contracts</b>	<b>50220</b>	<b>\$ 8,000</b>
Audio/Visual (four meetings)		\$ 3,000
Billing (process TBD)		\$ -
Contract Services		\$ -
Meter Calibration Program		\$ -
Meter Installation		\$ -
Room Rental (four meetings)		\$ 5,000
<b>Professional Services</b>	<b>50230</b>	<b>\$ 341,500</b>
Auditing Services		\$ 1,500
Engineering Services (GSP starting FY20-21; planned completion is 11/1/2021)		\$ 260,000
Staffing		\$ 80,000
<b>Materials &amp; Supplies</b>	<b>50260</b>	<b>\$ 8,600</b>
Check stock		\$ 500
General Postage		\$ 100
Stakeholder supplies		\$ 1,000
Printing & Mailing		\$ 5,000
Public Hearing Notification		\$ 1,500
Office supplies		\$ 500
<b>Legal Services</b>	<b>50280</b>	<b>\$ 10,000</b>
<b>Dues &amp; Subscriptions</b>	<b>50290</b>	<b>\$ 350</b>
ACWA		\$ 350
<b>Conference &amp; Travel</b>	<b>50300</b>	<b>\$ 2,000</b>
<b>Safety &amp; Training</b>	<b>50310</b>	<b>\$ -</b>
<b>Board Expense</b>	<b>50330</b>	<b>\$ -</b>
<b>Fees &amp; Charges</b>	<b>50350</b>	<b>\$ 500</b>
Banking fees		\$ 500
<b>Insurance</b>	<b>50360</b>	<b>\$ 1,125</b>
JPIA premiums		\$ 1,125
<b>TOTAL ADMINISTRATIVE FEES</b>		<b>\$ 372,075</b>

2020-21 Budget

Activity Code	FY 2019-20		FY 2020-21		Human Resources	General Administration	Info Systems	Rescue Png & Engrn Ser.	Water Resource Management	Customer Services	Water Quality	Build/Grnds & Rolling Ssk	Potable Water	Non-Potable Water	WasteWater Services	Program Totals
	District Budget	Combined	District Budget	Combined	5	10	11	12	22	24	25	26	52	53	57	
Production:																
	50010	\$ 6,556,057	\$ 8,944,278	\$ 8,944,278									\$ 8,219,212	\$ 725,066	\$	\$ 8,944,278
	CMWD Fixed Charges															
	50012	\$ 817,642	\$ 791,376	\$ 791,376									\$ 791,376		\$	\$ 791,376
	CCP															
	50011	\$ 618,963	\$ 635,632	\$ 635,632									\$ 635,632		\$	\$ 635,632
	SMP CMWD															
Pumping Power	50011	\$ 251,662	\$ 230,417	\$ 230,417									\$ 208,917	\$ 30,000	\$ 21,500	\$ 230,417
	CamSan	\$ -	\$ 30,000	\$ 30,000											\$	\$ 30,000
	50020	\$ 1,640,213	\$ 1,475,707	\$ 1,475,707									\$ 478,817	\$ 996,890	\$	\$ 1,475,707
		\$ 9,884,537	\$ 12,107,410	\$ 12,107,410									\$9,698,322	\$2,387,588	\$21,500	\$ 12,107,410
Salaries & Benefits:																
	50100	\$ 3,018,519	\$ 2,748,561	\$ 2,748,561												\$ 2,748,561
	Regular															\$
	50110	\$ 112,422	\$ 76,008	\$ 76,008												\$ 76,008
	Overtime															\$
	50120	\$ 98,800	\$ 112,320	\$ 112,320												\$ 112,320
	Part-Time															\$
Standby	50130	\$ 28,666	\$ 28,123	\$ 28,123												\$ 28,123
																\$
	50140	\$ 1,496,612	\$ 1,045,433	\$ 1,045,433												\$ 1,045,433
	Benefits															\$
		\$ 4,755,019	\$ 4,010,445	\$ 4,010,445												\$ 4,010,445
Outside Contracts																
	50220	\$ 2,271,763	\$ 2,407,497	\$ 2,407,497	\$ 18,600	\$ 67,200	\$ 205,247	\$ 2,000	\$ 31,050	\$ 82,000	\$ 68,000	\$ 298,000	\$ 631,900	\$ 364,500	\$ 639,000	\$ 2,407,497
	Professional Services	\$ 430,085	\$ 433,772	\$ 433,772	\$	\$ 202,405	\$	\$ 20,000	\$	\$	\$ 20,800	\$	\$ 75,000	\$ 75,000	\$ 40,567	\$ 433,772
Services & Supplies		\$ 2,701,848	\$ 2,841,269	\$ 2,841,269	\$ 18,600	\$ 269,605	\$ 205,247	\$ 22,000	\$ 31,050	\$ 82,000	\$ 88,800	\$ 298,000	\$ 706,900	\$ 439,500	\$ 679,567	\$ 2,841,269
	Utilities															
	50200	\$ 96,125	\$ 93,500	\$ 93,500	\$	\$	\$	\$	\$	\$	\$	\$ 28,500	\$ 50,000	\$	\$ 15,000	\$ 93,500
	Communications															
	50210	\$ 55,177	\$ 55,177	\$ 55,177	\$	\$	\$ 55,177	\$	\$	\$	\$	\$	\$	\$	\$	\$ 55,177
	Pipeline Repairs															
	50240	\$ 465,000	\$ 465,000	\$ 465,000	\$	\$	\$	\$	\$	\$	\$	\$	\$ 380,000	\$ 75,000	\$ 10,000	\$ 465,000
	Small Tools & Equipment(Small Tools, Equip & Equip Maint.)															
	50250	\$ 30,850	\$ 31,850	\$ 31,850	\$	\$ 2,000	\$	\$ 850	\$	\$	\$ 1,500	\$ 2,000	\$ 20,000	\$ 4,500	\$ 1,000	\$ 31,850
	Materials & Supplies(Stock Supplies)								\$ 3,000	\$ 2,000	\$ 34,650	\$ 79,000	\$ 419,000	\$ 42,000	\$ 67,500	\$ 680,250
	50260	\$ 658,950	\$ 680,250	\$ 680,250	\$	\$ 24,350	\$	\$ 8,750	\$ 3,000	\$ 2,000	\$	\$ 55,500	\$ 495,000	\$ 300,000	\$ 99,000	\$ 980,000
	Repair Parts & Equipment Maintenance								\$	\$	\$ 27,500	\$	\$	\$	\$	\$
	50270	\$ 1,055,000	\$ 980,000	\$ 980,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	Legal Services								\$	\$	\$	\$	\$	\$	\$	\$ 45,000
	50280	\$ 45,000	\$ 45,000	\$ 45,000	\$	\$ 45,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 45,000
	Dues & Subscriptions								\$	\$	\$	\$	\$	\$	\$	\$
	50290	\$ 50,200	\$ 51,250	\$ 51,250	\$ 7,000	\$ 40,750	\$ 500	\$	\$	\$	\$	\$	\$	\$	\$ 3,000	\$ 51,250
	Conference & Travel								\$	\$	\$	\$	\$	\$	\$	\$ 16,500
	50300	\$ 32,200	\$ 16,500	\$ 16,500	\$ 9,200	\$ 7,300	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 16,500
	Safety & Training								\$	\$	\$	\$	\$	\$	\$	\$ 28,000
	50310	\$ 27,100	\$ 28,000	\$ 28,000	\$ 28,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 28,000
	Board Expense								\$	\$	\$	\$	\$	\$	\$	\$ 125,000
	50330	\$ 130,000	\$ 125,000	\$ 125,000	\$	\$ 125,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 125,000
	Bad Debt								\$	\$	\$	\$	\$	\$	\$	\$ 8,500
	50340	\$ 8,500	\$ 8,500	\$ 8,500	\$	\$ 8,500	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 8,500
	Fees & Charges								\$	\$	\$ 20,000	\$ 3,100	\$ 74,975	\$ 3,200	\$ 35,500	\$ 195,075
	50350	\$ 194,625	\$ 195,075	\$ 195,075	\$ 500	\$ 57,800	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 195,075
	Insurance								\$	\$	\$	\$	\$	\$	\$	\$
	50360	\$ 111,000	\$ 107,000	\$ 107,000	\$	\$ 107,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ 107,000
		\$ -	\$ -	\$ -	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$ -
Fixed Assets:		\$ 2,959,727	\$ 2,882,102	\$ 2,882,102	\$ 44,700	\$ 417,700	\$ 83,177	\$ 9,600	\$ 3,000	\$ 2,000	\$ 59,150	\$ 168,100	\$ 1,438,975	\$ 424,700	\$ 231,000	\$ 2,882,102
		\$ 20,301,131	\$ 21,841,226	\$ 21,841,226	\$ 4,073,745	\$ 667,305	\$ 288,424	\$ 31,600	\$ 34,050	\$ 84,000	\$ 147,950	\$ 466,100	\$ 11,844,197	\$ 3,251,788	\$ 932,067	\$ 21,841,226
		\$ 241,500	\$ 148,810	\$ 148,810	\$ -	\$ -	\$ 15,500	\$ -	\$ -	\$ -	\$ 97,310	\$ 32,500	\$ -	\$ -	\$ 3,500	\$ 148,810
		\$ 20,542,631	\$ 21,990,036	\$ 21,990,036	\$ 4,073,745	\$ 687,305	\$ 303,924	\$ 31,600	\$ 34,050	\$ 84,000	\$ 245,260	\$ 498,600	\$ 11,844,197	\$ 3,251,788	\$ 935,567	\$ 21,990,036

Code		5	10	11	12	22	24	25	26	52	53	57
Combined		Combined										
50140		\$ 4,755,019	\$4,010,445									
Benefits		\$ 3,258,407	\$2,965,012									
Salaries		\$ 563,646	\$ 465,462									
Medical		\$ 30,445	\$ 26,288									
Dental		\$ 5,989	\$ 5,370									
Vision		\$ 48,895	\$ 40,400									
Workman's Comp		\$ 46,301	\$ 42,409									
Medicare		\$ 6,125	\$ 6,963									
Social Security		\$ 771,965	\$ 438,342									
PERS		\$ 23,246	\$ 20,199									
STD, LTD AND LIFE INSURANCE		\$ 96,125	\$ 93,500									
Utilities		\$ 61,625	\$ 48,000									
SCE		\$ 1,500	\$ 1,500									
Gas		\$ 43,000	\$ 43,000									
Water- in-house												
50200		\$ 55,177	\$ 55,177									
Communications		\$ 5,400	\$ 5,400									
Answering Service		\$ 24,000	\$ 24,000									
Cell Phone		\$ 11,377	\$ 11,377									
ISP Internet Host (Time Warner)		\$ 14,400	\$ 14,400									
VOIP Services (Verizon)												



Code	Combined		5	10	11	12	22	24	25	26	52	53	57	
	\$	\$												
Weed Abatement														30,000
Workflow App Annual Support														10,500
WUE Classes					10,500		4,000							4,000
WUE Educational Campaign (2nd comic book)							-							0

Professional Services	Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57
Arbitrage	50230	\$	\$ 430,085	\$	\$ 433,772									
Audit		\$	-	\$	3,000									\$433,772
CAFR Review		\$	21,000	\$	\$202,405	\$0	\$20,000			\$20,800	\$0	\$75,000	\$75,000	\$40,567
CEQA Review		\$	435	\$	26,155									3,000
CSMFO Budget Review		\$	20,000	\$	600									26,155
Engineering Services		\$	150	\$	150		-							600
Financial Advisor		\$	20,000	\$	20,000		20,000							0
Grant Applications		\$	20,000	\$	20,000									150
Investment Policy Review		\$	20,000	\$	20,000									20,000
Salts and Nutrient Management Plan		\$	2,500	\$	2,500									20,000
Santa Rosa Basin GSA		\$	40,000	\$	-									20,000
Tech/Env. Services		\$	250,000	\$	150,000							75,000	75,000	-
TMDL		\$	5,000	\$	5,000									150,000
TNI Compliance		\$	31,000	\$	40,567					20,800				5,000
UWMP		\$	-	\$	20,800									40,567
		\$	-	\$	125,000									20,800
		\$	-	\$	125,000									125,000
Pipeline Maintenance	50240	\$	465,000	\$	465,000						\$0	\$380,000	\$75,000	\$10,000
Unscheduled Leak Repairs		\$	465,000	\$	465,000						\$0	380,000	75,000	10,000
		\$	465,000	\$	465,000						\$0	\$380,000	\$75,000	\$465,000
Small Tools & Equipment	50250	\$	30,850	\$	31,850						\$2,000	\$20,000	\$4,500	\$1,000
Ergonomic office equipment		\$	1,750	\$	2,750					\$1,500				2,750
Hand Tools		\$	23,350	\$	23,350		850			750	2,000	15,000	4,500	1,000
Misc		\$	750	\$	750					750				23,350
RMWTP-Hand Tools	001	\$	5,000	\$	5,000							5,000		750
		\$	5,000	\$	5,000									5,000



Code		50260	5	10	11	12	22	24	25	26	52	53	57	
Materials & Supplies		Combined	Combined	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Argon Gas/Welding Gas Art Calendar Contest Supplies BluePrint/Plotting Supplies/Svcs. Business Cards Check Stock/Tax Forms Chemicals (Ammonia, Alum, Reagents, Misc) Distilled Water Svc Door Hangers Equip/Glassware Flags Fuel General Materials General Postage Charges Kitchen/Restroom Supplies Office Supplies Parcel Service Petroleum Lubricants Pipe Supplies Print Cartridges (5si,Laser,Epson color) Pump Packing/Hoses Reagents Recertification Samples Reference Materials RMWTP- Cartridge Filters RMWTP-Chemicals RMWTP-Reagents RMWTP-Supplies and Materials Salt/Chlorine Supplies/Parts Tour Materials Underground Service Alert Supplies Water Efficient Devices	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	658,950	680,250												
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	500	500												
	7,500	7,500												
	800	800												
	300	300												
	85,000	85,000												
	1,650	1,650												
	2,000	2,000												
	8,000	8,000												
	1,000	1,000												
	105,000	105,000												
	10,000	10,000												
	4,500	4,500												
	3,000	3,000												
	6,500	6,500												
	500	500												
	10,500	10,500												
	60,000	40,000												
	7,500	7,500												
	7,000	7,000												
	15,500	15,500												
	6,500	6,500												
	1,500	1,500												
9,000	9,000													
262,000	262,000													
4,000	4,000													
40,000	40,000													
20,000	20,000													
11,000	11,000													
1,500	1,500													
1,000	1,000													
1,000	1,000													

Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57
Repair Parts & Equipment Maintenance	50270												
Calibrate Balances	\$	1,055,000	\$	980,000									
Certify Hoods	\$	500	\$	500									
Control Valves	\$	80,000	\$	80,000									
Electrical/Instrumentation	\$	105,000	\$	105,000									
General Repairs	\$	80,000	\$	80,000									
Generators Maintenance	\$	45,000	\$	60,000									
Hydrants	\$	55,000	\$	55,000									
Information System Support & Maintenance	\$	25,000	\$	25,000									
Instrument Repairs-Lab	\$	2,000	\$	2,000									
Metering Repair & Equipment Maintenance	\$	300,000	\$	200,000									
Printer Maintenance	\$	2,500	\$	2,500									
Motor Repair	\$	65,000	\$	65,000									
Pump Repair	\$	125,000	\$	125,000									
RMWTP	\$	50,000	\$	50,000									
Site Rehab (well etc)	\$	35,000	\$	35,000									
Telephone Maintenance	\$	500	\$	500									
Tractor/Forklift Maintenance	\$	-	\$	10,000									
Vehicle maintenance	\$	10,000	\$	10,000									
VFDs	\$	74,000	\$	74,000									
Legal Services	50280												
Legal Counsel	\$	45,000	\$	45,000									
Legal Counsel-Special Counsel	\$	10,000	\$	10,000									
Dues & Subscriptions	50290												
ACWA	\$	49,100	\$	51,250									
AWA	\$	20,200	\$	23,000									
AWWA	\$	4,350	\$	4,600									
CASA	\$	2,400	\$	2,400									
CMAA	\$	4,500	\$	4,500									
CMUA	\$	-	\$	3,100									
CSDA	\$	7,000	\$	-									
CWEA	\$	3,000	\$	3,000									
IT Knowledge Base	\$	500	\$	500									
Memberships	\$	3,000	\$	3,000									
Recertifications	\$	1,000	\$	4,000									
VCSDA	\$	150	\$	150									
WCVC	\$	3,000	\$	3,000									
Conference & Travel	50300												
ACWA	\$	32,200	\$	16,500									
AWA	\$	21,500	\$	8,000									
AWA	\$	2,400	\$	2,400									
CASA	\$	1,500	\$	1,500									
CSMFO	\$	1,800	\$	1,800									
General Meetings	\$	500	\$	500									
SWRCB/Legislature	\$	2,000	\$	2,000									
VCSDA	\$	300	\$	300									
WaterReuse	\$	2,200	\$	-									

Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57	
<b>Safety &amp; Training</b>														
Awards Banquet	\$ 27,100	\$ 28,000	\$28,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,000
Education Courses	\$ 5,000	\$ 5,000	5,000											5,000
Safety Lunches	\$ 1,500	\$ 3,000	3,000											3,000
Safety Shoes	\$ 6,000	\$ 6,000	6,000											6,000
Technical Seminars/Safety Training	\$ 3,000	\$ 3,000	3,000											3,000
	\$ 11,600	\$ 11,000	11,000											11,000
<b>Board Expense</b>														
Directors Fees	\$ 130,000	\$ 125,000	\$0	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000
Election Costs	\$ 130,000	\$ 5,000	120,000											120,000
	\$ -	\$ 5,000		5,000										5,000
<b>Bad Debt</b>														
Bad Debt	\$ 8,500	\$ 8,500	\$0	\$8,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,500
	\$ 8,500	\$ 8,500		8,500										8,500
<b>Fees and Charges</b>														
Annual ELAP Accreditation Fee	\$ 194,625	\$ 195,075	\$500	\$57,800	\$0	\$0	\$0	\$0	\$20,000	\$3,100	\$74,975	\$3,200	\$35,500	\$193,475
Annual Waste Disch Perm.	\$ 13,400	\$ 20,000							20,000					20,000
Bank Fees	\$ 27,000	\$ 30,000		30,000									27,000	27,000
City of Camarillo Encroachment Permit	\$ 35,000	\$ 30,000												30,000
Collection Agency	\$ 3,500	\$ 3,500		3,500										3,500
EPA Fees	\$ 500	\$ 500		500										500
GASB 68 Report	\$ 1,500	\$ 1,500											1,500	1,500
GMA Extraction Fees	\$ 800	\$ 800		800										800
Health Savings Administration Fee	\$ 20,000	\$ 20,000									20,000			20,000
LAFCO	\$ 500	\$ 500	500											500
MWRPCA	\$ 15,000	\$ 15,000		15,000										15,000
Other	\$ 4,000	\$ 4,000		1,000										1,000
Permits & Inspections	\$ 1,075	\$ 1,075		4,000							1,075			4,000
SWRCB groundwater filing	\$ 600	\$ 600									400	200		1,075
SWRCB Water System Fees	\$ 33,000	\$ 33,000									33,000			33,000
Ventura Co. Annual Excavation Permit	\$ -	\$ 1,600								1,600				
Ven Co. HazMat Fee (fuel Trnks)	\$ 15,500	\$ 15,500									10,000		4,000	15,500
Ventura Co. Generator Permits	\$ 11,000	\$ 11,000								1,500	8,000		3,000	11,000
Ventura Co. Watershed	\$ 5,500	\$ 5,500									2,500			5,500
Wilmington Trustee Fees	\$ 6,750	\$ 3,000		3,000								3,000		3,000
<b>Insurance</b>														
Claims against Self-Insurance	\$ 111,000	\$ 107,000	\$0	\$107,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$107,000
Liability	\$ 10,000	\$ 10,000		10,000										10,000
Property (Auto)	\$ 74,000	\$ 70,000		70,000										70,000
	\$ 27,000	\$ 27,000		27,000										27,000

## Schedule of Water Rates

The following table shows the customer class details of the commodity water rates:

<b>Commodity Charge By Class</b>					
<b>Potable Water</b>	<b>July 2019</b>	<b>July 2020</b>	<b>July 2021</b>	<b>July 2022</b>	<b>July 2023</b>
Residential/Master Meter/Domestic Agricultural First 12 Units	\$3.28	\$3.47	\$3.61	\$3.81	\$4.01
Residential/Master Meter/Domestic Agricultural 13 Units and Higher	\$3.65	\$3.82	\$4.01	\$4.22	\$4.45
Commercial/Industrial/Public	\$3.65	\$3.82	\$4.01	\$4.22	\$4.45
Municipal Irrigation/Residential Irrigation	\$3.65	\$3.82	\$4.01	\$4.22	\$4.45
Fire Service/Other	\$3.65	\$3.82	\$4.01	\$4.22	\$4.45
Agricultural Irrigation	\$3.65	\$3.82	\$4.01	\$4.22	\$4.45
MWD Full Service Rate	\$3.65	\$3.82	\$4.01	\$4.22	\$4.45
MWD Tier 2 Rate					
Temporary Construction/Temporary Agricultural	\$4.91	\$5.29	\$5.60	\$5.88	\$6.17
Temporary Municipal	\$4.91	\$5.29	\$5.60	\$5.88	\$6.17
Emergency Water Service	\$4.91	\$5.29	\$5.60	\$5.88	\$6.17
Commercial/Industrial/Public Out of Bounds	\$4.91	\$5.29	\$5.60	\$5.88	\$6.17
Residential Out of Bounds First 12 Units	\$4.91	\$5.29	\$5.60	\$5.88	\$6.17
Residential Out of Bounds 13 Units and Higher					
<b>Non-Potable/Recycled Water Service</b>	<b>July 2019</b>	<b>July 2020</b>	<b>July 2021</b>	<b>July 2022</b>	<b>July 2023</b>
Non-Potable Commercial Agricultural	\$1.92	\$2.08	\$2.19	\$2.40	\$2.59
Non-Potable Landscape Irrigation Water	\$1.92	\$2.08	\$2.19	\$2.40	\$2.59
Non-Potable Residential Landscape	\$1.92	\$2.08	\$2.19	\$2.40	\$2.59
Non-Potable Temporary Construction	\$1.92	\$2.08	\$2.19	\$2.40	\$2.59
Non-Potable Commercial Agricultural (contractual customers prior to December 31, 1994)	\$0.62	\$0.63	\$0.64	\$0.65	\$0.66
Blended Non-Potable Agricultural	\$1.92	\$2.08	\$2.19	\$2.40	\$2.59
Recycled Commercial Agricultural	\$1.92	\$2.08	\$2.19	\$2.40	\$2.59
Recycled Landscape Irrigation	\$1.92	\$2.08	\$2.19	\$2.40	\$2.59
Recycled Commercial Agricultural (contractual)	\$0.41	\$0.42	\$0.43	\$0.44	\$0.45
Recycled Surplus Water (Served Outside District)	\$1.92	\$2.08	\$2.19	\$2.40	\$2.59

## Schedule of Water Rates (Continued)

The following tables show details of the meter service fees:

Monthly Meter Service Charge					
Potable/Domestic Agricultural/Blended Agricultural					
	July 2019	July 2020	July 2021	July 2022	July 2023
3/4" (MM)	\$ 6.21	\$ 6.19	\$ 6.21	\$ 6.35	\$ 6.57
3/4"	\$ 12.79	\$ 12.77	\$ 13.26	\$ 13.58	\$ 14.08
1"	\$ 21.41	\$ 21.40	\$ 22.63	\$ 23.19	\$ 24.06
1.5"	\$ 42.94	\$ 42.93	\$ 46.02	\$ 47.17	\$ 48.96
2"	\$ 68.89	\$ 68.89	\$ 74.22	\$ 76.09	\$ 78.99
3"	\$ 151.09	\$ 151.12	\$ 163.54	\$ 167.68	\$ 174.10
4"	\$ 259.02	\$ 259.09	\$ 280.82	\$ 287.92	\$ 298.98
6"	\$ 388.69	\$ 388.81	\$ 421.73	\$ 432.41	\$ 449.02
8"	\$ 647.90	\$ 648.11	\$ 703.38	\$ 721.21	\$ 748.93
Non-Potable					
3/4" (MM)	\$ 4.89	\$ 4.88	\$ 4.91	\$ 5.02	\$ 5.20
3/4"	\$ 7.51	\$ 7.52	\$ 8.09	\$ 8.28	\$ 8.60
1"	\$ 10.28	\$ 10.32	\$ 11.72	\$ 12.00	\$ 12.51
1.5"	\$ 17.19	\$ 17.30	\$ 20.78	\$ 21.29	\$ 22.25
2"	\$ 25.52	\$ 25.72	\$ 31.70	\$ 32.48	\$ 33.99
3"	\$ 51.90	\$ 52.40	\$ 66.30	\$ 67.95	\$ 71.19
4"	\$ 86.54	\$ 87.43	\$ 111.72	\$ 114.51	\$ 120.02
6"	\$ 128.16	\$ 129.51	\$ 166.30	\$ 170.47	\$ 178.70
8"	\$ 211.35	\$ 213.63	\$ 275.39	\$ 282.30	\$ 295.99
Fire Service					
1"	\$ 51.03	\$ 51.65	\$ 61.96	\$ 63.93	\$ 67.46
1.5"	\$ 51.03	\$ 51.65	\$ 61.96	\$ 63.93	\$ 67.46
2"	\$ 51.03	\$ 51.65	\$ 61.96	\$ 63.93	\$ 67.46
3"	\$ 51.03	\$ 51.65	\$ 61.96	\$ 63.93	\$ 67.46
4"	\$ 51.03	\$ 51.65	\$ 61.96	\$ 63.93	\$ 67.46
6"	\$ 77.09	\$ 78.03	\$ 93.60	\$ 96.58	\$ 101.90
8"	\$ 129.17	\$ 130.74	\$ 156.84	\$ 161.82	\$ 170.74
10"	\$ 343.45	\$ 347.63	\$ 417.02	\$ 430.27	\$ 453.98

## Outstanding Debt

Camrosa Water District			
2011A/2016 Project Bonds			
FY	Interest	Principal	Total
2021	429,531	622,500	1,052,031
2022	404,631	650,000	1,054,631
2023	375,331	677,500	1,052,831
2024	344,931	707,500	1,052,431
2025	316,631	740,000	1,056,631
2026	288,932	770,000	1,058,932
2027	261,981	797,500	1,059,481
2028	238,144	822,500	1,060,644
2029	219,656	837,500	1,057,156
2030	201,850	855,000	1,056,850
2031	182,072	520,000	702,072
2032	168,300	177,500	345,800
2033	161,200	185,000	346,200
2034	153,800	192,500	346,300
2035	146,100	200,000	346,100
2036	138,100	210,000	348,100
2037	128,625	220,000	348,625
2038	117,625	230,000	347,625
2039	106,125	240,000	346,125
2040	94,125	252,500	346,625
2041	81,500	265,000	346,500
2042	68,250	277,500	345,750
2043	54,375	292,500	346,875
2044	39,750	307,500	347,250
2045	24,375	322,500	346,875
2046	8,250	165,000	173,250
<b>TOTAL</b>	<b>\$4,754,192</b>	<b>\$ 11,537,500</b>	<b>\$ 16,291,692</b>



## Outstanding Debt (Continued)

Water Program			
Debt Service			
FY	Interest	Principal	Total
2021	373,081	485,000	858,081
2022	353,681	507,500	861,181
2023	330,806	530,000	860,806
2024	307,031	552,500	859,531
2025	284,931	577,500	862,431
2026	263,319	602,500	865,819
2027	242,231	622,500	864,731
2028	223,619	642,500	866,119
2029	209,181	655,000	864,181
2030	195,256	667,500	862,756
2031	179,816	425,000	604,816
2032	168,300	177,500	345,800
2033	161,200	185,000	346,200
2034	153,800	192,500	346,300
2035	146,100	200,000	346,100
2036	138,100	210,000	348,100
2037	128,625	220,000	348,625
2038	117,625	230,000	347,625
2039	106,125	240,000	346,125
2040	94,125	252,500	346,625
2041	81,500	265,000	346,500
2042	68,250	277,500	345,750
2043	54,375	292,500	346,875
2044	39,750	307,500	347,250
2045	24,375	322,500	346,875
2046	8,250	165,000	173,250
<b>TOTAL</b>	<b>\$ 4,453,454</b>	<b>\$ 9,805,000</b>	<b>\$ 14,258,454</b>

## Outstanding Debt (Continued)

Potable Water Program			
2011A/2016 Project Bonds			
FY	Interest	Principal	Total
2021	364,066	463,250	827,316
2022	345,536	484,700	830,236
2023	323,688	506,300	829,988
2024	300,977	527,900	828,877
2025	279,861	551,700	831,561
2026	259,214	575,500	834,714
2027	239,071	594,600	833,671
2028	221,293	613,700	834,993
2029	207,502	625,600	833,102
2030	194,203	637,500	831,703
2031	179,456	409,850	589,306
2032	168,300	177,500	345,800
2033	161,200	185,000	346,200
2034	153,800	192,500	346,300
2035	146,100	200,000	346,100
2036	138,100	210,000	348,100
2037	128,625	220,000	348,625
2038	117,625	230,000	347,625
2039	106,125	240,000	346,125
2040	94,125	252,500	346,625
2041	81,500	265,000	346,500
2042	68,250	277,500	345,750
2043	54,375	292,500	346,875
2044	39,750	307,500	347,250
2045	24,375	322,500	346,875
2046	8,250	165,000	173,250
<b>TOTAL</b>	<b>\$ 4,405,367</b>	<b>\$ 9,528,100</b>	<b>\$ 13,933,467</b>

Non-Potable Water Program			
2011A/2016 Project Bonds			
FY	Interest	Principal	Total
2021	9,015	21,750	30,765
2022	8,145	22,800	30,945
2023	7,118	23,700	30,818
2024	6,054	24,600	30,654
2025	5,070	25,800	30,870
2026	4,105	27,000	31,105
2027	3,160	27,900	31,060
2028	2,326	28,800	31,126
2029	1,679	29,400	31,079
2030	1,054	30,000	31,054
2031	360	15,150	15,510
<b>TOTAL</b>	<b>\$ 48,087</b>	<b>\$ 276,900</b>	<b>\$ 324,987</b>

## Outstanding Debt (Continued)

Wastewater Program			
2011A/2016 Project Bonds			
FY	Interest	Principal	Total
2021	56,450	137,500	193,950
2022	50,950	142,500	193,450
2023	44,525	147,500	192,025
2024	37,900	155,000	192,900
2025	31,700	162,500	194,200
2026	25,613	167,500	193,113
2027	19,750	175,000	194,750
2028	14,525	180,000	194,525
2029	10,475	182,500	192,975
2030	6,594	187,500	194,094
2031	2,256	95,000	97,256
<b>TOTAL</b>	<b>\$ 300,738</b>	<b>\$ 1,732,500</b>	<b>\$ 2,033,238</b>

**Resolution No: 19-13**

A Resolution of the Board of Directors  
of Camrosa Water District

**Adopting a Statement of Reserve Policy**

**Whereas**, the District collects capital fees from new developments for both water and wastewater service and deposits said fees into a reserve account for future expansion of the respective systems; and,

**Whereas**, large capital outlays will be necessary in the future for replacement of portions of the water and wastewater infrastructure as it comes to the end of its useful life; and,

**Whereas**, it is in the best interests of the customers of Camrosa to fund future expansion and capital replacement while minimizing additional debt; and,

**Whereas**, it is in the best interests of the customers of Camrosa to fund emergency repairs while maintaining a stable rate structure; and,

**Whereas**, it is the intent of the Board of Directors to maintain adequate reserves for ongoing needs, to minimize the need for new debt financing for future capital projects, and to maintain an affordable and stable rate structure;

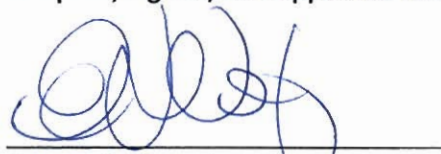
**Now, Therefore, Be It Resolved** by the Camrosa Water District Board of Directors that the attached Statement of Reserve Policy is adopted and made effective this date; and,

**Be It Further Resolved** that contributions to reserves shall be established at levels that will accumulate necessary funds to:

- Increase system capacity and accommodate growth
- Replace assets of the District as required
- Meet unanticipated emergencies
- Stabilize rates and dampen the effects of one-time expenditures that may otherwise require an adjustment in the District rate structure
- Meet the covenants of outstanding debt issues and other agreements; and,

**Be It Further Resolved** that this reserve fund policy supersedes any and all reserve fund policies and reserve levels specified previously in District policies.

**Adopted, Signed, and Approved** this 30<sup>th</sup> day of May, 2019.



Eugene F. West, President  
Board of Directors  
Camrosa Water District

 (ATTEST)

Tony L. Stafford, Secretary  
Board of Directors  
Camrosa Water District

## **Camrosa Water District Statement of Reserve Fund Policy**

### **Purpose:**

It is the intent of the Board to maintain adequate reserves for ongoing needs, to minimize the need for new debt financing for future capital projects and to maintain an affordable and stable rate structure. This statement is intended to provide guidelines for the maintenance of the financial reserves of the District. The ultimate goal of this statement is to identify the categories of reserves to be maintained, to establish the method for identifying the need for each category of reserves, to identify the sources of contribution to reserves, and to provide for periodic review of both reserve levels and this reserve policy.

### **Scope:**

This reserve fund policy applies to all financial reserves of the District, as well as other funds that may be created from time to time which shall also be administered in accordance with the provisions of this policy. It includes reserves in the form of investments monitored and controlled by the Board as well as reserves held in trust in accordance with the covenants of specific debt issuance instruments.

### **Policy:**

The budget for the District shall be prepared in a manner that assures adequate reserves for ongoing needs while minimizing the need for new debt. In particular, contributions to reserves shall be established at levels that will accumulate necessary funds to:

- establish sound formal fiscal reserve policies to ensure strong fiscal management to guide future District decisions;
- increase system capacity and accommodate growth;
- provide funding for current and future replacement of existing assets as they reach the end of their useful lives;
- meet unanticipated emergencies;
- help smooth rates from year-to-year, and to promote equity over the years to ratepayers; and
- meet the covenants of outstanding debt issues and other agreements.

All reserves must be identifiable to one of these purposes; reserves shall not be accumulated in excess of levels needed to satisfy these purposes. Reserves may, as deemed prudent by the Board, be used to satisfy more than one purpose.



- d. ***Operating and Emergency Reserves (OER)*** – Funds designated to provide financial flexibility in the day-to-day conduct of district business and to respond quickly to emergency situations that may pose threats to public health and the District's ability to sustain safe or reliable service.

Applicable Funds: Potable, Non-Potable and Wastewater Operating and Emergency Reserve Fund.

The Board of Directors may review fund designations from time-to-time and establish new or eliminate established designated reserve funds as operational needs may dictate.

### **Sources of Funds:**

The source of funds for each category of reserves varies. For Restricted Assets, the source of funds to meet bond covenants or terms of individual agreements is specified in the debt issuance instrument or agreement that mandated the establishment of a reserve. Use of the funds is limited as specified in the covenants of the agreement. Reserves earmarked for near-term expenditure under the approved Capital Improvement Plan (CIP) for the current fiscal year will be deducted from the appropriate Designated Reserve and established as a Restricted Asset.

In the case of Designated Reserves, contributions may come from several sources as follows:

- a. ***Capital Improvement Fund (CIF)*** - Accumulated capital fees collected during property development to ensure adequate water and wastewater system capacity.
- b. ***Capital Replacement Fund (CRF)*** - Contribution from net operating results.
- c. ***Rate Stabilization Fund (RSF)*** - Contribution from net operating results from operations at the discretion of the Board to maintain the fund balance and to stabilize rates and meet the District's bond covenants.
- d. ***Operating and Emergency Reserves (OER)*** - Contribution from net operating results after all other contributions to reserves have been made.

The contribution of revenues of the District to meet replacement needs is based upon expected replacement costs and expected remaining life of the various assets.

### **Expenditure of Reserves:**

Expenditure of reserves is authorized as part of the annual budget process. Capital Replacement projects are individually authorized and may be designated either as Capital Improvement, Capital Replacement, Fixed Asset or a combination of, and funded from the appropriate reserve funds.

Prior to the expenditure of funds from any capital replacement fund, an analysis shall be conducted to determine if the asset has truly come to the end of its expected life and the asset is still required to meet the needs of District customers for the foreseeable future. In all cases, application of new technology should be considered to improve efficiency and economy of District operations.



**Review:**

An annual review of reserve levels is necessary during the budget preparation process to ensure proper levels of reserves are maintained. In addition, this reserve policy shall be reviewed by the Board on a biennial basis to ensure continued conformance with long-term Board strategy.

**Resolution No: 20-01**

A Resolution of the Board of Directors  
of Camrosa Water District

**Adopting a District Investment Policy**

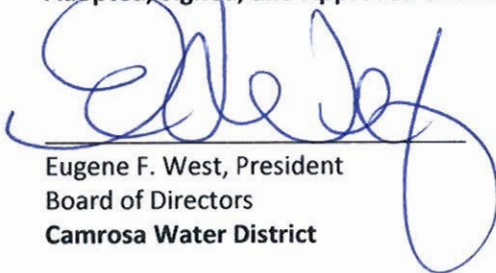
**Whereas,** The Board of Directors has established a District Investment Policy to provide guidelines for the prudent investment of the District's temporarily idle cash; and,

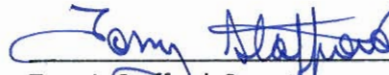
**Whereas,** It is in the best interests of the District to review that investment policy from time to time to ensure maximum yield while maintaining criteria to ensure safety and liquidity; and,

**Whereas,** The Investment Policy has been presented to the full Board for review and comment;

**Now, Therefore, Be It Resolved** by the Camrosa Water District Board of Directors that the attached Investment Policy is hereby adopted and made effective this date.

**Adopted, Signed, and Approved** this 13<sup>th</sup> day of February 2020.

  
Eugene F. West, President  
Board of Directors  
Camrosa Water District

 (ATTEST)  
Tony L. Stafford, Secretary  
Board of Directors  
Camrosa Water District

**CAMROSA WATER DISTRICT  
STATEMENT OF INVESTMENT POLICY  
February 2020**

**PURPOSE:**

This statement is intended to provide guidelines for prudent investment of the District's temporarily idle cash, and outline policies for maximizing efficiency of the District's cash management system. The ultimate goal is to enhance the economic status of the District while protecting its cash resources.

**SCOPE:**

This investment policy applies to all financial assets of the District, as well as other funds that may be created from time to time which shall also be administered in accordance with the provisions of this policy. Funds held by the Ventura County Treasurer during tax collection periods shall be governed by the County's investment policy, and are not subject to the provisions of this policy.

**THE INVESTMENT PROCESS:**

The investment of public funds is a professional discipline. The investment process has the following components:

- A written investment policy explicitly identifying the District's opportunities, constraints, preferences, and capabilities.
- An Investment Strategy identifying Investment opportunities and overall objectives of the District.
- A Market Analysis identifying the District's circumstances and market conditions.
- A Portfolio Analysis identifying adjustments needed in response to changing circumstances, results and new objectives.

**POLICY:**

The Camrosa Water District shall invest its pooled, temporary idle cash investments in a manner that affords the District a broad spectrum of investment opportunities as long as the investment is deemed prudent and is allowable under current legislation of the State of California (Water Code Section 31303 and 31336 and Government Code Section 53600 et seq.). Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence, who are familiar with those matters, exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety and liquidity of capital, as well as reasonable income to be derived.

The Board of Directors and the General Manager, acting in accordance with procedures and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely fashion, and appropriate actions are taken to control adverse developments.

The General Manager shall establish a system of internal controls to be reviewed by the Investment Committee and with the independent auditor. The controls shall be designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties, unanticipated changes in financial markets or imprudent actions by District Staff.



## **INVESTMENT STRATEGY**

Temporarily idle or surplus funds of the Camrosa Water District shall be invested in accordance with principles of sound treasury management and in accordance with the provisions of the California Government Code Sections 53600 et seq, the Water Code and this Investment Policy. The basic objectives of the District's investment program are, in order of priority,

- 1) Safety of invested funds; and
- 2) Maintenance of sufficient liquidity to meet cash flow needs; and
- 3) Attainment of the maximum return possible consistent with the first two objectives.

These objectives will be accomplished using the following procedures

1. Safety – The District shall ensure the safety of its invested funds by limiting credit and interest rate risks. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of portfolio securities will fall due to an increase in general interest rates.

Credit risk will be mitigated by:

- a. Limiting investments to safer types of securities; and
- b. Diversifying the investment portfolio so that the failure of any one issuer or backer will not place undue financial burden on the District; and
- c. Monitoring all of the District's investments to anticipate and respond appropriately to a significant reduction of creditworthiness of any of the issuers. The relative health of issuers shall be evaluated by the Investment Committee at least annually.

Interest rate risk will be mitigated by:

- a. Structuring the District's portfolio so that securities mature to meet the District's cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to their maturity; and
  - b. Investing primarily in short-term securities; and
  - c. Occasionally restructuring the portfolio to minimize the loss of market value and/or to maximize cash flows.
2. Liquidity – The District's financial portfolio must be structured in a manner which will provide that securities mature at approximately the same time as cash is needed to meet anticipated demands. Additionally, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets. As a general rule, and subject to annual review by the Investment Committee, the average maturity of the investment portfolio will not exceed two (2) years. No investment will have a maturity of more than five (5) years from its date of purchase.
  3. Return – The investment portfolio shall be designed with overall objective of obtaining a total rate of return throughout economic cycles, commensurate with investment risk constraints and cash flow needs.



## **ELIGIBLE INVESTMENT INSTRUMENTS**

Camrosa shall invest only in investment instruments and media approved by Resolution of Camrosa's Board of Directors. The Board of Directors may consider additions or deletions to the approved investment instruments and media list at any time by resolution and shall include in each resolution the entire list of approved investments. This policy shall be used to evaluate recommended additions to the approved list. Additions to the approved list shall not be made unless there is a strong likelihood that the addition will be utilized within the near future. The attached Addendum contains examples of typical investment instruments which may be included on an approved list.

## **INVESTMENT CONSTRAINTS**

General Guidelines - Temporarily idle operating cash shall be invested in instruments whose average maturity does not exceed two (2) years. Reserves established for the replacement of utility (water, sewer) facilities may be invested for a longer term if a higher yield may be achieved. Funds held for capital replacement shall be invested in securities that reasonably can be expected to produce enough income to offset inflationary construction cost increases. Such funds shall not be exposed to market price risks or default risks that would jeopardize the assets available to accomplish their stated objective. Such would be the case with obligations of the U.S. Government or its agencies.

Diversification - It is the District's policy to diversify its investment portfolio to control credit risk. Diversification strategies shall be determined and revised periodically. Maturities shall be staggered to provide for liquidity and stability of income. At least 25% of the portfolio will be invested in securities which can be liquidated on one (1) day's notice in order to control liquidity risk. No more than one-third (33%) of Camrosa's portfolio shall be held by any single investment firm or institution. The sole exception shall be the State of California Investment Pool (L.A.I.F.).

Prohibited Investments - Investments by the District in securities permitted by the California Government Code, but not specifically approved by Board Resolution is prohibited without the prior approval of the Board of Directors. The District shall not invest any funds such as inverse floaters, range notes, and other instruments outlined in California Government Code Section 53601 nor in any security that could result in zero interest if held to maturity. No representative of the District is authorized to engage in margin transactions, derivatives nor reverse repurchase agreements on behalf of the District. Finally, while it may occasionally be necessary or strategically prudent of the District to sell a security prior to maturity to either meet unanticipated cash needs or to restructure the portfolio, no investment may be made for the sole purpose of speculating or taking an unhedged position on the future direction of interest rates.

Security Dealers and Depositories - The District shall seek to conduct its investment transactions with several competing, reputable security dealers and brokers as the need may arise. The selection process shall screen out institutions that lack viability or whose past practices suggest the safety of public capital, directed to or through such firms, would be impaired.

Ethics and Conflict of Interest - Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Such employees and investment officials shall disclose to the Board of Directors and the General Manager any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial investment positions that could be related to the performance of the District's



portfolio. Such employees and officers shall subordinate their personal investment transactions to those of the District, particularly with regard to the time of purchases and sales.

## **RESPONSIBILITIES**

**General Manager** - The General Manager is charged with responsibility for maintaining custody of all public funds and securities belonging to or under the control of the District and for the deposit and investment of those funds in accordance with principles of sound fiscal management and in conformance with applicable laws and ordinances. The General Manager shall develop an investment procedures manual to implement this Investment Policy for establishing and maintaining an internal control structure designed to ensure that the assets of the District are protected from loss, theft or misuse as approved by the Board of Directors.

Details of the internal controls system shall be documented in an investment procedures manual and shall be reviewed and updated annually. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognized that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

The internal controls structure shall address the following:

1. Control of collusion
2. Separation of transaction authority from accounting and record keeping
3. Custodial safekeeping
4. Avoidance of physical delivery securities
5. Clear delegation of authority to subordinate staff members
6. Written confirmation of transactions for investments and wire transfers
7. Dual authorizations of wire transfers
8. Development of a wire transfer agreement with the lead bank and third-party custodian

The internal controls are further defined in the Investment Procedure attached.

The General Manager is responsible for keeping the Board of Directors fully advised as to the financial condition of the District.

**District's Auditing Firm** - The District's auditing firm's responsibilities shall include, but not be limited to, the examination and analyses of fiscal procedures and the examination, checking and verification of accounts and expenditures. A review of the District's investment program is to be performed, under a separate engagement for services, in conjunction with the annual financial audit.

**Board of Directors** - The Board of Directors shall consider and adopt a written Investment Policy. As provided in that Policy, the Board shall receive, review, and accept monthly Cash Position Reports and quarterly Investment Reports.

**Investment Committee** - An Investment Committee consisting of two (2) members of the Board of Directors appointed by the President, will meet with the District General Manager as required to develop the general strategies, allocate reserve assets among various approved investment instruments, and to monitor results. The Committee shall include in its deliberations, potential risks to District funds, authorized depositors, brokers and dealers, and target rate of return on investments, and any other topics as it may determine or as



directed by the Board of Directors. The Committee shall report to the full Board of Directors the results of the Investment Committee Meeting including any recommended actions. Payment for any transaction which requires the transfer of funds from one investment to another shall require the signature of at least two (2) Members of the Board.

### **REPORTING**

The General Manager, will provide the Board of Directors with monthly cash position and quarterly reports of investments. Such reports will provide at least the following: Type of investment, institution, date of maturity, amount of deposit, current market value of all securities maturing beyond one (1) year after reporting date, rate of interest and such other data as from time to time may be required by the Board.

### **ANNUAL REVIEW**

This investment policy shall be reviewed annually by the Investment Committee to ensure its consistency with respect to the overall objectives of safety, liquidity and yield. Proposed amendments to the policy shall be prepared by the Investment Committee and be forwarded to the Board of Directors for Consideration.

## ADDENDUM

### GLOSSARY:

#### U.S. GOVERNMENT SECURITIES

U.S. Treasury Obligations - Treasury bills, Treasury bonds, and Treasury notes issued by the U.S. Treasury. The maturity on these investments shall not exceed five (5) years without the prior approval of the Investment Committee. Per Gov't. Code no maturity greater than five (5) years and no portfolio limits.

U.S. Government Agency Obligations - Any obligation of, or obligation that is insured as to principal and interest by the United States or any agency or corporation thereof, and any obligation and security of the United States sponsored enterprises, including, without limitation:

- 1) Federal Farm Credit Banks (FFCB)
- 2) Federal Home Loan Bank System (FHLB)
- 3) Federal Home Loan Mortgage Corporation (FHLMC)
- 4) Federal National Mortgage Association (FNMA)
- 5) Federal Agriculture Mortgage Association (FAMA)
- 6) Tennessee Valley Authority (TVA)

Per Gov't. Code no maturity greater than five (5) years and no portfolio limits.

#### FINANCIAL INTERMEDIARIES

##### CERTIFICATES OF DEPOSIT

Commercial Bank Certificates of Deposit – Time Certificates of Deposit provided that the depository is a member of the FDIC and the amount does not exceed the current FDIC insured limit. Per Gov't. Code no maturity greater than five (5) years and no portfolio limit.

Negotiable Certificates of Deposit – Bank Deposit Notes issued by a nationally or state chartered bank or by a state-licensed branch of a foreign bank provide and is a member of the FDIC. Per Gov't Code limits maturity to five (5) years and 30% of portfolio.

Savings and Loan Association (S&L) Deposits – Investments in any Savings and Loan (S&L) institution and bank shall be limited to FDIC Limitations. Collateralization for uninsured S&L deposits is required.

##### RELATED INSTRUMENTS

Repurchase Agreements – An agreement with an approved broker/dealer that provides for, sell, and simultaneous purchase of an allowable collateral security. The difference in the sales and purchase price is the earning rate on the agreement. A master repurchase agreement must be in place with the approved broker/dealer. Per Gov't. Code no maturity greater than one (1) year, and no portfolio limits.

Bankers' Acceptances - Bills of exchange or time drafts drawn on and accepted by commercial banks, which are eligible for purchase by the Federal Reserve System, are known as bankers' acceptances. Purchases of these instruments may not exceed 180 bankers days maturity per Gov't Code and 40% portfolio limit.

State Investment Pool - Offering a governmental alternative to money market funds, California has created the Local Agency Investment Fund (LAIF). Such funds are operated directly by the State Treasurer who commingles state and local funds. Rates of return fluctuate daily and are reported as a monthly average yield rate. Same day or next day liquidity, by telephone communication. The State Treasurer requests voluntary compliance with no more than fifteen (15) transactions per month. Authorized by Gov't. Code Section 16429.1(b), with no maximum maturity or maximum % of portfolio.

Ventura County Investment Pool - The Ventura County Investment Pool is an additional alternative to money market funds. Similar to the State LAIF, invested funds are commingled with County and other local agency funds for investment purposes and yields are reported monthly. Liquidity provisions are consistent with the State's provisions, and withdrawals can also be made by telephone by authorized personnel. Authorized by Gov't. Code Section 53684(a) with no maximum maturity or maximum % of portfolio.

*Resolution No: 16-18*

*A Resolution of the Board of Directors  
of Camrosa Water District*

***Establishing a Debt Management Policy***

*Whereas*, the Camrosa Water District has a long history of issuing debt instruments to provide financing for various capital improvement projects; and

*Whereas*, the Camrosa Water District also has a long history of conservative, prudent financial practices relating to debt issuance; and

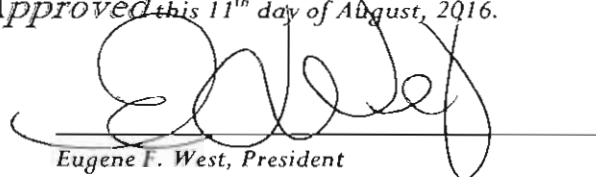
*Whereas*, the purpose of the debt management policy is to assist the District in pursuit of the following equally important objectives:

- Achieve the lowest cost of capital
- Ensure ratepayer equity
- Maintain a credit rating strategy and access to credit enhancement
- Preserve financial flexibility; and

*Whereas*, the Camrosa Water District established a debt management policy, memorializing these past and current practices as formal policy and establishing best practices of debt management for the District.

*Now, Therefore, Be It Resolved* by the Camrosa Water District Board of Directors that the proposed Debt Management Policy is hereby approved and adopted, and the General Manager is authorized to implement the policy.

*Adopted, Signed, and Approved* this 11<sup>th</sup> day of August, 2016.



Eugene F. West, President  
Board of Directors  
Camrosa Water District

ATTEST:



Tony L. Stafford, Secretary  
Board of Directors  
Camrosa Water District

# **Debt Management Policy**

**Adopted August 11, 2016**

Policy Statement .....	3
Purpose and Use of Debt .....	3
Purpose of Policy .....	3
Types of Debt .....	4
General Provisions .....	4
Conditions for Debt Issuance .....	5
Standards for Use of Debt Financing .....	5
Debt Capacity .....	5
Financing Criteria .....	6
Refinancing Outstanding Debt .....	7
Outstanding Debt Limitations .....	8
Selection of Financing Team Members .....	8
Market Communication, Debt Administration and Reporting Requirements .....	8
GLOSSARY OF TERMS .....	10



# **Debt Management Policy**

## **Policy Statement**

This policy documents the goals of the Camrosa Water District (District) for the use of debt instruments and provides guidelines for the use of debt for financing District water, sewer, and recycled water infrastructure and project needs. The District's overriding goal in issuing debt is to respond to and provide for its infrastructure, capital project, and other financing needs while ensuring that debt is issued and managed prudently in order to maintain a sound fiscal position and protect credit quality. The District issues debt instruments, administers District-held debt proceeds, and makes debt-service payments, acting with prudence, diligence, and attention to prevailing economic conditions.

The District will pay for all infrastructure, projects, and other financing needs from a combination of current revenues, available reserves, and prudently issued debt. The District believes that debt can provide an equitable means of financing projects for its customers and provide access to new capital. Debt will be used to meet financing needs (i) if it meets the goals of equitable treatment of all customers, both current and future; (ii) if it is the most cost-effective means available; (iii) if it is fiscally prudent, responsible, and diligent under the prevailing economic conditions; and (iv) if there are other important policy reasons therefor. The District will not issue debt without the approval of the Board of Directors (Board).

## **Purpose and Use of Debt**

The District will utilize reasonable debt financing as an acceptable and appropriate approach to fund long-term improvements and thus ensure that existing and future users contribute equitably. Long-term improvements include the acquisition of land, facilities, infrastructure, and supplies of water; and enhancements or enlargements to existing capacity and facilities for obtaining, importing, transporting, and delivering additional quantities of water. These improvements are typically included in the District's Operating and Capital Budget and capital plans as adopted by the Board of Directors. Bond proceeds can be issued to fund the planning, design, land acquisition, construction, equipment, attached fixtures and moveable pieces of equipment, or other costs as permitted by law.

## **Purpose of Policy**

The purpose of this debt management policy is to:

- Establish parameters for issuing debt
- Provide guidance to decision makers:

- With respect to all options available to finance infrastructure, capital projects, and other financing needs
  - So that the most prudent, equitable and cost-effective method of financing can be chosen
- Document the objectives to be achieved both prior to issuance and subsequent to issuance
- Promote objectivity in the decision-making process
- Facilitate the financing process by establishing important policy decisions in advance

The District will adhere to the following legal requirements for the issuance of public debt:

- The state law which authorizes the issuance of the debt
- The federal and state laws which govern eligibility of the debt for tax-exempt status
- The federal and state laws which govern the issuance of taxable debt
- The federal and state laws which govern disclosure, sale, and trading of the debt both before and subsequent to issuance

## **Types of Debt**

Revenues Bonds, Notes, Certificates of Participation, special tax or special assessment bonds, capital leases, commercial paper, bank loans, direct placements, and lease-purchase financings will be treated as debt and subject to these same policies.

## **General Provisions**

The District will provide for a periodic review of its financial performance and review its performance relative to the financial policies outlined herein. These financial policies will be taken into account during the capital planning, budgeting, and rate setting processes. Necessary appropriations for annual debt service requirements will be routinely included in the District's annual budget. The District will maintain proactive communication with the investment community, including rating agencies, credit enhancers, and investors, to ensure future capital market access at the lowest possible interest rates.

The District's Debt Management Policy, the Reserve Policy, and the Investment Policy are integrated into the decision-making framework utilized in the budgeting and capital improvement planning process. As such, the following principles outline the District's approach to debt management:

- The District will issue debt only in the case where there is an identified source of repayment. Debt will be issued to the extent that (i) projected existing revenues

are sufficient to pay for the proposed debt service together with all existing debt service covered by such existing revenues, or (ii) additional projected revenues have been identified as a source of repayment in an amount sufficient to pay for the proposed debt.

- The District will not issue debt to cover operating needs, unless specifically approved by the Board.
- Debt issuance for a capital project will not be considered unless such project has been incorporated into the District's adopted Operating and Capital Budget or as otherwise approved by the Board.
- Each proposal to issue debt will be presented to the Finance Ad-Hoc Committee prior to presenting to the Board for approval. At that time, an analysis will be provided demonstrating conformity to this Policy. This analysis will address the purpose for which the debt is issued and the proposed debt structure.

## **Conditions for Debt Issuance**

The following guidelines formally establish parameters for evaluating, issuing, and managing the District's debt. The guidelines outlined below are not intended to serve as a list of rules to be applied to the District's debt issuance process, but rather to serve as a set of practices to promote prudent financial management.

In issuing debt, the District's objectives will be to:

- Achieve the lowest cost of capital
- Ensure ratepayer equity
- Maintain a credit rating strategy, and access to credit enhancement
- Preserve financial flexibility

## **Standards for Use of Debt Financing**

When appropriate, the District will use long-term debt financing to achieve an equitable allocation of capital costs/charges between current and future system users, to provide more manageable rates in the near and medium term, and to minimize rate volatility. The District shall not construct or acquire a facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility throughout its expected life. Capital projects financed through debt issuance will not be financed for longer than the expected useful life of the project.

## **Debt Capacity**

There is no specific provision within the California Government Code that limits the amount of debt that may be issued by the District. The District's future borrowing capability is limited by the debt coverage ratio and additional debt limitations required by the existing bond covenants.

## Financing Criteria

Each debt issuance should be evaluated on an individual basis within the context of the District's overall financing objectives and current market conditions. The District will evaluate alternative debt structures (and timing considerations) to ensure the most cost-efficient financing under prevailing market conditions.

*Credit Enhancement* – The District will consider the use of credit enhancement on a case-by-case basis. Only when a clearly apparent savings can be realized shall credit enhancement be utilized.

*Cash-Funded Reserve vs. Surety* – If the issuance of debt requires a cash-funded debt service reserve fund, the District may purchase a surety policy or replace an existing cash-funded debt service reserve fund when deemed prudent and advantageous. The District may permit the use of guaranteed investment agreements for the investment of reserve funds pledged to the repayment of any of its debt when it is approved by the Board.

*Call Provisions* – In general, the District's securities should include optional call provisions. The District will avoid the sale of non-callable, long-term fixed rate bonds, absent careful evaluation of the value of the call option.

*Additional Bonds Test/Rate Covenants* – The amount and timing of debt will be planned to comply with the additional bonds tests and rate covenants outlined in the appropriate legal and financing documents, and this policy.

*Short-Term Debt* – The District may utilize short-term borrowing to serve as a bridge for anticipated revenues, construction financing, or future bonding capacity.

*Variable-Rate Debt* – Variable-rate debt products are rolling series of short-term investments that are resold periodically and are therefore priced at the short end of the yield curve at low interest rates. If an issuer accepts the risks inherent in variable interest rates, the issuer can take advantage of some of the lowest rates available on the market. Variable-rate debt may be appropriate for the District's portfolio, especially in the environment where increased interest earnings on invested funds offset the increased cost of variable-rate debt. Variable-rate debt products include variable-rate demand obligations, commercial paper, and auction rate securities. The District may consider the use of variable-rate debt products to achieve a lower cost of borrowing or for short-term borrowing. In determining whether or not to use variable-rate debt, the District will analyze the risks associated with the variable-rate debt products, including derivative products.

*Use of Variable-Rate Debt* – The District may consider the use of variable-rate debt products to achieve a lower cost of borrowing or for short-term borrowing. In

determining whether or not to use variable-rate debt, the District will analyze, among other things, the risk associated with the variable-rate debt and the impact on the District's overall portfolio. Before issuing variable-rate debt, the District will analyze its cash position; the District will not issue variable-rate debt in an amount that exceeds 115 percent of its unrestricted cash position at the time of issuance.

*Investment of Bonds Proceeds* – Bond proceeds will be invested in accordance with the permitted investment language outlined in the bond documents for each transaction. The District will seek to maximize investment earnings within the investment parameters set forth in the respective debt financing documentation. The reinvestment of bond proceeds will be incorporated into the evaluation of each financing decision, specifically addressing the arbitrage/rebate position and evaluating alternative debt structures and refunding savings on a “net” debt service basis, where appropriate.

## **Refinancing Outstanding Debt**

The Manager of Finance shall have the responsibility to evaluate potential refunding opportunities. The District will consider the following issues when analyzing potential refinancing opportunities:

*Debt Service Savings* – The District shall establish a target savings level equal to three percent or higher of the par refunded on a net present value (NPV) basis (after payment of all costs associated with the issuance). This figure will serve only as a guideline and the District may determine that a different savings target is appropriate; the District shall evaluate each refunding opportunity on a case-by-case basis. In addition to the savings guideline, the following shall be taken into consideration:

- Remaining time to maturity
- Size of the issue
- Current interest rate environment
- Annual cash flow savings
- The value of the call option
- Revision of restrictive or onerous covenants
- Other factors approved by the District

*Restructuring* – The District may seek to refinance a bond issue on a non-economic basis, in order to restructure debt, mitigate irregular debt service payments, accommodate revenue shortfalls, achieve a proper matching of debt service with revenues, release reserve funds, or comply with and/or eliminate rate/bond covenants.

*Term/Final Maturity* – The District may consider the extension of the final maturity of the refunding bonds in order to achieve a necessary outcome, provided that such extension is legal. The term of the debt should not extend beyond the reasonably expected useful

life of the asset being financed. The District may also consider shortening the final maturity of the bonds. The remaining useful life of the assets and the concept of intergenerational equity will guide these decisions.

### **Outstanding Debt Limitations**

Prior to issuance of new debt, the District shall consider and review the latest credit-rating reports and guidelines to ensure the District's credit ratings and financial flexibility remain at levels consistent with the most highly rated comparable public agencies.

### **Selection of Financing Team Members**

The District shall procure professional services as required to execute financing transactions and provide advice on non-transaction-related work. Professional services include Consultants (Financial Advisor, Legal Counsel – Bond, Disclosure and Tax); Service Providers (Trustee, Paying Agent, Printer, Letter of Credit, Verification Agent); and an Underwriting Team (Senior Manager, Co-Manager).

The District shall select its primary financing team members/consultant(s) by competitive process through a Request for Proposals (RFP) or a Request for Qualifications (RFQ).

The District shall establish selection criteria for selecting its financing team members. The criteria may include, but are not limited to:

- Professional excellence
- Demonstrated competence
- Specialized experience performing similar services for California agencies
- Education and experience of key personnel to be assigned
- Geographic proximity
- Staff capability
- Ability to meet schedules
- Nature and quality of similar completed work
- Reliability and continuity of the firm or individual
- Other considerations deemed by the District to be relevant and necessary to the performance of advisory services

### **Market Communication, Debt Administration and Reporting Requirements**

*Responsibilities* – For purposes of this policy, the General Manager delegates responsibility of market communication, debt administration, and reporting requirements to the Manager of Finance, or appropriate position determined by the General Manager.



*Rating Agencies* – The Manager of Finance shall be responsible for maintaining the District's relationships with Standard & Poor's Ratings Services, Fitch Ratings, and Moody's Investors Service, as appropriate. The District shall, from time to time, deal with one, two, or all of these agencies as circumstances dictate. In addition to general communication, the Manager of Finance shall (1) meet, at least biennially, either in person or via phone, with credit analysts, and (2) offer, prior to each competitive or negotiated sale, conference calls or meeting(s) with rating analysts in connection with the planned sale.

*Observance of Debt Covenants* – The Manager of Finance will periodically ensure that the District is in compliance with all legal covenants for each debt issue.

*Continuing Disclosure* – The Manager of Finance will, for all debt issued, comply with Rule 15c3-12(b)(5) by required filing as covenanted in each debt issue's Continuing Disclosure Agreement. The Manager of Finance will maintain a calendar with the reporting deadlines and procedures for dissemination of annual reports and notices.

*Record Keeping* – A copy of all debt-related records shall be retained at the District's offices. At minimum these records shall include all official statements, bid documents, bond documents/transcripts, resolutions, trustee statements, leases, and title reports for each financing (to the extent available). To the extent possible, the District shall retain an electronic copy of each document, preferably in PDF or CD-ROM format.

*Arbitrage Rebate* – The District will comply with the administratively adopted policies and procedures regarding tax-exempt financings and tax-exempt finance property, as well as the tax and arbitrage certifications associated with each issue.

*Policy Review* – This policy should be reviewed on a biennial basis and adopted by the Board.

## GLOSSARY OF TERMS

**Advance Refunding** A procedure where outstanding bonds are refinanced by the proceeds of a new bond issue prior to the date on which the outstanding bonds become due or are callable. Generally, either the entire outstanding issue is refunded (full refunding) or only the callable bonds are refunded (partial refunding).

**Amortization** The planned reduction of a debt obligation according to a stated maturity or redemption schedule.

**Arbitrage** The difference between the interest paid on the tax-exempt securities and the interest earned by investing the security proceeds in higher-yielding taxable securities. IRS regulations govern arbitrage on the proceeds from issuance of municipal securities.

**Balloon Maturity** A later maturity within an issue of bonds which contains a disproportionately large percentage of the principal amount of the original issue.

**Basis Points** The measure of the yield to maturity of an investment calculated to four decimal places. A basis point is one one-hundredth of one percent (.01 percent).

**Bond Anticipation Notes (BANS)** Notes issued by the government unit, usually for capital projects, which are paid from the proceeds of the issuance of long term bonds.

**Bullet Maturity** A maturity for which there are no sinking-funds payments prior to the stated maturity date.

**Call Provisions** The terms of the bond contract giving the issuer the right to redeem all or a portion of an outstanding issue of bonds prior to their stated dates of maturity at a specific price, usually at or above par.

**Capitalized Interest** A portion of the proceeds of an issue set aside to pay interest on the securities for a specific period of time. Interest is commonly capitalized for the construction period of the project.

**Certificates of Participation (COP)** A bond from an issue, which is secured by lease payments made by the party leasing the facilities, financed by the issued. Typically COPs are used to finance the construction of facilities (e.g., infrastructure or buildings) used by a municipal agency, which leases the facilities from a financing authority. Often the agency is legally obligated to appropriate moneys from its general tax revenues to make lease payments.

**Competitive Sale** A sale of securities by an issuer in which underwriters or syndicates of underwriters submit sealed bids to purchase the securities in contrast to a negotiated sale.

**Continuing Disclosure** The principle that accurate and complete information material to the transaction, which potential investors would be likely to consider material in making investment decisions with respect to the securities, be made available on an ongoing basis.

**Credit Enhancement** Credit support purchased by the issuer to raise the credit rating of the issued. The most common credit enhancements consist of bond insurance, direct or standby letters of credit, and lines of credit.

**Debt Service Reserve Fund** The fund in which moneys are placed, which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements.

**Discount Bonds** Bonds which are priced for sale at a discount from their face or par value.

**Derivative** A financial product whose value is derived from some underlying asset value.

**Escrow** A fund established to hold moneys pledged and to be used to pay debt service on an outstanding issue.

**Gross Spread** The fees that underwriters receive for selling a public debt offering. The gross spread is equal to the difference between the price of a security paid by the underwriter and the offering price charged to the public.

The gross spread comprises three components:

*Takedown:* Normally the largest component of the spread, similar to a commission, which represents the income derived from the sale of securities. If bonds are sold by a member of the syndicate, the seller is entitled to the full takedown (also called the “total takedown”).

*Management Fee:* The amount paid to the senior manager and/or co-managers for handling the affairs of the syndicate.

*Expenses:* The costs of operating the syndicate for which the senior manager may be reimbursed.

**Lease-Purchase** A financing lease which may be sold publicly to finance capital equipment, real property acquisition or construction. The lease may be resold as certificates of participation or lease revenue bonds.

**Letters of Credit** A bank credit facility wherein the bank agrees to lend a specified amount of funds for a limited term.

**Management Fee** The fixed percentage of the gross spread which is paid to the managing underwriter for the structuring phase of a transaction.

**Negotiated Sale** A method of sale in which the issuer chooses one underwriter to negotiate terms pursuant to which such underwriter will purchase and market the bonds.

**Original Issue Discount** The amount by which the original par amount of an issue exceeds its public offering price at the time it is originally offered to an investor.

**Overlapping Debt** That portion of the debt of other governmental units for which residents of a particular municipality are responsible.

**Pay-As-You-Go** An issuer elects to finance a project with existing cash flow as opposed to issuing debt obligations.

**Present Value** The current value of a future cash flow.

**Private Placement** The original placement of an issue with one or more investors, as opposed to being publicly offered or sold.

**Rebate** A requirement imposed by the Tax Reform Act of 1986 whereby the issuer of the bonds must pay the IRS an amount equal to its profit earned from the investment of bond proceeds at a yield above the bond yield calculated pursuant to the IRS code, together with all income earned on the accumulated profit pending payment.

**Special Assessments** Fees imposed against properties that have received a special benefit by the construction of public improvements, such as water, sewer, and irrigation.

**Underwriter** A dealer that purchases new issues of municipal securities from the issuer and resells them to investors.

**Underwriter's Discount** The difference between the price at which bonds are bought by the underwriter from the issuer and the price at which they are reoffered to investors.

**Variable-Rate Debt** An interest rate on a security that changes at intervals according to an index, formula or other standard of measurement, as stated in the bond contract.

*Resolution No: 17-02*

*A Resolution of the Board of Directors  
of Camrosa Water District*

***Establishing a Budget Policy***

*Whereas*, the budget is presented as a policy document, an operational tool, a financial planning tool and a link to the Strategic Plan and considered a communication tool to the District's community and stakeholders; and,

*Whereas*, the purpose of the budget policy is to provide guidelines that will influence and direct the financial management practice of the District; and,

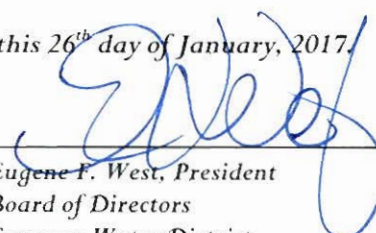
*Whereas*, the main reasons for establishing a budget policy is to:

- Ensure quality of existing core services;
- Establish organizational goals to guide decision making;
- Develop a budget to achieve goals;
- Incorporate a long-term perspective;
- Evaluate performance and make adjustments;
- Strengthen the financial position;
- Focus budget decisions on results and outcomes; and
- Involve and promote effective communication with stakeholders.


*Whereas*, the Camrosa Water District established a budget policy, memorializing as a formal policy and establishing best practices of financial management for the District;

*Now, Therefore, Be It Resolved* by the Camrosa Water District Board of Directors that the proposed Budget Policy is hereby approved and adopted, and the General Manager is authorized to implement the policy.

*Adopted, Signed, and Approved* this 26<sup>th</sup> day of January, 2017.

  
Eugene F. West, President  
Board of Directors  
Camrosa Water District

ATTEST:

  
Tony L. Stafford, Secretary  
Board of Directors  
Camrosa Water District

## **Budget Policy**

The budget is presented as a policy document, an operational tool, a financial planning tool, and a link to the Strategic Plan. In addition, it is also considered a communication tool to the District's community and stakeholders.

The main reasons for establishing a budget policy is to:

- Ensure quality of existing core services;
- Establish organizational goals to guide decision making;
- Develop a budget to achieve goals;
- Incorporate a long-term perspective;
- Evaluate performance and make adjustments;
- Strengthen the financial position;
- Focus budget decisions on results and outcomes; and
- Involve and promote effective communication with stakeholders

### **1.1 Purpose**

The purpose of the Camrosa Water District's Budget Policy is to provide guidelines that will influence and direct the financial management practice of the District. A financial policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. An effective financial policy: Provides principles and guidelines that minimize costs and reduce risk, maintains appropriate financial capacity for present and future needs, ensures legal compliance and maintains appropriate internal controls.

### **2.1 Budget Submittal and Adoption**

- In order to facilitate and implement the budget process, the General Manager will propose an annual budget calendar at the first regular Board meeting in January in every year.
- No later than two months before the end of each fiscal year, the General Manager shall prepare and submit to the Board of Directors a draft annual budget for the ensuing fiscal year.
- The Board of Directors will adopt by formal resolution an operating and capital budget every year by June 30.
- The fiscal period for the District is July 1 to June 30.

### **3.1 Balanced Budget**

- Adopted annual budgets shall ensure that operating revenues fully cover operating expenditures, including debt service within the Water and Wastewater enterprise.
- In the event of a shortfall, use of the rate stabilization fund or an inter-fund loan is allowable.



- One-time revenues shall only be used to cover one-time costs and ongoing revenues shall only be used to cover ongoing costs.
- Debt service funds shall not be utilized for operating expenses.

#### **4.1 Amendments to Adopted Budget**

- Initial appropriations (excluding carryovers and encumbrances for multi-year capital projects) will be made during the annual budget process when all District needs can be reviewed and prioritized in a comprehensive manner.
- The annual budget process will include multiple year projections.
- The General Manager has the authority to adjust the budget at the operational level within an enterprise and shall report budget performance to the Board of Directors on a quarterly basis.
- Additional appropriations from reserves must go to the Board of Directors for approval.

#### **5.1 Budget Process**

- The budget preparation process is developed by the General Manager with input from the Board of Directors.
- The District will develop its annual budget in such a manner to incorporate historical trend analysis for revenues and expenditures with an adjustment for increasing import water costs, current water demand trends, and other considerations as appropriate.
- The budget process will include a review of the current and future utility rates to determine the necessity to set a public hearing to increase rates to offset operational costs.

#### **6.1 Form of Budget**

- The budget shall present an itemized statement of the appropriations recommended by the General Manager to include estimated expenses and permanent improvements for each enterprise and program.
- Comparative data of the appropriations and expenditures for the current and previous fiscal year, as well as the increases or decreases in the recommended budget, shall be provided.

#### **7.1 Capital Budget**

- The Capital Improvement Program and the Operating Budget will be reviewed at the same time to ensure that the District's capital and operating needs are balanced and that the Capital Improvement Program is aligned with the District's long-range plans.
- Capital expenditures shall meet the requirements of generally accepted accounting principles (GAAP).

- The District will identify the estimated costs and potential funding sources for each capital project proposal.
- The District will develop a five-year plan for capital improvements including operations and maintenance costs to be updated each year.
- The District will utilize grant funding and other outside resources whenever possible.
- The District will utilize the least costly financing method for all new projects.

### **8.1 Long Term Financial Forecast**

- The District will develop a five-year financial forecast for operating and capital improvement projects; including operations and maintenance costs, and update it every year as part of the annual budget process.
- The financial forecast will identify the District's source of funds for which future capital improvement projects will necessitate.
- The financial forecast will include escalating operational cost index factor for ongoing routine operation expenditures.
- The financial forecast will identify the necessity of potential utility rate increases based upon imported water rates and operational costs.

### **9.1 Debt Service Ratios/Reserve Financial Position**

- The District will meet or exceed minimum debt service coverage ratios required by governing bond indentures.
- The District will ensure minimum reserve levels are met after appropriation of one-time capital appropriations.

### **10.1 Budgetary Control**

- The District shall prepare monthly reports on revenues and expenditures that compare budget-to-actual financial performance for Staff and reviewed quarterly by the Board of Directors.
- The District will monitor revenues and expenditures on an ongoing basis and ensure that expenditures do not exceed appropriations within an enterprise fund and program for the annual fiscal period.
- Each Program Manager is responsible for ensuring expenditures remain within budget.
- Any deviation from the Budget Policy will be brought to the Board of Directors for approval.

## Community Profile

This section contains demographic and economic statistics of the District's community profile. It also includes service area assessed valuations, and largest customers data.

The following are key demographics. The District has chosen to use the City of Camarillo's data as representative of the District. The region also has a very large military population at the nearby Point Mugu Naval Air Station and Port Hueneme, which adds stability. The District participates in the broad and diverse Oxnard-Thousand Oaks-Ventura metropolitan statistical area (MSA) economy. Camarillo's household income levels are strong with median household effective buying income.

### Demographic and Economic Statistics Last Ten Calendar Years City of Camarillo

Year	Unemployment Rate	Population	Personal Income (in thousands)	Per Capital Personal Income
2009	7.3%	66,149	2,494,346	37,708
2010	7.6%	66,690	2,646,326	39,681
2011	7.3%	65,830	2,477,973	37,642
2012	6.6%	66,407	2,439,394	36,734
2013	5.6%	66,428	2,613,278	39,340
2014	4.4%	66,752	2,572,222	38,534
2015	4.4%	67,154	2,586,638	38,518
2016	5.8%	69,924	2,963,380	42,380
2017	4.5%	69,460	2,958,440	42,592
2018	5.7%	69,229	3,271,440	47,225
2019	4.3%	69,301	3,231,171	46,625

Source: City of Camarillo CAFR and UCSB Economic Forecast Project

The District's service area encompasses property with over \$5.9 billion of assessed valuation. District residents have easy access to jobs countywide and in Los Angeles.

### Service Area Assessed Valuations

Fiscal Year	Secured Assessed Valuation	Unsecured Assessed Valuation	Total	% Change
2009	4,701,419,944	256,976,589	4,958,396,533	1.74%
2010	4,598,449,550	276,492,368	4,874,941,918	-1.68%
2011	4,562,003,372	261,933,824	4,823,937,196	-1.05%
2012	4,539,279,662	216,151,708	4,755,431,370	-1.42%
2013	4,567,072,569	209,920,926	4,776,993,495	0.45%
2014	4,678,271,589	139,077,637	4,817,349,226	0.84%
2015	4,907,112,472	128,877,820	5,035,990,292	4.54%
2016	5,145,103,092	115,142,342	5,260,245,434	4.45%
2017	5,330,477,983	121,837,738	5,452,315,721	3.65%
2018	5,583,931,181	165,603,337	5,749,534,518	5.45%
2019	5,821,051,039	168,334,118	5,989,385,157	4.17%

**Ten Largest Water Customers  
Fiscal Year 2019**

Customer	Customer Type	Acre-Feet	Annual Revenues	% of Water Sales
Leisure Village	Residential	918	\$ 971,778	5.80%
Reiter Brother Inc	Agricultural	1048	682,567	4.08%
Calif. State University CI	Commercial	361	388,882	2.32%
A Hartman Ranch, Inc.	Agricultural	359	261,220	1.56%
Laubacher Farms	Agricultural	345	255,935	1.53%
Mahan Ranch Golf Club LLC	Commercial	167	247,627	1.48%
Waters Family Farm	Agricultural	158	210,552	1.26%
Marz Farms Inc.	Agricultural	266	193,400	1.16%
Camlam Farms, Inc.	Agricultural	605	185,392	1.11%
Alfonso Lopez	Agricultural	239	181,507	1.08%
<b>Total Ten Largest Customers</b>		<b>4,466</b>	<b>3,578,860</b>	<b>21.37%</b>
All Other Customers		11,227	13,164,522	78.63%
<b>Total Water Revenue for District</b>		<b>15,693</b>	<b>\$ 16,743,382</b>	<b>100.00%</b>

**Ten Largest Wastewater Customers  
Fiscal Year 2019**

Customer	EDUs	Annual Revenue	% of Wastewater Sales
Leisure Village	2,162	\$ 812,378	24.35%
CSUCI	810	304,430	9.12%
Rancho Adolfo Mobile Home Estates	255	95,839	2.87%
Avalon Bay	161	60,510	1.81%
Essex Camino Inc.	161	60,510	1.81%
Adolfo Camarillo High School	59	22,175	0.66%
Emeritus at Camarillo	56	21,047	0.63%
Camino Ruiz LLC	47	17,664	0.53%
Marriott Brighton Gardens	42	15,785	0.47%
Pleasant Valley School	38	14,282	0.43%
<b>Total Ten Largest Wastewater Customers</b>	<b>3,791</b>	<b>\$ 1,424,621</b>	<b>42.69%</b>
All Other Customers	5,136	1,912,172	57.31%
<b>Total Wastewater Revenue for District</b>	<b>8,927</b>	<b>\$ 3,336,793</b>	<b>100.00%</b>