CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Agenda

Regular Meeting

Thursday, June 10, 2021
Camrosa Board Room
5:00 P.M.

TO BE HELD REMOTELY

In light of public health responses to the threat of COVID-19 and Governor Newsom's Executive Order N-25-20, the Camrosa office is still closed to the public. Board meetings are accessible to the public ***only*** *via web-based teleconference, as described below.*

To participate via the web to see the board meeting presentation, click https://us02web.zoom.us/j/9235309144 on your computer, tablet, or smartphone. You'll need to download and install the ZOOM app before logging on.

If you'd like to make a comment, you'll have to log in via the app so we can identify you and invite you to participate.

To listen in via phone, call **(669) 900-6833**; when prompted, enter the meeting ID: **923 530 9144**.

Call to Order

Public Comments

At this time, the public may address the Board on any item not appearing on the agenda which is subject to the jurisdiction of the Board. Persons wishing to address the Board should fill out a white comment card and submit it to the Board Chairman prior to the meeting. All comments are subject to a 5-minute time limit.

Matters appearing on the Consent Agenda are expected to be non-controversial and will be acted upon by the Board at one time, without discussion, unless a member of Board or the Staff requests an opportunity to address any given item. Items removed from the Consent Agenda will be discussed at the beginning of the Administrative Items. Approval by the Board of Consent Items means that the recommendation of the Staff is approved along with the terms and conditions described in the Board Memorandum.

Consent Agenda

1. **Approve Minutes of the Regular Meeting of May 27, 2021**

2. ****Approve Vendor Payments**

   Objective: Approve the payments as presented by Staff.

   Action Required: Approve accounts payable in the amount of $549,215.10.

Primary Agenda

3. ****Draft Fiscal Year 2021-22 District Operating Budget**

   Objective: Receive a briefing and a copy of the proposed Draft Fiscal Year (FY) 2021-22 Operating Budget.

   Action Required: No action necessary; for information only.

4. ****On-call Public Works Contract Inspection Services**

   Objective: Award on-call public works contract inspection services, as needed.

   Action Required: It is recommended that the Board of Directors authorize the General Manager to negotiate a contract and issue a purchase order to Cannon Corporation in the amount not-to-exceed $150,000.00, for on-call inspection services.

5. ****Water Resource In-Lieu Fee Study**

   Objective: Award professional financial services to develop a comprehensive water resource in-lieu fee structure.

   Action Required: It is recommended that the Board of Directors authorize the General Manager to award a contract and issue a purchase order to NBS Government Finance Group, (NBS) in the amount not-to-exceed $44,280.00, to provide professional financial services to develop water resource in-lieu fees.

6. ****Marz Farms, Inc.**

   Objective: Discuss new proposal for out-of-bounds service from Marz Farms, Inc.

   Action Required: No action necessary; for information only.

Comments by General Manager; Comments by Directors

Closed Session: The Board may enter a closed session to confidentially discuss pending litigation and personnel matters as authorized by Government codes 54956.9 and 54957, respectively.

7. **Closed Session Conference with Legal Counsel – Pending Litigation**

   Objective: To confer with and receive advice from counsel regarding pending litigation.

   Action Required: No action necessary; for information only.

8. **Closed Session Conference with Legal Counsel – Personnel Matters**

   Objective: To confer with and receive advice from counsel regarding personnel matters.

   Action Required: No action necessary; for information only.

Adjournment

PLEASE NOTE: The Board of Directors may hold a closed session to discuss personnel matters or litigation, pursuant to the attorney/client privilege, as authorized by Government Codes. Any of the items that involve pending litigation may require discussion in closed session on the recommendation of the Board's Legal Counsel.

Note: ** indicates agenda items for which a staff report has been prepared or backup information has been provided to the Board. Copies of the full agenda are available for review at the District Office and on our website at www.camrosa.com.

CAMROSA WATER DISTRICT

BUILDING WATER SELF-RELIANCE

June 10, 2021

Board of Directors Agenda Packet

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Minutes

Regular Meeting

Thursday, May 27, 2021
Camrosa Board Room
5:00 P.M.

Call to Order The meeting was convened at 5:00 P.M. as a web-based teleconference.

Present: Eugene F. West, President
Terry L. Foreman, Vice-President
Al E. Fox, Director
Jeffrey C. Brown, Director
Timothy H. Hoag, Director

Staff: Tony Stafford, General Manager
Ian Prichard, Assistant General Manager (via teleconference)
Tamara Sexton, Manager of Finance (via teleconference)
Joe Willingham, Manager of Operations (via teleconference)
Jozi Zabarsky, Manager of Customer Accounts/Business (via teleconference)
Terry Curson, District Engineer (via teleconference)
Greg Jones, Legal Counsel (via teleconference)

Public Comments

None

Consent Agenda

1. **Approve Minutes of the Regular Meeting of May 13, 2021**

   The Board approved the Minutes of the Regular Meeting of May 13, 2021.

   Motion: Hoag **Second:** Fox
   Motion carried unanimously.

2. **Approve Vendor Payments**

   A summary of accounts payable in the amount of $1,387,316.75 was provided for Board information and approval. The Board approved the payments to vendors as presented by staff in the amount of $1,387,316.75.

   Motion: Hoag **Second:** Fox
   Motion carried unanimously.

Primary Agenda

3. **Establish Appropriation Limit for Fiscal Year 2021-22**

   The Board adopted Resolution No. 21-06 Establishing the Annual Appropriation Limit for Fiscal Year 2021-22.

   Motion: Fox **Second:** Hoag
   Roll Call: Fox-Yes; Brown-Yes; Hoag-Yes; Foreman-Yes; West-Yes

4. **Agreement for Auditing Services**

   The Board authorized the General Manager to enter into a two-year agreement with Clifton Larson Allen LLP (CLA) for Professional Auditing Services.

   Motion: Fox **Second:** Foreman
   Motion carried unanimously.

5. **UMWP – Set Public Hearing**

   The Board set a public hearing date of June 24, 2021, to consider adoption of the 2020 Urban Water Management Plan.

   Motion: Hoag **Second:** Fox
   Motion carried unanimously.

6. **Land Acquisition**

   The Board authorized the General Manager to issue a purchase order in the amount of $216,978.00, and sign related documents, for the purchase of 2.47 acres of land from the City of Thousand Oaks.

   Motion: Fox **Second:** Brown
   Motion carried unanimously.

Comments by General Manager

- The General Manager requested that Director reimbursement paperwork be filed with the District by the ninth day of each month.

Comments by Directors

- None

Adjournment

There being no further business, the meeting was adjourned at 5:37 P.M.

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

_____ (ATTEST)
Eugene F. West, President
Board of Directors
Camrosa Water District

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Memorandum

June 10, 2021

To: General Manager

From: Sandra Llamas, Sr. Accountant

Subject: **Approve Vendor Payments**

Objective: Approve the payments as presented by Staff.

Action Required: Approve accounts payable in the amount of $549,215.10.

Discussion: A summary of accounts payable is provided for Board information and approval.

Payroll PR 5-2 & ME	$ 89,653.60
Accounts Payable 5/20/2021-6/02/2021	$ 459,561.50
Total Disbursements	$ 549,215.10

DISBURSEMENT APPROVAL

BOARD MEMBER DATE

BOARD MEMBER DATE

BOARD MEMBER DATE

Tony L. Stafford, General Manager

Camrosa Water District

Accounts Payable Period:

5/20/2021-6/02/2021

Expense	Account Description	Amount
11100	Accounts Rec-Other	
15773	Deferred Outflows-UAL Prep.	
11700	Meter Inventory	
11900	Prepaid Insurance	
11905	Prepaid Maintenance Ag	
13000	Land	
400	General Capital Projects	
500 & 900	Sewer Capital Projects	43263.87
800 & 600	Water Capital Projects	12205.85
650	Water Capital Rep Projects	180141.36
750	NP Water Capital Rep Projects	
20053	Current LTD Bond 2016	
20052	Current LTD Bond 2012	
20400	Contractor's Retention	
20250	Non-Potable Water Purchases	
23001	Refunds Payable	257.19
50110	Payroll FLSA Overtime-Retro	
50010	Water Purchases & SMP	
50020	Pumping Power	13835.61
50100	Federal Tax 941 1st QTR	
50140	Unemployment Benefits	
50153	Social Security Tax	
50200	Utilities	565.28
50210	Communications	2605.27
50220	Outside Contracts	55609.53
50230	Professional Services	25491.00
50240	Pipeline Repairs	
50250	Small Tool & Equipment	195.09
50260	Materials & Supplies	17473.97
50270	Repair Parts & Equip Maint	101192.34
50280	Legal Services	1565.14
50290	Dues & Subscriptions	3816.00
50300	Conference & Travel	
50310	Safety & Training	1344.00
50330	Board Expenses	
50340	Bad Debt	
50350	Fees & Charges	
50360	Insurance Expense	
50500	Misc Expense	
50600	Fixed Assets	
50700	Interest Expense	
	TOTAL	**$459,561.50**

Expense Approval Report

Camrosa Water District, CA

By Vendor Name

Payable Dates 5/20/2021 - 6/2/2021 Post Dates 5/20/2021 - 6/2/2021

Payment Numb	Post Date	Vendor Name	Payable Number	Description (Item)	Account Name	Purchase Orde	Amount
Vendor: *CAM* - DEPOSIT ONLY-CAMROSA WTR							
3279	05/27/2021	DEPOSIT ONLY-CAMROSA WTR	5-27-21-AP	Transfer to Disbursements Account	Transfer to disbursements-hol		550000
3280	05/27/2021	DEPOSIT ONLY-CAMROSA WTR	5-27-21-PR	Transfer to Disbursements Account	Transfer to disbursements-hol		164000
					Vendor *CAM* - DEPOSIT ONLY-CAMROSA WTR Total:		**714000**
56772	06/02/2021	AG RX INC.	97838	Weed Abatement	Outsd contracts	FY21-0257	5310.77
56773	06/02/2021	ALEXANDER'S CONTRACT SERVICES, INC	103430	Meter Reading	Outsd contracts		1527.85
814	06/02/2021	American Business Bank	Pac14-Pymt 9 Retention	Payment 9-Pac 14 Retention	Contractor's retention		610.29
56774	05/25/2021	AQUA-METRIC SALES CO	IN0082438	Meter Purchase	Repair Parts & Equipment Mai	FY21-0223	9657.33
Vendor: AST01 - ASTRA INDUSTRIAL SERV,INC							
56775	06/01/2021	ASTRA INDUSTRIAL SERV,INC	00177484	Repair Parts - Backflows	Repair parts & equipment		301.75
56775	06/01/2021	ASTRA INDUSTRIAL SERV,INC	00177525	Repair Parts - Backflows	Repair parts & equipment		56.21
					Vendor AST01 - ASTRA INDUSTRIAL SERV,INC Total:		**357.96**
Vendor: BAD02 - BADGER METER INC							
56776	05/25/2021	BADGER METER INC	1434826	Meters	Repair Parts & Equipment Mai	FY21-0224	1535.82
56776	05/25/2021	BADGER METER INC	1435069	Meters	Repair Parts & Equipment Mai	FY21-0224	23737.64
56776	06/02/2021	BADGER METER INC	1436794	Meters	Repair Parts & Equipment Mai	FY21-0224	762.55
					Vendor BAD02 - BADGER METER INC Total:		**26036.01**
56777	06/02/2021	BOUTWELL*FAY LLP	33414	CalPERS Legal Services.	Legal services		709
56778	06/01/2021	CAESAR GALIANO	00001749	Deposit Refund Act 1749- 221 Estancia Pl	Refunds payable		43.9
56779	05/26/2021	CALIFORNIA MUNICIPAL UTILITIES ASSOCIATION	20-0179	Annual Membership -FY 21-22	Dues & subscrip		3816
56780	06/02/2021	DIENER'S ELECTRIC, INC	31736	Read Rd MCC Install	Construction in progress	FY21-0228	34560
56781	06/01/2021	EMERSON MERCADO	00010561	Deposit Refund Act 10561- 401 Castiano	Refunds payable		4.23
Vendor: ENH01 - Enhanced Landscape Management, LLC							
56782	06/02/2021	Enhanced Landscape Management, LLC	66124	Landscaping	Outsd contracts		327.25
56782	06/02/2021	Enhanced Landscape Management, LLC	66500	Landscaping	Construction in progress		1273
					Vendor ENH01 - Enhanced Landscape Management, LLC Total:		**1600.25**
56783	06/02/2021	FAMCON PIPE & SUPPLY, INC	S100054595-001	Sewer Manhole Covers for Raising	Outsd contracts	FY21-0248	5148
Vendor: FER03 - FERGUSON WATERWORKS #1083							
56784	05/25/2021	FERGUSON WATERWORKS #1083	0757869	Repair Parts Ponds Cla-Val	Repair parts & equipment	FY21-0235	5959.73
56784	06/01/2021	FERGUSON WATERWORKS #1083	0758771	Fire Hydrants	Repair parts & equipment	FY21-0239	43329.01
					Vendor FER03 - FERGUSON WATERWORKS #1083 Total:		**49288.74**
56785	06/01/2021	Frontier Communications	May2021	VOIP - Land Lines	Communications		444.42
Vendor: FRU01 - FRUIT GROWERS LAB. INC.							
56786	05/25/2021	FRUIT GROWERS LAB. INC.	103822A	Outside Lab Work	Outsd contracts		150
56786	06/02/2021	FRUIT GROWERS LAB. INC.	105519A	Outside Lab Work for Round Mountain	Outside Contracts		108
56786	06/02/2021	FRUIT GROWERS LAB. INC.	105704A	Outside Lab Work for CWRF	Outsd contracts		3375
					Vendor FRU01 - FRUIT GROWERS LAB. INC. Total:		**3633**
56787	06/01/2021	GEIGER ENTERPRISES, INC.	21-797	Materials and Supplies - Fuel	Materials & supplies		512.75

Vendor: GEN06 - GENERAL PUMP COMPANY, INC							
56788	06/02/2021	GENERAL PUMP COMPANY, INC	28580	CSUCI Well Rehab	Construction in progress	FY21-0197	83566.5
56788	06/02/2021	GENERAL PUMP COMPANY, INC	28593	Pump Repair PS1	Repair parts & equipment	FY21-0133	7897.5
56788	06/02/2021	GENERAL PUMP COMPANY, INC	28596	CSUCI Well Rehab	Construction in progress	FY21-0197	95301.86
					Vendor GEN06 - GENERAL PUMP COMPANY, INC Total:		**186765.86**
Vendor: HAC01 - HACH COMPANY							
56789	05/25/2021	HACH COMPANY	12454473	Materials & Supplies - Reagents	Materials & supplies		77.06
56789	06/02/2021	HACH COMPANY	12477557	Materials & Supplies - Reagents	Materials & supplies		536.6
					Vendor HAC01 - HACH COMPANY Total:		**613.66**
56790	06/02/2021	HARRIS WATER COND. INC.	June2021-643908	Water Softener-Penny Well	Outsd contracts		60.5
56791	05/26/2021	HATHAWAY, PERRETT,WEBSTER, POWERS & CHRISM/	112577	Legal Services	Legal services		856.14
56792	06/01/2021	Janitek Cleaning Solutions-Allstate Cleaning, Inc.	41316A	Cleaning Service	Outsd contracts		1655.56
Vendor: WAH01 - KEVIN WAHL							
815	06/02/2021	KEVIN WAHL	TuitionReimbursmt-Spring2	Tuition Reimbursement-Text Books-Supplies Sprng21	Safety & train		454.27
815	06/02/2021	KEVIN WAHL	TuitionReimbursmt-Spring2	Tuition Reimbursement-Text Books-Supplies Sprng21	Safety & train		419.33
815	06/02/2021	KEVIN WAHL	TuitionReimbursmt-Spring2	Tuition Reimbursement-Text Books-Supplies Sprng21	Safety & train		470.4
					Vendor WAH01 - KEVIN WAHL Total:		**1344**
56793	05/26/2021	LARRY WALKER ASSOCIATES, INC	00388.02-2	NPDES Climate Plan	Prof services	FY21-0175	12425
56794	05/27/2021	LAUREN GAMMAITONI	00003281	Deposit Refund Act 3281- 5688 Recodo Way	Refunds payable		8.44
56795	06/01/2021	McMASTER-CARR SUPPLY CO	58846993	Materials & Supplies - SCADA	Materials & supplies		573.49
Vendor: MNS01 - MNS ENGINEERS, INC.							
56796	06/02/2021	MNS ENGINEERS, INC.	77924	Bidding Services	Construction in progress	FY21-0218	1102.5
56796	06/02/2021	MNS ENGINEERS, INC.	77925	Out of Scope Work	Construction in progress	FY18-0055-R3	1401.25
					Vendor MNS01 - MNS ENGINEERS, INC. Total:		**2503.75**
Vendor: NOR07 - NORTHSTAR CHEMICAL							
56797	05/25/2021	NORTHSTAR CHEMICAL	195423	Materials Chemicals - CWRF	Materials & supplies		2834.11
56797	05/25/2021	NORTHSTAR CHEMICAL	195424	Materials Chemicals - RMWTP	Materials & Supplies-RMWTP		2226.8
56797	06/01/2021	NORTHSTAR CHEMICAL	195833	Materials Chemicals - RMWTP	Materials & Supplies-RMWTP		4635.13
					Vendor NOR07 - NORTHSTAR CHEMICAL Total:		**9696.04**
Vendor: PAC14 - PACIFIC HYDROTECH CORP							
56798	06/02/2021	PACIFIC HYDROTECH CORP	Payment 9	Out of Scope Work	Construction in progress	FY20-0033-R1	12205.85
56798	06/02/2021	PACIFIC HYDROTECH CORP	Retention Pymt 9	Retention Payment 9	Contractor's retention		-610.29
					Vendor PAC14 - PACIFIC HYDROTECH CORP Total:		**11595.56**
56799	05/27/2021	PATRICIA RAND	00004594	Deposit Refund Act 4594- 5352 Fieldcrest Dr	Refunds payable		76.96
56800	06/01/2021	PRAXAIR DISTRIBUTION INC	63734846	Acetylene Gas Cylinders	Materials & supplies		59.35
56801	06/02/2021	QUINN COMPANY	WON10015738	Generator Repair Office	Repair parts & equipment	FY21-0256	2268.35
Vendor: ROY03 - ROYAL INDUSTRIAL SOLUTIONS							
56802	06/01/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1005332	Repair Parts RAS VFDs	Repair parts & equipment	FY21-0236	1716.25
56802	05/25/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1005745	Repair Parts - Shop Gen	Repair parts & equipment		544.86
56802	05/25/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1005833	Repair Parts DCUs	Repair parts & equipment		390.99
56802	05/25/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1005875	SL1A SCADA Equipment	Construction in progress	FY21-0247	2248.71
56802	06/01/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1005923	Materials & Supplies - SCADA	Materials & supplies		661.79
56802	06/01/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1005991	Materials & Supplies - SCADA	Materials & supplies		429.51
56802	06/01/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1006122	Materials & Supplies - SCADA	Materials & supplies		578.79
56802	06/01/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1006151	Materials & Supplies - SCADA	Materials & supplies		6.81
56802	06/02/2021	ROYAL INDUSTRIAL SOLUTIONS	9009-1006184	Repair Parts - SCADA	Repair parts & equipment		493.47
					Vendor ROY03 - ROYAL INDUSTRIAL SOLUTIONS Total:		**7071.18**
56803	06/01/2021	SALINAS & SONS ROOTER INC	00-11411	Repair Toilets	Repair parts & equipment		389.35
56804	05/26/2021	SAWYER PETROLEUM	S137519	Petroleum Lubricants	Materials & supplies		684.8

Vendor: SCE01 - SOUTHERN CALIF. EDISON							
818	06/02/2021	SOUTHERN CALIF. EDISON	May2021	Edison Charges April-May 2021	Pumping power		13835.61
818	06/02/2021	SOUTHERN CALIF. EDISON	May2021	Edison Charges April-May 2021	Utilities		542.23
					Vendor SCE01 - SOUTHERN CALIF. EDISON Total:		**14377.84**
Vendor: SCG01 - SOUTHERN CALIFORNIA GAS							
819	06/01/2021	SOUTHERN CALIFORNIA GAS	May 2021	Usage Charges May 2021-Acct#12378717941	Utilities		14.3
819	06/02/2021	SOUTHERN CALIFORNIA GAS	May2021-2	May 2021 Usage Charges Act 17001399009.	Utilities		8.75
					Vendor SCG01 - SOUTHERN CALIFORNIA GAS Total:		**23.05**
Vendor: SCF01 - SOUTHERN COUNTIES OIL							
56805	05/26/2021	SOUTHERN COUNTIES OIL	1872184IN	Material & Supplies - Fuel	Materials & supplies		1315.98
56805	06/01/2021	SOUTHERN COUNTIES OIL	1875678IN	Materials & Supplies - Fuel Pond 1	Materials & supplies		270.74
56805	06/01/2021	SOUTHERN COUNTIES OIL	1875679IN	Materials & Supplies - Fuel CWRF	Materials & supplies		675.22
56805	06/01/2021	SOUTHERN COUNTIES OIL	1877261IN	Material & Supplies - Fuelq	Materials & supplies		1395.04
					Vendor SCF01 - SOUTHERN COUNTIES OIL Total:		**3656.98**
56806	06/01/2021	TALLEY COMMUNICATIONS	10388171	Repair Parts - Endpoint Radios	Repair parts & equipment		557.56
56807	05/26/2021	TETRA TECH INC.	51739152	UWMP 2020	Prof services	FY21-0233	13066
56808	05/27/2021	THOMAS CASSIDY JR	00002281	Deposit Refund Act 2281- 368 Otono Ct	Refunds payable		108.17
56809	05/27/2021	THUY TRAN	00003762	Deposit Refund Act 3762 - 5255 Mission Oaks Blvd	Refunds payable		15.49
56810	06/02/2021	TRAVIS AGRICULTURAL, INC	21298F	SL1A MCC Install	Construction in progress	FY21-0258	3951.41
Vendor: UND01 - UNDERGROUND SERVICE ALERT OF SOUTHERN CALIFORNIA, INC							
56811	06/01/2021	UNDERGROUND SERVICE ALERT OF SOUTHERN CALIF	520210207	Monthly Dig Alert Tickets	Outsd contracts		280.6
56811	06/01/2021	UNDERGROUND SERVICE ALERT OF SOUTHERN CALIF	dsb20202544	Monthly Dig Alert Tickets	Outsd contracts		47.44
					Vendor UND01 - UNDERGROUND SERVICE ALERT OF SOUTHERN CALIFORNIA, INC Total:		**328.04**
Vendor: UNI08 - UNIFIRST CORPORATION							
56812	06/01/2021	UNIFIRST CORPORATION	328-1278736	Uniform Cleaning Service	Outsd contracts		210.15
56812	06/01/2021	UNIFIRST CORPORATION	328-1278746	Office Cleaning Supplies - Towel-Mat Service	Outsd contracts		99.13
56812	06/02/2021	UNIFIRST CORPORATION	328-1280576	Uniform Cleaning Service	Outsd contracts		210.15
56812	06/02/2021	UNIFIRST CORPORATION	328-1280586	.Office Cleaning Supplies-Towal- Mat Service	Outsd contracts		99.13
					Vendor UNI08 - UNIFIRST CORPORATION Total:		**618.56**
Vendor: USA01 - USA BLUE BOOK							
56814	06/01/2021	USA BLUE BOOK	613588	Repair Parts - CL2 TR WELL	Repair parts & equipment		253.73
56814	06/01/2021	USA BLUE BOOK	615095	Repair Parts - TR Well	Repair parts & equipment		795.37
					Vendor USA01 - USA BLUE BOOK Total:		**1049.1**
56815	06/02/2021	VENTURA COUNTY WATERSHED PROTECTION DISTRI	WPD-1282	Conejo Creek Clearing Project	Outsd contracts	FY20-0126-R1	37000
56816	06/01/2021	VERIZON WIRELESS	988033619	Cell Phones	Communications		2160.85
Vendor: WWG01 - W W GRAINGER, INC.							
56817	06/01/2021	W W GRAINGER, INC.	9907387584	Repair Parts - Tie Down Straps	Repair parts & equipment		220.93
56817	06/01/2021	W W GRAINGER, INC.	9910734459	Repair Parts CL2 Injection	Repair parts & equipment		323.94
56817	06/01/2021	W W GRAINGER, INC.	9916860704	Hand Tools	Small tools & equipment		195.09
					Vendor WWG01 - W W GRAINGER, INC. Total:		**739.96**
TOTAL VENDOR PAYMENTS							**$ 459,561.50**
812	06/01/2021	ACWA/JPIA	5-21 PR ME	June 2021 premium adjustments COBRA and Lewsadder	Medical ins.		46558.52
Vendor: PER05 - CAL PERS 457 PLAN							
DFT0003354	05/20/2021	CAL PERS 457 PLAN	INV0010054	Deferred Compensation	Deferred comp - ee paid		50
DFT0003355	05/20/2021	CAL PERS 457 PLAN	INV0010055	Deferred Compensation	Deferred comp - ee paid		2078
					Vendor PER05 - CAL PERS 457 PLAN Total:		**2128**
DFT0003350	05/20/2021	COLONIAL SUPPLEMENTAL INS	INV0010050	Colonial Benefits	Colonial benefits		279.22
DFT0003369	05/20/2021	EMPLOYMENT DEVELOP. DEPT.	INV0010078	Payroll-SIT	P/R-sit		3821.42

Vendor: HEA02 - HealthEquity						
DFT0003358	05/20/2021	HealthEquity	INV0010060	HSA-Employee Contribution	HSA Contributions Payable	480.84
DFT0003359	05/20/2021	HealthEquity	INV0010061	HSA Contributions	HSA Contributions Payable	250
					Vendor HEA02 - HealthEquity Total:	**730.84**
810	05/20/2021	LINCOLN FINANCIAL GROUP	INV0010056	Deferred Compensation	Deferred comp - ee paid	1975
809	05/20/2021	LINCOLN FINANCIAL GROUP	INV0010072	Profit Share Contribution	Profit share contributions	2544.4
DFT0003356	05/20/2021	PUBLIC EMPLOYEES	INV0010058	State Retirement	P/R-state ret.	16282.14
DFT0003360	05/20/2021	SYMETRA LIFE INS CO.	INV0010062	Life Insurance	Life ins.	270.25
Vendor: UNI10 - UNITED STATES TREASURY						
DFT0003366	05/20/2021	UNITED STATES TREASURY	INV0010075	FIT	P/R-fit	10233.77
DFT0003367	05/20/2021	UNITED STATES TREASURY	INV0010076	Payroll-Social Security Tax	P/R - ee social security	729.12
DFT0003368	05/20/2021	UNITED STATES TREASURY	INV0010077	Payroll- Medicare Tax	P/R - ee medicare	2788.44
					Vendor UNI10 - UNITED STATES TREASURY Total:	**13751.33**
Vendor: UNU01 - UNUM LIFE INSURANCE						
813	06/01/2021	UNUM LIFE INSURANCE	INV0010063	Lont Term Disability	Ltd ins.	1049.67
813	06/01/2021	UNUM LIFE INSURANCE	INV0010073	Short Term Disability	P/R-std ins.	242.81
					Vendor UNU01 - UNUM LIFE INSURANCE Total:	**1292.48**
56763	05/20/2021	UNITED WAY OF VENTURA CO.	INV0010049	Charity-United Way	P/R-charity	20

TOTAL PAYROLL VENDOR PAYMENTS **$ 89,653.60**

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Memorandum

June 10, 2021

To: General Manager

From: Tamara Sexton, Manager of Finance

Subject: **Draft Fiscal Year 2021-22 District Operating Budget**

Objective: Receive a briefing and a copy of the proposed Draft Fiscal Year (FY) 2021-22 Operating Budget.

Action Required: No action necessary; for information only.

Discussion: The Draft Camrosa Water District FY 2021-22 Annual Budget provides both detailed and general overviews of the next year's planned operations. There are five major sections in the Draft Budget:

1) Operating Revenues and Expenses for Water and Wastewater Programs
   a. Combined Budget summary of the Water and Wastewater Programs
   b. Summary of the Water operating budget
   c. Summary of the Wastewater operating budget
   d. Budget Summary by revenue center
   e. Summary of the reserve accounts for Water and Wastewater
2) General Operating Expense Budget
   a. Program descriptions, program goals, and program expense summaries
   b. Detailed expenses by program
3) Fixed Assets
   a. List of proposed fixed assets
4) Capital Projects
   a. Summary of status of prior years' capital projects
   b. Descriptions and cost summaries of FY 2021-22 proposed capital projects
5) Five-Year Capital Outlay Forecast

The Draft Operating Budget will be presented to the Board of Directors for adoption at the June 24, 2021 Board Meeting.

Draft

District Operating and Capital Budget

Fiscal Year 2021-22

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

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California Society of Municipal Finance Officers

Certificate of Award

Operating Budget Excellence Award
Fiscal Year 2020-2021

Presented to the

Camrosa Water District

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

January 31, 2021

Marcus Pimentel
CSMFO President

Michael Manno, Chair
Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

List of Acronyms and Abbreviations

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

Glossary

The FY2021-22 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) 2021-22 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 FY2020-21 budget was submitted to the CSMFO and the District received an Operating Budget Excellence Award for a seventh 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 does not include any changes from the prior fiscal year.

Global Pandemic

COVID-19 dominated operational concerns through FY2020-21. While there is reason for optimism in Ventura County given significantly decreased rates of infection and the vaccine rollout, continuing uncertainty recommends against too hasty a return to "normal." 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 March 2020, 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 FY2021-22.

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 March 2020. The District continues to bill all customers for water delivered and wastewater services but deferring shutoffs and collections. The District makes every effort to work with customers who claim financial hardship and generally reaches mutually satisfactory arrangements. A number of recalcitrant customers, however, continue to defer payment on their bill, despite continued outreach from the District. In February 2021, through the adoption of an update Ordinance 40-21, Rules and Regulations Governing the Provision of Water and Sanitary Service, the District Board of Directors authorized staff to install flow restrictors at such customers' meters, maintaining customers' access to potable drinking water but reducing flow to only meet basic sanitary needs. Deployment of the restrictors appears to have the intended effect, with most restricted customers paying past due amounts or entering into payment arrangements. The procedure for general 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. The pandemic has not significantly increased outstanding accounts receivable.

The District made it through FY2020-21 with no impact on our ability to deliver water or provide wastewater services and does not anticipate any significant impacts in FY2021-22. Potential operational impacts due to staff illness and/or quarantine are unknown but, given the increase in vaccination and decrease in infection numbers noted through the first half of 2021, appear to be unlikely. Impacts to capital projects resulting from COVID-related delays such as materials scarcity and shipping are also difficult to predict but could increase total project costs and lead times.

Major Issues

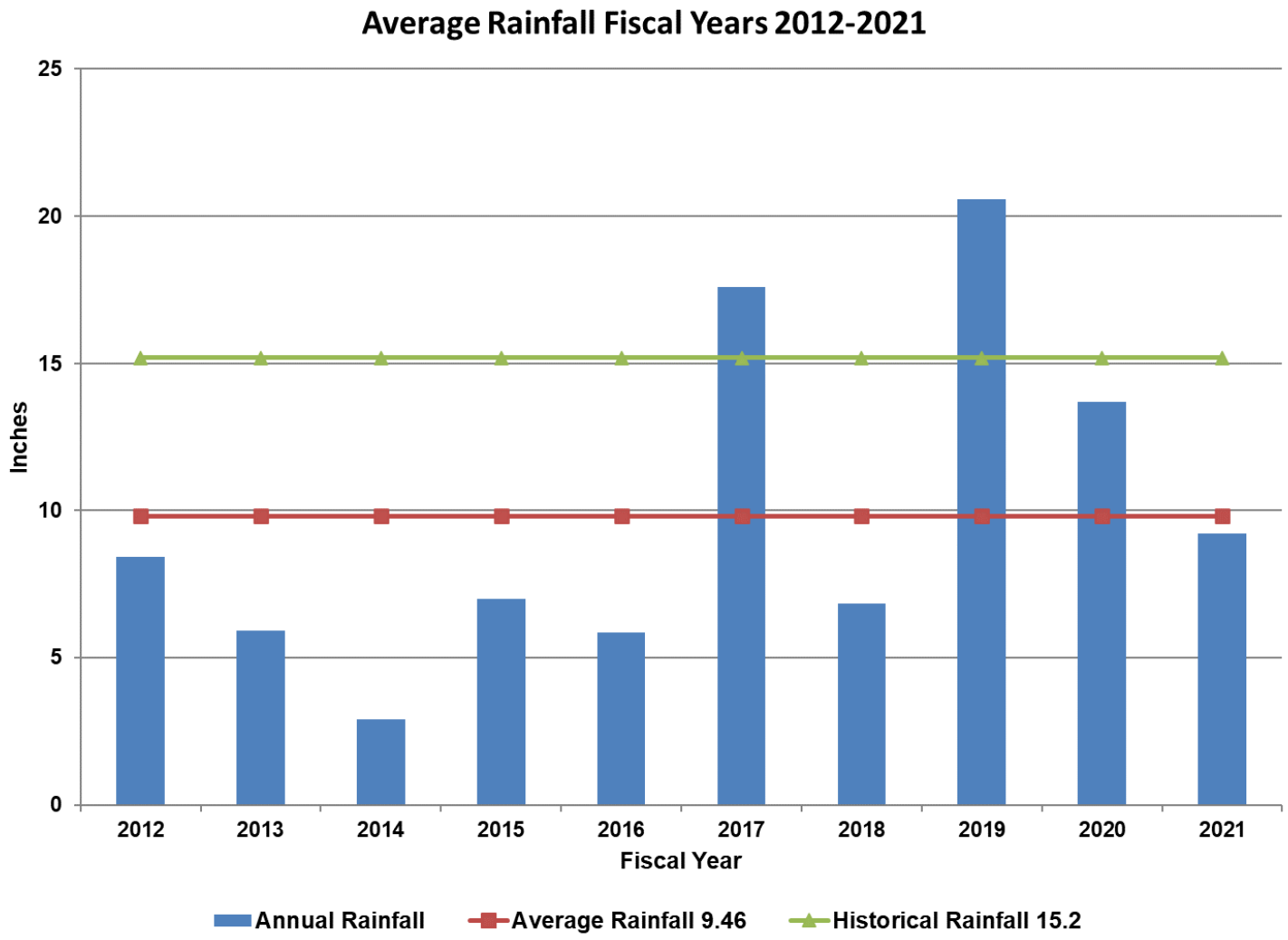
Four main issues continue to impact the FY2021-22 operating revenue and expense budget: California's variable weather, the increasing cost of imported water, effective management of the District's capital assets to provide high-quality service and reliability at affordable rates, and new state mandates. 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 FY2020-21 rainy season delivered below 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 2021, measured on April 1, reported that the water content of California snowpack was 59 percent of normal. The survey showed the state continues to experience drought-like conditions, although the outlook is better in northern and central parts of the state than in Southern California. By comparison, the 2018 April survey reported 52 percent of normal, while 2019 reported 162 percent and 2020, 53 percent. DWR initially set the SWP allocation at 10 percent of contracted amounts and recently lowered the allocation to five percent (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). Following a below-average 2020 water year, California's major reservoirs are a 50 percent of capacity. On April 21, 2021, Governor Newsom declared a drought emergency for Sonoma and Mendocino counties. Calleguas, however, has assured its purveyors that imported water supply availability will not be impacted this year. At the end of 2020, Metropolitan had the largest amount of imported water stored in the agency's history (nearly four million acre feet) and will be withdrawing from storage to meet demands. 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.

Locally, rainfall through April 30 was 9.21 inches, recorded from the Leisure Village CIMIS station, which is less than the ten-year average rainfall for the District of 9.46 inches a year and 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.



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 waned. Sales have since stabilized. The FY2021-22 budget was developed using a three-year average water sales projection of 13,217 AF. This is a modest reduction from the FY 2020-21 budget of 14,500 AF and projected end of year sales of 14,173 AF.

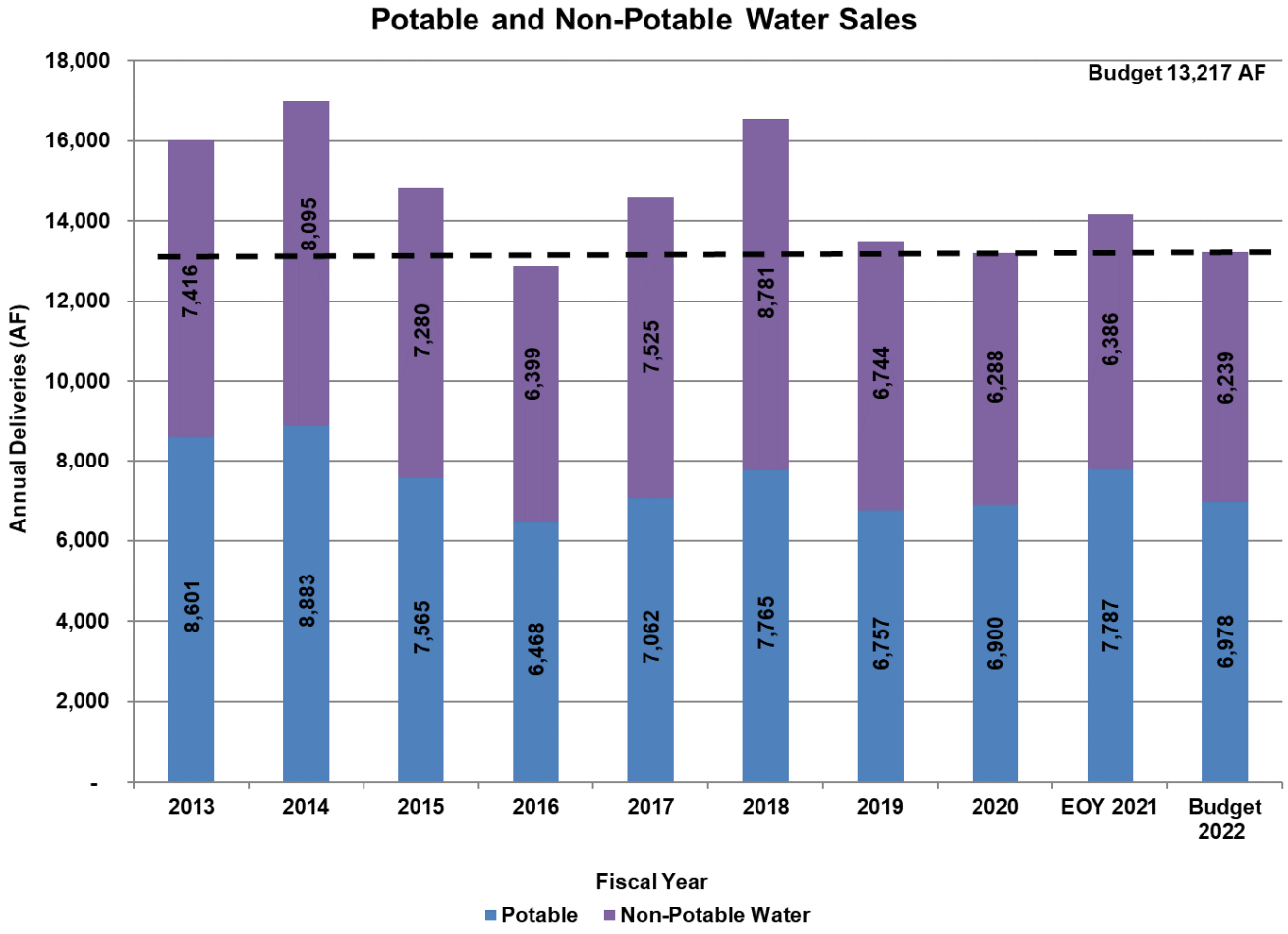


Figure 2 – Potable and Non-Potable Water Sales

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. FY2021-22 budget assumes that SWP water will constitute 64 percent of Camrosa's potable water supply and only 36 percent local ground water supply (potable and non-potable). In FY2020-21, the budget assumed 71 percent SWP water and 29 percent local ground water supply. The justification for the change is related to PV Well #2 coming online in FY2020-21, increasing the production in the PV Basin. The Conejo Wellfield remains non-operational due to TCP water quality issues experienced (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: 43 percent, up from 36 percent the prior year. In 2018, the State Water Board implemented a new maximum contaminant limit (MCL)

for 1,2,3,–Trichlorpropane (TCP), a synthetic organic compound that was an impurity in certain soil fumigants used in agriculture, of 5 ppt. Upon testing, it was discovered above the MCL in three of the wellfield's four wells, which were promptly removed from service. The fourth well was taken offline in early 2020. After an initial, ultimately unsuccessful attempt to resolve the TCP issue with blending, which turned out to be an ineffective strategy due to the very low MCL for TCP and the District's inability to meet its blend plan objectives, Camrosa is now constructing a granular activated carbon (GAC) treatment plant to treat for the TCP. The plant is expected to be completed in FY2021-22. The wellfield will remain off until that time. As the Conejo Wellfield accounts for the District's largest local production, these decreases in local groundwater significantly increased our dependance on the more expensive import water.

In FY2020-21, imported water comprised 45 percent. While the Conejo Wellfield was down, the new PV Well #2 came online in September 2020, providing a much-needed boost to local production. Other local water sources performed within range of expected/budgeted amounts. Fluctuations in local production and the regulatory environment reinforce the need to be conservative on imported water projections.

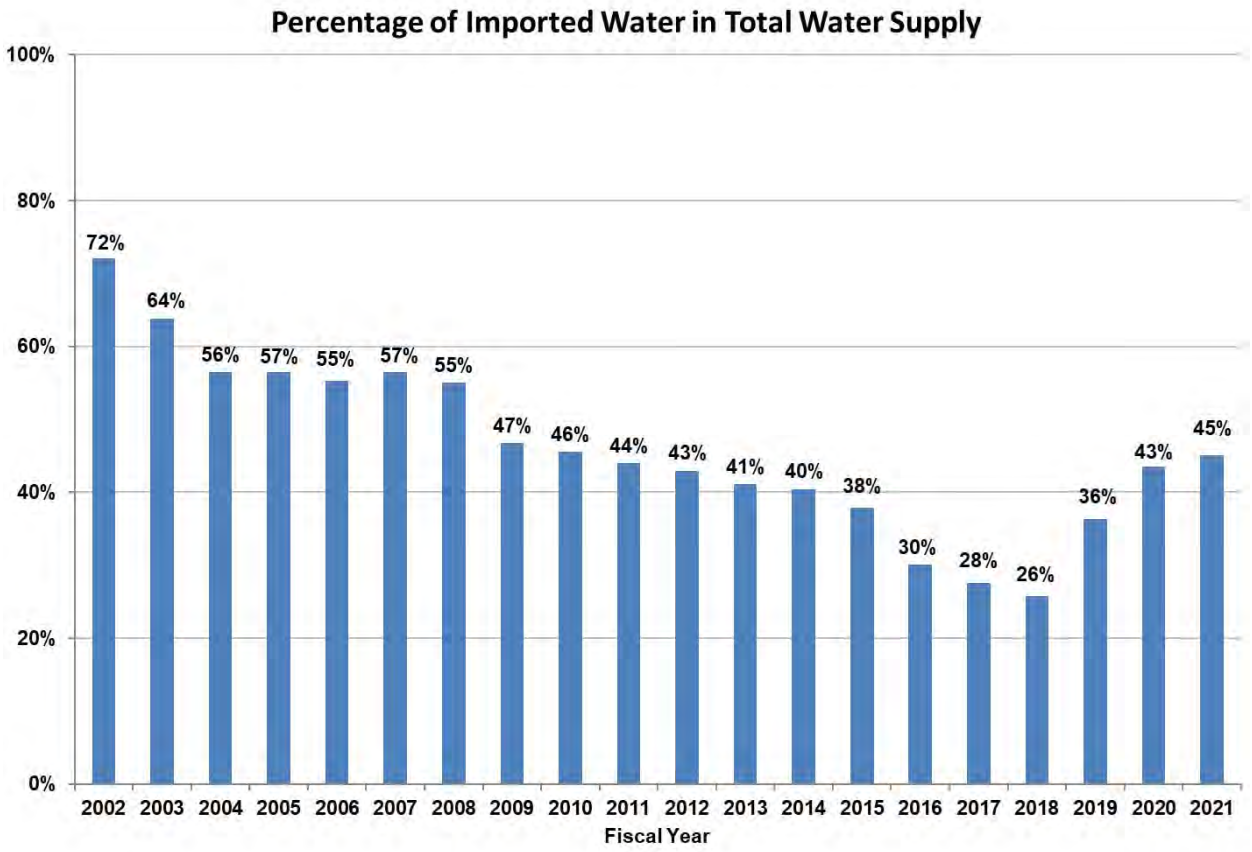


Figure 3 – Percentage of Import Water in Total Water Supply

The following graph demonstrates the effects of Camrosa's commitment to building self-reliance over the last 19 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.

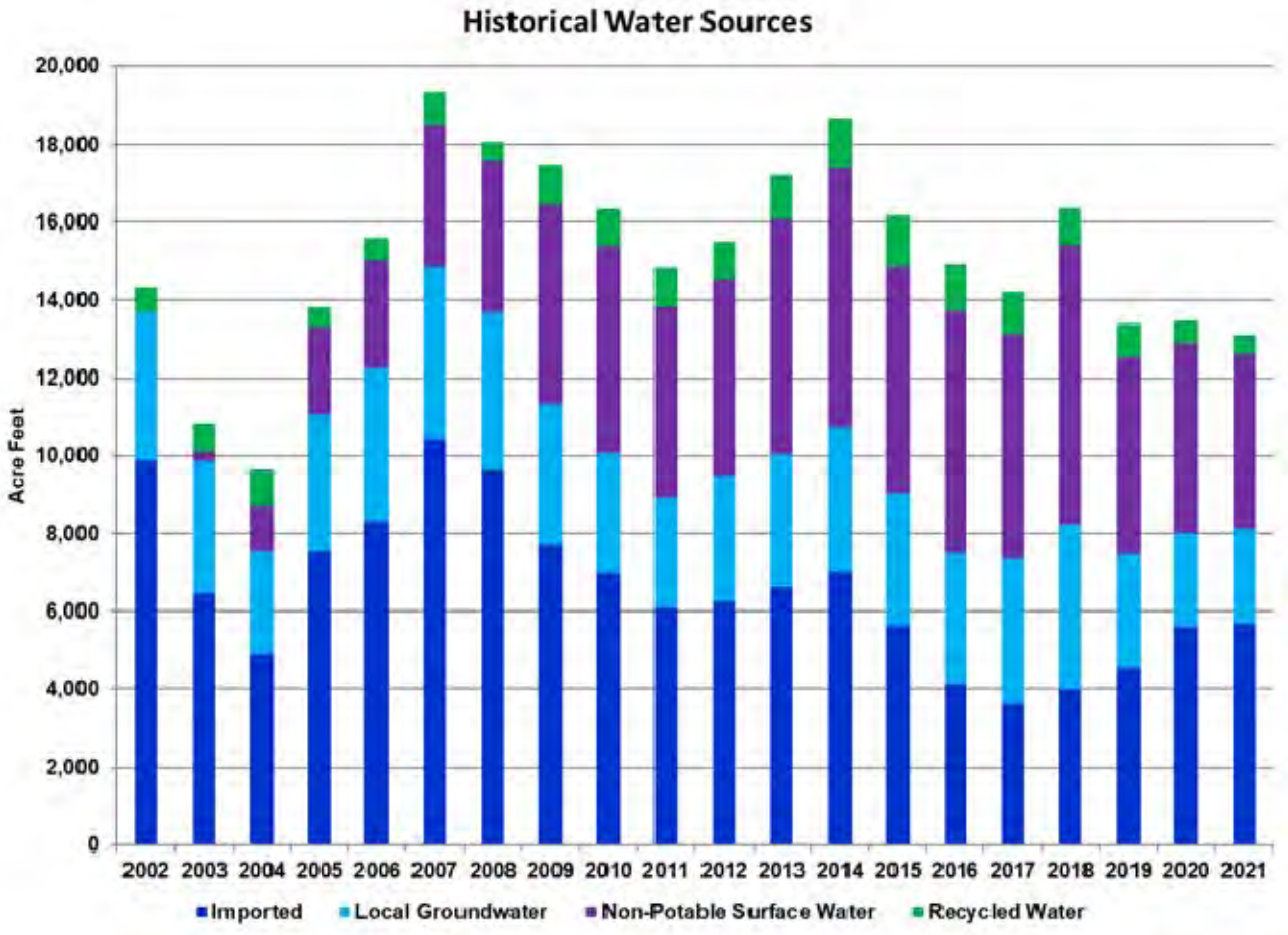


Figure 4 – Historical Water Sources

Any amount of Conejo Creek Project water diverted beyond Camrosa customers' demands is sold 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 acre foot that 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 Pleasant Valley and Oxnard groundwater basins (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 and PV Well #2 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 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). CamSan was in violation of their NPDES permit and 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 avoid violating their NPDES permit and Salinity Management Pipeline discharge fees and provides an additional revenue stream. 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 CWRF 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. This interconnection also increases Camrosa revenue (see page 34 of the main budget document), improves Camrosa operations, and contributes to regional water supply resilience.

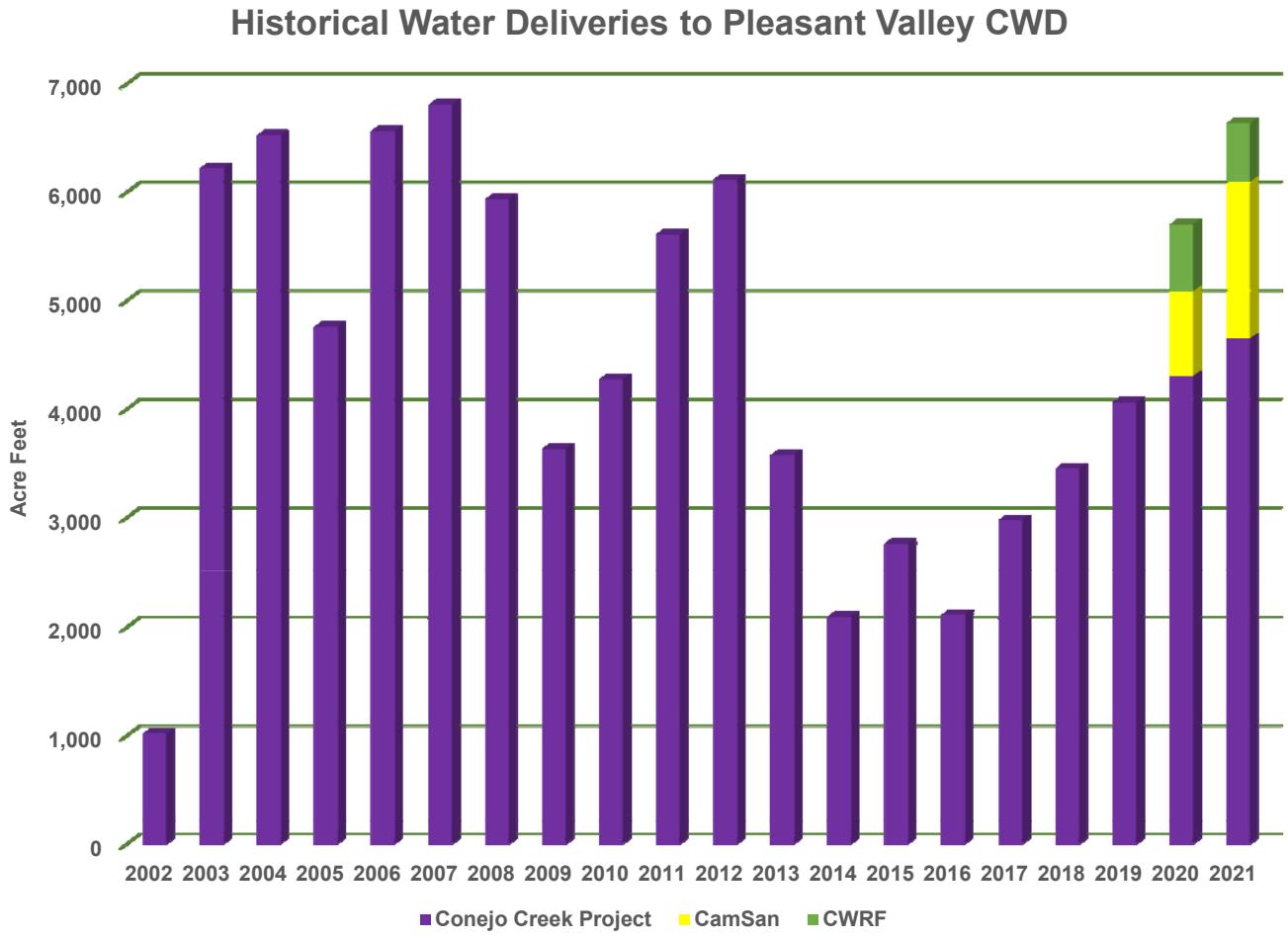


Figure 5 – Historical Water Deliveries to Pleasant Valley CWD

The expectation that wholesales rates will continue to escalate provides another incentive to increase self-reliance. In 2021, the MWD Tier 1 wholesale rates increased by 2.4 percent and in 2022 the Tier 1 wholesale rates will increase by an additional 3.8 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 2.5 percent in 2021 and 4 percent in 2022.

The following graph illustrates the projected cost of imported water.

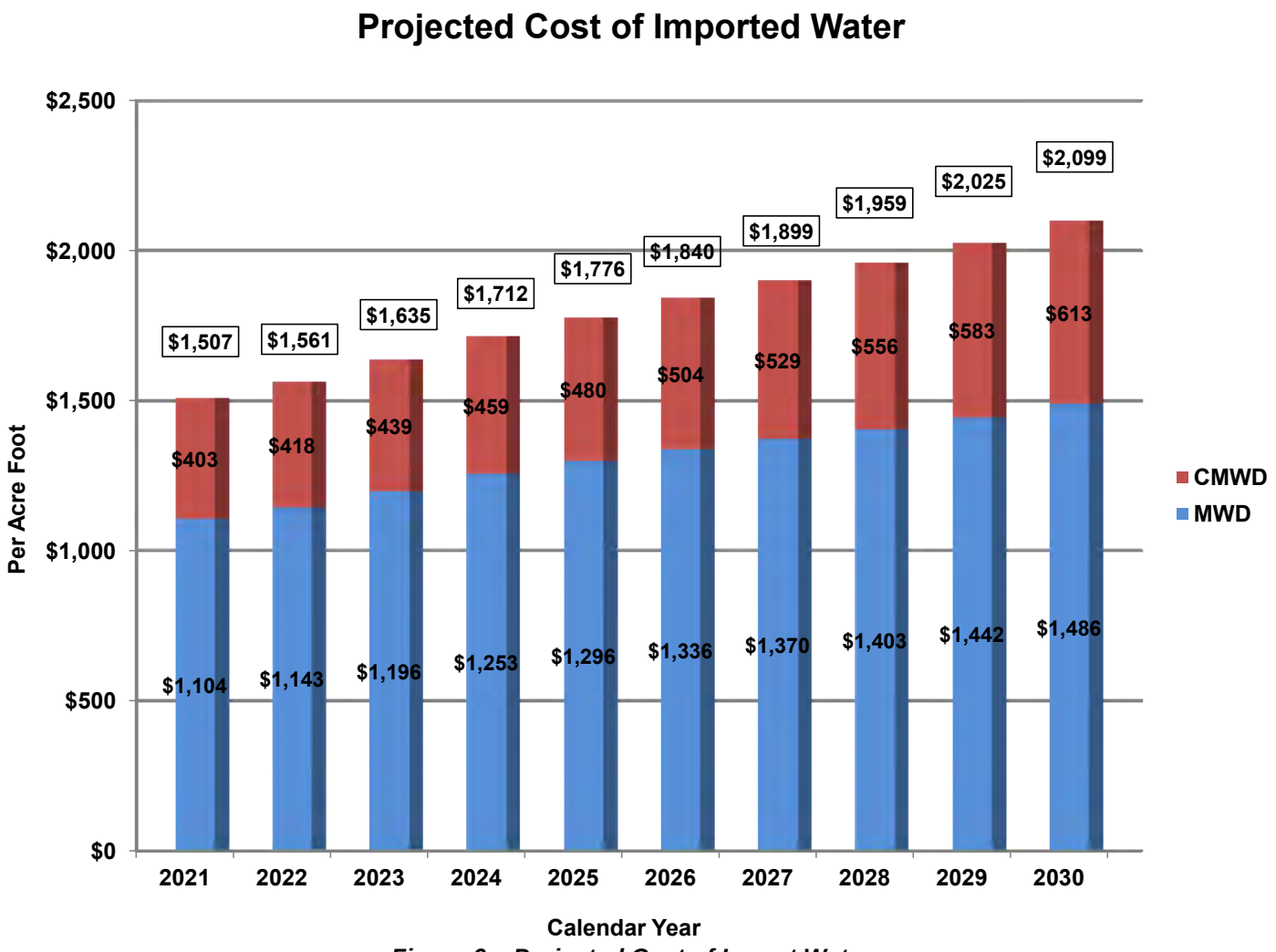


Figure 6 – Projected Cost of Import Water

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.

Alternative Delta conveyance and voluntary agreements regarding Delta flows seemed to be MWD's primary areas of concern and largest cost drivers. 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.

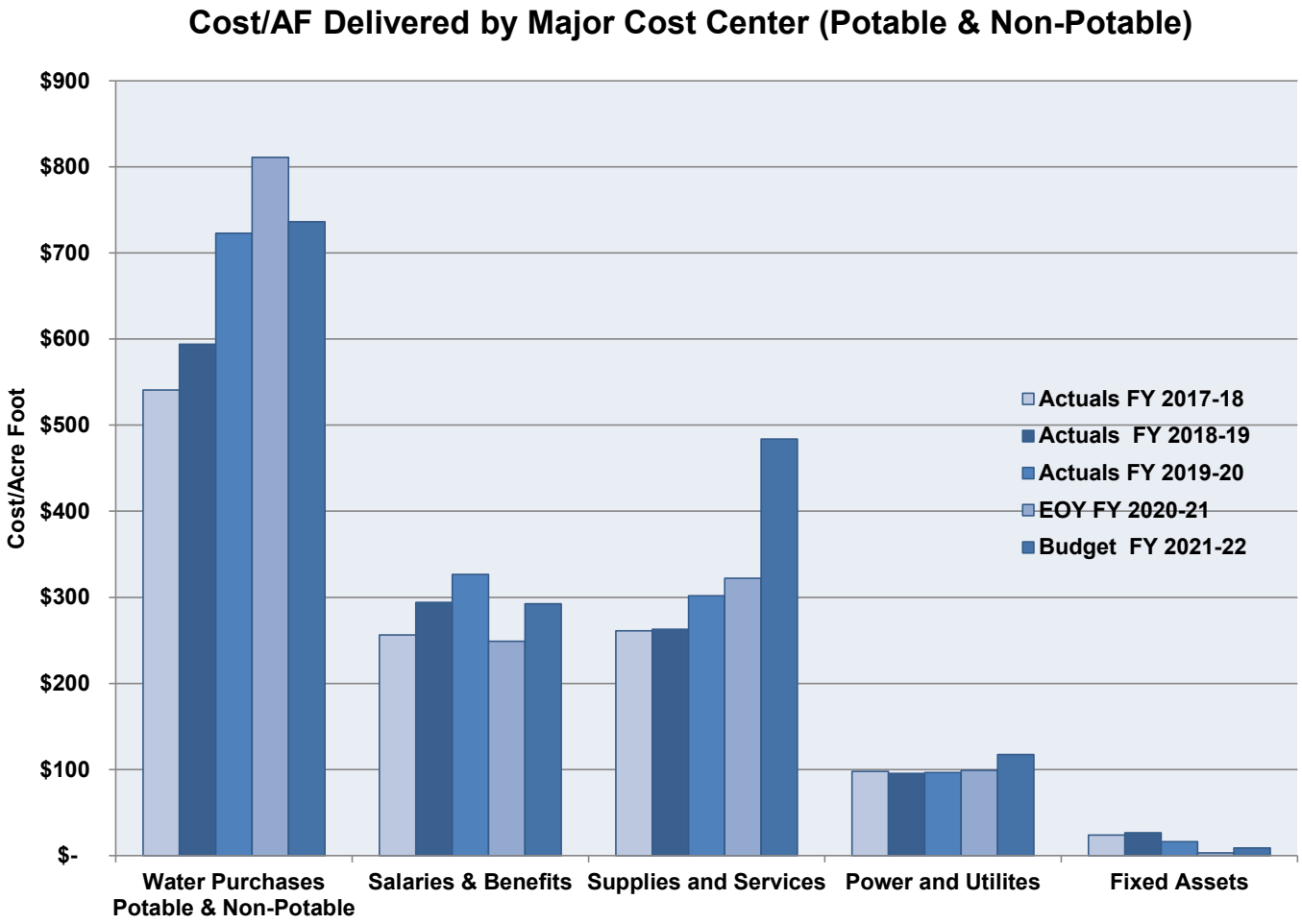


Figure 7 – Cost per Acre-Foot Delivered by Major Cost Center (Potable & Non-Potable)

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.

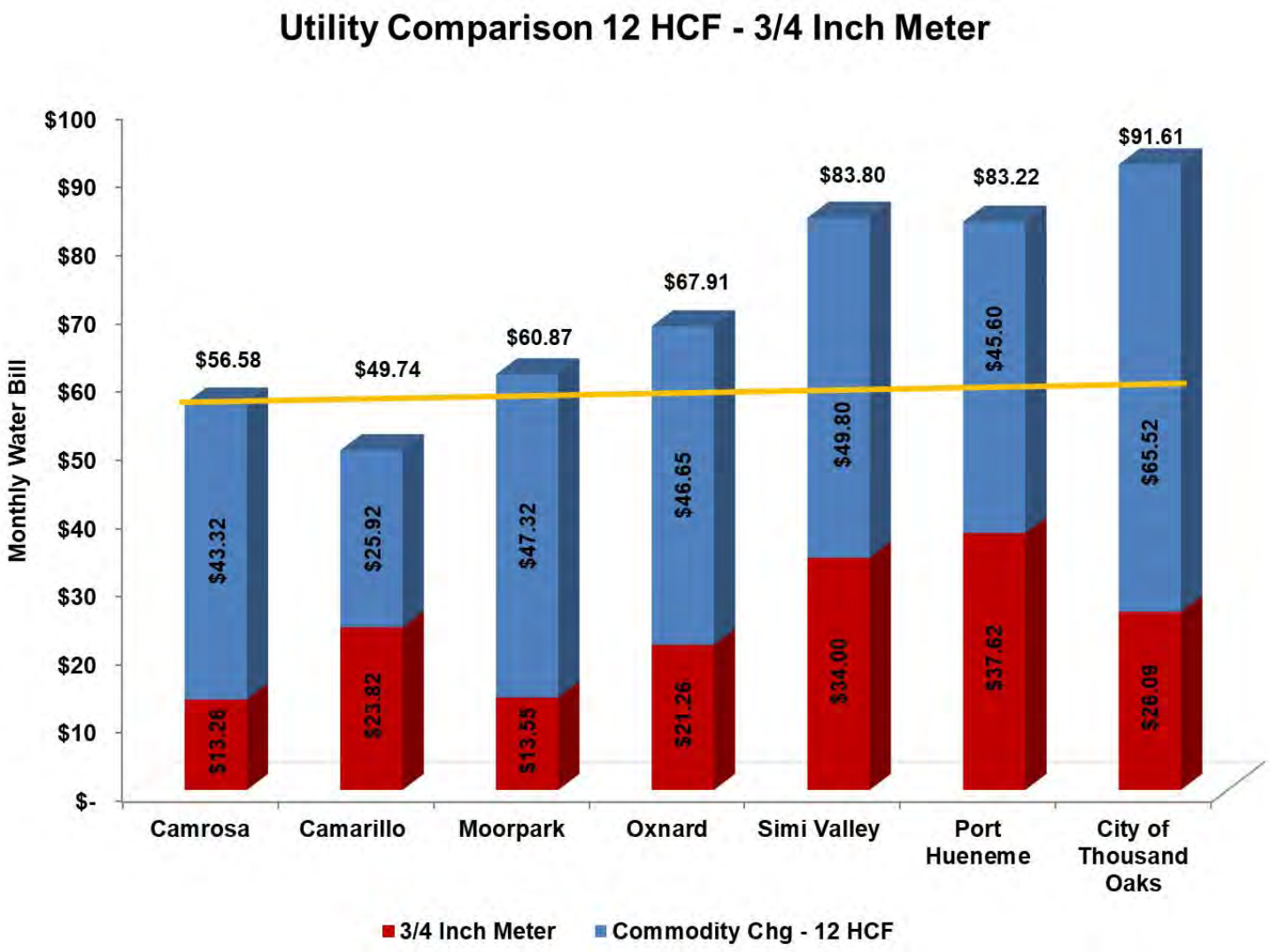


Figure 8 – Water Rate Comparison

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

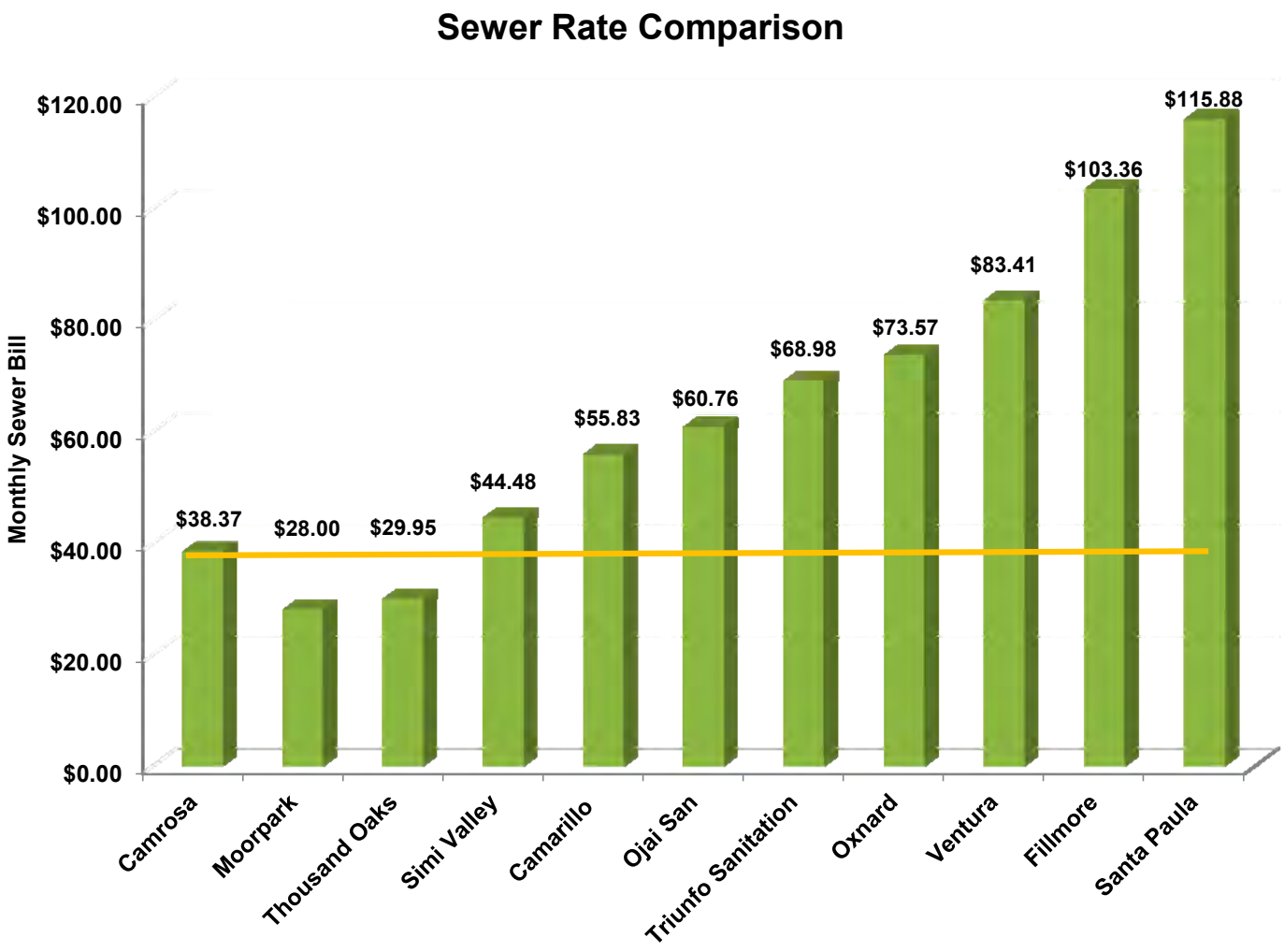


Figure 9 – Sewer Rate Comparison

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, and rehabilitating reservoirs, pump stations, and 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 State Water Resources Control Board continues to extend administrative control over water suppliers through other means, as well, from developing economic models for water loss control and drinking water contaminants to proposing "safe and affordable drinking water" programs that seem designed to test the limits of Proposition 218. Anxieties in Sacramento over a changing climate and environmental justice are driving an increasingly centralized approach to policymaking, with less of the kind of flexibility that has allowed Camrosa to develop a robust and resilient portfolio of supplies at competitive rates.

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/non-potable water use, but it is unclear how that will factor into the calculation.

Despite three years of collaborative stakeholder work among state agencies, water suppliers, academics, and nongovernmental organizations, many of the mechanisms of the permanent regulations remain unclear. The range of potential impacts on water agencies generally and Camrosa in particular is still so large as to not be useful. 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.

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. Legislation required that the SWRCB develop water loss performance standards by July 2020, but to date has yet to do so. The legislation recognizes that mitigating and preventing water loss should be done on a cost-effective basis, but it is unclear how the current proposal squares with that.

Affordable Water

Senate Bill 200 (2019), the Safe and Affordable Drinking Water Act, established $130 million annually to the Safe and Affordable Drinking Water Program, which is intended to help local water systems provide safe drinking water. AB 401 (2015), the Low-Income Water Rate Affordability Act, required the State prepare a report on the feasibility of a water LIRA program. Both laws have proven difficult to implement on their own—and have instead generated additional legislative activity. In 2020, the administration established the Safe and Affordable Funding for Equity and Resilience (SAFER) Drinking Water program, which required an annual needs assessment; the April 2021 "Drinking Water Needs Assessment" informing the SAFER program identified more than $6B in capital costs and nearly $15B over the next ten years in operations and maintenance program to address failing and at-risk public water systems. The funding gaps for such a program are significant and likely include forced consolidation of failing water systems with nearby systems; a bill in front of the Legislature in 2021 would expand the SWRCB's authority to force the consolidation of "at-risk" agencies, as well. No failing or at-risk suppliers are within reach of being physically consolidated with Camrosa, but the mechanism for funding such consolidations is unclear. Two other bills in front of the Legislature in 2021 are attempts to get at the affordability issue presented by the SWRCB's 2019 LIRA report by providing for long-term relief for customers unable to pay their water bill. These bills are still being negotiated, as in their original form they were clear violations of the state Constitution.

While Camrosa supports all communities having safe and reliable drinking water, we do not 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.

Water Quality Regulations

As technology to detect contamination in drinking water improves year over year, so too does the regulatory apparatus's inclination to both increase the number of regulated contaminants and decrease the levels at which they are allowed. The MCL for TCP, described above, is five parts per trillion—a level equal to the technological detection limit for purposes of reporting. Camrosa expects to complete design, and initiate and complete construction, in FY2021-22; as such, only estimates for capital and ongoing O&M costs are available, but it is certain that Conejo Wellfield water will be significantly more expensive than it was prior to building a treatment plant, and the same can be expected for any other treatment that may be required by additional future MCLs.

Per- and polyfluoroalkyl substances (a huge family of synthetic chemicals referred to collectively as PFAS) were present in the Santa Rosa Basin water in 2020; PFAS are not currently regulated by the SWRCB but most estimates assume an MCL is imminent.

The SWRCB is also reconsidering a chromium-six MCL, after delisting it in 2017 in response to a Superior Court judgment; Camrosa staff are advocating with a statewide coalition for a reasonable economic framework to assess treatment costs, levels, and benefits.

Other contaminants of emerging concern, including microplastics, are likely to affect treatment processes on both the potable and wastewater systems. As regulations increase, so too will the cost to produce water that meets and exceeds all regulatory standards, affecting the delta between local and imported sources and changing the cost equation of redundancy and self-reliance.

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 Fox Canyon Groundwater Management Agency (FCGMA) is the GSA for the Pleasant Valley Basin (among other areas), from which the Woodcreek Well and PV Well #2 produce. An allocation plan has been established and the GSA is currently going through a stakeholder process to determine ramp down to sustainable yield. At the same time, projects to increase and supplement the sustainable yield are being investigated and priced out. Once those processes have matured, we will have a better idea of what extraction fees for the Woodcreek Well and PV Well #2 will be; it's likely to be a significant increase over the $12.50/AF the District currently pays.

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 FCGMA). 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 FY2021-22 (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 didn't start until FY20-21; currently the GSP is expected to be complete prior to 2023. 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.

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 the basin's 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: Penny Well Degasifier, Tierra Rejada Well rehabilitation, Distribution Valve Replacement and CamSprings waterline repair.

On the wastewater side, ongoing infrastructure improvements for this fiscal year include: De-watering Press and Smart Covers Sewer Manholes.

General projects for this fiscal year included: Reservoir 1B Communication Facility, District headquarters Security, Utility billing System, LIMS, Tier 2 Historian and Radio Tower @4B. 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 FY2021-22 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 establishing the long-range Strategic Plan, the Board evaluated 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 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 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 11,210 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 9,008 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.

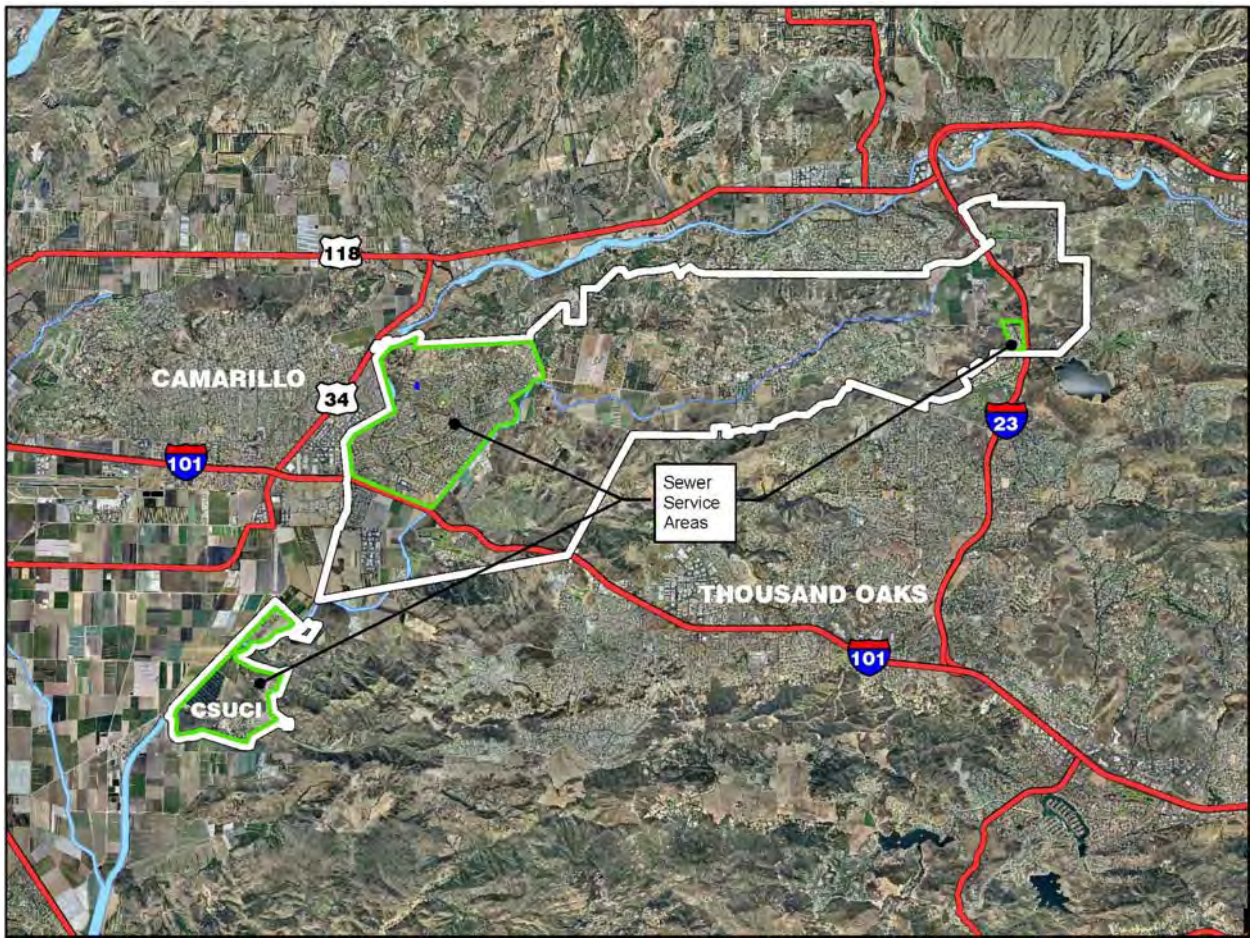


Figure 10 – District Map Boundaries

The following graph sets forth the District's various water customer classes. Residential and Agricultural customers account for approximately 77 percent of the District's projected water service revenue for the fiscal year ending June 30, 2021. The residential customer class includes both indoor and outdoor water usage.

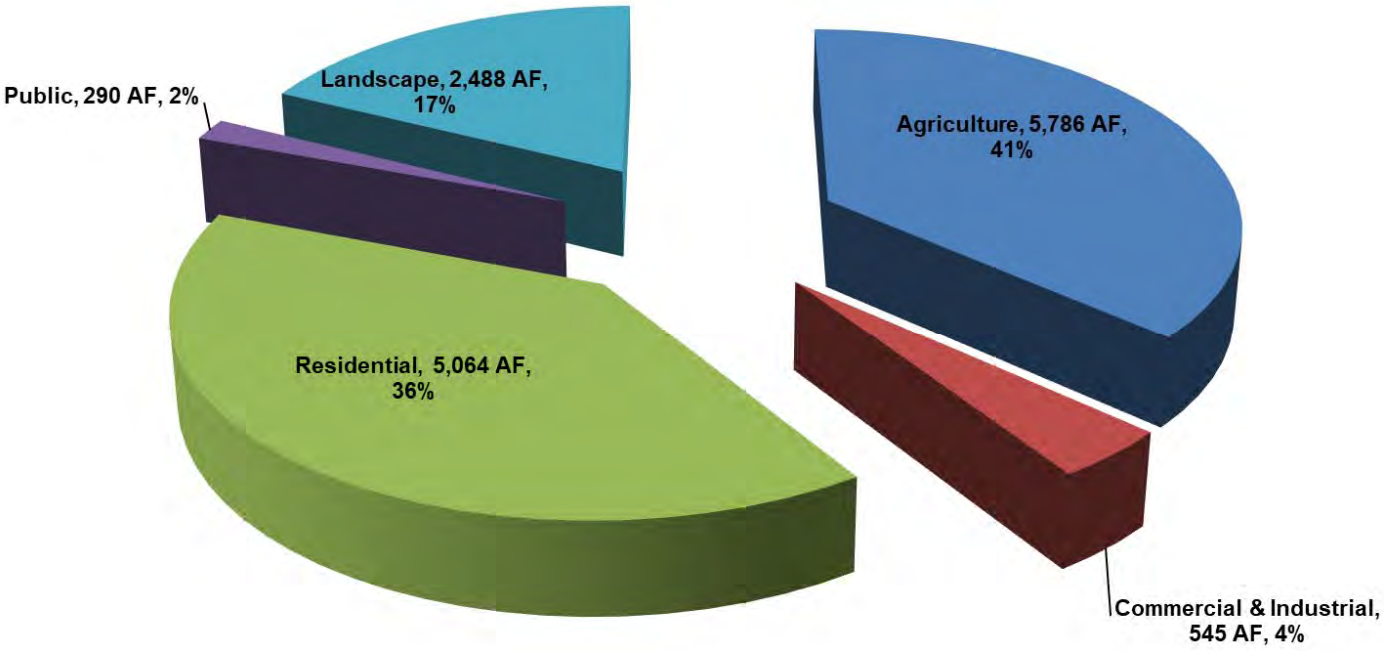


Figure 11 – FY2020-21 Percent of Water Revenues by Customer Class

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.

Director	Title	Division	Expiration of Term	Occupation
Eugene F. West	President	Division 4	November 2024	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 2024	Pharmacist/Teacher

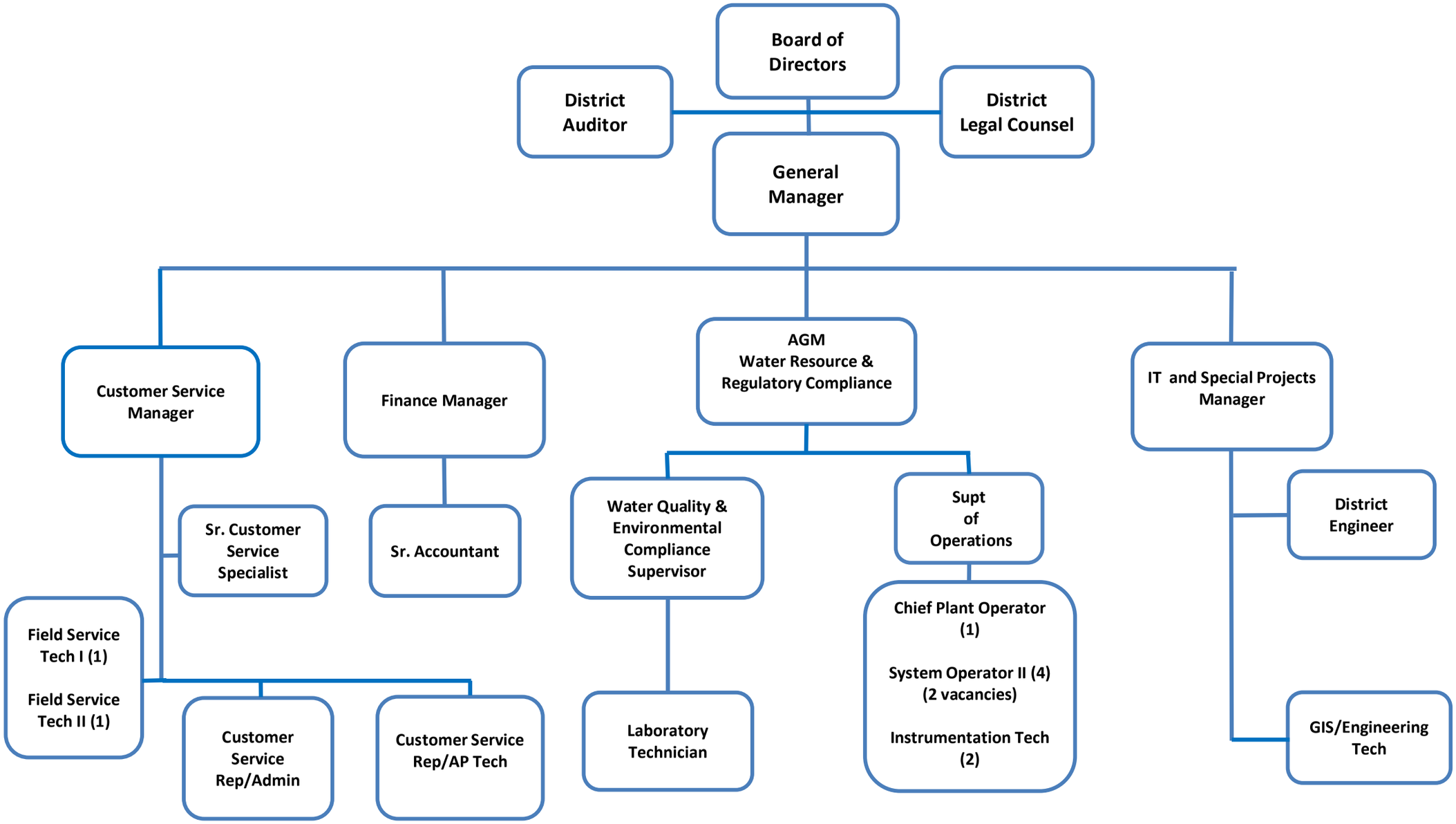
General Manager

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 FY2020-21, the District budgeted for 25 full-time employees and a 2.75 percent salary increase. In FY2021-22 the District budgeted for 25 full-time positions. The budgeted salary increase for FY2021-22 is 3.0 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. The District paid off the CalPERS Unfunded Accrued Liability (UAL) in the amount of $4.9 million in FY2019-20. In FY2020-21, the District paid the full UAL balance shown on the actuarial report with measurement date of June 30, 2018, which set contributions for Fiscal Year 2020-21, and will continue to pay off any new UAL arising in future years. For FY2021-22, the UAL payoff amount for Classic Members will be $145,704. The District's employer/employee contribution rate of 17.34 percent will be collected as a percentage of payroll. The employer contribution rate for any new employees hired since January 1, 2013 will be 7.59 percent and the total unfunded liability dollar amount will be $6,446. The District does not make the employee contributions of 6.750 percent on behalf of employees hired after January 1, 2013 who were not subject to reciprocity as defined in the Public Employee's Pension Reform Act (PEPRA). As of July 1, 2021, the District will start ramping down the amount the District contributes to the CalPERS retirement plan on behalf of existing Classic employees (employees in CalPERS prior to January 1, 2013). That currently amounts to approximately 7 percent of the employee's salary. This amount will be reduced 1 percent per year until the District is no longer making the employees contribution and the employee will then be paying the full 7%.

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 FY2021-22 budget assumes an increase of two percent effective January 1, 2022 for medical and no increase for dental and vision insurance.


Board of Directors
District Auditor
District Legal Counsel
General Manager
Customer Service Manager
Finance Manager
AGM Water Resource & Regulatory Compliance
IT and Special Projects Manager
Sr. Customer Service Specialist
Sr. Accountant
Water Quality & Environmental Compliance Supervisor
Supt of Operations
District Engineer
Field Service Tech I (1)
Field Service Tech II (1)
Customer Service Rep/Admin
Customer Service Rep/AP Tech
Laboratory Technician
Chief Plant Operator (1)
System Operator II (4) (2 vacancies)
Instrumentation Tech (2)
GIS/Engineering Tech

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 11, 2021 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 government-issued or government-insured securities; the District currently has approximately $34.0 million (as of March 31st) 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.

Pension Funding Policy

The District's Pension Funding Policy (Appendix #9) was developed and adopted by Resolution of the Board on January 14, 2021, is intended to provide guidance and strategies to current and future Board of Directors for addressing the District's retirement liabilities. This policy includes internal budgeting, policy directives, and financing mechanisms.

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. 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 FY2021-22 budget.

Budget Calendar

3/11/2021	Present Program Accomplishments FY20-21 Present Program Goals for FY21-22
4/8/2021	FY20-21 Capital Projects Review FY21-22 Capital Projects Proposal FY21-22 Fixed Asset Proposal Projected End-of-Year Budget FY20-21 Projected End-of-Year FY20-21 Reserves
4/22/2021	Draft Expense Budget Draft Revenue Budget Projected FY21-22 Reserve Balances
5/13/2021	3rd Quarter Review Five-Year Forecast
5/27/2021	Appropriation Limit FY21-22
6/10/2021	Draft FY21-22 Operating & Capital Budget
6/24/2021	Adoption of FY21-22 Operating & Capital Budget

Budget Resolution

Insert budget resolution

Budget Summary

Budget Summary	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Revenues								
Water Sales:								
Potable	$ 10,801,589	$ 9,451,209	$ 10,655,664	$ 12,059,800	$ 12,650,510	$ 11,812,100	$ (247,700)	-2.05%
Recycle/Non-Potable	4,822,286	3,951,614	4,507,819	5,064,600	4,957,689	4,708,000	(356,600)	-7.04%
Water Sales Pleasant Valley	558,575	678,598	1,340,423	1,003,300	1,777,909	1,269,200	265,900	26.50%
Meter Service Charge	2,557,753	2,615,301	2,312,427	2,236,700	2,339,631	2,582,800	346,100	15.47%
Sewer Service Charge	3,314,305	3,336,794	3,575,963	3,837,200	3,806,832	4,071,800	234,600	6.11%
Special Services	277,468	224,468	97,957	84,143	38,011	46,000	(38,143)	-45.33%
Pump Zone Charges	52,992	46,658	46,037	52,000	55,163	52,000	-	0.00%
Miscellaneous	28,794	9,255	5,573	-	104,038	-	-	-
Total Operating Revenues	**$ 22,413,762**	**$ 20,313,897**	**$ 22,541,863**	**$ 24,337,743**	**$ 25,729,783**	**$ 24,541,900**	**$ 204,157**	**0.84%**
Operating Expenses								
Import Water Purchases-Calleguas	$ 6,423,454	$ 6,279,972	$ 7,974,574	$ 8,944,278	$ 9,567,732	$ 7,868,165	$ (1,076,113)	-12.03%
Calleguas Fixed Charge	828,462	790,926	764,544	791,376	853,914	981,107	189,731	23.97%
Conejo Creek Project-Thousand Oaks	622,486	645,223	658,919	635,632	924,484	618,672	(16,960)	-2.67%
CamSan	-	-	-	30,000	-	-	(30,000)	-
Salinity Management Pipeline-Calleguas	16,581	112,790	134,156	230,417	149,225	262,690	32,273	14.01%
Production Power	1,346,722	1,171,888	1,199,125	1,475,707	1,317,881	1,453,425	(22,282)	-1.51%
Total Production	**$ 9,237,705**	**$ 9,000,799**	**$ 10,731,318**	**$ 12,107,410**	**$ 12,813,236**	**$ 11,184,059**	**$ (923,351)**	**-7.63%**
Regular Salaries	$ 2,346,783	$ 2,494,625	$ 2,598,783	$ 2,748,561	$ 2,476,268	$ 2,681,273	$ (67,288)	-2.45%
Overtime/Standby	43,982	84,137	88,778	104,131	69,947	100,314	(3,817)	-3.67%
Part Time	66,620	32,976	25,335	112,320	36,339	70,720	(41,600)	-37.04%
Benefits	1,282,627	1,265,854	1,595,361	1,045,433	946,863	1,011,956	(33,477)	-3.20%
Total Salaries & Benefits	**$ 3,740,012**	**$ 3,877,592**	**$ 4,308,257**	**$ 4,010,445**	**$ 3,529,417**	**$ 3,864,263**	**$ (146,182)**	**-3.65%**
Outside Contracts	$ 1,200,414	$ 1,110,929	$ 1,623,485	$ 2,407,497	$ 1,843,683	$ 2,767,967	$ 360,470	14.97%
Professional Services	153,239	98,469	200,667	433,772	250,260	754,405	320,633	73.92%
Total Outside Cont/Profess Services	**$ 1,353,653**	**$ 1,209,398**	**$ 1,824,152**	**$ 2,841,269**	**$ 2,093,943**	**$ 3,522,372**	**$ 681,103**	**23.97%**
Utilities	$ 80,120	$ 85,355	$ 74,600	$ 93,500	$ 88,800	$ 98,500	$ 5,000	5.35%
Communications	67,432	57,353	74,806	55,177	55,000	66,800	11,623	21.06%
Pipeline Repairs	495,517	361,666	360,221	465,000	465,000	465,000	-	0.00%
Small Tools & Equipment	23,032	24,023	18,689	31,850	30,034	31,850	-	0.00%
Materials & Supplies	471,874	411,385	377,328	680,250	581,723	671,750	(8,500)	-1.25%
Repair Parts & Equipment Maintenance	917,410	861,535	834,298	980,000	806,455	1,018,500	38,500	3.93%
Legal Services	24,251	74,397	32,878	45,000	45,000	45,000	-	0.00%
Dues & Subscriptions	37,777	42,911	44,772	51,251	46,586	53,251	2,000	3.90%
Conference & Travel	22,177	31,752	26,132	16,500	3,657	16,500	-	0.00%
Safety & Training	38,763	37,036	22,855	28,000	17,811	52,300	24,300	86.79%
Board Expense	113,720	114,302	115,808	125,000	120,000	120,000	(5,000)	-4.00%
Bad Debt	6,994	19,598	4,420	8,500	40,000	7,500	(1,000)	-11.76%
Fees & Charges	155,588	133,263	155,059	195,074	172,926	214,925	19,851	10.18%
Insurance	83,305	86,137	85,278	107,000	88,606	110,000	3,000	2.80%
Total Supplies & Services	**$ 2,537,960**	**$ 2,340,713**	**$ 2,227,144**	**$ 2,882,102**	**$ 2,561,598**	**$ 2,971,876**	**$ 89,774**	**3.11%**
Total Expenses	**$ 16,869,330**	**$ 16,428,502**	**$ 19,090,871**	**$ 21,841,226**	**$ 20,998,194**	**$ 21,542,570**	**$ (298,656)**	**-1.37%**
Net Operating Revenues	**$ 5,544,432**	**$ 3,885,395**	**$ 3,450,992**	**$ 2,496,517**	**$ 4,731,589**	**$ 2,999,330**	**$ 502,813**	**20.14%**
Less: Non-Operating Expenses								
Debt Service 2011A/2016	$ 1,045,331	$ 1,046,031	$ 1,033,231	$ 1,052,031	$ 1,034,531	$ 1,044,631	$ (7,400)	-0.70%
Debt Service 2012	1,121,900	1,124,100	1,096,750	-	-	-	-	
Rate Stabilization Contribution	-	-	100,000	85,000	85,000	150,000	65,000	76.47%
CalPERS UAL Additional Contribution	-	-	-	-	-	142,109		
Capital Replacement Contribution	4,390,000	2,950,000	1,300,000	2,137,763	4,100,000	2,400,000	262,237	12.27%
Total Non-Operating Expenses	**$ 6,557,231**	**$ 5,120,131**	**$ 3,529,981**	**$ 3,274,794**	**$ 5,219,531**	**$ 3,736,740**	**$ 319,837**	**9.77%**
Add: Non-Operating Revenues								
Interest Revenues	$ 393,147	$ 777,592	$ 655,911	$ 137,905	$ 178,481	$ 153,257	$ 15,352	11.13%
Taxes	657,620	620,590	661,932	640,945	676,113	684,838	43,893	7.07%
Total Non-Operating Revenues	**$ 1,050,767**	**$ 1,398,182**	**$ 1,317,843**	**$ 778,850**	**$ 854,594**	**$ 838,095**	**$ 59,245**	**7.61%**
Net Operating Results	**$ 37,968**	**$ 163,446**	**$ 1,238,854**	**$ 573**	**$ 366,652**	**$ 100,685**	**$ 100,112**	
Capital Fees	$ 158,549	$ 3,342,260	$ 9,825	$ -	$ 42,825	$ -	$ -	-
Mitigation & In-Lieu Fees	-	2,323,857	-	-	1,324,678	-	-	0.00%
Grants	67,519	290,622	326,415	-	1,175	-	-	0.00%
	$ 226,068	**$ 5,956,739**	**$ 336,240**	**$ -**	**$ 1,368,678**	**$ -**	**$ -**	**-**
Net Operating Results After Capital Fees & Grants	**$ 264,036**	**$ 6,120,185**	**$ 1,575,094**	**$ 573**	**$ 1,735,330**	**$ 100,685**	**$ 100,112**	

**Compares FY 2020-21 Adopted Budget to FY 2021-22 Adopted Budget*

Water Program

Water Program	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Revenues								
Water Sales:								
Potable	$ 10,801,589	$ 9,451,209	$ 10,655,664	$ 12,059,800	$ 12,650,510	$ 11,812,100	$ (247,700)	-2.05%
Recycle/Non-Potable	4,822,286	3,951,614	4,507,819	5,064,600	4,957,689	4,708,000	(356,600)	-7.04%
Water Sales Pleasant Valley	558,575	678,598	1,340,423	1,003,300	1,777,909	1,269,200	265,900	26.50%
Meter Service Charge	2,557,753	2,615,301	2,312,427	2,236,700	2,339,631	2,582,800	346,100	15.47%
Special Services	180,354	145,904	69,266	55,699	32,477	40,000	(15,699)	-28.19%
Pump Zone Charges	52,992	46,658	46,037	52,000	55,163	52,000	-	0.00%
Miscellaneous	18,716	8,356	4,272	-	67,556	-	-	-
Total Operating Revenues	**$ 18,992,265**	**$ 16,897,640**	**$ 18,935,908**	**$ 20,472,099**	**$ 21,880,935**	**$ 20,464,100**	**$ (7,999)**	**-0.04%**
Operating Expenses								
Import Water Purchases-Calleguas	$ 6,423,454	$ 6,279,972	$ 7,974,574	$ 8,944,278	$ 9,567,732	$ 7,868,165	$ (1,076,113)	-12.03%
Calleguas Fixed Charge	828,462	790,926	764,544	791,376	853,914	981,107	189,731	23.97%
Conejo Creek Project	622,486	645,223	658,919	635,632	924,484	618,672	(16,960)	-2.67%
Salinity Management Pipeline-Calleguas	7,256	84,407	120,048	208,917	139,934	241,198	32,281	15.45%
CamSan	-	-	-	30,000	-	-	(30,000)	-
Production Power	1,346,722	1,171,888	1,199,125	1,475,707	1,317,881	1,453,425	(22,282)	-1.51%
Total Production	**$ 9,228,380**	**$ 8,972,416**	**$ 10,717,210**	**$ 12,085,910**	**$ 12,803,945**	**$ 11,162,567**	**$ (923,343)**	**-7.64%**
Regular Salaries	$ 1,525,409	$ 1,621,506	$ 1,724,293	$ 1,786,565	$ 1,609,574	$ 1,742,827	$ (43,738)	-2.45%
Overtime/Standby	28,588	54,689	58,904	67,685	45,466	65,204	(2,481)	-3.67%
Part Time	43,303	21,434	16,810	73,008	23,620	45,968	(27,040)	-37.04%
Benefits	833,708	822,805	1,058,522	679,531	615,461	657,771	(21,760)	-3.20%
Total Salaries & Benefits	**$ 2,431,008**	**$ 2,520,434**	**$ 2,858,529**	**$ 2,606,789**	**$ 2,294,121**	**$ 2,511,770**	**$ (95,019)**	**-3.65%**
Outside Contracts	$ 613,123	$ 619,050	$ 863,751	$ 1,488,063	$ 974,794	$ 1,765,418	$ 277,355	18.64%
Professional Services	84,166	55,053	115,666	304,963	146,305	516,263	211,300	69.29%
Total Outside Cont/Profess Services	**$ 697,289**	**$ 674,103**	**$ 979,417**	**$ 1,793,026**	**$ 1,121,099**	**$ 2,281,681**	**$ 488,655**	**27.25%**
Utilities	$ 60,620	$ 60,899	$ 55,714	$ 68,525	$ 69,400	$ 73,525	$ 5,000	7.30%
Communications	43,958	37,279	48,624	35,865	35,750	43,420	7,555	21.07%
Pipeline Repairs	481,789	361,666	347,130	455,000	455,000	455,000	-	0.00%
Small Tools & Equipment	19,492	17,867	16,249	28,402	27,158	28,402	-	0.00%
Materials & Supplies	348,853	319,469	287,125	554,440	458,320	548,915	(5,525)	-1.00%
Repair Parts & Equipment Maintenance	755,170	683,850	715,504	850,450	680,677	883,325	32,875	3.87%
Legal Services	15,763	48,358	21,371	29,250	29,250	29,250	-	0.00%
Dues & Subscriptions	24,555	27,892	29,102	31,363	28,331	32,663	1,300	4.15%
Conference & Travel	14,415	20,639	16,986	10,725	2,377	10,725	-	0.00%
Safety & Training	25,196	24,073	14,856	18,200	11,577	33,995	15,795	86.79%
Board Expense	73,918	74,296	75,275	81,250	78,000	78,000	(3,250)	-4.00%
Bad Debt	4,546	12,739	2,873	5,525	26,000	4,875	(650)	-11.76%
Fees & Charges	89,188	92,425	98,585	128,084	110,763	132,937	4,853	3.79%
Insurance	54,148	55,989	55,431	69,550	57,594	71,500	1,950	2.80%
Total Supplies & Services	**$ 2,011,611**	**$ 1,837,441**	**$ 1,784,825**	**$ 2,366,629**	**$ 2,070,197**	**$ 2,426,532**	**$ 59,903**	**2.53%**
Total Expenses	**$ 14,368,288**	**$ 14,004,394**	**$ 16,339,981**	**$ 18,852,354**	**$ 18,289,362**	**$ 18,382,550**	**$ (469,804)**	**-2.49%**
Net Operating Revenues	**$ 4,623,977**	**$ 2,893,246**	**$ 2,595,927**	**$ 1,619,745**	**$ 3,591,573**	**$ 2,081,550**	**$ 461,805**	**28.51%**
Less: Non-Operating Expenses								
Debt Service 2011A/2016	$ 851,881	$ 854,381	$ 846,581	$ 858,081	$ 843,081	$ 853,681	$ (4,400)	-0.51%
Debt Service 2012	682,000	682,500	666,250	-	-	-	-	
Rate Stabilization Contribution	-	-	100,000	50,000	50,000	70,000	20,000	40.00%
CalPERS UAL Additional Contribution	-	-	-	-	-	92,371		
Capital Replacement Contribution	3,965,000	2,450,000	1,250,000	1,459,784	3,200,000	1,795,000	335,216	22.96%
Total Non-Operating Expenses	**$ 5,498,881**	**$ 3,986,881**	**$ 2,862,831**	**$ 2,367,865**	**$ 4,093,081**	**$ 2,811,052**	**$ 350,816**	**14.82%**
Add: Non-Operating Revenues								
Interest Revenues	$ 275,489	$ 540,721	$ 502,387	$ 107,363	$ 138,713	$ 119,801	$ 12,438	11.58%
Taxes	657,620	620,590	661,932	640,945	676,113	684,838	43,893	6.85%
Total Non-Operating Revenues	**$ 933,109**	**$ 1,161,311**	**$ 1,164,319**	**$ 748,308**	**$ 814,826**	**$ 804,639**	**$ 56,331**	**7.53%**
Net Operating Results	**$ 58,205**	**$ 67,676**	**$ 897,415**	**$ 188**	**$ 313,318**	**$ 75,137**	**$ 74,949**	
Capital Fees	$ 116,474	$ 1,986,350	$ 9,825	$ -	$ 42,825	$ -	$ -	-
Mitigation & In-Lieu Fees	-	2,323,857	-	-	1,324,678	-	-	-
Grants	67,519	290,622	326,415	-	1,175	-	-	-
	$ 183,993	**$ 4,600,829**	**$ 336,240**	**$ -**	**$ 1,368,678**	**$ -**	**$ -**	**-**
Net Operating Results After Capital Fees & Grants	**$ 242,198**	**$ 4,668,505**	**$ 1,233,655**	**$ 188**	**$ 1,681,996**	**$ 75,137**	**$ 74,949**	
Debt Ratio	**3.70**	**5.44**	**2.49**	**2.76**	**6.85**	**3.38**		

**Compares FY 2020-21 Adopted Budget to FY 2021-22 Adopted Budget*

Potable Water Program

Potable Water Program	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Revenues								
Water Sales:								
Potable	$ 10,801,589	$ 9,451,209	$ 10,655,664	$ 12,059,800	$ 12,650,510	$ 11,812,100	$ (247,700)	-2.05%
Meter Service Charge	2,375,360	2,358,515	2,181,678	2,157,800	2,212,760	2,492,000	334,200	15.49%
Special Services	146,012	114,456	40,258	38,949	25,146	30,000	(8,949)	-22.98%
Pump Zone Charges	33,334	29,653	28,045	31,000	32,473	31,000	-	0.00%
Miscellaneous	9,732	6,687	3,112	-	35,129	-	-	-
Total Operating Revenues	**$ 13,366,027**	**$ 11,960,520**	**$ 12,908,757**	**$ 14,287,549**	**$ 14,956,018**	**$ 14,365,100**	**$ 77,551**	**0.54%**
Operating Expenses								
Import Water Purchases-Calleguas	$ 5,346,596	$ 5,756,914	$ 7,349,836	$ 8,219,212	$ 8,973,659	$ 7,215,372	$ (1,003,840)	-12.21%
Calleguas Fixed Charge	828,462	790,926	764,544	791,376	853,914	981,107	189,731	23.97%
Salinity Management Pipeline-Calleguas	7,256	84,407	120,048	208,917	139,934	241,198	32,281	15.45%
Production Power	465,081	422,847	420,625	478,817	496,372	561,513	82,696	17.27%
Total Production	**$ 6,647,395**	**$ 7,055,094**	**$ 8,655,053**	**$ 9,698,322**	**$ 10,463,879**	**$ 8,999,190**	**$ (699,132)**	**-7.21%**
Regular Salaries	$ 991,516	$ 1,053,979	$ 1,148,379	$ 1,161,267	$ 1,046,223	$ 1,132,838	$ (28,429)	-2.45%
Overtime/Standby	18,582	35,548	39,230	43,995	29,553	42,383	(1,612)	-3.66%
Part Time	28,147	13,932	11,196	47,455	15,353	29,879	(17,576)	-37.04%
Benefits	541,910	534,823	704,976	441,695	400,050	427,551	(14,144)	-3.20%
Total Salaries & Benefits	**$ 1,580,155**	**$ 1,638,282**	**$ 1,903,781**	**$ 1,694,412**	**$ 1,491,179**	**$ 1,632,651**	**$ (61,761)**	**-3.64%**
Outside Contracts	$ 425,601	$ 376,421	$ 539,579	$ 887,565	$ 558,293	$ 1,075,619	$ 188,054	21.19%
Professional Services	44,485	28,575	69,071	155,581	97,350	265,457	109,876	70.62%
Total Outside Cont/Profess Services	**$ 470,086**	**$ 404,996**	**$ 608,650**	**$ 1,043,146**	**$ 655,643**	**$ 1,341,076**	**$ 297,930**	**28.56%**
Utilities	$ 52,431	$ 53,663	$ 48,144	$ 59,633	$ 61,288	$ 64,633	$ 5,000	8.38%
Communications	23,033	19,385	25,285	18,650	18,590	22,578	3,928	21.06%
Pipeline Repairs	449,727	321,304	309,232	380,000	380,000	380,000	-	0.00%
Small Tools & Equipment	17,877	12,385	14,633	22,029	21,382	22,029	-	0.00%
Materials & Supplies	266,851	265,776	236,173	467,589	388,126	464,716	(2,873)	-0.61%
Repair Parts & Equipment Maintenance	255,709	405,330	336,606	523,834	428,952	502,929	(20,905)	-3.99%
Legal Services	8,197	25,146	11,113	15,210	15,210	15,210	-	0.00%
Dues & Subscriptions	12,769	14,504	15,133	16,309	14,732	16,985	676	4.14%
Conference & Travel	7,496	10,732	8,833	5,577	1,236	5,577	-	0.00%
Safety & Training	13,102	12,518	7,725	9,464	6,020	17,677	8,213	86.78%
Board Expense	38,437	38,634	39,143	42,250	40,560	40,560	(1,690)	-4.00%
Bad Debt	2,364	6,624	1,494	2,873	13,520	2,535	(338)	-11.76%
Fees & Charges	68,537	72,330	76,137	100,928	91,921	103,451	2,523	2.50%
Insurance	28,157	29,114	28,824	36,166	29,949	37,180	1,014	2.80%
Total Supplies & Services	**$ 1,244,687**	**$ 1,287,445**	**$ 1,158,475**	**$ 1,700,512**	**$ 1,511,486**	**$ 1,696,060**	**$ (4,452)**	**-0.26%**
Total Expenses	**$ 9,942,323**	**$ 10,385,817**	**$ 12,325,959**	**$ 14,136,392**	**$ 14,122,187**	**$ 13,668,977**	**$ (467,415)**	**-3.31%**
Net Operating Revenues	**$ 3,423,704**	**$ 1,574,703**	**$ 582,798**	**151,157**	**833,831**	**$ 696,123**	**$ 544,966**	**360.53%**
Less: Non-Operating Expenses								
Debt Service 2011A/2016	$ 821,521	$ 823,790	$ 816,338	$ 827,316	$ 813,066	$ 823,036	$ (4,280)	-0.52%
Rate Stabilization Contribution	-	-	100,000	-	-	-	-	-
CalPERS UAL Additional Contribution	-	-	-	-	-	60,041	60,041	-
Capital Replacement Contribution	3,265,000	1,550,000	50,000	-	300,000	275,000	275,000	-
Total Non-Operating Expenses	**$ 4,086,521**	**$ 2,373,790**	**$ 966,338**	**$ 827,316**	**$ 1,113,066**	**$ 1,158,077**	**$ 330,761**	**39.98%**
Add: Non-Operating Revenues								
Interest Revenues	240,140	466,701	421,383	92,485	103,572	89,418	$ (3,067)	-3.32%
Taxes	394,572	372,354	397,159	384,567	405,668	410,904	26,337	6.85%
Total Non-Operating Revenues	**$ 634,712**	**$ 839,055**	**$ 818,542**	**$ 477,052**	**$ 509,240**	**$ 500,322**	**$ 23,270**	**4.88%**
Net Operating Results	**$ (28,105)**	**$ 39,968**	**$ 435,002**	**$ (199,107)**	**$ 230,005**	**$ 38,368**	**$ 237,475**	
Capital Fees	$ 116,474	$ 1,986,350	$ 9,825	$ -	$ 42,825	$ -	$ -	-
Mitigation & In-Lieu Fees	-	1,686,260	-	-	1,324,678	-	-	-
Grants	67,519	62,904	73,231	-	-	-	-	-
	$ 183,993	**$ 3,735,514**	**$ 83,056**	**$ -**	**$ 1,367,503**	**$ -**	**$ -**	**-**
Net Operating Results After Capital Fees & Grants	**$ 155,888**	**$ 3,775,482**	**$ 518,058**	**$ (199,107)**	**$ 1,597,508**	**$ 38,368**	**$ 237,475**	

**Compares FY 2020-21 Adopted Budget to FY 2021-22 Adopted Budget*

Non-Potable Water Program

Non-Potable Water Program	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Revenues								
Water Sales:								
Recycle/Non-Potable	$ 4,822,286	$ 3,951,614	$ 4,507,819	$ 5,064,600	$ 4,957,689	$ 4,708,000	$ (356,600)	-7.04%
Water Sales Pleasant Valley	558,575	678,598	1,340,423	1,003,300	1,777,909	1,269,200	265,900	26.50%
Meter Service Charge	182,393	256,786	130,749	78,900	126,871	90,800	11,900	15.08%
Special Services	34,342	31,448	29,008	16,750	7,331	10,000	(6,750)	-40.30%
Pump Zone Charges	19,658	17,005	17,992	21,000	22,690	21,000	-	0.00%
Miscellaneous	8,984	1,669	1,160	-	32,427	-	-	-
Total Operating Revenues	**$ 5,626,238**	**$ 4,937,120**	**$ 6,027,151**	**$ 6,184,550**	**$ 6,924,917**	**$ 6,099,000**	**$ (85,550)**	**-1.38%**
Operating Expenses								
Import Water Purchases-Calleguas	$ 1,076,858	$ 523,058	$ 624,738	$ 725,066	$ 594,073	$ 652,793	$ (72,273)	-9.97%
Conejo Creek Project	622,486	645,223	658,919	635,632	924,484	618,672	(16,960)	-2.67%
CamSan	-	-	-	30,000	-	-	(30,000)	-
Production Power	881,641	749,041	778,500	996,890	821,509	891,912	(104,978)	-10.53%
Total Production	**$ 2,580,985**	**$ 1,917,322**	**$ 2,062,157**	**$ 2,387,588**	**$ 2,340,066**	**$ 2,163,377**	**$ (224,211)**	**-9.39%**
Regular Salaries	$ 533,893	$ 567,527	$ 575,914	$ 625,298	$ 563,351	$ 609,989	$ (15,309)	-2.45%
Overtime/Standby	10,006	19,141	19,674	23,690	15,913	22,821	(869)	-3.67%
Part Time	15,156	7,502	5,614	25,553	8,267	16,089	(9,464)	-37.04%
Benefits	291,798	287,982	353,546	237,836	215,411	230,220	(7,616)	-3.20%
Total Salaries & Benefits	**$ 850,853**	**$ 882,152**	**$ 954,748**	**$ 912,377**	**$ 802,942**	**$ 879,119**	**$ (33,258)**	**-3.65%**
Outside Contracts	$ 187,522	$ 242,629	$ 324,172	$ 600,498	$ 416,501	$ 689,799	$ 89,301	14.87%
Professional Services	39,681	26,478	46,595	149,382	48,955	250,806	101,424	67.90%
Total Outside Cont/Profess Services	**$ 227,203**	**$ 269,107**	**$ 370,767**	**$ 749,880**	**$ 465,456**	**$ 940,605**	**$ 190,725**	**25.43%**
Utilities	$ 8,189	$ 7,236	$ 7,570	$ 8,892	$ 8,112	$ 8,892	$ -	0.00%
Communications	20,925	17,894	23,339	17,215	17,160	20,842	3,627	21.07%
Pipeline Repairs	32,062	40,362	37,898	75,000	75,000	75,000	-	0.00%
Small Tools & Equipment	1,615	5,482	1,616	6,373	5,776	6,373	-	0.00%
Materials & Supplies	82,002	53,693	50,952	86,851	70,194	84,199	(2,652)	-3.05%
Repair Parts & Equipment Maintenance	499,461	278,520	378,898	326,616	251,725	380,396	53,780	16.47%
Legal Services	7,566	23,212	10,258	14,040	14,040	14,040	-	0.00%
Dues & Subscriptions	11,786	13,388	13,969	15,054	13,599	15,678	624	4.15%
Conference & Travel	6,919	9,907	8,153	5,148	1,141	5,148	-	0.00%
Safety & Training	12,094	11,555	7,131	8,736	5,557	16,318	7,582	86.79%
Board Expense	35,481	35,662	36,132	39,000	37,440	37,440	(1,560)	-4.00%
Bad Debt	2,182	6,115	1,379	2,652	12,480	2,340	(312)	-11.76%
Fees & Charges	20,651	20,095	22,448	27,156	18,842	29,486	2,330	8.58%
Insurance	25,991	26,875	26,607	33,384	27,645	34,320	936	2.80%
Total Supplies & Services	**$ 766,924**	**$ 549,996**	**$ 626,350**	**$ 666,117**	**$ 558,711**	**$ 730,472**	**$ 64,355**	**9.66%**
Total Expenses	**$ 4,425,965**	**$ 3,618,577**	**$ 4,014,022**	**$ 4,715,962**	**$ 4,167,175**	**$ 4,713,573**	**$ (2,389)**	**-0.05%**
Net Operating Revenues	**$ 1,200,273**	**$ 1,318,543**	**$ 2,013,129**	**$ 1,468,588**	**$ 2,757,742**	**$ 1,385,427**	**$ (83,161)**	**-5.66%**
Less: Non-Operating Expenses								
Debt Service 2011A/2016	$ 30,360	$ 30,591	$ 30,243	$ 30,765	$ 30,015	$ 30,645	$ (120)	-0.39%
Debt Service 2012	682,000	682,500	666,250	-	-	-	-	-
Rate Stabilization Contribution	-	-	-	50,000	50,000	70,000	20,000	-
CalPERS UAL Additional Contribution	-	-	-	-	-	32,330	32,330	-
Capital Replacement Contribution	700,000	900,000	1,200,000	1,459,784	2,900,000	1,520,000	60,216	4.12%
Total Non-Operating Expenses	**$ 1,412,360**	**$ 1,613,091**	**$ 1,896,493**	**$ 1,540,549**	**$ 2,980,015**	**$ 1,652,975**	**$ 112,426**	**7.30%**
Add: Non-Operating Revenues								
Interest Revenues	$ 35,349	$ 74,020	$ 81,004	$ 14,878	$ 35,141	$ 30,383	$ 15,505	104.21%
Taxes	263,048	248,236	264,773	256,378	270,445	273,934	17,556	6.85%
Total Non-Operating Revenues	**$ 298,397**	**$ 322,256**	**$ 345,777**	**$ 271,256**	**$ 305,586**	**$ 304,317**	**$ 33,061**	**12.19%**
Net Operating Results	**$ 86,310**	**$ 27,708**	**$ 462,413**	**$ 199,295**	**$ 83,313**	**$ 36,769**	**$ (162,526)**	
Capital Fees	-	-	-	-	-	-	-	-
Mitigation & In-Lieu Fees	-	637,597	-	-	-	-	-	-
Grants	-	227,718	253,184	-	1,175	-		
Net Operating Results After Capital Fees & Grants	**$ 86,310**	**$ 893,023**	**$ 715,597**	**$ 199,295**	**$ 84,488**	**$ 36,769**	**$ (162,526)**	

**Compares FY 2020-21 Adopted Budget to FY 2021-22 Adopted Budget*

Wastewater Program

Wastewater Program	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Revenues								
Sewer Service Charge	$ 3,314,305	$ 3,336,794	$ 3,575,963	$ 3,837,200	$ 3,806,832	$ 4,071,800	$ 234,600	6.11%
Special Services	97,114	78,564	28,691	28,444	5,534	6,000	(22,444)	-78.91%
Miscellaneous	10,078	899	1,301	-	36,482	-	-	-
Total Operating Revenues	**$ 3,421,497**	**$ 3,416,257**	**$ 3,605,955**	**$ 3,865,644**	**$ 3,848,848**	**$ 4,077,800**	**$ 212,156**	**5.49%**
Operating Expenses								
Salinity Management Pipeline-Calleguas	$ 9,325	$ 28,383	$ 14,108	$ 21,500	$ 9,291	$ 21,492	(8)	-0.04%
Total Production	**$ 9,325**	**$ 28,383**	**$ 14,108**	**$ 21,500**	**$ 9,291**	**$ 21,492**	**$ (8)**	**-0.04%**
Regular Salaries	$ 821,374	$ 873,119	$ 874,490	$ 961,996	$ 866,694	$ 938,446	$ (23,550)	-2.45%
Overtime/Standby	15,394	29,448	29,874	36,446	24,481	35,110	(1,336)	-3.67%
Part Time	23,317	11,542	8,525	39,312	12,719	24,752	(14,560)	-37.04%
Benefits	448,919	443,049	536,839	365,902	331,402	354,185	(11,717)	-3.20%
Total Salaries & Benefits	**$ 1,309,004**	**$ 1,357,158**	**$ 1,449,728**	**$ 1,403,656**	**$ 1,235,296**	**$ 1,352,493**	**$ (51,163)**	**-3.64%**
Outside Contracts	$ 587,291	$ 491,879	$ 759,734	$ 919,434	$ 868,889	$ 1,002,549	$ 83,115	9.04%
Professional Services	69,073	43,416	85,001	128,809	103,955	238,142	109,333	84.88%
Total Outside Cont/Profess Services	**$ 656,364**	**$ 535,295**	**$ 844,735**	**$ 1,048,243**	**$ 972,844**	**$ 1,240,691**	**$ 192,448**	**18.36%**
Utilities	$ 19,500	$ 24,456	$ 18,886	$ 24,975	$ 19,400	$ 24,975	$ -	0.00%
Communications	23,474	20,074	26,182	19,312	19,250	23,380	4,068	21.06%
Pipeline Repairs	13,728	-	13,091	10,000	10,000	10,000	-	0.00%
Small Tools & Equipment	3,540	6,156	2,440	3,448	2,876	3,448	-	0.00%
Materials & Supplies	123,021	91,916	90,203	125,810	123,403	122,835	(2,975)	-2.36%
Repair Parts & Equipment Maintenance	162,240	177,685	118,794	129,550	125,778	135,175	5,625	4.34%
Legal Services	8,488	26,039	11,507	15,750	15,750	15,750	-	0.00%
Dues & Subscriptions	13,222	15,019	15,670	19,888	18,255	20,588	700	3.52%
Conference & Travel	7,762	11,113	9,146	5,775	1,280	5,775	-	0.00%
Safety & Training	13,567	12,963	7,999	9,800	6,234	18,305	8,505	86.79%
Board Expense	39,802	40,006	40,533	43,750	42,000	42,000	(1,750)	-4.00%
Bad Debt	2,448	6,859	1,547	2,975	14,000	2,625	(350)	-11.76%
Fees & Charges	66,400	40,838	56,474	66,990	62,163	81,988	14,998	22.39%
Insurance	29,157	30,148	29,847	37,450	31,012	38,500	1,050	2.80%
Total Supplies & Services	**$ 526,349**	**$ 503,272**	**$ 442,319**	**$ 515,473**	**$ 491,401**	**$ 545,344**	**$ 29,871**	**5.79%**
Total Expenses	**$ 2,501,042**	**$ 2,424,108**	**$ 2,750,890**	**$ 2,988,872**	**$ 2,708,832**	**$ 3,160,020**	**$ 171,148**	**5.73%**
Net Operating Revenues	**$ 920,455**	**$ 992,149**	**$ 855,065**	**$ 876,772**	**$ 1,140,016**	**$ 917,780**	**$ 41,008**	**4.68%**
Less: Non-Operating Expenses								
Debt Service 2011A/2016	$ 193,450	$ 191,650	$ 186,650	$ 193,950	$ 191,450	$ 190,950	$ (3,000)	-1.55%
Debt Service 2012	439,900	441,600	430,500	-	-	-	-	
Rate Stabilization Contribution	-	-	-	35,000	35,000	80,000	45,000	-
CalPERS UAL Additional Contribution	-	-	-	-	-	49,738	49,738	-
Capital Replacement Contribution	425,000	500,000	50,000	677,979	900,000	605,000	(72,979)	-14.60%
Total Non-Operating Expenses	**$ 1,058,350**	**$ 1,133,250**	**$ 667,150**	**$ 906,929**	**$ 1,126,450**	**$ 925,688**	**$ 18,759**	**2.07%**
Add: Non-Operating Revenues								
Interest Revenues	$ 117,658	$ 236,871	$ 153,524	$ 30,542	$ 39,768	$ 33,456	$ 2,914	9.54%
Total Non-Operating Revenues	**$ 117,658**	**$ 236,871**	**$ 153,524**	**$ 30,542**	**$ 39,768**	**$ 33,456**	**$ 2,914**	**9.54%**
Net Operating Results	**$ (20,237)**	**$ 95,770**	**$ 341,439**	**$ 385**	**$ 53,334**	**$ 25,548**	**$ 25,163**	
Capital Fees	42,075	1,355,910	-	-	-		-	-
Net Operating Results After Capital Fees & Grants	**$ 21,838**	**$ 1,451,680**	**$ 341,439**	**$ 385**	**$ 53,334**	**$ 25,548**	**$ 25,163**	
Debt Ratio	**1.71**	**4.08**	**1.63**	**4.68**	**6.16**	**4.98**		

**Compares FY 2020-21 Adopted Budget to FY 2021-22 Adopted Budget*

Revenues

Camrosa's revenues are received from seven major sources. Water Sales represent approximately 70 percent of the total revenues, Water Meter Service Charges are typically 10 percent of revenues, Sewer Service Charges are about 16 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.

FY2020-21

Total operating and non-operating revenues for FY2020-21 are projected to be $26,584,377 or approximately $1,467,784 above budget. This increase in revenue is due to an increase in potable water sales within the District and non-potable water sales to Pleasant Valley County Water District (PVCWD) above budgeted sales projections. Total projected water sales served within the District of approximately 14,173 AF are below the budgeted sales of 14,500 AF. The District received $1,368,678 additional revenue from a combination of Mitigation, In-Lieu, Capital fees, and grant receipts, which the District does not include as a budgeted revenue line item.

FY2021-22

Water Sales The District treats water as a commodity, generating revenue by measuring consumption at the customer's meter. Water sales represent 70 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 FY2021-22 of 13,217 AF, of which 6,978 AF is potable and 6,239 AF non-potable/recycled water served within the District. Water sales include the adopted potable commodity rates effective July 1, 2021. On the non-potable water side, the adopted rate increase scheduled for July 1, 2021 will be deferred for one-year and reevaluated for the following fiscal year. FY2021-22 water sales revenues are projected to be $16,520,100 within the District's service area. The District's Schedule of Water and Wastewater Rates is located in Appendix #3.

Non-potable water sold to Pleasant Valley County Water District (PVCWD) is captured in separate expense and revenue line items in the District's budget. The FY2021-22 budget projection for PVCWD water sales in the amount of $1,269,200, of which 4,395 AF of Conejo Creek water, using a five year average of deliveries, and 800 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 ten percent of Total Revenue and are projected based on an anticipated zero percent growth in our customer base for FY2021-22. FY2021-22 meter service charge revenue is expected to be $2,582,800, based upon the average number of service connections and the meter service fee rates effective July 1, 2021. The District's Schedule of Water and Wastewater Rates is located in Appendix #3.

Sewer Service Charge revenues for the FY2021-22 budget year are expected to be $4,071,800 or 16 percent of Total Revenue. Sewer Service Charges are billed to all customers as a flat monthly rate, currently $38.37 (effective July 1, 2021). 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 $153,257 or 0.60 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 0.55 percent rate of return in projected balances.

Tax revenue is budgeted at $684,838 for FY2021-22, 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 FY2021-22 Gann Limit is $904,948.

Capital Connection Fees are not being projected as part of the FY2021-22 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.

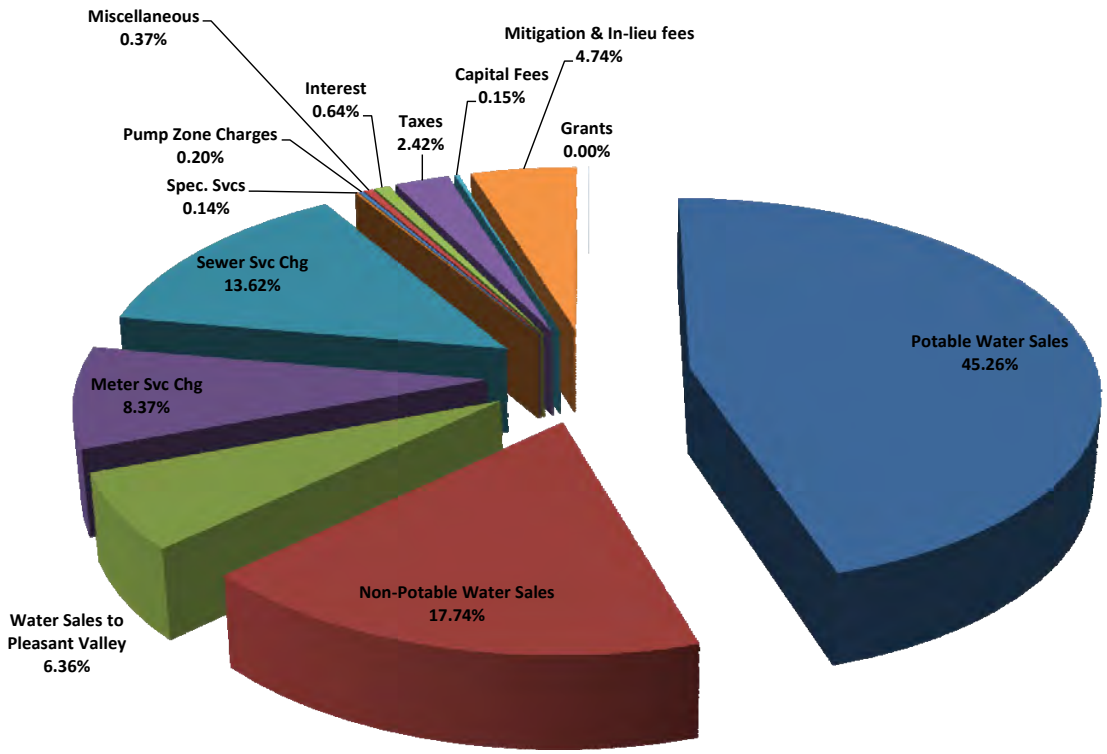
Special Services are various fees for turn-off/turn-on, late fees, and other miscellaneous administrative fees. Special Services revenues are budgeted at $46,000. Revenue from Special Services is based upon our projected revenues for FY2020-21. The District is not budgeting for late fees for FY2021-22 due to COVID-19 uncertainty regarding the ability to collect late fees.

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 FY2021-22 based on projected deliveries.

Total Revenues are expected to reach $25,379,995 in June 2022. Total revenues are projected to be $263,402 greater than FY2020-21 budget, which is a combination of the water and sewer rates to go into effect July 1, 2021 and a decrease in the annual water deliveries.

Comparison of Total Revenues

FY 2020-21 Projected Operating & Non-Operating Revenues - $27,953,055



FY 2021-22 Budgeted Operating & Non-Operating Revenues - $25,379,995

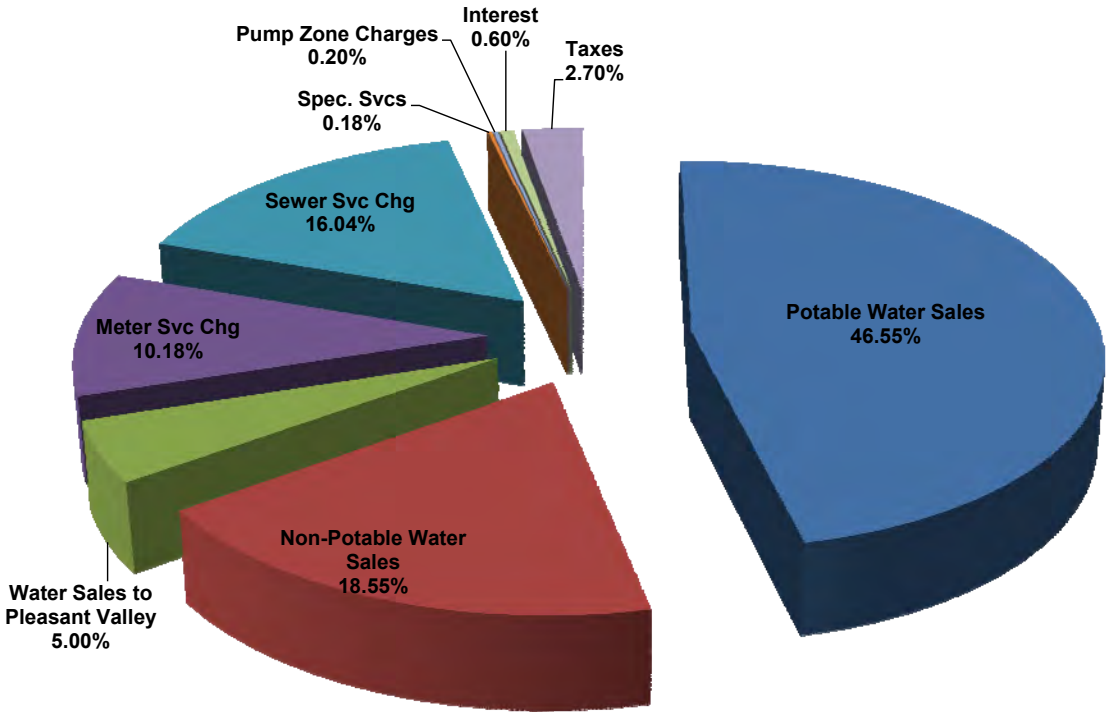


Figure 12 – Comparison of Total Revenues

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Expense Centers

The FY2021-22 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.

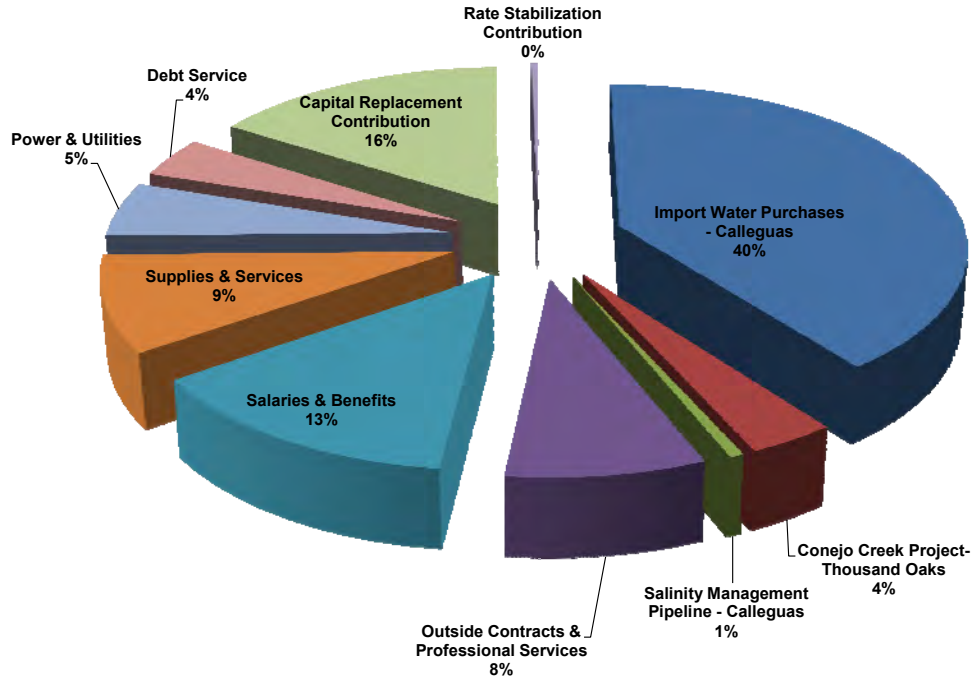
Salaries & Benefits and indirect support services are allocated to Water Operations (65 percent) and Wastewater Operations (35 percent), with the exception of the Water Quality Program, which is distributed 50:50 between the two programs. Non-operating revenues are allocated to the enterprise that generates the revenues 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 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 2020-21 Projected Operating & Non-Operating Expenses - $26,217,725



FY 2021-22 Budgeted Operating & Non-Operating Expenses - $25,279,310

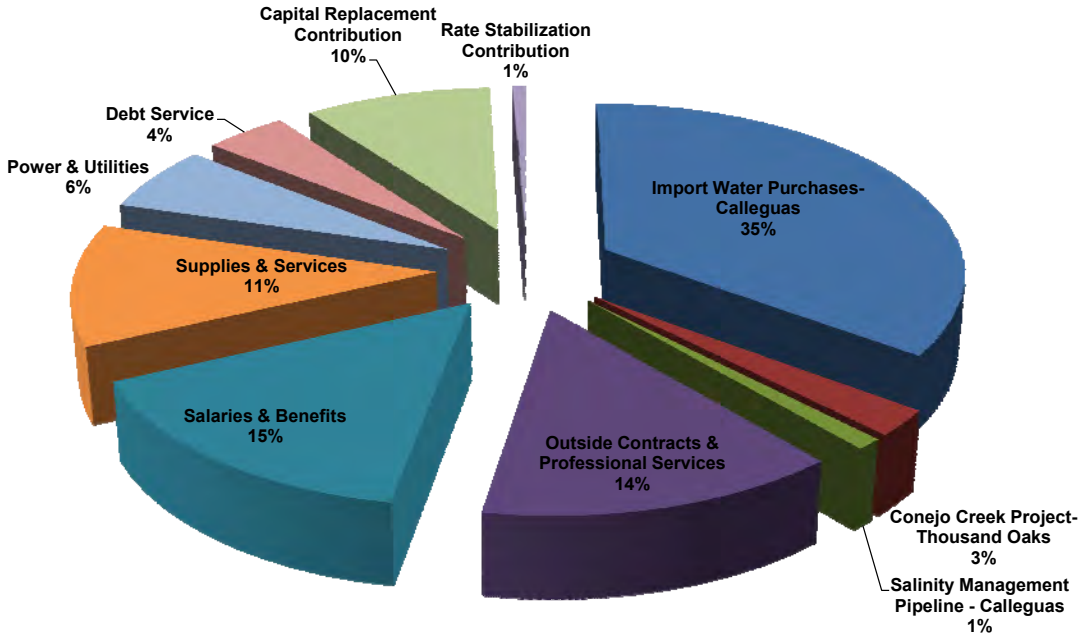


Figure 13 – Comparison of Total Expenses

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 2020-21

- Although State Water Board certification testing was postponed due to COVID-19 restrictions on testing center, District employees continued training and certification where they could:
  - Two employees attained Advanced Water Treatment Operator Level 4 certification
  - Four employees completed a "management and supervisory basics" training program through Public Utilities and Waterworks Management Institute
- Recognized nine years of Zero Lost Time Accidents
- Successfully recruited an Instrumentation Technician and a Customer Service Technician
- Provided Sexual Harassment Prevention, Unconscious Bias, and Emotional Intelligence with Diversity & Inclusion training
- Provided monthly safety training to all staff
- Continued Part-Time Student Employee Program
- Reorganized District staff
- Completed Compensation & Classification Study
- Adopted Pension Funding Policy

Goals for 2021-22

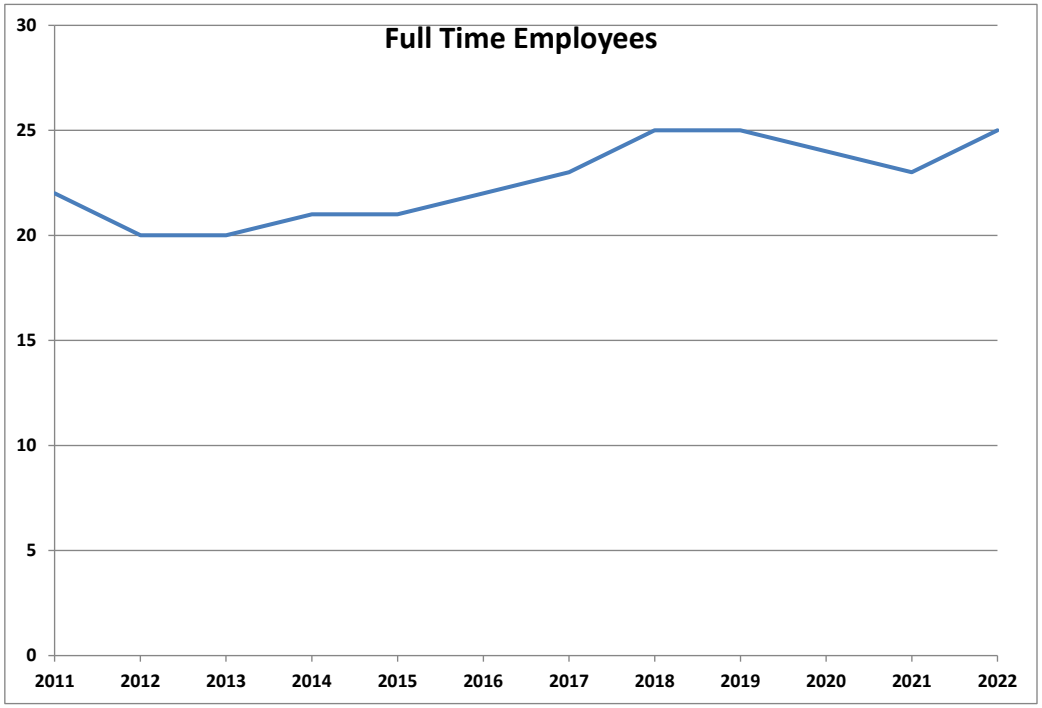
- Zero Lost Time Accidents
- Enhance staff training and certification
- Continue Succession Planning

Human Resources – Program 05

Human Resources Program 05		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Salaries & Benefits									
Regular Salaries	50100	$ 2,346,784	$ 2,494,625	$ 2,598,783	$ 2,748,561	$ 2,476,268	$ 2,681,273	$ (67,288)	-2.45%
Overtime	50110	66,620	59,637	62,930	76,008	45,068	70,712	(5,296)	-6.97%
Part Time	50120	32,121	32,976	25,335	112,320	36,339	70,720	(41,600)	-37.04%
Standby	50130	11,861	24,500	25,847	28,123	24,879	29,602	1,479	5.26%
Benefits	50140	1,282,627	1,265,854	1,595,362	1,045,433	946,863	1,011,956	(33,477)	-3.20%
Total Salaries & Benefits		**$ 3,740,013**	**$ 3,877,592**	**$ 4,308,257**	**$ 4,010,445**	**$ 3,529,417**	**$ 3,864,263**	**$ (146,182)**	**-3.65%**
Contracts & Professional Services									
Outside Contracts	50220	$ 15,640	$ 14,843	$ 12,901	$ 18,600	$ 11,841	$ 18,600	$ -	0.00%
Professional Services	50230	-	-	-	-	-	10,000	10,000	-
Total Contracts & Professional Services		**$ 15,640**	**$ 14,843**	**$ 12,901**	**$ 18,600**	**$ 11,841**	**$ 28,600**	**$ 10,000**	**53.76%**
Services & Supplies									
Materials & Supplies	50260	$ 315	$ -	$ -	$ -	$ -	$ -	$ -	-
Dues & Subscriptions	50290	4,361	6,221	4,737	7,000	7,000	7,000	0	0.00%
Conference & Travel	50300	10,153	13,374	10,102	9,200	3,657	9,200	0	0.00%
Safety & Training	50310	38,762	37,036	22,795	28,000	17,810	52,300	24,300	86.79%
Fees & Charges	50350	-	-	846	500	500	300	(200)	-40.00%
Total Services & Supplies		**$ 53,591**	**$ 56,631**	**$ 38,480**	**$ 44,700**	**$ 28,967**	**$ 68,800**	**$ 24,100**	**53.91%**
Total Operating Expenditures		**$ 3,809,244**	**$ 3,949,066**	**$ 4,359,638**	**$ 4,073,745**	**$ 3,570,225**	**$ 3,961,663**	**$ (112,082)**	**-2.75%**
Fixed Assets	50600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Total Expenses		**$ 3,809,244**	**$ 3,949,066**	**$ 4,359,638**	**$ 4,073,745**	**$ 3,570,225**	**$ 3,961,663**	**$ (112,082)**	**-2.75%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 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 FY2020-21 and the number of employees budgeted for FY2021-22. The District will end the fiscal year with 23 employees and is budgeting for 25 employees for the coming fiscal year.



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 2020-2021

- Began preliminary work on the Groundwater Sustainability Plan
- Completed feasibility study of water quality improvements at Conejo Wellfield, a pilot study of granular activated carbons
- Initiated design of the water treatment facility at the Conejo Wellfield
- Adopted Pension Funding Policy
- Received the CSMFO Operational Budgeting Excellence Award for the seventh consecutive year
- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the sixth consecutive year
- Contributed to AWAVC, CCWUC, CSUCI presentations
- Initiated the District's Strategic Plan
- Adopted the 2020 Urban Water Management Plan

Goals for 2021-2022

- Increase groundwater production to improve our import-to-local blend ratio
- Look for new water opportunities
- Begin a Facilities Master Plan
- Begin construction of the water treatment facility at the Conejo Wellfield
- Begin construction of the PV Well #2 site
- Support development of Groundwater Sustainability Plan for Arroyo Santa Rosa Basin
- Develop an Emergency Response Plan in accordance with America's Infrastructure Act of 2018
- Pursue grant funding where available and appropriate
- Complete the District's Strategic Plan
- Continue Public Outreach Program

General Administration – Program 10

General Administration Program 10		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Contracts & Professional Services									
Outside Contracts	50220	$ 4,685	$ 11,274	$ 36,005	$ 67,200	$ 5,143	$ 9,200	$ (58,000)	-86.31%
Professional Services	50230	91,711	37,075	131,990	202,405	71,187	510,405	308,000	152.17%
Total Contracts & Professional Services		**$ 96,396**	**$ 48,349**	**$ 167,995**	**$ 269,605**	**$ 76,330**	**$ 519,605**	**$ 250,000**	**92.73%**
Services & Supplies									
Small Tools & Equipment	50250	$ 333	$ -	$ 2,657	$ 2,000	$ 2,000	$ 2,000	$ -	0.00%
Materials & Supplies	50260	31,577	31,356	26,698	24,350	11,891	24,350	-	0.00%
Legal Services	50280	24,251	74,397	32,878	45,000	45,000	45,000	-	0.00%
Dues & Subscriptions	50290	33,416	36,450	40,036	40,750	36,587	42,750	2,000	4.91%
Conference & Travel	50300	12,025	18,378	16,030	7,300	0	7,300	-	0.00%
Safety & Training	50310	-	-	60	-	0	-	-	-
Board Expense	50330	113,720	114,302	115,809	125,000	120,000	120,000	(5,000)	-4.00%
Bad Debt	50340	6,994	19,598	4,420	8,500	40,000	7,500	(1,000)	-11.76%
Fees & Charges	50350	61,386	50,792	48,080	57,800	31,150	60,850	3,050	5.28%
Insurance	50360	83,305	86,136	85,278	107,000	88,606	110,000	3,000	2.80%
Total Services & Supplies		**$ 367,007**	**$ 431,409**	**$ 371,946**	**$ 417,700**	**$ 375,234**	**$ 419,750**	**$ 2,050**	**0.49%**
Total Operating Expenses		**$ 463,403**	**$ 479,758**	**$ 539,941**	**$ 687,305**	**$ 451,564**	**$ 939,355**	**$ 252,050**	**-100.00%**
Fixed Assets	50600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Total Expenses		**$ 463,403**	**$ 479,758**	**$ 539,941**	**$ 687,305**	**$ 451,564**	**$ 939,355**	**$ 252,050**	**36.67%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 Adopted Budget*

Portable Generators

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 secure access 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 and satellite communications, as well as secure access of all support subscriptions to hosted and onsite data services, are included in this program. Costs are allocated as overhead to the three cost centers.

Accomplishments for 2020-2021

- Upgraded from Office2010 to Office365 online subscription
- Migrated email/Exchange to hosted solution
- Migrated DNS to failover hosted provider
- Upgraded on-premise backup storage capacity from 24TBs to 100TBs
- Upgraded FSANDSQL to Windows server 2016 virtual machine
- Implemented Acronis Cloud and Microsoft Azure Cloud for off-sight backups
- Implemented Forti-Analyzer data logger for enhanced security monitoring
- Wireless Access Point Security Upgrade
- Upgraded on-premise file share hosting from MS Server 2008 to MS Server 2016
- Replicated/Synchronized on-premise and cloud based file shares
- Migrated on-premise personal folders to OneDrive cloud solution
- Implemented cloud-based endpoint threat detection and response
- Implemented Microsoft Teams for chat, meetings, calling and collaboration
- Provided network/communications for work-at-home environment during pandemic

Goals for 2021-2022

- Migrate CIS billing application from on-premise to cloud-based implementation
- Upgrade Office365 G1 Subscription to Enhanced G3 Subscription
- Upgrade CWDVSQL to Windows server 2016 virtual machine
- Migrate Camnet Intranet to Sharepoint architecture
- Client workstation refresh (up to four workstations as needed)
- Install secondary backup server at CWRF
- Begin migration of server platforms from Server 2016 to Server 2019
- Conduct network security audit and implement NIST Cybersecurity standards

Fixed Assets

- Cellular Booster $25,000
- Window 2019 Upgrade $28,500

Information Services – Program 11

Information Services Program 11		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Contracts & Professional Services									
Outside Contracts	50220	$ 111,260	$ 120,409	$ 127,214	$ 205,247	$ 205,000	$ 275,668	$ 70,421	25.55%
	50230	-	-	65	-	53,000	-	-	
Total Contracts & Professional Services		**$ 111,260**	**$ 120,409**	**$ 127,279**	**$ 205,247**	**$ 258,000**	**$ 275,668**	**$ 70,421**	**25.55%**
Services & Supplies									
Communications	50210	$ 67,068	$ 57,353	$ 74,806	$ 55,177	$ 55,000	$ 66,800	$ 11,623	17.40%
Materials & Supplies	50260	-	127	86	-	129	-	-	-
Repair Parts & Equipment Maintenance	50270	20,951	17,401	17,910	27,500	27,500	35,000	7,500	21.43%
Dues & Subscriptions	50290	-	240	-	500	-	500	-	0.00%
Total Services & Supplies		**$ 88,019**	**$ 75,121**	**$ 92,802**	**$ 83,177**	**$ 82,629**	**$ 102,300**	**$ 19,123**	**18.69%**
Total Operating Expenses		**$ 199,279**	**$ 195,530**	**$ 220,081**	**$ 288,424**	**$ 340,629**	**$ 377,968**	**$ 89,544**	**31.05%**
Fixed Assets	50600	$ 76,937	$ 110,930	$ 48,432	$ 15,500	$ 6,354	$ 53,500	$ 38,000	245.16%
Total Expenses		**$ 276,216**	**$ 306,460**	**$ 268,513**	**$ 303,924**	**$ 346,983**	**$ 431,468**	**$ 127,544**	**41.97%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 Adopted Budget*

Trimble handheld GPS unit

Resource Planning & Engineering Services – Program 12

The Resource Planning program plans and develops 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 available water. The program also manages Camrosa's environmental review process and related permitting.

Engineering Services manages capital projects and assists in the evaluation, planning, and execution of projects to improve the efficiency of the water and wastewater systems. The program provides development oversight by calculating fees and charges, checking plans for compliance with District standards, inspecting developments 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 2020-2021

- Completed construction of Pump Station Zone 2 to Zone 3
- Completed construction of Lynnwood Rd. sewer line replacement
- Completed construction of CWRF's chemical feed system upgrades
- Completed construction of non-potable storage ponds monitoring well
- Brought Pleasant Valley Well No. 2 online
- Completed design of CRWF effluent pond(s) rehabilitation & improvements
- Completed design of CWRF's dewatering press
- Completed design of Reservoir 1B's emergency generator and communication building
- Completed design of Pump Station No. 2's emergency standby generator
- Completed design of CRWF's emergency generator diesel fuel tank replacement
- Completed potable and non-potable water hydraulic models; staff trained on both

Goals for 2021-2022

- Maximize use of local water resources and look for new water opportunities
- Complete construction of permanent Pleasant Valley Well No. 2 site
- Complete construction of CWRF effluent pond(s) rehabilitation & improvements
- Begin construction of CWRF's dewatering press
- Establish mitigation in-lieu fee
- Complete construction of Reservoir 1B's standby generator and communication building
- Complete construction of Pump Station No. 2's emergency standby generator
- Complete construction of CWRF's emergency generator diesel fuel tank replacement
- Design and construct waterline replacement under the Conejo Creek at CamSprings
- Complete design and begin construction of GAC treatment at Conejo Wellfield
- Complete design for replacement of Reservoir 4C & hydropneumatic pump station

Resource Planning & Engineering Services – Program 12

Resource Planning & Engineering Services Program 12		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Contracts & Professional Services									
Outside Contracts	50220	$ 1,275	$ 1,582	$ 1,630	$ 2,000	$ 1,000	$ 216,000	$ 214,000	10700.00%
Professional Services	50230	25,016	43,567	13,693	20,000	16,720	20,000	-	0.00%
Total Contracts & Professional Services		**$ 26,291**	**$ 45,149**	**$ 15,323**	**$ 22,000**	**$ 17,720**	**$ 236,000**	**$ 214,000**	**90.68%**
Services & Supplies									
Small Tools & Equipment	50250	$ 63	$ 149	$ 19	$ 850	$ -	$ 850	$ -	0.00%
Materials & Supplies	50260	314	1,797	639	8,750	66	1,250	(7,500)	-85.71%
Fees & Charges	50350	1,000	-	-	-	-	-	-	0.00%
Total Services & Supplies		**$ 1,377**	**$ 1,946**	**$ 658**	**$ 9,600**	**$ 66**	**$ 2,100**	**$ (7,500)**	**-78.13%**
Total Operating Expenses		**$ 27,668**	**$ 47,095**	**$ 15,981**	**$ 31,600**	**$ 17,786**	**$ 238,100**	**$ 206,500**	**653.48%**
Fixed Assets	50600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Total Expenses		**$ 27,668**	**$ 47,095**	**$ 15,981**	**$ 31,600**	**$ 17,786**	**$ 238,100**	**$ 206,500**	**653.48%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 Adopted Budget*

CWRF Chemical Tank and Feeder System upgrades

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 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; and engages in legislative analysis and advocacy. WRM also spearheads Camrosa's public outreach—facility tours, the Web site, social media, public meetings, educational materials—to educate and engage Camrosa customers. These costs are allocated as overhead to the three cost centers.

Accomplishments for 2020-2021

- 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
- Completed a Water Loss Gap Assessment to inform developing water loss program
- Participated in Fox Canyon Groundwater Management Agency Oxnard/Pleasant Valley Basin GSP Stakeholder Group and subgroups
- Led/participated in advocacy efforts to influence State policy and regulatory proposals for conservation legislation, Human Right to Water programs, and water quality issues
- Participated in working group interfacing with SWRCB staff and directors regarding economic benefits of maximum contaminant levels, in particular for chromium six
- Continued participation in three DWR workgroups on conservation legislation; led/participated in discussions with SWRCB, DWR, OEHHA staff and leadership; led/contributed to ACWA workgroups regarding data reporting and water loss
- Adopted the 2020 Urban Water Management Plan
- Began Arroyo Santa Rosa Groundwater Sustainability Plan (GSP)
- Managed the granular activated carbon (GAC) treatment plant project
- Public outreach included (virtual) presentations to AWA, CCWUC, and CSUCI

Goals for 2021-2022

- Manage the progress of the Arroyo Santa Rosa GSP and the GAC project
- Integrate leak management with State water loss control requirements
- 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
- Continue public outreach program
- Develop Master Plan and Strategic Plan

Water Resource Management – Program 22

Water Resource Management Program 22		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Contracts & Professional Services									
Outside Contracts	50220	$ 35,899	$ 27,141	$ 7,173	$ 31,050	$ 2,700	$ 18,100	$ (12,950)	-41.71%
Professional Services	50230	1,191	-	-	-	-	-	-	-
Total Contracts & Professional Services		**$ 37,090**	**$ 27,141**	**$ 7,173**	**$ 31,050**	**$ 2,700**	**$ 18,100**	**$ (12,950)**	**-41.71%**
Services & Supplies									
Materials & Supplies	50260	$ 4,680	$ 4,366	$ 3,131	$ 3,000	$ 1,000	$ 3,000	$ -	0.00%
Dues & Subscriptions	50290	-	-	-	-	-	-	-	-
Total Services & Supplies		**$ 4,680**	**$ 4,366**	**$ 3,131**	**$ 3,000**	**$ 1,000**	**$ 3,000**	**$ -**	**0.00%**
Total Operating Expenses		**$ 41,770**	**$ 31,507**	**$ 10,304**	**$ 34,050**	**$ 3,700**	**$ 21,100**	**$ (12,950)**	**-38.03%**
Fixed Assets	50600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Total Expenses		**$ 41,770**	**$ 31,507**	**$ 10,304**	**$ 34,050**	**$ 3,700**	**$ 21,100**	**$ (12,950)**	**-38.03%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 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. These costs are allocated as overhead to the three cost centers.

Accomplishments for 2020-2021

- Replaced aging meters and optimized automated meter reading technology
- Continued to increase customer enrollment in autopay/reoccurring payment options by 12 percent in an effort to reduce payment processing expenses
- Developed cash handling procedures
- Began lobby redesign/security enhancements

Goals for 2021-2022

- Complete lobby redesign/security enhancements
- Implement remote deposits for daily cash collection to reduce courier costs & improve cashflow
- 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
- Update the utility billing system to include mobile field accessibility, meter inventory, and customer-facing web access.
- Continue replacing aged meters possibly contributing to water loss
- Continuous improvement of customer service and best business practices
- Develop and implement strategies to improve water loss control

Customer Services – Program 24

Customer Services Program 24		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Contracts & Professional Services									
Outside Contracts	50220	$ 128,876	$ 111,224	$ 100,287	$ 82,000	$ 76,000	$ 78,000	$ (4,000)	-4.88%
Professional Services	50230	10,455	-	-	-	-	-	-	-
Total Contracts & Professional Services		**$ 139,331**	**$ 111,224**	**$ 100,287**	**$ 82,000**	**$ 76,000**	**$ 78,000**	**$ (4,000)**	**-4.88%**
Services & Supplies									
Materials & Supplies	50260	$ -	$ -	$ 1,465	$ 2,000	$ 638	$ 1,000	$ (1,000)	-50.00%
Repair Parts & Equipment Maintenance	50270	-	-	-	-	-	-	-	-
Total Services & Supplies		**$ -**	**$ -**	**$ 1,465**	**$ 2,000**	**$ 638**	**$ 1,000**	**$ (1,000)**	**-50.00%**
Total Operating Expenses		**$ 139,331**	**$ 111,224**	**$ 101,752**	**$ 84,000**	**$ 76,638**	**$ 79,000**	**$ (5,000)**	**-5.95%**
Fixed Assets	50600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Total Expenses		**$ 139,331**	**$ 111,224**	**$ 101,752**	**$ 84,000**	**$ 76,638**	**$ 79,000**	**$ (5,000)**	**-5.95%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 Adopted Budget*

Customer Services – Meter Repair Shop

Water Quality – Program 25

The Water Quality program ensures Camrosa meets and exceeds all state and federal water quality standards. We do this by operating two State-accredited environmental laboratories 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 primary operational permits. In an ever-expanding regulatory environment, Water Quality supports regulatory compliance with TMDLs, 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 2020-2021

- Zero violations: 100% compliance with all regulations and permits
- Completed GAC pilot to evaluate carbon for Conejo wellhead treatment project
- Participated in construction of and permitted Pleasant Valley No. 2 Well
- Began PFAS study at CWRF to satisfy new regulatory requirements
- Began incorporating TNI data-quality system as required by 2020 ELAP regulations by updating Laboratory Quality Manual and creating new SOPs to TNI standards
- Completed temporary chloramination disinfection at Woodcreek Well and Lynwood Well
- Developed sampling plan for Groundwater Monitoring Plan at the Ponds required by the Regional Water Quality Control Board as part of the WDR
- Participated in virtual outreach tours for CSUCI classes
- Participated in the laboratory analysis RFQ for the Calleguas Creek Watershed TMDL monitoring program

Goals for 2021-2022

- Zero violations: 100% compliance with all regulations and permits
- Complete sequential chlorination study at CWRF and construct ammonia injection system
- Contribute to advocacy on behalf of Camrosa and mid-sized water agencies in areas related to MCL development and other water quality regulations.
- Implement a laboratory information management system (LIMS)
- Continue preparing labs for new TNI regulations (multi-year project)
- Train operations staff in techniques for evaluating microscopic organisms at the CWRF
- Continue project support: wellhead treatment at Conejo Wellfield; Penny Well air entrapment; Lynwood Well, Tierra Rejada Well, Arroyo Santa Rosa Groundwater Sustainability Plan
- Complete "Initial Demonstration of Proficiency" protocol for metals analysis
- Continue participating in Calleguas Creek Watershed TMDL activities, including Salts subcommittee and the laboratory analysis RFQ

Fixed Assets

- E-Pure Lab Water Filter $ 9,000
- Lab Cabinetry $15,000

Water Quality – Program 25

Water Quality Program 25		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Contracts & Professional Services									
Outside Contracts	50220	$ 29,765	$ 46,021	$ 76,978	$ 68,000	$ 60,000	$ 68,000	$ -	0.00%
Professional Services	50230	-	-	-	20,800	20,800	30,000	9,200	-
Total Contracts & Professional Services		**$ 29,765**	**$ 46,021**	**$ 76,978**	**$ 88,800**	**$ 80,800**	**$ 98,000**	**$ 9,200**	**10.36%**
Services & Supplies									
Small Tools & Equipment	50250	$ 535	$ 31	$ 2,373	$ 1,500	$ 115	$ 1,500	$ -	0.00%
Materials & Supplies	50260	23,150	35,580	20,693	34,650	30,000	34,650	-	0.00%
Repair Parts & Equipment Maintenance	50270	2,058	899	1,924	3,000	3,455	9,000	6,000	0.00%
Fees & Charges	50350	4,943	13,329	5,331	20,000	20,000	26,000	6,000	0.00%
Total Services & Supplies		**$ 30,686**	**$ 49,839**	**$ 30,321**	**$ 59,150**	**$ 53,570**	**$ 71,150**	**$ 12,000**	**20.29%**
Total Operating Expenses		**$ 60,451**	**$ 95,860**	**$ 107,299**	**$ 147,950**	**$ 134,370**	**$ 169,150**	**$ 21,200**	**14.33%**
Fixed Assets	50600	$ 39,236	$ 16,831	$ 5,725	$ 97,310	$ 4,033	$ 24,000	$ (73,310)	-75.34%
Total Expenses		**$ 99,687**	**$ 112,691**	**$ 113,024**	**$ 245,260**	**$ 138,403**	**$ 193,150**	**$ (52,110)**	**-21.25%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 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 2020-2021

- Replaced fleet lease vehicles
- Completed design of new emergency generator fuel tank at CWRF
- Completed design for Pump Station No. 2's emergency standby generator
- Completed design for Reservoir 1B's standby generator and communication building
- Painted CWRF office
- Completed annual generator maintenance
- Installed storage containers at office

Goals for 2021-2022

- Complete construction of Pump Station No. 2's emergency standby generator
- Complete construction of CWRF's emergency generator diesel fuel tank replacement
- Complete construction of Reservoir 1B's standby generator and communication building

Fixed Assets

- Fuel Trailer $30,000

Buildings/Grounds & Rolling Stock – Program 26

Buildings/Grounds & Rolling Stock Program 26		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Contracts & Professional Services									
Outside Contracts	50220	$ 201,173	$ 236,553	$ 260,359	$ 298,000	$ 298,000	$ 306,000	$ 8,000	2.68%
Total Contracts & Professional Services		**$ 201,173**	**$ 236,553**	**$ 260,359**	**$ 298,000**	**$ 298,000**	**$ 306,000**	**$ 8,000**	**2.68%**
Services & Supplies									
Utilities	50200	$ 25,898	$ 23,192	$ 24,264	$ 28,500	$ 26,000	$ 28,500	$ -	0.00%
Small Tools & Equipment	50250	4,066	17,396	677	2,000	2,000	2,000	-	0.00%
Materials & Supplies	50260	107,276	70,639	69,932	79,000	76,000	79,000	-	0.00%
Repair Parts & Equipment Maintenance	50270	49,721	42,176	45,578	55,500	55,500	55,500	-	0.00%
Fees & Charges	50350	-	2,518	3,344	3,100	3,100	3,100	-	0.00%
Total Services & Supplies		**$ 186,961**	**$ 155,921**	**$ 143,795**	**$ 168,100**	**$ 162,600**	**$ 168,100**	**$ -**	**0.00%**
Total Operating Expenses		**$ 388,134**	**$ 392,474**	**$ 404,154**	**$ 466,100**	**$ 460,600**	**$ 474,100**	**$ 8,000**	**1.72%**
Fixed Assets	50600	$ -	$ 149,705	$ 143,354	$ 32,500	$ 32,500	$ 30,000	$ (2,500)	-7.69%
Total Expenses		**$ 388,134**	**$ 542,179**	**$ 547,508**	**$ 498,600**	**$ 493,100**	**$ 504,100**	**$ 5,500**	**1.10%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 Adopted Budget*

Reservoir 1B Radio Tower

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. These costs are allocated 100 percent to the potable water cost center.

Accomplishments for 2020-2021

- Completed temporary construction and began operation of PV Well No. 2
- Rehabilitated Meter Station 5 and 7
- Completed annual distribution system leak detection survey
- Performed focused maintenance and raising of mainline distribution valves
- Completed annual calibration of all potable production meters
- Initiated replacement of 11 meter station control cabinets
- Completed potable water hydraulic model and trained staff on its use
- Completed installation of VFDs at CSUCI pump station
- Replaced four main line distribution valves
- Completed construction of Pump Station Zone 2 to Zone 3
- Completed design for Pump Station No. 2's emergency standby generator
- Completed design for GAC treatment at Conejo Wellfield

Goals for 2021-2022

- Maximize use of existing local water supplies
- Complete annual distribution system leak detection survey
- Complete distribution system flushing
- Complete replacement of meter station control cabinets
- Continue annual raising of valves to grade
- Complete construction of Pleasant Valley Well No. 2
- Rehabilitate Meter Station 11 and 3 Pressure Relief Stations
- Complete annual potable production meter calibration
- Complete construction of Pump Station No. 2's emergency standby generator
- Begin construction of GAC treatment at Conejo Wellfield
- Complete construction of waterline replacement under the Conejo Creek at CamSprings Golf Course
- Develop and implement strategies to improve water loss control

Potable Water Production & Distribution – Program 52

Potable Water Production & Distribution Program 52		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Production									
Import Water Purchases-Calleguas	50010	$ 5,346,596	$ 5,756,914	$ 7,349,836	$ 8,219,212	$ 8,973,659	$ 7,215,372	$ (1,003,840)	-12.21%
Calleguas Fixed Charges	50012	828,462	790,926	764,544	791,376	853,914	981,107	189,731	23.97%
Salinity Management Pipeline-Calleguas	50011	7,256	84,407	120,048	208,917	139,934	241,198	32,281	15.45%
Production Power	50020	465,081	422,847	420,625	478,817	496,372	561,513	82,696	17.27%
Total Production		**$ 6,647,395**	**$ 7,055,094**	**$ 8,655,053**	**$ 9,698,322**	**$ 10,463,879**	**$ 8,999,190**	**$ (699,132)**	**-7.21%**
Contracts & Professional Services									
Outside Contracts	50220	$ 225,500	$ 187,673	$ 335,162	$ 631,900	$ 340,000	$ 746,450	$ 114,550	18.13%
Professional Services	50230	307	1,318	19,808	75,000	44,315	75,000	-	0.00%
Total Contracts & Professional Services		**$ 225,807**	**$ 188,991**	**$ 354,970**	**$ 706,900**	**$ 384,315**	**$ 821,450**	**$ 114,550**	**16.20%**
Services & Supplies									
Utilities	50200	$ 43,677	$ 45,824	$ 39,943	$ 50,000	$ 52,500	$ 55,000	$ 5,000	10.00%
Communications	50210	364	-	-	-	-	-	-	0.00%
Pipeline Repairs	50240	449,727	321,304	309,232	380,000	380,000	380,000	-	0.00%
Small Tools & Equipment	50250	16,229	6,447	12,882	20,000	20,000	20,000	-	0.00%
Materials & Supplies	50260	209,007	219,925	196,333	419,000	350,000	419,000	-	0.00%
Repair Parts & Equipment Maintenance	50270	231,287	384,959	314,647	495,000	400,000	470,000	(25,000)	-5.05%
Fees & Charges	50350	46,165	50,846	57,084	74,975	74,975	74,975	-	0.00%
Total Services & Supplies		**$ 996,456**	**$ 1,029,305**	**$ 930,121**	**$ 1,438,975**	**$ 1,277,475**	**$ 1,418,975**	**$ (20,000)**	**-1.39%**
Total Operating Expenditures		**$ 7,869,658**	**$ 8,273,390**	**$ 9,940,144**	**$ 11,844,197**	**$ 12,125,669**	**$ 11,239,615**	**$ (604,582)**	**-5.10%**
Fixed Assets	50600	$ 18,780	$ -	$ -	$ -	$ -	$ -	$ -	-
Total Expenses		**$ 7,888,438**	**$ 8,273,390**	**$ 9,940,144**	**$ 11,844,197**	**$ 12,125,669**	**$ 11,239,615**	**$ (604,582)**	**-5.10%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 Adopted Budget*

Reservoir 1B Potable Tank

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 2020-2021

- Inspected and cleaned Reservoir 1A
- Completed DeviceNet to EtherNet/IP conversion at Ponds and Diversion
- Completed annual repair of Diversion debris screens
- Completed the non-potable water hydraulic model
- Replaced valving and production meters at Santa Rosa Pump House
- Replaced production meters at Rosita and Pump Station 4
- Completed installation of rip-rap at the storage ponds
- Completed annual sandbar removal at the Conejo Creek Diversion to improve functionality
- Completed annual calibration of all non-potable production meters
- Completed non-potable water hydraulic model and trained staff on its use
- Completed construction for non-potable storage ponds monitoring well

Goals for 2021-2022

- 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
- Begin Santa Rosa Well 10 rehabilitation

Non-Potable Water Production & Distribution – Program 53

Non-Potable Water Production & Distribution Program 53		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Production									
Water Purchases-Calleguas	50010	$ 1,076,858	$ 523,058	$ 624,738	$ 725,066	$ 594,073	$ 652,793	$ (72,273)	-9.97%
Conejo Creek Project	50011	622,486	645,223	658,919	635,632	924,484	618,672	(16,960)	-2.67%
CamSan		-	-	-	30,000	-	-	(30,000)	-
Production Power	50020	881,641	749,041	778,500	996,890	821,509	891,912	(104,978)	-10.53%
Total Production		**$ 2,580,985**	**$1,917,322**	**$2,062,157**	**$ 2,387,588**	**$ 2,340,066**	**$ 2,163,377**	**$ (224,211)**	**-9.39%**
Contracts & Professional Services									
Outside Contracts	50220	$ 35,951	$ 68,400	$ 135,480	$ 364,500	$ 215,000	$ 385,950	$ 21,450	5.88%
Professional Services	50230	-	1,318	1,122	75,000	0	75,000	-	0.00%
Total Contracts & Professional Services		**$ 35,951**	**$ 69,718**	**$ 136,602**	**$ 439,500**	**$ 215,000**	**$ 460,950**	**$ 21,450**	**4.88%**
Services & Supplies									
Utilities	50200	$ 108	$ -	$ -	$ -	$ -	$ -	$ -	-
Pipeline Repairs	50240	32,062	40,362	37,898	75,000	75,000	75,000	-	0.00%
Small Tools & Equipment	50250	94	-	-	4,500	4,500	4,500	-	0.00%
Materials & Supplies	50260	32,928	11,369	14,176	42,000	35,000	42,000	-	0.00%
Repair Parts & Equipment Maintenance	50270	476,918	259,716	358,628	300,000	225,000	350,000	50,000	16.67%
Fees & Charges	50350	0	264	4,860	3,200	3,200	3,200	-	0.00%
Total Services & Supplies		**$ 542,110**	**$ 311,711**	**$ 415,562**	**$ 424,700**	**$ 342,700**	**$ 474,700**	**$ 50,000**	**11.77%**
Total Operating Expenses		**$ 3,159,046**	**$2,298,751**	**$2,614,321**	**$ 3,251,788**	**$ 2,897,766**	**$ 3,099,027**	**$ (152,761)**	**-4.70%**
Fixed Assets	50600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Total Expenses		**$ 3,159,046**	**$ 2,298,751**	**$ 2,614,321**	**$ 3,251,788**	**$ 2,897,766**	**$ 3,099,027**	**$ (152,761)**	**-4.70%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 Adopted Budget*

Conejo Creek Diversion

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, two thirds 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 2020-2021

- 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
- Rehabilitated 25 manholes
- Completed construction of Lynwood St. sewer line replacement
- Installed sewer manhole level monitoring
- Completed design for CRWF's emergency generator diesel fuel tank replacement
- Completed construction for CWRF's Chemical Feed System upgrades

Goals for 2021-2022

- Zero wastewater violations and zero sanitary sewer overflows
- Complete replacement of the motor control center at Sewer Lift 1
- Complete replacement of the motor control center at Sewer Lift Read Rd
- Clean two thirds of the collection system
- Install additional sewer manhole level monitoring
- Complete construction of CWRF effluent pond(s) rehabilitation & improvements
- Rehabilitate 25 manholes and the sewer diversion at CamSan
- Continue annual calibration of all flow meters at CWRF
- Continue construction of CWRF's Dewatering Press
- Complete construction of CWRF's emergency generator diesel fuel tank replacement

Fixed Assets

- BOD Incubator $5,600
- Quantitray Sealer $5,500

Wastewater Collection & Treatment – Program 57

Wastewater Collection & Treatment Program 57		Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Budget FY 2020-21	Projections FY 2020-21	Budget FY 2021-22	*Increase (Decrease) over PY	*% Change over PY
Production									
Salinity Management Pipeline-Calleguas	50011	$ 9,325	$ 28,383	$ 14,108	$ 21,500	$ 9,291	$ 21,492	$ (8)	-0.04%
Total Production		**$ 9,325**	**$ 28,383**	**$ 14,108**	**$ 21,500**	**$ 9,291**	**$ 21,492**	**$ (8)**	**-0.04%**
Contracts & Professional Services									
Outside Contracts	50220	$ 410,390	$ 285,809	$ 530,296	$ 639,000	$ 629,000	$ 646,000	$ 7,000	1.10%
Professional Services	50230	24,560	15,191	33,989	40,567	44,238	34,000	(6,567)	-16.19%
Total Contracts & Professional Services		**$ 434,950**	**$ 301,000**	**$ 564,285**	**$ 679,567**	**$ 673,238**	**$ 680,000**	**$ 433**	**0.06%**
Services & Supplies									
Utilities	50200	$ 10,436	$ 16,339	$ 10,393	$ 15,000	$ 10,300	$ 15,000	$ -	0.00%
Pipeline Repairs	50240	13,728	-	13,091	10,000	10,000	10,000	-	0.00%
Small Tools & Equipment	50250	1,711	-	79	1,000	1,418	1,000	-	0.00%
Materials & Supplies	50260	62,627	36,226	44,173	67,500	77,000	67,500	-	0.00%
Repair Parts & Equipment Maintenance	50270	136,476	156,384	95,612	99,000	95,000	99,000	-	0.00%
Dues & Subscriptions	50290	-	-	-	3,000	3,000	3,000	-	0.00%
Fees & Charges	50350	42,093	15,515	35,514	35,500	40,000	46,500	11,000	30.99%
Total Contracts & Professional Services		**$ 267,071**	**$ 224,464**	**$ 198,862**	**$ 231,000**	**$ 236,718**	**$ 242,000**	**$ 11,000**	**4.76%**
Total Operating Expense		**$ 711,346**	**$ 553,847**	**$ 777,255**	**$ 932,067**	**$ 919,247**	**$ 943,492**	**$ 11,425**	**1.23%**
Fixed Assets	50600	$ 213,654	$ -	$ 16,519	$ 3,500	$ 3,500	$ 11,100	$ 7,600	217.14%
Total Expenses		**$ 925,000**	**$ 553,847**	**$ 793,774**	**$ 935,567**	**$ 922,747**	**$ 954,592**	**$ 19,025**	**2.03%**

**Compares FY 2021-22 Adopted Budget to FY 2020-21 Adopted Budget*

Camrosa Water Reclamation Facility

Fixed Assets FY 2021-22

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 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	100-22-01	Cellular Booster	25,000
11	100-22-02	Window 2019 Upgrade	28,500
25	100-22-03	Epure	9,000
25	100-22-04	Lab Cabinetry	15,000
26	100-22-05	Fuel Trailer	30,000
57	100-22-06	BOD Incubator	5,600
57	100-22-07	Quantitray Sealer	5,500
Total Fixed Assets			**$ 118,600**

Potable	34,463
Non-Potable	31,812
Wastewater	52,325
Total Fixed Assets	**$ 118,600**

Fixed Asset FY 2021-22 Summary

100-22-01 $25,000 Cellular Booster

Cellular signal quality is extremely poor at the District's main office and the Round Mountain Treatment Plant/Camrosa Water Reclamation Facility. A cellular booster amplifies cell signals that are at appropriate levels outdoors and retransmits these signals indoors where they are otherwise weak. The cellular booster system consists of a directional outdoor antenna pointed in the direction of the nearest cell-provider site. The outdoor antenna is cabled to an indoor RF amplifier that repeats the signal to one or more indoor omni-directional antennas.

100-22-02 $28,500 Windows 2019 Upgrade

The District currently operates nine physical servers and several server virtual machines. The operating system (OS) on all nine physical servers is MS-Server 2016. The EOL (end-of-life) date on the 2016 platform is January 22, 2022. While the Extended Support date is good until 2027, it isn't possible to purchase a replacement copy after the EOL date. This fixed asset would upgrade all nine physical servers and virtual server platforms as needed to Windows 2019 (the upgrade supports unlimited installations of Server 2019 Virtual Machine platforms).

100-22-03 $ 9,000 Epure

The E-Pure water purification system purifies tap water to 18 megaohm (100% pure) water for use as sample dilution to create standards to calibrate laboratory instruments. The accuracy of the lab's results depends on the purity of this water. This fixed asset is to replace an aging system purchased new in 1997 when the lab was created and to comply with new regulations promulgated in 2020 by the State Water Resources Control Board Environmental Laboratory Accreditation Program. It will be installed in the main water quality lab at the District headquarters.

100-22-04 $ 15,000 Lab Cabinetry

The current cabinetry in the main laboratory at District headquarters is more than 20 years old. Water quality regulations have changed significantly in that time, requiring more and more varied laboratory analysis, which in turn has required more laboratory equipment. Space is at a premium in the small laboratory, and workbenches and counters need to be reconfigured to maximize space. Workstations as currently configured do not support ergonomic use of computers. Additional chemical/reagent storage is also needed. This line item also includes a combined sink and reagent cabinet for the RWMTP; currently the need for this basic laboratory setup is being met with a temporary bench inside the RMWTP control room; Hanson will move the sink/cabinet outside the office onto the main floor. Price includes demolition/removal of existing cabinetry, and fabrication and installation of new.

100-22-05 $30,000 Fuel Trailer

This 500 gallon fuel trailer will provide some flexibility to support and refill our standby diesel generators and pumps. The existing fuel trailer primarily supports a pump at Pond 1. A second fuel trailer would provide redundancy in case of emergency to maintain fuel levels on smaller generators with day tanks.

100-22-06 $ 5,600 BOD Incubator

A BOD incubator is a low temperature incubator that operates at a constant 20ºC. It is installed in the wastewater lab located at the CWRF for analyses determining how much oxygen demand is in plant influent and effluent. These analyses are required to be reported weekly by the plant's operational permit.

100-22-07 $ 5,500 Quantitray Sealer

The Quantitray Sealer is a tool used to perform the Daily Bacterial Analysis on the wastewater plant's effluent to ensure complete disinfection is achieved. This test is required by the Regional Water Quality Control Board. This unit will replace the old sealer, which is beginning to degrade in performance and cannot be relied upon to produce consistent results.

Capital Projects Summary

During FY2020-21, the District completed a number of capital projects that improved potable water, non-potable water, and wastewater operations.

Potable water improvements included the completion of the potable water model to evaluate storage, pumping, fire flow and other distribution deficiencies, Pump Station 2 to 3, Reservoir 3D slope stabilization and drainage improvements, distribution valve replacement, meter station 5 and 7 rehabilitation, and CSUCI well rehabilitation.

Non-potable water improvements included completion of the non-potable storage ponds monitoring well, device net to Ethernet/IP conversion, and pond rip-rap.

Wastewater improvement projects include the installation of smartcovers sewer monitoring system and completion of the rehabilitation of the sewer diversion, sewer lift #1 MCC, CWRF upgrades, and the Lynnwood Woodcreek sewer line.

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, 2021 and will be capitalized. Any unspent funds will be returned to the appropriate reserve fund. Ongoing capital projects will carryover into the FY2021-22 budget to complete by June 30, 2022.

Project #	Prior FY Budget	FY 2020-21 Budget	Mid-Year Budget	Total Budget	Total Actual / Projected	Carryover	Closeouts De-Obligate	Description	Status
Completed Projects									
550-21-02	-	70,000	-	70,000	70,000	-	-	Smartcovers Sewer Monitoring System	Completed
550-21-03			60,000	60,000	60,000	-	-	Sewer Diversion Structure Rehabilitation	Completed
650-15-01	1,280,000	-	-	1,280,000	1,213,702	-	66,298	Pump Station 2 to 3	Completed
650-19-05	640,000	-	-	640,000	606,370	-	33,630	Res 3D Slope Stabilization & Drainage Imp.	Completed
650-19-06	200,000	-	-	200,000	189,842	-	10,158	Distribution Valve Replacement	Completed
650-20-06	110,000	-	-	110,000	109,519	-	481	Potable Water Model	Completed
650-21-01	-	290,000	-	290,000	290,000	-	-	Meter Station 5 and 7 Rehabilitation	Completed
650-21-02	-	-	185,000	185,000	185,000	-	-	CSUCI Well Rehabilitation	Completed
750-20-06	20,000	-	-	20,000	15,161	-	4,839	N-P Storage Ponds-Monitoring Well Design	Completed
750-20-08	240,000	-	-	240,000	240,000	-	-	Device Net to EtherNet/IP Conversion	Completed
750-21-01	-	240,000	-	240,000	237,199	-	2,801	Pond Rip Rap	Completed
750-21-02	-	30,000		30,000	10,617	-	19,384	Monitoring Well No. 3-N-P Storage Ponds	Completed
900-18-01	1,057,500	-	-	1,057,500	959,051	-	98,449	CWRF Upgrades	Completed
900-20-02	250,000	-		250,000	250,000	-	-	Sewer Lift #1 MCC	Completed
900-20-03	258,000	-	-	258,000	185,279	-	72,721	Sewer Line Lynwood Woodcreek	Completed
Total Completed	$ 4,055,500	$ 630,000	$ 245,000	$ 4,930,500	$ 4,621,739	$ -	$ 308,761		
Deobligated Projects									
500-21-01	-	295,000	-	295,000	-	-	295,000	Effluent Line Replacement-Engineering Design	Deobligate
750-21-03	-	110,000	-	110,000	-	-	110,000	Pond Improvements-Engineering Design	Deobligate
750-20-01	65,000	-	-	65,000	-	-	65,000	Pump Station #4 Auxiliary Pump	Deobligate
750-20-03	230,000	-	-	230,000	-	-	230,000	Santa Rosa #10 Well Rehabilitation	Deobligate
Total Deobligated	$ 295,000	$ 405,000	$ -	$ 700,000	$ -	$ -	$ 700,000		
Carryovers									
400-20-02	65,000	250,000	-	315,000	216,463	98,537	-	Reservoir 1B Comm Facility	Carryover
550-21-01	-	360,000	-	360,000	179,110	180,890	-	Sewer Lift Read Road MCC	Carryover
650-15-01	4,467,000	-	-	4,467,000	2,155,036	2,311,964	-	PV Well #2	Carryover
800-20-02	143,000	190,000	30,000	363,000	218,217	144,783	-	Pump Station #2 Generator Fuel Tank	Carryover
800-20-03	160,000	-	-	160,000	75,000	85,000	-	Reservoir 4C Hydro-Pneumatic Pump	Carryover
800-20-04	160,000	-	-	160,000	75,000	85,000	-	Reservoir 4C Replacement	Carryover
900-18-02	163,000	1,695,000	-	1,858,000	172,354	1,685,646	-	De-watering Press	Carryover
900-18-03	869,000	632,500	-	1,501,500	112,846	1,388,654	-	Effluent Pond Relining	Carryover
900-20-01	153,000	135,000	-	288,000	98,917	189,083	-	CWRF Emergency Generator Fuel Tank	Carryover
600-20-02	625,000	3,650,000	-	4,275,000	362,375	3,912,625	-	Conejo Wellfield Treatment	Carryover
650-17-05	193,500	-	-	193,500	187,658	5,842	-	Chloramination Project	Carryover
650-20-03	280,000	-	-	280,000	128,076	151,924	-	Meter Station Control Cabinets	Carryover
750-21-04	-	-	70,000	70,000	-	70,000	-	Diversion Pump Replacement	Carryover
Total Carryovers	$ 7,278,500	$ 6,912,500	$ 100,000	$ 14,291,000	$ 3,981,052	$ 10,309,948	$ -		
Total CIPs	$ 11,629,000	$ 7,947,500	$ 345,000	$ 19,921,500	$ 8,602,791	$ 10,309,948	$ 1,008,761		
Fixed Assets									
Total Fixed Assets	$ -	$ 148,810	$ -	$ 148,810	$ 46,387	$ -	$ 102,423	**FY2020-21Fixed Assets**	
Total CIP & Fixed Assets	$ 11,629,000	$ 8,096,310	$ 345,000	$ 20,070,310	$ 8,649,178	$ 10,309,948	$ 1,111,184		

** Conejo Wellfield Treatment project costs unknown at this time.*

Capital Projects Carryover Details

The following capital projects were appropriated in prior fiscal years and will carry over into FY2021-22.

400-20-02 $ 315,000 Reservoir 1B Communication Facility

Reservoir 1B is a main backbone node and vital communication hub for SCADA, AMR, and connectivity to the remote CWRF/RMWTP sites. During recent emergency conditions, such as the Easy and Hill Fires, SCE power to this site was shut down, leaving equipment with limited UPS and/or solar power. Currently, radio and network equipment are housed in an old wooden building that is undersized, lacks adequate insulation, and is vulnerable to weather, wind, fires, and vandalism. Accessibility will be improved; access is currently over a steep unimproved dirt road that is susceptible to erosion, difficult to traverse during bad weather, and problematic for diesel deliveries. Additional improvements include a small emergency standby generator. The budgeted amount includes engineering design and an estimated construction cost. Design is estimated to be complete in spring of 2021 and construction is expected to be completed by the end of calendar year 2021. This is a new project that was not included in the 2019 Rate Study.

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

The Read Road Sewer Lift lifts sewer 220 feet from a small development of 18 homes off Read Road 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 expected to be completed by the end of FY2021-22. This project was included in the 2019 Rate Study.

650-15-01 $4,467,000 PV Well #2

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. This project provides a secondary well, in addition to the existing Woodcreek Well, within the Pleasant Valley Groundwater Basin to produce the District's increased pumping allocations. The new well was drilled in 2016 at the opposite end of Woodcreek Park from the Woodcreek Well. The original design included iron and manganese filtration; water quality analysis since the completion of the well led to removal of the iron and manganese filters from design. The well was brought online in 2020 with temporary piping and well housing while design is finalized and construction of the permanent site is orchestrated. It is anticipated that additional funding will be needed. Staff will return to the Board once those costs are known This project is expected to be complete by the end of FY2021-22. It was included in the 2019 Rate Study.

800-20-02 $ 363,000 Pump Station #2 Generator & Fuel Tank

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, pre-purchasing of the generator and fuel tank, and construction. The project was awarded on February 11, 2021. Installation is scheduled for FY2020-21 and is anticipated to be complete by October 2021. This is a new project that was not included in the 2019 Rate Study.

Capital Projects Carryover Details (Continued)

800-20-03 $ 160,000 Reservoir 4C Hydropneumatic Pump

The 4C hydropneumatic pump station is old, in poor condition, and has outlasted its projected lifespan. Originally built in 1975, the hydropneumatic 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 budget includes engineering design only and is anticipated to be complete by December 31, 2021. This project was included in the 2019 Rate Study.

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

The existing Reservoir 4C was constructed in the 1960s and has exceeded its useful lifespan. This tank has poor interior and exterior coating, rests on an 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 budget includes engineering design only and is anticipated to be complete by December 31, 2021. This project was included in the 2019 Rate Study.

900-18-02 $1,858,0000 Dewatering Press

The District spends approximately $140,000 in outside contracts and 800 Camrosa man hours every year to press, till, and dry sludge at the CWRF. A dewatering press would save these resources for other functions. The press would be located adjacent to the biosolids drying beds. Staff has identified a fan press as the preferred machinery. Design is complete and construction bids are anticipated prior to the end of FY2020-21. Costs include the fan press itself and construction. This project is anticipated to be complete within FY2021-22. This project was included in the 2019 Rate Study.

900-18-03 $1,501,500 Effluent Pond Relining

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 relining 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). No outside maintenance labor or equipment is expected. This project is anticipated to be complete by the end of calendar year 2021. It was included in the 2019 Rate Study.

900-20-01 $ 288,000 CWRF Emergency Generator Fuel Tank

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 500-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, procurement of the tank, and installation. This project is anticipated to be complete by December 31, 2021. This is a new project that was not included in the 2019 Rate Study.

Capital Projects Carryover Details (Continued)

600-20-02 $4,275,000 Conejo Wellfield Treatment

In 2018, the State Water Board implemented a new maximum contaminant limit (MCL) for 1,2,3,–Trichlorpropane (TCP), a synthetic organic compound that was an impurity in certain soil fumigants used in agriculture, of 5 ppt. Upon testing, it was discovered above the MCL in three of the wellfield's four wells, which were promptly removed from service. The fourth well was taken offline in early 2020. After an initial, ultimately unsuccessful attempt to resolve the TCP issue with blending, which turned out to be an ineffective strategy due to the very low MCL for TCP and the District's inability to meet its blend plan objectives, Camrosa is now constructing a granular activated carbon (GAC) treatment plant to treat for the TCP. The initial evaluation indicated that five vessel pairs would be needed to meet production capacity prior to the Wellfield being taken offline due to TCP contamination. A subsequent alternative design indicated cost savings could be achieved by reducing the plant size to three vessel pairs and operating it in concert with dedicated storage. The latter arrangement was preferred, and the plant is being designed as a three-vessel-pair GAC plant. The dedicated storage will be provided by upsizing a new potable water reservoir in Pressure Zone 1 being planned to address the storage deficiency in Pressure Zone 1. Engineering analysis indicates that the three-vessel-pair GAC plant needs 425,000 gallons of dedicated storage capacity to bring production to pre-TCP levels. As such, the total Conejo Wellfield Treatment project cost includes the cost to upsize that new Pressure Zone 1 potable water reservoir from a 3-MG tank to a 3,425,000-gallon tank. The plant is expected to be completed in FY21-22. The wellfield will remain off until that time.

This amount is not the anticipated total project amount; rather, it represents prior-year appropriations. The treatment plant is currently under design and it is unknown at this time the full plant cost, including the 425,000-gallon upsize of the new Pressure Zone 1 potable water reservoir. Staff will return to the Board once those costs are known. This is a new project that was not included in the 2019 Rate Study.

650-17-05 $ 193,500 Chloramination Project

This project was established to install chloramination facilities and instrumentation at the Conejo Wellfield and Tierra Rejada Well. The Conejo Wellfield facility was completed in 2018. The Tierra Rejada Well facility needs some building repair and site work prior to installing the chloramination facilities; these are expected to be timed with the Tierra Rejada Well rehabilitation described under the Tierra Rejada Well project, prior to the end of FY2021-22. This project was included in the 2019 Rate Study.

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

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 expected to be completed by the end of FY2021-22.This project was included in the 2019 Rate Study.

750-21-04 $ 70,000 Diversion Pump Replacement

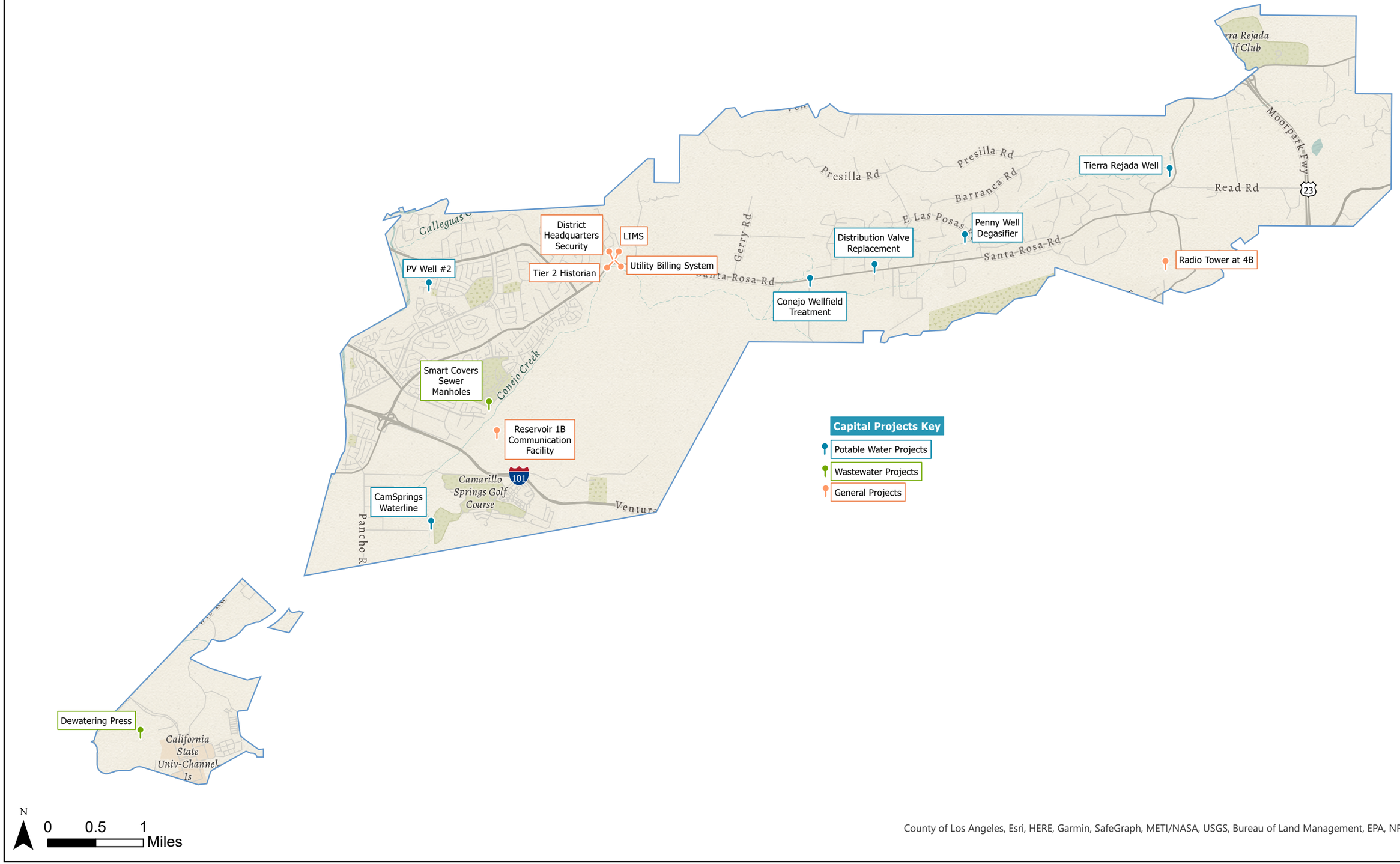
The Conejo Creek Diversion structure is a key component to providing non-potable water to our customers. This structure was designed with three submersible pumps that move water from the creek to our storage ponds. These specialized Flygt pumps are designed with high chrome wearplates and impellers to withstand the high volume of sand and other particulate carried by the creek. One of these pumps recently failed. Staff has determined that the failed pump has reached the end of its service life and is not repairable. This project will be completed by the end of September 2021. This is a new project that was not included in the 2019 Rate Study.

Capital Projects FY 2021-22

The following table is a listing of the capital projects appropriated as part of the FY2021-22 budget.

Capital Projects	Prior Year Appropriations	Budget FY 2021-22	Total	Description
General Projects				
400-20-02	315,000	155,000	470,000	Reservoir 1B Communication Facility
400-22-01	-	300,000	300,000	District Headquarters Security
400-22-02	-	504,000	504,000	Utility Billing System
400-22-03	-	90,000	90,000	LIMS
400-22-04	-	65,000	65,000	Tier 2 Historian
400-22-05	-	70,000	70,000	Radio Tower @4B
Total General Projects	**$ 315,000**	**$ 1,184,000**	**$ 1,499,000**	
Potable Water Projects				
650-15-01	4,467,000	-	4,467,000	PV Well #2
600-20-02	4,275,000	-	4,275,000	Conejo Wellfield Treatment
650-22-01	-	362,000	362,000	Penny Well Degasifier
650-22-02	-	120,000	120,000	Tierra Rejada Well
650-22-03	-	200,000	200,000	Distribution Valve Replacement
650-22-04	-	350,000	350,000	CamSprings Waterline
Total Potable Projects	**$ 8,742,000**	**$ 1,032,000**	**$ 9,774,000**	
Wastewater Projects				
900-18-02	1,858,000	300,000	2,158,000	De-watering Press
550-22-01	-	90,000	90,000	Smart Covers Sewer Manholes
Total Wastewater Projects	**$ 1,858,000**	**$ 390,000**	**$ 2,248,000**	
Total CIPs	**$ 10,915,000**	**$ 2,606,000**	**$ 13,521,000**	

** Conejo Wellfield Treatment project costs unknown at this time.*



Capital Projects FY 2021-22 (Continued)

General Projects

400-20-02 $ 155,000 Reservoir 1B Communication Facility

Reservoir 1B is a main backbone node and vital communication hub for SCADA, AMR, and connectivity to the remote CWRF/RMWTP sites. During recent emergency conditions, such as the Easy and Hill Fires, SCE power to this site was shut down, leaving equipment with limited UPS and/or solar power. Currently, radio and network equipment are housed in an old wooden building that is undersized, lacks adequate insulation, and is vulnerable to weather, wind, fires, and vandalism. Accessibility will be improved; access is currently over a steep unimproved dirt road that is susceptible to erosion, difficult to traverse during bad weather, and problematic for diesel deliveries. Additional improvements include a small emergency standby generator. The request of $155,000 is for the remaining construction portion of this project. Construction is expected to be completed by the end of calendar year 2021. This is a new project that was not included in the 2019 Rate Study.

400-22-01 $ 300,000 District Headquarters Security

The lobby at District headquarters needs to be remodeled for security purposes. The redesign includes creating a physical barrier between staff and the public, including secure access doors to the back office and Board room, as well as parking lot modifications to meet ADA requirements. Construction is expected to be complete by the end of calendar year 2021. This is a new project that was not included in the 2019 Rate Study.

400-22-02 $ 504,000 Utility Billing System

The current billing system, Advanced CIS version 3, is antiquated and was placed online in 2007. Many routine processes are currently performed manually (e.g., late fees and deposits), which is not efficient. Additional functionality includes mobile access for field technicians and web-based account access for customers. Project steps include migrating the existing version 3 from on-premise to cloud-based and then upgrading to version 4. This upgrade benefits all three cost centers. This project is expected to be completed by the end of FY2021-22. This is a new project that was not included in the 2019 Rate Study.

400-22-03 $ 90,000 LIMS

The labs currently use a combination of Excel, PDFs, and three-ring binders to manage information. A laboratory information management system, or 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's LIMS is software that consists of several apps and license agreements. All laboratory and laboratory-related desktop and mobile devices will be configured to work with LABWORKS. This project is to be completed the end of FY2021-22. It is a new project that was not included in the 2019 Rate Study.

400-22-04 $ 65,000 Tier 2 Historian

The existing Wonderware Tier 1 Historian servers are the backbone of the SCADA system. They connect and collect data directly from the District's many PLCs and controllers. This information is relayed to and supports the operator stations and HMIs. This all takes place on protected SCADA subnets. This historical information is also available to the office subnet and workstations as it is used on a regular basis to produce reports. The Tier 2 Historian would provide an additional level of security between the office and SCADA subnets. This is the total project cost, and it is to be completed by end of FY2021-22. This is a new project that was not included in the 2019 Rate Study.

400-22-05 $ 70,000 Radio Tower @ 4B

This project will replace the 40-foot radio tower, equipment, and enclosure at the 4B reservoir site. The existing tower was constructed to support a data collection unit (DCU) for the automated meter reading system; as the District's automation and other technological capabilities have increased over the years, more equipment has been installed on this tower, including support for the east end radio network backbone and the 4B reservoir level, as well as the existing DCU. This project will be completed within FY2021-22. This is a new project that was not included in the 2019 Rate Study.

Potable Projects

650-22-01 $ 362,000 Penny Well Degasifier

Since 2018, the Penny Well has been experiencing air entrainment issues, forcing the District to operate the well below capacity. An RFP is expected to be released in April 2021 for design alternatives related to removing the entrained air. The RFP requires the consultant to provide alternatives to restore the well to full capacity. Staff will return to the Board once proposals are received. Project costs shown above are only estimates and are dependent of specific process chosen. This is a new project that was not included in the 2019 Rate Study.

650-22-02 $ 120,000 Tierra Rejada Well

Production at the Tierra Rejada Well is well below design capacity; operating any higher results in cavitation of the pump. A recent analysis confirmed that declining groundwater levels have negatively impacted production. Long-term mitigation involves extending the pump's depth by approximately 100 feet. Design will be completed in FY2020-21. Construction includes the removal of the existing pump that is set at 280' below ground level (bgl) and installation of a new pump to a depth of 383' bgl. This depth increase is anticipated to help restore production, improve the District's local water production ratio, and provide some longevity if groundwater levels continue to decline. This project is expected to bid in April 2021. Staff will return to the Board once bids are received. This is a new project that was not included in the 2019 Rate Study.

650-22-03 $ 200,000 Distribution Valve Replacement

The potable distribution system includes more than 200 miles of transmission and distribution pipelines, 1,300 mainline valves, and 1,100 fire hydrant valves. A majority of these valves were installed in the late ’60s and ’70s. The Operations & Maintenance department replaces them as stuck or damaged valves are encountered and as part of both routine and emergency pipeline repairs. This is an ongoing system maintenance expense. Historically, valve replacement costs were appropriated on an individual basis. Establishing this CIP will enable the District to replace valves throughout the year as they are identified and/or in a timely manner after failure and will provide for financial forecasting. This is a new project that was not included in the 2019 Rate Study.

650-22-04 $ 350,000 CamSprings Waterline

A recent blowout of an existing waterline located within the Conejo Creek between the Camarillo Springs Golf course and Camarillo Sanitary District treatment plant needs to be replaced. Operations & Maintenance installed new valves on either side of the creek to isolate the leak. Due to changes in the creek bed, sections of the pipe are shallow and the condition of the pipe is in question. Returning that line to service is critical to restoring hydraulic capacity in the area, and boring a new line under the creek will provide a more robust solution. Exact lengths are unknown at this time but expected to be approximately 500 feet. Because of the urgency of replacing this section of pipeline, this project is expected to be designed and bid in a single phase. The project will be completed in FY 21/22. This is a new project that was not included in the 2019 Rate Study.

Wastewater Projects

900-18-02 $ 300,000 Dewatering Press

The District spends approximately $140,000 in outside contracts and 800 Camrosa man hours every year to press, till, and dry sludge at the CWRF. A dewatering press would save these resources for other functions. The press would be located adjacent to the biosolids drying beds. Staff has identified a fan press as the preferred machinery. Design is to be completed by June 2021. Costs include the fan press itself and construction; the requested additional costs are based on design engineer's estimates for construction. This project is anticipated to be complete within FY2021-22. This project was included in the 2019 Rate Study.

550-22-01 $ 90,000 Smart Covers Sewer Manholes

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 demonstrated real-time early warnings of overflow events through advisories, alerts, and alarms to web-enabled devices. Camrosa installed ten SmartCovers in FY2019-20 and this project will install an additional ten near sewer lift stations and known hotspots, and along the main trunkline. This is the total project cost, and it is to be completed by end of FY2021-22. This is a new project that was not included in the 2019 Rate Study.

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

The Capital Improvement Project (CIP) amount for FY2021-22 has been established at $2,606,000. 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 five 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 reserve target level is a minimum of 5 percent of the replacement value of capital assets.

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. The reserve target level is 45 days of O&M expenses.

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 reserve target level is 10% of the prior year's rate revenue generated from commodity charges only.

Finally, the Pension Liability Reserve Fund segregates funds to manage the ongoing CalPERS Unfunded Accrued Liability. The fund is prefunded with a transfer from the capital replacement funds to have funds available at the beginning of each fiscal year to pay the total UAL. A repayment to the capital replacement funds takes place each fiscal year as soon as the fund is incremented from net operating results in an amount equal to the payment made to CalPERS in excess of the required UAL contribution.

The FY2021-22 budget is projected to begin with $21.6 million unrestricted reserves balance, of which $2,606,000 is committed to new capital projects and $118,600 to fixed assets.

Reserves (Continued)

	Projected FY 2020-21	CIP FY 2021-22	Fixed Assets FY 2021-22	UAL Pay-off	Pension Liab Reserve Fund Contribution	Projected Rate Stabilization Contribution	Projected Capital Contributions	Projected Net Operating Results	Projected FY 2021-22
Unrestricted Reserves									
Potable Water Rate Stabilization Fund	$ 270,625	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 270,625
Non-Potable Water Rate Stabilization Fund	220,625	-	-	-	-	70,000	-	-	$ 290,625
Wastewater Rate Stabilization Fund	218,750	-	-	-	-	80,000	-	-	$ 298,750
Total Rate Stabilization Fund	**$ 710,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ -**	**$ -**	**$ 860,000**
Potable Water Capital Replacement Fund (PWCRF)	$ 8,858,804	$ (1,432,192)	$ (34,463)	$ -	$ 60,041	$ -	$ 275,000	$ -	$ 7,727,190
Potable Water Operating and Emergency Reserves (OER)	665,007	-	-	-	-	-	-	38,368	$ 703,375
Potable Water Capital Improvement Fund (PWCIF)	2,885,187	-	-	-	-	-	-	-	$ 2,885,187
Potable Water In-Lieu Fees (Shea Homes)	1,194,653	-	-	-	-	-			$ 1,194,653
Potable Water Mitigation Fees (Day Ranch)	130,025	-	-	-	-	-			$ 130,025
Total Potable Funds	**$ 13,733,676**	**$ (1,432,192)**	**$ (34,463)**	**$ -**	**$ 60,041**	**$ -**	**$ 275,000**	**$ 38,368**	**$ 12,640,430**
Non-Potable Water Capital Replacement Fund (NPWCRF)	$ 3,867,692	$ (369,408)	$ (31,812)	$ -	$ 32,330	$ -	$ 1,520,000	$ -	$ 5,018,802
Non-Potable Water Operating and Emergency Reserves (OER)	545,725	-	-	-	-	-	-	36,769	$ 582,494
Non-Potable Water Capital Improvement Fund (NPWCIF)	-	-	-	-	-	-	-	-	$ -
New Demand Mitigation Fees (Pegh Investments)	-	-	-	-	-	-	-	-	$ -
Non-Potable Water In-lieu Fees (Wildwood Preserve)	318,538	-	-	-	-	-	-	-	$ 318,538
Total Non-Potable Funds	**$ 4,731,955**	**$ (369,408)**	**$ (31,812)**	**$ -**	**$ 32,330**	**$ -**	**$ 1,520,000**	**$ 36,769**	**$ 5,919,834**
Wastewater Capital Replacement Fund (WWCRF)	$ 974,568	$ (504,400)	$ (52,325)	$ -	$ 49,738	$ -	$ 605,000	$ -	$ 1,072,581
Wastewater Operating and Emergency Reserves (OER)	394,773	-	-	-	-	-	-	25,548	$ 420,321
Wastewater Capital Improvement Fund (WWCIF)	873,486	(300,000)	-	-	-	-	-	-	$ 573,486
Total Wastewater Funds	**$ 2,242,827**	**$ (804,400)**	**$ (52,325)**	**$ -**	**$ 49,738**	**$ -**	**$ 605,000**	**$ 25,548**	**$ 2,066,388**
New Demand Mitigation Fee (Comstock Housing, Inc)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
New Demand Mitigation Fee (Vtra. County Office of Education)	-	-	-	-	-	-	-	-	$ -
Total Mitigation Fees	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Water Project Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Wastewater Project Fund	-	-	-	-	-	-	-	-	$ -
Total Bond Funds	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Pension Liability Reserve Fund	$142,109	$ -	$ -	$ (142,109)	$ -	$ -	$ -	$ -	$ -
Total Unrestricted Reserves	**$ 21,560,567**	**$ (2,606,000)**	**$ (118,600)**	**$ (142,109)**	**$ 142,109**	**$ 150,000**	**$ 2,400,000**	**$ 100,685**	**$ 21,486,652**
Restricted Assets									
CSUCI Recycleline Repayment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grant Receivable RMWTP	-	-	-	-	-	-	-	-	$ -
Grant Receivable PV Well	83,822	-	-	-	-	-	-	-	$ 83,822
Grant Receivable CamSan Recycle Line	56,399	-	-	-	-	-	-	-	$ 56,399
Total Receivables	**$ 140,221**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 140,221**
Debt Reserves 2011A	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Debt Reserves 2012	-	-	-	-	-	-	-	-	$ -
Debt Reserves 2016	879,529	-	-	-	-	-	-	-	$ 879,529
Total Restricted Assets	**$ 879,529**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 879,529**
CIP									
Potable Water Capital Replacements	$ 1,126,978	$ 1,432,192	$ 34,463	$ -	$ -	$ -	$ -	$ -	$ 2,593,633
Non-Potable Water Capital Replacements	100,744	369,408	31,812	-	-	-	-	-	$ 501,964
Wastewater Capital Replacements	2,680,660	504,400	52,325	-	-	-	-	-	$ 3,237,385
Potable Water Capital Improvements	662,172	-	-	-	-	-	-	-	$ 662,172
Wastewater Capital Improvements	798,100	300,000	-	-	-	-	-	-	$ 1,098,100
New Demand Mitigation Fee (Wildwood Preserve Project)	-	-	-	-	-	-	-	-	$ -
New Demand Mitigation Fee (SR Valley)	-	-	-	-	-	-	-	-	$ -
New Demand Mitigation Fee (Shea Homes)	1,376,059	-	-	-	-	-	-	-	$ 1,376,059
Total CIP	**$ 6,744,713**	**$ 2,606,000**	**$ 118,600**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 9,469,313**
Bonds									
Water Improvements	$ 3,565,236	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,565,236
Wastewater Improvements	-	-	-	-	-	-	-	-	$ -
Total Bond CIP	**$ 3,565,236**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,565,236**
Total Restricted Assets	**$ 11,329,699**	**$ 2,606,000**	**$ 118,600**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,054,299**
Total Reserves minus Receivables	**$ 32,750,045**	**$ -**	**$ -**	**$ (142,109)**	**$ 142,109**	**$ 150,000**	**$ 2,400,000**	**$ 100,685**	**$ 35,400,730**

Reserves (Continued)

	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Projected FY 2020-21	Projected FY 2021-22
Unrestricted Reserves						
Potable Water Rate Stabilization Fund	$ 341,250	$ 341,250	$ 170,625	$ 270,625	$ 270,625	$ 270,625
Non-Potable Water Rate Stabilization Fund	-	-	170,625	170,625	220,625	$ 290,625
Wastewater Rate Stabilization Fund	183,750	183,750	183,750	183,750	218,750	$ 298,750
Total Rate Stabilization Fund	**$ 525,000**	**$ 525,000**	**$ 525,000**	**$ 625,000**	**$ 710,000**	**$ 860,000**
Potable Water Capital Replacement Fund (PWCRF)	$ 5,266,163	$ 8,285,287	$ 10,232,931	$ 7,564,881	$ 8,858,804	$ 7,727,190
Potable Water Operating and Emergency Reserves (OER)	-	-	-	435,002	665,007	$ 703,375
Potable Water Capital Improvement Fund (PWCIF)	1,336,210	1,496,994	3,566,335	2,812,928	2,885,187	$ 2,885,187
Potable Water In-Lieu Fees (Shea Homes)					1,194,653	$ 1,194,653
Potable Water Mitigation Fees (Day Ranch)					130,025	$ 130,025
Total Potable Funds	**$ 6,602,373**	**$ 9,782,281**	**$ 13,799,266**	**$ 10,812,811**	**$ 13,733,676**	**$ 12,640,430**
Non-Potable Water Capital Replacement Fund (NPWCRF)	$ 654,908	$ 714,771	$ 1,474,153	$ 2,583,988	$ 3,867,692	$ 5,018,802
Non-Potable Water Operating and Emergency Reserves (OER)	-	-	-	462,412	545,725	$ 582,494
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	$ 318,538
Total Non-Potable Funds	**$ 973,446**	**$ 1,033,309**	**$ 2,430,288**	**$ 3,364,938**	**$ 4,731,955**	**$ 5,919,834**
Wastewater Capital Replacement Fund (WWCRF)	$ 4,213,437	$ 4,400,409	$ 4,843,797	$ 3,050,171	$ 974,568	$ 1,072,581
Wastewater Operating and Emergency Reserves (OER)	-	-	-	341,439	394,773	$ 420,321
Wastewater Capital Improvement Fund (WWCIF)	897,635	939,710	2,295,620	836,620	873,486	$ 573,486
Total Wastewater Funds	**$ 5,111,072**	**$ 5,340,119**	**$ 7,139,417**	**$ 4,228,230**	**$ 2,242,827**	**$ 2,066,388**
New Demand Mitigation Fee (Comstock Housing, Inc)	$ -	$ -	$ -	$ -	$ -	$ -
New Demand Mitigation Fee (Vtra. County Office of Education)	-	34,249	34,249	-	-	$ -
Total Mitigation Fees	**$ -**	**$ 34,249**	**$ 34,249**	**$ -**	**$ -**	**$ -**
Water Project Fund	$ 5,750,000	$ 4,928,000	$ 4,680,000	$ 3,802,829	$ -	$ -
Wastewater Project Fund	926,998	635,337	617,863	-	-	$ -
Total Bond Funds	**$ 6,676,998**	**$ 5,563,337**	**$ 5,297,863**	**$ 3,802,829**	**$ -**	**$ -**
Pension Liability Reserve Fund					$142,109	$ -
Total Unrestricted Reserves	**$ 19,888,889**	**$ 22,278,295**	**$ 29,226,083**	**$ 22,833,808**	**$ 21,560,567**	**$ 21,486,652**
Restricted Assets						
CSUCI Recycleline Repayment	$ 279,529	$ 200,970	$ 117,979	$ 30,307	$ -	$ -
Grant Receivable RMWTP	-	-	-	-	-	$ -
Grant Receivable PV Well	217,558	204,275	192,110	83,822	83,822	$ 83,822
Grant Receivable CamSan Recycle Line	564,000	526,838	478,516	166,385	56,399	$ 56,399
Total Receivables	**$ 1,061,087**	**$ 932,083**	**$ 788,605**	**$ 280,514**	**$ 140,221**	**$ 140,221**
Debt Reserves 2011A	-	-	$ -	$ -	$ -	$ -
Debt Reserves 2012	760,516	760,516	760,516	-	-	$ -
Debt Reserves 2016	879,529	879,529	879,529	879,529	879,529	$ 879,529
Total Restricted Assets	**$ 1,640,045**	**$ 1,640,045**	**$ 1,640,045**	**$ 879,529**	**$ 879,529**	**$ 879,529**
CIP						
Potable Water Capital Replacements	$ 3,344,148	$ 2,727,804	$ 1,649,755	$ 1,263,842	$ 1,126,978	$ 2,593,633
Non-Potable Water Capital Replacements	1,457,513	1,886,173	384,199	504,157	100,744	$ 501,964
Wastewater Capital Replacements	177,552	15	46,735	265,003	2,680,660	$ 3,237,385
Potable Water Capital Improvements	52,578	372,878	355,222	1,223,101	662,172	$ 662,172
Wastewater Capital Improvements	-	-	-	1,191,757	798,100	$ 1,098,100
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	1,681,372	1,376,059	$ 1,376,059
Total CIP	**$ 5,616,625**	**$ 5,543,575**	**$ 4,607,703**	**$ 6,129,232**	**$ 6,744,713**	**$ 9,469,313**
Bonds						
Water Improvements	$ 196,876	$ 1,003,984	$ 948,370	$ 662,651	$ 3,565,236	$ 3,565,236
Wastewater Improvements	415,347	171,135	77,708	671,110	-	$ -
Total Bond CIP	**$ 612,223**	**$ 1,175,119**	**$ 1,026,078**	**$ 1,333,761**	**$ 3,565,236**	**$ 3,565,236**
Total Restricted Assets	**$ 8,929,980**	**$ 9,290,822**	**$ 8,062,431**	**$ 8,623,036**	**$ 11,329,699**	**$ 14,054,299**
Total Reserves minus Receivables	**$ 27,757,782**	**$ 30,637,034**	**$ 36,499,909**	**$ 31,176,330**	**$ 32,750,045**	**$ 35,400,730**

Reserve Accounts (Continued)

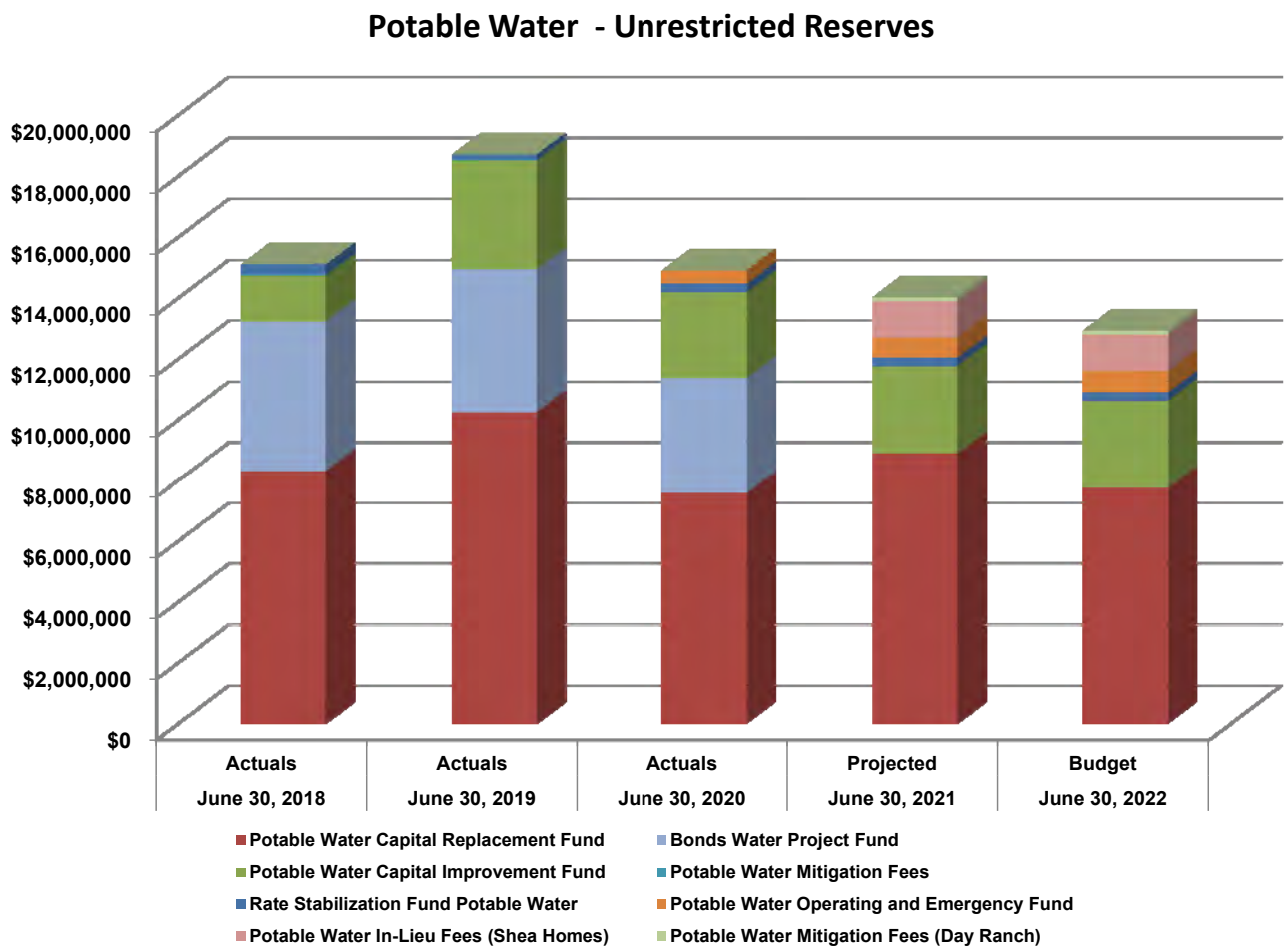


Figure 14 – Unrestricted Potable Water Reserves

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

In FY2020-21, Potable Water Funds project to appropriate approximately $626,671 towards Capital Projects, $41,525 towards Fixed Assets and $3,802,829 from the Bonds Water Project Fund. The FY2021-22 budget will appropriate $1,432,192 from Potable water funds towards Capital Projects and $34,463 towards Fixed Assets. The Potable Water Capital Replacement Fund receives funding from capital replacement contributions. The projected Capital Replacement Contributions amount for FY2020-21 is $300,000. The Capital Improvement Fund receives funding from connection fees, in FY2020-21 the District projects to receive $42,825 in connection fees. Camrosa also projects to receive $1,324,678 in Mitigation and In-Lieu 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 anticipate a contribution in FY2020-21 or FY2021-22.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 and reliable services and receives funding from the operating budget. In FY2020-21, the District projects a contribution of $230,005 and anticipates a contribution by $38,368 in FY2021-22.

Reserve Accounts (Continued)

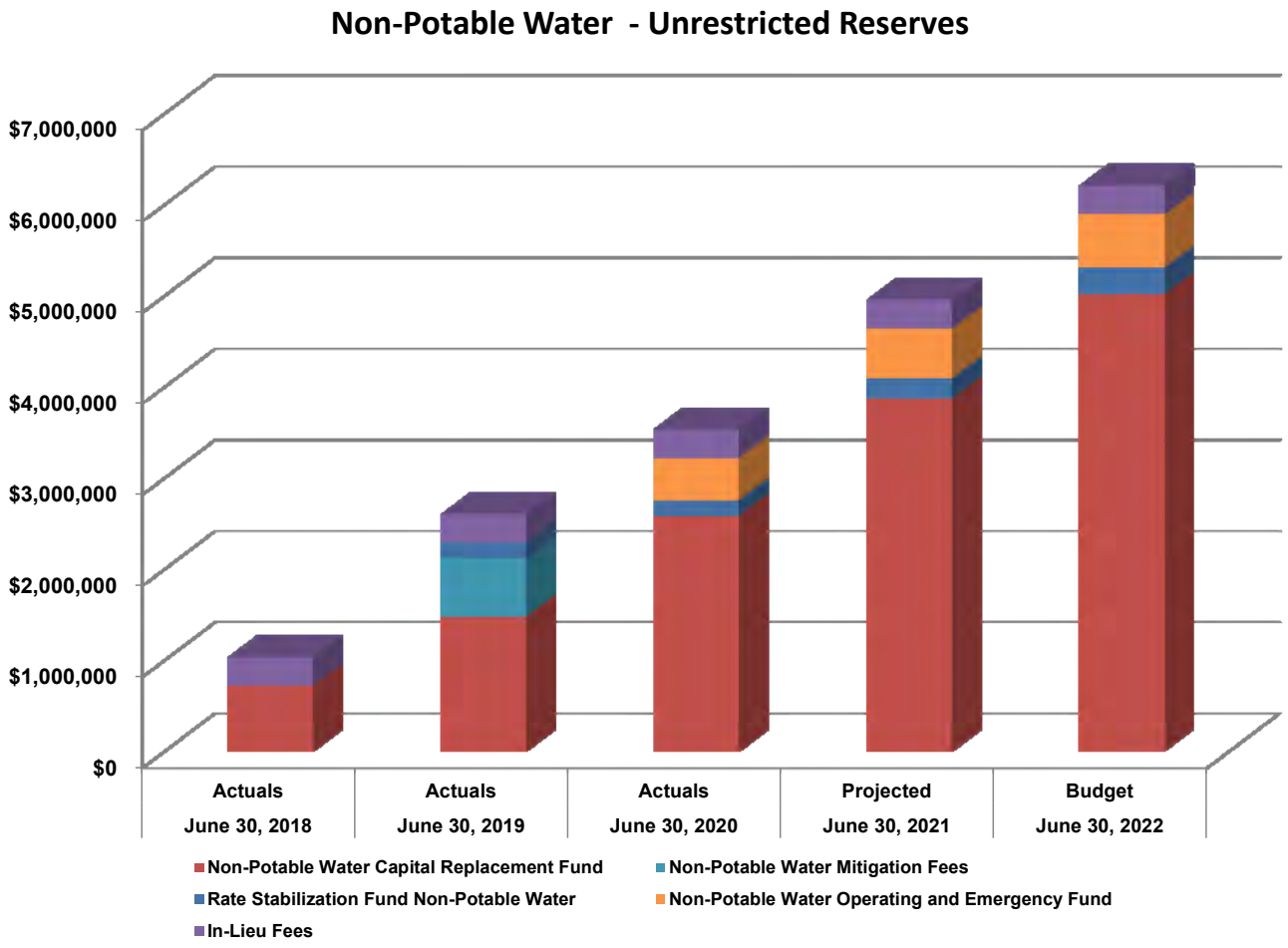


Figure 15 – Unrestricted Non-Potable Water Reserves

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

In FY2020-21, Non-Potable Water Funds appropriated approximately $528,000 towards Capital Projects and $38,330 towards Fixed Assets. The FY2021-22 budget will appropriate $369,408 from Non-Potable Water Funds towards Capital Projects and $31,812 towards Fixed Assets. The Non-Potable Water Capital Replacement Fund receives funding from capital replacement contributions. The Capital Replacement Contributions for FY2020-21 are projected to be approximately $2,900,000. 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 projects a contribution to the fund in the amount of $50,000 in FY2020-21. The District anticipates contributing $70,000 in FY2021-22. 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 FY2020-21, the District projects a contribution of $83,313 and anticipates contributing $36,769 in FY2021-22.

Reserve Accounts (Continued)

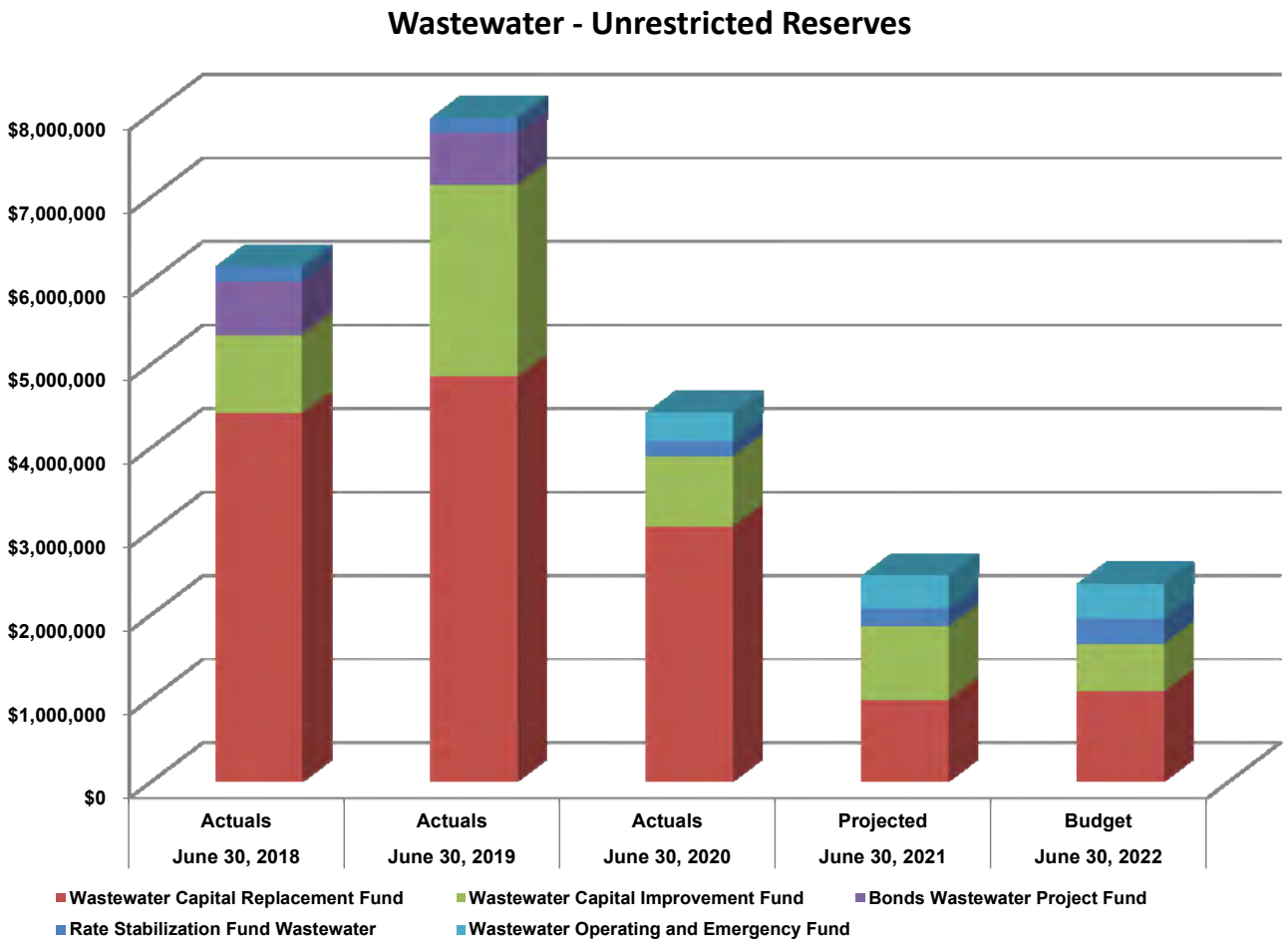


Figure 16 – Unrestricted Wastewater Reserves

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

In FY2020-21 Wastewater funds appropriated approximately $3,335,000 towards Capital Projects and $68,955 towards Fixed Assets. The FY2021-22 budget will appropriate $804,400 from Wastewater funds towards Capital Projects and $52,325 towards Fixed Assets. The Wastewater Capital Replacement Fund receives funding from capital replacement contributions. The Capital Replacement Contributions for FY2020-21 are projected to be $900,000. The Capital Improvement Fund receives funding from connection fees, in FY2020-21 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 projects a contribution to the fund in the amount of $35,000 for FY2020-21. The District anticipates contributing $80,000 in FY2021-22. 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 FY2020-21, the District projects a contribution of $53,334 and anticipates contributing $25,548 in FY2021-22.

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 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 FY2021-22 on the Series 2011A/2016 will be approximately $1,044,631. Approximately $190,950 is paid with sewer service revenues. The remaining $853,681 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 FY2021-22 is budgeted to 3.38 for Water and 4.98 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 2017-18	Actuals FY2018-19	Actuals FY 2019-20	Projections FY 2020-21	Budget FY 2021-22
Revenues					
Water Sales:					
Potable	$ 10,801,589	$ 9,451,209	$ 10,655,664	$ 12,650,510	$ 11,812,100
Recycle/Non-Potable	4,822,286	3,951,614	4,507,819	4,957,689	4,708,000
Water Sales to Pleasant Valley	558,575	678,598	1,340,423	1,777,909	1,269,200
Meter Service Charge	2,557,753	2,615,301	2,312,427	2,339,631	2,582,800
Special Services	180,354	145,904	69,266	32,477	40,000
Pump Zone Charges	52,992	46,658	46,037	55,163	52,000
Miscellaneous	18,716	8,356	4,272	67,556	-
Interest Revenues	275,489	540,721	502,387	138,713	119,801
Taxes	657,620	620,590	661,932	676,113	684,838
Mitigation & In-Lieu Fees	-	2,323,857	-	1,324,678	-
Capital Fees	116,474	1,986,350	9,825	42,825	-
Total Revenues	**$ 20,041,848**	**$ 22,369,158**	**$ 20,110,052**	**$ 24,063,264**	**$ 21,268,739**
Expenses					
Production	$ 9,228,380	$ 8,972,416	$ 10,717,210	$ 12,803,945	$ 11,162,567
Salaries & Benefits	2,431,008	2,520,434	2,858,529	2,294,121	2,511,770
Outside Contracts & Professional Services	697,289	674,103	979,417	1,121,099	2,281,681
Supplies & Services	2,011,611	1,837,441	1,784,825	2,070,197	2,426,532
Total Expenses	**$ 14,368,288**	**$ 14,004,394**	**$ 16,339,981**	**$ 18,289,362**	**$ 18,382,550**
Net Operating Revenues	**$ 5,673,560**	**$ 8,364,764**	**$ 3,770,071**	**$ 5,773,902**	**$ 2,886,189**
Debt Service	1,533,881	1,536,881	1,512,831	843,081	853,681
Debt Service Coverage Ratio	**3.70**	**5.44**	**2.49**	**6.85**	**3.38**

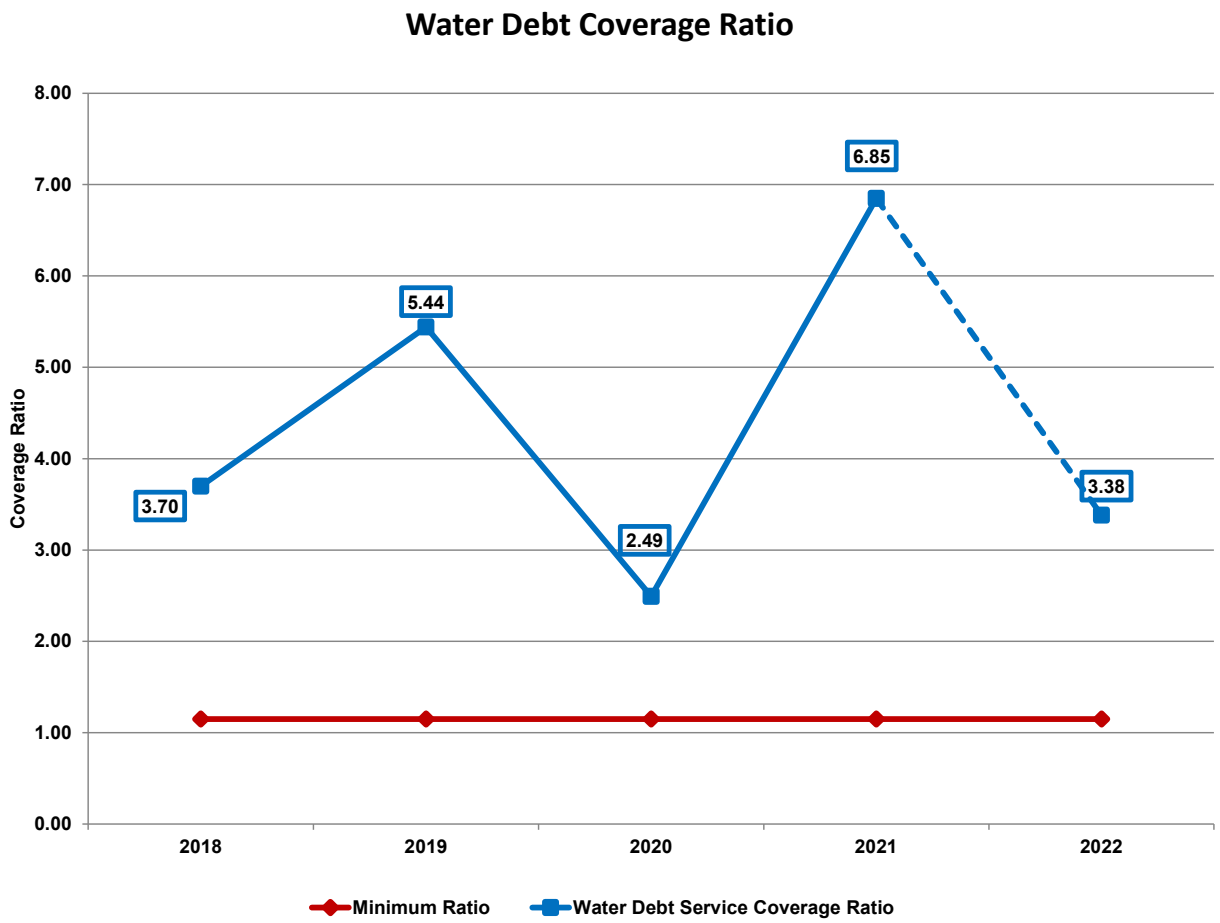


Figure 17 – Historical Debt Service Coverage Ratios – Water

Wastewater Debt Service Ratio

	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Projections FY 2020-21	Budget FY 2021-22
Revenues					
Sewer Service Charge	$ 3,314,305	$ 3,336,794	$ 3,575,963	$ 3,806,832	$ 4,071,800
Special Services	97,114	78,564	28,691	5,534	6,000
Miscellaneous	10,078	899	1,301	36,482	-
Interest Revenues	117,658	236,871	153,524	39,768	33,456
Capital Fees	42,075	1,355,910	-	-	-
Total Revenues	**$ 3,581,230**	**$ 5,009,038**	**$ 3,759,480**	**$ 3,888,616**	**$ 4,111,256**
Expenses					
Production	$ 9,325	$ 28,383	$ 14,108	$ 9,291	$ 21,492
Salaries & Benefits	1,309,004	1,357,158	1,449,728	1,235,296	1,352,493
Outside Contracts & Professional Services	656,364	535,295	844,735	972,844	1,240,691
Supplies & Services	526,349	503,272	442,319	491,401	545,344
Total Expenses	**$ 2,501,042**	**$ 2,424,108**	**$ 2,750,890**	**$ 2,708,832**	**$ 3,160,020**
Net Operating Revenues	**$ 1,080,188**	**$ 2,584,930**	**$ 1,008,590**	**$ 1,179,784**	**$ 951,236**
Debt Service	633,350	633,250	617,150	191,450	190,950
Debt Service Coverage Ratio	**1.71**	**4.08**	**1.63**	**6.16**	**4.98**

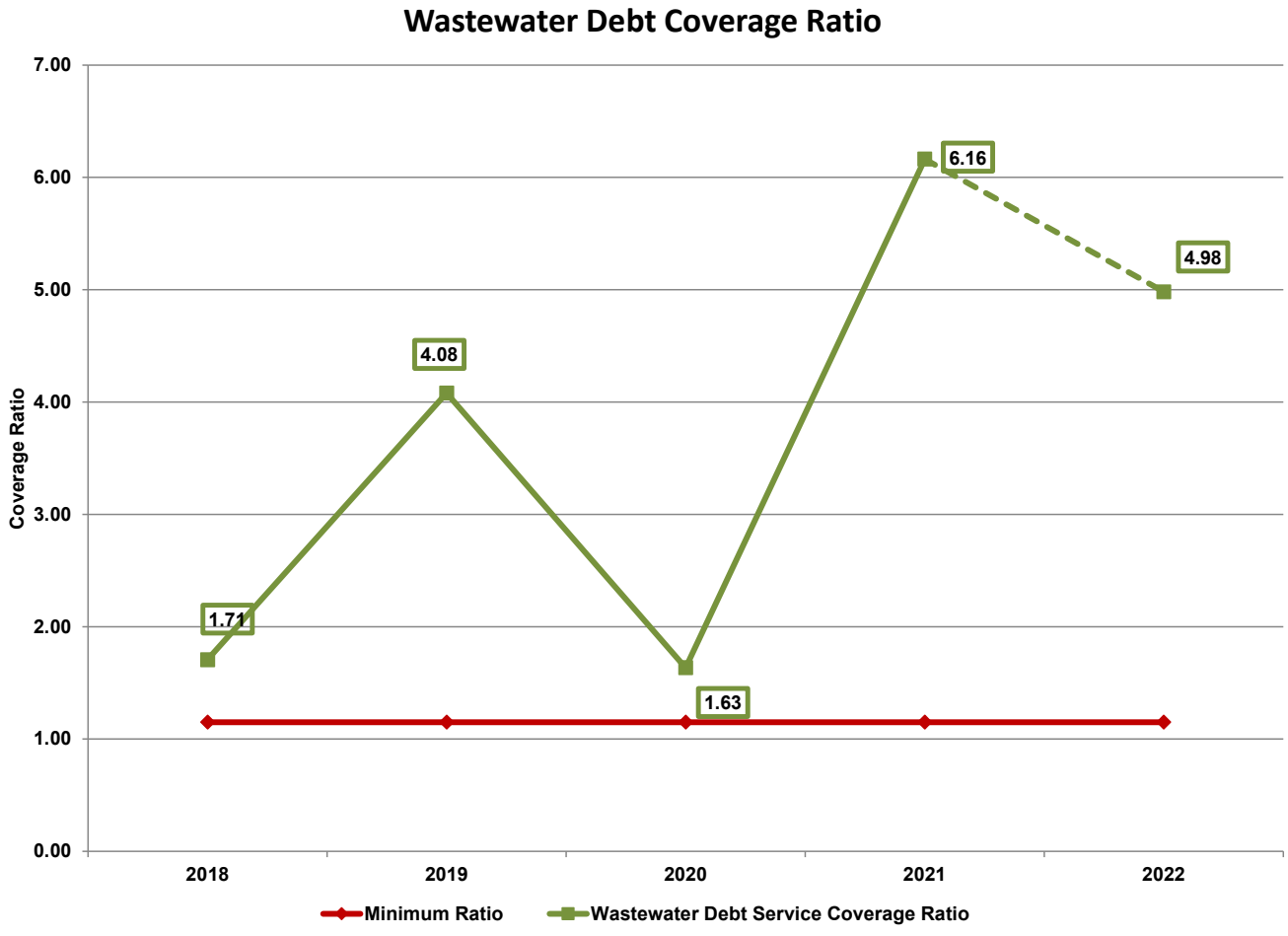


Figure 18 – Historical Debt Service Coverage Ratios – Wastewater

Five-Year Capital Outlay

The District has incorporated a five-year capital outlay forecast into the FY2021-22 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 2021-2022 Budget	Mid-Year 21-22	FY 2023 Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	FY 2027 Projection	Total
	Potable Water Facilities								
1	Sampling Stations			500,000					$ 500,000
2	**Reservoir Rehabilitation Program**								
3	Res 4C Hydro-pneumatic Pump Station			1,655,000					$ 1,655,000
4	Res 4C Tank Replacement			2,440,000					$ 2,440,000
5	Res 3A Tank Replacement - Potable						220,000	4,170,000	$ 4,390,000
5	Res 4A Tank Replacement								$ -
6	New Potable reservoir (1C)			495,000	3,382,500	3,000,000			$ 6,877,500
6	Res 2A Increase Tank Size								$ -
7	Res 3B Tank Replacement - Potable Water								$ -
7	Res 3C Tank Replacement								$ -
8	Res 2B Tank Replacement (Shea Upsize)								$ -
8	Res 4B Tank Replacement								$ -
7	**New Pump Station Program**								
8	Pump Station 1 to 2 @ MS#8				97,200	900,000			$ 997,200
9	Pump Station 2 to 3D at MS#6						97,200	900,000	$ 997,200
9	Pump Station 2 to 3								$ -
10	Pump Station 3 to 4A								$ -
10	**Pump Station Replacement Program**								
11	3D Pump Station 5					600,000			$ 600,000
12	Pump Station 1&2 - Mechanical					350,000			$ 350,000
13	**Potable Pipeline Replacement Program**								
14	Distribution Valve Replacement	200,000		200,000	200,000	200,000	200,000	200,000	$ 1,200,000
15	Cam Springs Waterline	350,000							$ 350,000
16	Pipeline Replacement				90,000	180,000	1,380,000		$ 1,650,000
17	Expand Santa Rosa Line to 24' (Upland Rd to San Rafael Way)				58,500	600,000			$ 658,500
18	**New Well Design Program**								
19	Penny Well Degaser	362,000							$ 362,000
20	PV Well #2		1,355,000						$ 1,355,000
21	Tierra Rejada Well	120,000							$ 120,000
22	CSCUI Back-up Well			1,000,000					$ 1,000,000
23	2 Monitoring Wells (PV Basin)					540,000			$ 540,000
24	SR #3 Utilization						100,000		$ 100,000
25	**Well Rehabilitation Program**								
26	Conejo Wellfield Treatment		4,150,000						$ 4,150,000
27	Well Rehabilitation Program				400,000		200,000		$ 600,000
28	**Meter Station Replacement Program**								
29	Meter Station 11 & Pressure Relief Station Rehabilitation			290,000					$ 290,000
30	Meter Station Replacement Program				200,000				$ 200,000
31	**VFD Replacement Program**								
32	VFD Replacement Program			30,000	30,000	30,000	30,000		$ 120,000
33	**Total Potable Water Facilities**	**$ 1,032,000**	**$ 5,505,000**	**$ 6,610,000**	**$ 4,458,200**	**$ 6,400,000**	**$ 2,227,200**	**$ 5,270,000**	**$ 31,502,400**

**line 26 Conejo Wellfield Treatment project costs unknown at this time*

Five-Year Capital Outlay (Continued)

Non-Potable Water Capital Outlay

No.	Project Description	FY 2021-2022 Budget	Mid-Year 21-22	FY 2023 Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	FY 2027 Projection	Total
	Non-Potable Water Facilities								
1	Pond Improvements			110,000	1,500,000				$ 1,610,000
2	**Reservoir Rehabilitation Program**								
3	New Tank & Site rehabilitation (AG3)				80,000	295,000			$ 375,000
4	Yucca Tank Replacement						135,000	425,000	$ 560,000
5	Ag 2 tank recoating							150,000	$ 150,000
6	**Pump Station Replacement Program**								
7	PS#4 Auxiliary Pump			65,000					$ 65,000
8	PS#4 Booster #3 Pump and VFD Replacement								$ -
9	Pump Station Replacement Program (PS4 then Pond Station)			420,000		425,000			$ 845,000
10	**Non-Potable Pipeline Replacement Program**								
11	Non-Potable Pipeline Replacement Program			60,000	90,000	390,000		390,000	$ 930,000
12	**Well Rehabilitation Program**								
13	Santa Rosa Well #10 Well Rehabilitation			230,000					$ 230,000
14	NP Well Rehabilitation Program					250,000		250,000	$ 500,000
15	VFD Replacement Program			50,000	50,000	50,000	50,000	50,000	$ 250,000
16	MCC Replacement Program			300,000	520,000	240,000			$ 1,060,000
17	**Total Non-Potable Water Facilities**	**$ 0**	**$ 0**	**$ 1,235,000**	**$ 2,240,000**	**$ 1,650,000**	**$ 185,000**	**$ 1,265,000**	**$ 6,575,000**

Wastewater Capital Outlay

No.	Project Description	FY 2022 Projection	Mid-Year 21-22	FY 2023 Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	FY 2027 Projection	Total
	Wastewater Facilities								
1	CWRF PLC Replacement			175,000	700,000				$ 875,000
2	Dewatering Press	300,000							$ 300,000
3	Smart Covers Sewer Manholes	90,000							$ 90,000
4	Effluent Line Replacement			295,000	1,500,000				$ 1,795,000
5	Amonia Injection (Sequential Chlorination)		200,000						$ 200,000
6	**Sewer Lift MCC & Rehabilitation**								
7	Sewer Lift 4 MCC & Rehabilitation			360,000					$ 360,000
8	Sewer Lift MCC & Rehabilitation (3& 2)				360,000	360,000			$ 720,000
9	**Collection System Replacement**			60,000	90,000	1,125,000		1,125,000	$ 2,400,000
10	Calleguas Creek Sewer line				36,000	337,200			$ 373,200
11	Bar Screen Replacement				400,000				$ 400,000
12	Calle Bodega & Mission Oaks line		24,000	245,000					$ 269,000
13	**Total Wastewater Facilities**	**$ 390,000**	**$ 224,000**	**$ 1,135,000**	**$ 3,086,000**	**$ 1,822,200**	**$ 0**	**$ 1,125,000**	**$ 7,782,200**

General Replacements/Fixed Assets

	General Projects								
1	Reservoir 1B Comm Facility	155,000							$ 155,000
2	District Headquarters Security	300,000							$ 300,000
3	Utility Billing System	504,000							$ 504,000
4	LIMS	90,000							$ 90,000
5	Tier 2 Historian	65,000							$ 65,000
6	Radio Tower @ 4B	70,000							$ 70,000
7	Fixed Assets	118,600		250,000	250,000	250,000	250,000	250,000	$ 1,368,600
8	**Total General Projects**	**$ 1,302,600**	**$ -**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 2,552,600**
	Total Capital Projects	**$ 2,724,600**	**$ 5,729,000**	**$ 9,230,000**	**$ 10,034,200**	**$ 10,122,200**	**$ 2,662,200**	**$ 7,910,000**	**$ 48,412,200**

Five-Year Financial Forecast

The District has incorporated a five-year financial forecast into the FY2021-22 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
  - Pegh Investments : FY2023-24 148 AFY potable sales, 8 MSF
  - Rancho Sierra: FY2024-25; 19 AFY potable sales, 50 MSF
  - New Urban West/Camsprings: FY2026-27; 97 AFY potable sales, 250 MSF
  - Wildwood Preserve: FY2026-27; 15 AFY potable sales, 18 MSF
  - Camino Ruiz/Mission Oaks; FY2026-27; 150 AF potable sales, 386 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 forecast assumes a pass-thru of the cost increase of imported water beginning in FY2025 assuming the board will adjust rates for the cost of import water. The following are the projected imported commodity water rate increases from MWD and CMWD:

  2023 – 4.7%, $1,635/AF
  2024 – 4.7%, $1,712/AF
  2025 – 3.7%, $1,776/AF
  2026 – 3.6%, $1,840/AF
  2027 – 3.2%, $1,899/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 forecast assumes a pass-thru of the cost increase of imported fixed charges beginning in FY2025 assuming the board will adjust rates for the cost of imported fixed charges. The following are the projected fixed charges from MWD and CMWD:

  2023 – 8.2%, $1,061,120
  2024 – 7.1%, $1,136,245
  2025 – 4.2%, $ 1,183,783
  2026 – 1.8%, $ 1,205,308
  2027 – 2.3%, $ 1,233,579
- ***Reduction of Imported Water Purchases.*** The FY2021-22 operating budget blend ratio of imported water is currently at 64 percent, due to the Conejo Wellfield being offline. The completion of PV Well #2 in fall 2020 and completing the Conejo Wellfield GAC treatment plant and returning that local resource to service should combine to reduce imported purchases to 52 percent in FY2023-24. 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 FY2022-23.

- ***Operational & Maintenance Expenses.*** Operational and maintenance expenses are projected to increase three percent annually beginning in FY2022-23.

- ***Other Income.*** Interest Income, Property Tax, Special Services, and Miscellaneous Income are projected to remain at the current FY2021-22 levels with no increases.

- ***Rate Stabilization Fund.*** The forecast does not include contributions the to the rate stabilization fund as a result of contributing to the capital replacement fund for capital outlay projects. The target level of $1,200,000 projected from the 2019 Rate Study and the current balance is $270,625.

- ***CalPERS UAL Contribution.*** The contribution to the CalPERS UAL is projected to increase annually 3 percent and funds will be used to pay down the District's UAL balance.

- ***Capital Replacement Contribution.*** The contribution to the capital replacement program is projected to continue into FY2022-23 in the amount of $465,000 and increase upwards to $1,045,000 in FY2026-27. Capital replacement contributions are utilized for infrastructure improvements and rehabilitation projects and transferred to the capital replacement fund. The projected balance is $747,936 in comparison to the target level of $6,400,000 projected from the 2019 Rate Study.

Potable Water Program Operations	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
Operating Revenue						
Water Sales						
Potable Water Sales	11,812,100	12,626,600	13,661,200	13,839,700	13,839,700	14,803,600
Meter Service Charge	2,492,000	2,579,000	2,759,900	2,767,800	2,767,800	2,848,000
Special Services	30,000	30,000	30,000	30,000	30,000	30,000
Pump Zone/Miscellaneous	31,000	31,000	31,000	31,000	31,000	31,000
Total Operating Revenue	**$ 14,365,100**	**$ 15,266,600**	**$ 16,482,100**	**$ 16,668,500**	**$ 16,668,500**	**$ 17,712,600**
Non-Operating Revenue						
Property Tax	410,904	410,900	410,900	410,900	410,900	410,900
Interest Income	89,418	89,400	89,400	89,400	89,400	89,400
Total Non-Operating Revenue	**$ 500,322**	**$ 500,300**	**$ 500,300**	**$ 500,300**	**$ 500,300**	**$ 500,300**
Total Potable Program Revenue	**$ 14,865,422**	**$ 15,766,900**	**$ 16,982,400**	**$ 17,168,800**	**$ 17,168,800**	**$ 18,212,900**
Potable Program Expenditures						
Water Purchases	8,437,676	7,490,600	8,043,000	8,136,000	8,142,900	8,622,800
Production Power	561,513	782,400	828,300	864,400	889,900	978,800
Operations and Maintenance	4,669,787	5,338,012	5,456,540	5,593,456	5,734,201	5,878,884
Total Potable Program Expenses	**$ 13,668,977**	**$ 13,611,012**	**$ 14,327,840**	**$ 14,593,856**	**$ 14,767,001**	**$ 15,480,484**
Rate Stabilization Contribution	$ -	$ -	$ -	$ -	$ -	$ -
CalPERS UAL Contribution	$ 60,041	$ 61,842	$ 63,697	$ 65,608	$ 67,577	$ 69,604
Capital Replacement Contribution	$ 275,000	$ 465,000	$ 1,090,000	$ 880,000	$ 700,000	$ 1,045,000
Debt Service Obligation						
2011A/2016 Water and Wastewater Project	823,036	829,988	828,877	831,561	834,714	833,671
New Debt	-	764,000	639,032	765,600	765,800	765,600
Total Debt Services	**823,036**	**1,593,988**	**1,467,909**	**1,597,161**	**1,600,514**	**1,599,271**
Net Operating Results less Debt Service	**$ 38,368**	**$ 35,057**	**$ 32,954**	**$ 32,174**	**$ 33,708**	**$ 18,541**

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 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.

- ***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 FY2026-27 is $747,936. 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	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
Source of Funds						
Capital Replacement Contribution	275,000	465,000	1,090,000	880,000	700,000	1,045,000
Transfer In Non-Potable	-	-	-	-	-	-
Total Sources	**$ 275,000**	**$ 465,000**	**$ 1,090,000**	**$ 880,000**	**$ 700,000**	**$ 1,045,000**
Use of Fund						
Replacement Projects	1,032,000	520,000	920,000	1,360,000	1,810,000	200,000
General Projects/Fixed Assets	434,655	84,500	84,500	84,500	84,500	84,500
Tansfer To Potable Water Capital Improvement	-	-	-	379,513	417,200	5,070,000
Total Uses	**$ 1,466,655**	**$ 604,500**	**$ 1,004,500**	**$ 1,824,013**	**$ 2,311,700**	**$ 5,354,500**
Net Annual Cash Balance	(1,191,655)	(139,500)	85,500	(944,013)	(1,611,700)	(4,309,500)
Beginning Unrestricted Fund Balance	8,858,804	7,667,149	7,527,649	7,613,149	6,669,136	5,057,436
Net Cumulative Fund Balance	**$ 7,667,149**	**$ 7,527,649**	**$ 7,613,149**	**$ 6,669,136**	**$ 5,057,436**	**$ 747,936**

Table 2 – Projected Potable Capital Replacement Fund

Potable Water Program Reserves (Continued)

- ***Bond Funds.*** The District is considering a bond issuance in FY2022-23.
- ***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.
- ***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 FY2024-25. Should development occur this would provide developer contributions towards these projects.

Potable Capital Improvement Fund	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
Source of Funds						
Transfer In Potable Capital Replacement		-	-	379,513	417,200	5,070,000
Transfer In Non-Potable Capital Replacement						
Bond Proceeds	-	15,000,000		-	-	-
Grant Funds	-	83,822	-	-	-	-
Total Sources	**$ -**	**15,083,822**	**-**	**379,513**	**417,200**	**5,070,000**
Use of Fund						
Improvement Projects	-	11,095,000	3,538,200	5,040,000	417,200	5,070,000
Total Uses	**$ -**	**$ 11,095,000**	**$ 3,538,200**	**$ 5,040,000**	**$ 417,200**	**$ 5,070,000**
Net Annual Cash Balance	-	3,988,822	(3,538,200)	(4,660,487)	-	-
Mitigation Fee Fund Balance	1,324,678	-	-	-	-	-
Beginning Unrestricted Fund Balance	2,885,187	4,209,865	8,198,687	4,660,487	-	-
Net Cumulative Fund Balance	**$ 4,209,865**	**8,198,687**	**4,660,487**	**-**	**-**	**-**

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 2024. The financial forecast assumes limited growth. While recycled water sales were higher than anticipated in FY2020-21 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. The following is the projected timeline of upcoming development incorporated into the five-year forecast:
    - Rancho Sierra: FY2024-25; 6 AFY non-potable sales; 1 MSF
    - New Urban West/Camsprings: FY2026-27; 32 AFY non-potable sales; 4MSF
    - Wildwood Preserve: FY2026-27; 31 AFY non-potable sales; 18 MSF
- ***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 FY2021-22 levels with no increases.

- ***Rate Stabilization Fund.*** The District anticipates contributions to the Rate Stabilization Fund in upwards to $70,000 in FY2022-23 and meeting the target level $570,625 in FY2025-26, 10 percent of the commodity water sales. The target set in the 2019 rate study was approximately $320,000.

- ***CalPERS UAL Contribution.*** The contribution to the CalPERS UAL is projected to increase annually 3 percent and funds will be used to pay down the District's UAL balance.

- ***Capital Replacement Contribution.*** The contribution to the capital replacement program is to increase upwards to $1,860,000 in FY2026-27. Capital replacement contributions are utilized for infrastructure improvements and rehabilitation projects and transferred to the capital replacement fund.

Non-Potable Water Program Operations	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
Operating Revenue						
Water Sales						
Potable						
Recycle/Non-Potable	4,708,000	5,027,300	5,447,200	5,858,300	5,858,300	5,929,400
Water Sales to PV	1,269,200	1,022,300	1,032,600	1,042,900	1,053,300	1,063,900
Meter Service Charge	90,800	110,600	114,000	120,200	120,200	124,700
Special Services	10,000	10,000	10,000	10,000	10,000	10,000
Pump Zone/Miscellaneous	21,000	21,000	21,000	21,000	21,000	21,000
Total Operating Revenue	**$ 6,099,000**	**$ 6,191,200**	**$ 6,624,800**	**$ 7,052,400**	**$ 7,062,800**	**$ 7,149,000**
Property Tax	273,934	273,934	273,934	273,934	273,934	273,934
Interest Income	30,383	30,383	30,383	30,383	30,383	30,383
Non-Operating Revenue	**$ 304,317**	**$ 304,317**	**$ 304,317**	**$ 304,317**	**$ 304,317**	**$ 304,317**
Total Non-Potable Program Revenue	**$ 6,403,317**	**$ 6,495,517**	**$ 6,929,117**	**$ 7,356,717**	**$ 7,367,117**	**$ 7,453,317**
Non-Potable Program Expenditures						
Water Purchases	1,271,465	1,371,788	1,425,481	1,467,514	1,489,586	1,521,518
Production Power	891,912	916,456	947,254	977,645	1,008,037	1,050,369
Operations and Maintenance	2,550,196	2,609,329	2,678,157	2,748,716	2,821,196	2,895,650
Total Non-Potable Program Expenses	**$ 4,713,573**	**$ 4,897,572**	**$ 5,050,893**	**$ 5,193,876**	**$ 5,318,819**	**$ 5,467,537**
Rate Stabilization Contribution	$ 70,000	$ 70,000	$ 80,000	$ 80,000	$ 50,000	$ -
CalPERS UAL Contribution	$ 32,330	$ 33,300	$ 34,299	$ 35,328	$ 36,388	$ 37,479
Capital Replacement Contribution	$ 1,520,000	$ 1,440,000	$ 1,700,000	$ 1,990,000	$ 1,900,000	$ 1,860,000
Debt Service Obligation						
2011A/2016 Water and Wastewater Project	30,645	30,818	30,654	30,870	31,105	31,060
Total Debt Services	**$ 30,645**	**$ 30,818**	**$ 30,654**	**$ 30,870**	**$ 31,105**	**$ 31,060**
Net Operating Results less Debt Service	**$ 36,769**	**$ 23,827**	**$ 33,271**	**$ 26,643**	**$ 30,805**	**$ 57,240**

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 replacement 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 in FY2022-23.

- ***Fund Balance.*** The projected fund balance in the amount of $6,967,871 by FY2026-27. The projected target level set in the 2019 rate study was $1,800,000 in FY2023-24.

Non-Potable Capital Replacement Fund	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
Source of Funds						
Capital Replacement Contribution	1,520,000	1,440,000	1,700,000	1,990,000	1,900,000	1,860,000
Grant Funds	-	56,399	-	-	-	-
Total Sources	**$ 1,520,000**	**$ 1,496,399**	**$ 1,700,000**	**$ 1,990,000**	**$ 1,900,000**	**$ 1,860,000**
Use of Fund						
Replacement Projects	0	1,235,000	2,240,000	1,650,000	185,000	1,265,000
General Projects/Fixed Assets	401,220	78,000	78,000	78,000	78,000	78,000
Transfer to Potable	-	-	-	-	-	-
Total Uses	**$ 401,220**	**$ 1,313,000**	**$ 2,318,000**	**$ 1,728,000**	**$ 263,000**	**$ 1,343,000**
Net Annual Cash Balance	1,118,780	183,399	(618,000)	262,000	1,637,000	517,000
Non-Potable Water In-lieu Fees Fund Balance	318,538					
Beginning Unrestricted Fund Balance	3,867,692	4,986,472	5,169,871	4,551,871	4,813,871	6,450,871
Net Cumulative Fund Balance	**$ 4,986,472**	**$ 5,169,871**	**$ 4,551,871**	**$ 4,813,871**	**$ 6,450,871**	**$ 6,967,871**

Table 5 – Projected Non-Potable Capital Replacement Fund

Wastewater Program Operating Budget

Assumptions:

- ***Sewer Service Charge***. The current wastewater rate adopted in July 2021 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
  - Pegh Investments: FY2023-24; 8 EDUs
  - Rancho Sierra: FY2024-25; 50 EDUs
  - Camino Ruiz: FY2026-27; 386 EDUs
- ***Operational & Maintenance Expenses***. Operational and maintenance expenses are projected to increase an average of 2.5 percent annually beginning in FY2022-23.
- ***Rate Stabilization Fund***. The District does not anticipate contributing to the Rate Stabilization Fund in FY2022-23 and forward, as the five-year capital outlay will utilize these funds. The target level set in the 2019 rate study was in the amount of $280,000 and the current balance is $218,750.
- ***CalPERS UAL Contribution.*** The contribution to the CalPERS UAL is projected to increase annually 3 percent and funds will be used to pay down the District's UAL balance.
- ***Capital Replacement Contribution***. The contribution to the capital replacement program is projected in the amount of $1,245,000 in FY2021-22 and increase up to $1,510,00 FY2026-27. Capital replacement contributions are utilized for infrastructure improvements and rehabilitation projects and transferred to the capital replacement fund.

Wastewater Program Operations	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
Operating Revenue						
Sewer Service Charge	4,071,800	4,498,700	4,850,500	4,885,400	4,894,300	5,104,200
Special Services	6,000	6,000	6,000	6,000	6,000	6,000
Total Operating Revenue	**$4,077,800**	**$4,504,700**	**$4,856,500**	**$ 4,891,400**	**$ 4,900,300**	**$ 5,110,200**
Non-Operating Revenue						
Interest Income	33,456	33,500	33,500	33,500	33,500	33,500
Total Non-Operating Revenue	**$ 33,456**	**$ 33,500**	**$ 33,500**	**$ 33,500**	**$ 33,500**	**$ 33,500**
Total Wastewater Program Revenue	**$4,111,256**	**$4,538,200**	**$4,890,000**	**$ 4,924,900**	**$ 4,933,800**	**$ 5,143,700**
Wastewater Program Expenditures						
Salinity Management Pipeline-Calleguas	21,492	21,500	21,500	21,500	21,500	21,500
Operations and Maintenance	3,138,528	3,013,476	3,091,752	3,172,009	3,256,046	3,342,381
Total Wastewater Program Expenses	**3,160,020**	**3,034,976**	**3,113,252**	**3,193,509**	**3,277,546**	**3,363,881**
Rate Stabilization Contribution	$ 80,000	$ -	$ -	$ -	$ -	$ -
CalPERS UAL Contribution	$ 49,738	$ 51,230	$ 52,767	$ 54,350	$ 55,981	$ 57,660
Capital Replacement Contribution	$ 605,000	$1,245,000	$1,515,000	$ 1,480,000	$ 1,395,000	$ 1,510,000
Debt Service Obligation						
2011A\2016 Water and Wastewater Project	190,950	192,025	192,900	194,200	193,113	194,750
Total Debt Services	**$ 190,950**	**$ 192,025**	**$ 192,900**	**$ 194,200**	**$ 193,113**	**$ 194,750**
Net Operating Results less Debt Service	**$ 25,548**	**$ 14,969**	**$ 16,081**	**$ 2,840**	**$ 12,161**	**$ 17,409**

Table 6 – Projected Wastewater Operations

Wastewater Program Reserves

The long-term financial forecast of the Wastewater 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***. Based on the five-year capital outlay the projects will deplete reserves in FY2023-24 and FY2024-25, which will require deferral of projects. The projected fund balance is in the amount of $911,629 by FY2026-27. The projected target level set in the 2019 rate study was $3,200,000 in FY2023-24.

Wastewater Capital Replacement Fund	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
Source of Funds						
Capital Replacement Contribution	605,000	1,245,000	1,515,000	1,480,000	1,395,000	1,510,000
Transfer In Capital Improvement	-	-	104,486	-	-	-
Total Sources	**$ 605,000**	**$ 1,245,000**	**$ 1,619,486**	**$ 1,480,000**	**$ 1,395,000**	**$ 1,510,000**
Use of Fund						
Replacement Projects	90,000	890,000	3,086,000	1,822,200	0	1,125,000
General Projects/Fixed Assets	466,725	87,500	87,500	87,500	87,500	87,500
Total Uses	**$ 556,725**	**$ 977,500**	**$ 3,173,500**	**$ 1,909,700**	**$ 87,500**	**$ 1,212,500**
Net Annual Cash Balance	48,275	267,500	(1,554,014)	(429,700)	1,307,500	297,500
Beginning Unrestricted Fund Balance	974,568	1,022,843	1,290,343	(263,671)	(693,371)	614,129
Net Cumulative Fund Balance	**$ 1,022,843**	**$ 1,290,343**	**$ (263,671)**	**$ (693,371)**	**$ 614,129**	**$ 911,629**

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 depleted the fund balance of the wastewater capital improvement fund and the remaining projects will be funded from the wastewater capital replacement fund beginning in FY2023-24. Should development occur this would provide developer contributions towards these projects.

Wastewater Capital Improvement Fund	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection
Source of Funds						
Developer Contributions	-	-	-	-	-	-
Total Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Use of Fund						
Improvement Projects	300,000	469,000				
Transfer To Capital Replacement	-	-	104,486	-	-	-
Total Uses	**$ 300,000**	**$ 469,000**	**$ 104,486**	**$ -**	**$ -**	**$ -**
Net Annual Cash Balance	(300,000)	(469,000)	(104,486)	-	-	
Beginning Unrestricted Fund Balance	873,486	573,486	104,486	-	-	-
Net Cumulative Fund Balance	**$ 573,486**	**$ 104,486**	**$ -**	**$ -**	**$ -**	**$ -**

Table 8 – Projected Wastewater Capital Improvement Fund

Appendices

Santa Rosa GSA
Annual Budget
FY2020-21

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

2021-22 Budget	Activity Code	FY 2020-21 District Budget Combined	FY 2021-22 District Budget Combined	Human Resources 5	General Administration 10	Info Systems 11	Resce Plng & Engin Ser. 12	Water Resource Management 22	Customer Services 24	Water Quality 25	Build/Grnds & Rolling Stk 26	Potable Water 52	Non-Potable Water 53	WasteWater Services 57	Program Totals
Water Purchases	50010	$ 8,944,278	$ 7,868,165									$ 7,215,372	$ 652,793		$ 7,868,165
CMWD Fixed Charges	50012	$ 791,376	$ 981,107									$ 981,107			$ 981,107
CCP	50011	$ 635,632	$ 618,672										$ 618,672		$ 618,672
SMP CMWD	50011	$ 230,417	$ 262,690									$ 241,198		$ 21,492	$ 262,690
CamSan		$ 30,000	$ -												$ -
Pumping Power	50020	$ 1,475,707	$ 1,453,425									$ 561,513	$ 891,912		$ 1,453,425
		$ 12,107,410	$ 11,184,059									$8,999,190	$2,163,377	$21,492	$ 11,184,059
Salaries & Benefits:															
Regular	50100	$ 2,748,561	$ 2,681,273	$ 2,681,273											$ 2,681,273
Overtime	50110	$ 76,008	$ 70,712	$ 70,712											$ 70,712
Part-Time	50120	$ 112,320	$ 70,720	$ 70,720											$ 70,720
Standby	50130	$ 28,123	$ 29,602	$ 29,602											$ 29,602
Benefits	50140	$ 1,045,433	$ 1,011,956	$ 1,011,956											$ 1,011,956
		$ 4,010,445	$ 3,864,263	$3,864,263											$ 3,864,263
Outside Contracts	50220	$ 2,407,497	$ 2,767,968	$18,600	$9,200	$275,668	$216,000	$18,100	$78,000	$68,000	$306,000	$746,450	$385,950	$646,000	$ 2,767,968
Professional Services	50230	$ 433,772	$ 754,405	$10,000	$510,405	$0	$20,000	$0	$0	$30,000	$0	$75,000	$75,000	$34,000	$ 754,405
		$ 2,841,269	$ 3,522,373	$28,600	$519,605	$275,668	$236,000	$18,100	$78,000	$98,000	$306,000	$821,450	$460,950	$680,000	$ 3,522,373
Services & Supplies															
Utilities	50200	$ 93,500	$ 98,500	$0	$0	$0	$0	$0	$0	$0	$28,500	$55,000	$0	$15,000	$ 98,500
Communications	50210	$ 55,177	$ 66,800	$0	$0	$66,800	$0	$0	$0	$0	$0	$0	$0	$0	$ 66,800
Pipeline Repairs	50240	$ 465,000	$ 465,000	$0	$0	$0	$0	$0	$0	$0	$0	$380,000	$75,000	$10,000	$ 465,000
Small Tools & Equipment(Small Tools, Equip & Equip Maint.)	50250	$ 31,850	$ 31,850	$0	$2,000	$0	$850	$0	$0	$1,500	$2,000	$20,000	$4,500	$1,000	$ 31,850
Materials & Supplies(Stock Supplies)	50260	$ 680,250	$ 671,750	$0	$24,350	$0	$1,250	$3,000	$1,000	$34,650	$79,000	$419,000	$42,000	$67,500	$ 671,750
Repair Parts & Equipment Maintenance	50270	$ 980,000	$ 1,018,500	$0	$0	$35,000	$0	$0	$0	$9,000	$55,500	$470,000	$350,000	$99,000	$ 1,018,500
Legal Services	50280	$ 45,000	$ 45,000	$0	$45,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$ 45,000
Dues & Subscriptions	50290	$ 51,250	$ 53,250	$7,000	$42,750	$500	$0	$0	$0	$0	$0	$0	$0	$3,000	$ 53,250
Conference & Travel	50300	$ 16,500	$ 16,500	$9,200	$7,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$ 16,500
Safety & Training	50310	$ 28,000	$ 52,300	$52,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$ 52,300
Board Expense	50330	$ 125,000	$ 120,000	$0	$120,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$ 120,000
Bad Debt	50340	$ 8,500	$ 7,500	$0	$7,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$ 7,500
Fees & Charges	50350	$ 195,075	$ 214,925	$300	$60,850	$0	$0	$0	$0	$26,000	$3,100	$74,975	$3,200	$46,500	$ 214,925
Insurance	50360	$ 107,000	$ 110,000	$0	$110,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$ 110,000
		$ -	$ -												$ -
		$ 2,882,102	$ 2,971,875	$68,800	$419,750	$102,300	$2,100	$3,000	$1,000	$71,150	$168,100	$1,418,975	$474,700	$242,000	$ 2,971,875
		$ 21,841,226	$ 21,542,570	$3,961,663	$939,355	$377,968	$238,100	$21,100	$79,000	$169,150	$474,100	$11,239,615	$3,099,027	$943,492	$ 21,542,570
Fixed Assets:		$ 148,810	$ 118,600	$ -	$ -	$ 53,500	$ -	$ -	$ -	$ 24,000	$ 30,000	$ -	$ -	$ 11,100	$ 118,600
		$ 21,990,036	$ 21,661,170	$ 3,961,663	$ 939,355	$ 431,468	$ 238,100	$ 21,100	$ 79,000	$ 193,150	$ 504,100	$ 11,239,615	$ 3,099,027	$ 954,592	$ 21,661,170

	Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57	
Benefits	50140	$ 4,010,445	$3,864,263	$3,864,263											
Salaries		$ 2,965,012	$2,852,307	$2,852,307											
Medical		$ 465,462	$ 486,959	486,959											
Dental		$ 26,288	$ 26,123	26,123											
Vision		$ 5,370	$ 5,163	5,163											
Workman's Comp		$ 40,400	$ 34,943	34,943											
Medicare		$ 42,409	$ 41,357	41,357											
Social Security		$ 6,963	$ 4,384	4,384											
PERS-Normal Cost		$ 438,342	$ 392,569	392,569											
STD, LTD AND LIFE INSURANCE		$ 20,199	$ 20,458	20,458											
Utilities	50200	$ 93,500	$ 98,500	$0	$0	$0	$0	$0	$0	$0	$28,500	$55,000	$0	$15,000	$98,500
SCE		$ 49,000	$ 49,000								27,000	7,000		15,000	49,000
Gas		$ 1,500	$ 1,500								1,500				1,500
Water- in-house		$ 43,000	$ 48,000									48,000			48,000
Communications	50210	$ 55,177	$ 66,800	$0	$0	$66,800	$0	$0	$0	$0	$0	$0	$0	$0	$66,800
Answering Service		$ 5,400	$ 5,000			5,000									5,000
Cell Phone		$ 24,000	$ 30,000			30,000									30,000
ISP Internet Host (Time Warner)		$ 11,377	$ 16,000			16,000									16,000
Satellite Phones		$ -	$ 14,400			14,400									14,400
VOIP Services (Verizon)		$ 14,400	$ 1,400			1,400									1,400

	Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57	
Outside Contracts	50220	$ 2,438,097	$ 2,767,968	$18,600	$9,200	$275,668	$216,000	$18,100	$78,000	$68,000	$306,000	$746,450	$385,950	$646,000	$2,767,968
Air Conditioner Maintenance		$ 4,500	$ 4,500								4,500				4,500
Air Compressor Maintenance		$ 13,500	$ 13,500								1,500	6,000	3,000	3,000	13,500
Analizer Maintenance (HACH)		$ -	$ 12,000									6,000		6,000	12,000
Analizer Maintenance (HACH) RMWTP		$ -	$ 5,000									5,000			5,000
Backflow Testing		$ 12,900	$ 12,900									6,450	6,450		12,900
Barscreen Maintenance		$ 100,000	$ 100,000										85,000	15,000	100,000
CIS-Out of Scope		$ -	$ -												-
Computer Security Endpoint Detection & Response-Ankura		$ -	$ 58,000			58,000									58,000
Consumer Confidence Rpt		$ 500	$ 500									500			500
Engineering Support Services		$ -	$ -												-
Converting AsBuilts to GIS		$ 3,000	$ 3,000			3,000									3,000
County Cross-Connection Program		$ -	$ 30,000									15,000	15,000		30,000
County ShapeFile Updates		$ 3,400	$ 3,400			3,400									3,400
Courier Service		$ 7,000	$ 7,000						7,000						7,000
Customer Receipt Proc. Svcs		$ 11,000	$ 11,000						11,000						11,000
Dig Alert (USA-Underground Svc Alert)		$ 2,000	$ 6,000				6,000								6,000
Distribution Maintenance		$ 190,000	$ 190,000									160,000	30,000		190,000
DOT Random Survey		$ 1,000	$ 1,000	1,000											1,000
Educational video series		$ -	$ -												-
Employment Background/Physical		$ 2,200	$ 2,200	2,200											2,200
Facility Tour contracts (tent, bus, sound)		$ 10,000	$ -												-
General Labor		$ 11,000	$ 11,000								10,000		1,000		11,000
Grounds Cleaning		$ 40,000	$ 40,000									20,000	20,000		40,000
Hepatitis Shots		$ 400	$ 400	400											400
Hydrant Repair/Maint.		$ 40,000	$ 40,000									40,000			40,000
Incode Out of Scope		$ 8,000	$ 8,000			8,000									8,000
Info Send		$ 64,000	$ 60,000						60,000						60,000
Info Send-Insert Mailing		$ 6,700	$ 3,700		700			3,000							3,700
Information Systems Support & Maintenance		$ 15,000	$ 15,000			15,000									15,000
Inspection Services		$ 15,000	$ 150,000				150,000								150,000
IT Planning		$ 15,000	$ -			-									-
Janitor Service		$ 20,000	$ 21,000								21,000				21,000
Lab waste disposal		$ 8,000	$ 8,000							8,000					8,000
Landscape Surveys		$ 5,000	$ 5,000					5,000							5,000
Landscaping		$ 23,000	$ 24,000								24,000				24,000
Leak Detection		$ 60,000	$ 60,000									40,000	20,000		60,000
Maintenance Support - Adobe Stock & Create		$ 600	$ 600			-		600							600
Maintenance Support - Acronics Enterprise Backup		$ 600	$ 6,500			6,500									6,500
Maintenance Support- AMR (Aclara)		$ 14,700	$ 14,700			14,700									14,700
Maintenance Support- ArcGIS Desktop Basic (ESRI)		$ 15,000	$ 14,000			14,000									14,000
Maintenance Support- CIS		$ 42,606	$ 45,000			45,000									45,000
Maintenance Support- DigSmart Ticketing Annual Maint		$ 4,000	$ 4,000			4,000									4,000
Maintenance Support - Eagle Aerial		$ 8,500	$ 8,500			8,500									8,500
Maintenance Support-Fortnite 24/7 Router/Firewall Support		$ 3,000	$ 8,300			8,300									8,300
Maintenance Support - Granicus		$ 7,500	$ -												-
Maintenance Support- Hosted DNS		$ 1,500	$ 1,500			1,500									1,500
Maintenance Support - Hosted Email		$ -	$ -												-
Maintenance Support - Incode ESS		$ 1,300	$ -												-
Maintenance Support - Infowater Hydraulic Modeling		$ -	$ 3,050			3,050									3,050
Maintenance Support - O365 G3 Subscription		$ -	$ 7,200			7,200									7,200
Maintenance Support - Output Director		$ 6,000	$ -												-
Maintenance Support- Tyler Software		$ 15,848	$ 17,000			17,000									17,000
Maintenance Support-ACAD (DLT/GDMS)		$ 1,750	$ 1,300			1,300									1,300
Maintenance Support-Canva (graphic design web site subscription)		$ 240	$ 240			240									240
Maintenance Support-Hootsuite (social media management tool)		$ 228	$ 228			228									228
Maintenance Support -SCADA Rockwell PLC Software		$ 3,600	$ 7,700			7,700									7,700
Maintenance Support-SCADA Software		$ 18,375	$ 25,000			25,000									25,000
Maintenance Support-SCADA TeamViewer		$ 2,400	$ 2,400			2,400									2,400
Maintenance Support- SCADA Win 911 Software		$ 1,500	$ 1,600			1,600									1,600
Maintenance Support - Thinking2 (website)		$ 1,500	$ 1,500			1,500									1,500
Maintenance Support- Alchemy (Open Text)		$ 3,000	$ 3,000			3,000									3,000
Manhole Rehabilitation		$ 120,000	$ 120,000											120,000	120,000
MCC IR Inspection and Cleaning		$ 150,000	$ 150,000									60,000	50,000	40,000	150,000
Meter Reading Services	002	$ 20,000	$ 15,000									15,000			15,000
Metroscan CoreLogic		$ 1,800	$ 150			150									150
Offsite Water Quality Testing		$ 60,000	$ 60,000							60,000					60,000
Painting/Industrial Cleaning		$ 95,000	$ 95,000								20,000	40,000	20,000	15,000	95,000
Pest		$ 13,000	$ 13,000								13,000				13,000
Printing& Mailing		$ 7,950	$ -												-
Production Copying		$ 500	$ 500		500										500
Production Meter Calibration and Repair		$ 15,000	$ 15,000									8,000	5,000	2,000	15,000
Public Hearing Notice Advertisement		$ 1,000	$ 1,000		1,000										1,000
Public Outreach Events		$ 2,500	$ 2,500					2,500							2,500
Raise valve stackings		$ 210,000	$ 210,000									100,000	10,000	100,000	210,000

Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57	
Reservoir Cleaning	$ 90,000	$ 90,000									60,000	30,000		90,000
Road Repair/Maint.	$ 70,000	$ 70,000								70,000				70,000
Sand Removal	$ 65,000	$ 65,000										65,000		65,000
SCADA Support Services	$ 70,000	$ 70,000									40,000	10,000	20,000	70,000
School Assembly	$ 2,000	$ -												-
Security Service	$ 48,000	$ -												-
Sewer Lift Maintenance	$ 10,000	$ 10,000											10,000	10,000
Sludge Pressing	$ 80,000	$ 80,000											80,000	80,000
Sludge Removal	$ 75,000	$ 75,000											75,000	75,000
TO Sewer Disposal Services	$ 13,000	$ 14,000											14,000	14,000
Tree and Site Maintenance	$ 39,500	$ 39,500								5,000	22,000	12,500		39,500
Trash Removal	$ 15,000	$ 15,000								6,000		3,000	6,000	15,000
Uniforms/Rug and Towel Service	$ 22,000	$ 22,000	15,000	7,000										22,000
Vehicle Lease	$ 95,000	$ 101,000								101,000				101,000
SSL Wildcard Certificates (Comodo)	$ 3,000	$ 3,400			3,400									3,400
Underground Utility Locating	$ -	$ 60,000				60,000								60,000
Virus Protection (Sophos)	$ 8,000	$ -												-
VRSD	$ 140,000	$ 140,000											140,000	140,000
Wastewater Treatment Plant Operator	$ -	$ -												-
Water Softener	$ 2,500	$ 2,500									2,500			2,500
Water Loss Audit	$ 3,000	$ 3,000					3,000							3,000
Water Loss Control	$ -	$ 100,000									100,000			100,000
Weed Abatement	$ 30,000	$ 30,000								30,000				30,000
Workflow App Annual Support	$ 10,500	$ 12,000			12,000									12,000
WUE Classes	$ 4,000	$ 4,000					4,000							4,000
														-

	Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57	
Professional Services	50230	$ 433,772	$ 754,405	$10,000	$510,405	$0	$20,000	$0	$0	$30,000	$0	$75,000	$75,000	$34,000	$754,405
Arbitrage		$ 3,000	$ 3,000		3,000										3,000
Audit		$ 26,155	$ 26,155		26,155										26,155
CAFR Review		$ 600	$ 600		600										600
CSMFO Budget Review		$ 150	$ 150		150										150
Emergency Response Plan (AWIA)			$ 45,000		45,000										45,000
Employee Handbook and Performance Review update		$ -	$ 10,000	10,000											10,000
Engineering Services		$ 20,000	$ 20,000				20,000								20,000
Financial Advisor		$ 20,000	$ 20,000		20,000										20,000
Grant Applications		$ 20,000	$ 20,000		20,000										20,000
Investment Policy Review		$ 2,500	$ 2,500		2,500										2,500
Master Plan		$ -	$ 250,000		250,000										250,000
Rate Consultant		$ -	$ 50,000		50,000										50,000
Salts and Nutrient Management Plan		$ -	$ 93,000		93,000										93,000
Santa Rosa Basin GSA		$ 150,000	$ 150,000									75,000	75,000		150,000
Sampling Station Renovation PDR		$ -	$ 30,000							30,000					30,000
Tech/Env. Services		$ 5,000	$ -		-										-
TMDL		$ 40,567	$ 34,000											34,000	34,000
TNI Compliance		$ 20,800	$ -												-
UWMP		$ 125,000	$ -		-										-
Pipeline Maintenance	50240	$ 465,000	$ 465,000	$0	$0	$0	$0	$0	$0	$0	$0	$380,000	$75,000	$10,000	$465,000
Unscheduled Leak Repairs		$ 465,000	$ 465,000									380,000	75,000	10,000	465,000
Small Tools & Equipment	50250	$ 31,850	$ 31,850	$0	$2,000	$0	$850	$0	$0	$1,500	$2,000	$20,000	$4,500	$1,000	$31,850
Ergonomic office equipment		$ 2,750	$ 2,750		2,000					750					2,750
Hand Tools		$ 23,350	$ 24,100				850			750	2,000	15,000	4,500	1,000	24,100
Misc		$ 750	$ -												-
RMWTP-Hand Tools	001	$ 5,000	$ 5,000									5,000			5,000

	Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57	
Materials & Supplies	50260	$ 680,250	$ 671,750	$0	$24,350	$0	$1,250	$3,000	$1,000	$34,650	$79,000	$419,000	$42,000	$67,500	$671,750
Argon Gas/Welding Gas		$ 6,000	$ 6,000							3,000	3,000				6,000
Art Calendar Contest Supplies		$ 500	$ 500					500							500
BluePrint/Plotting Supplies/Svcs.		$ 7,500	$ -				-								-
Business Cards		$ 800	$ 800		800										800
Check Stock/Tax Forms		$ 300	$ 1,200		1,200										1,200
Chemicals (Ammonia, Alum, Reagents, Misc)		$ 85,000	$ 85,000									25,000		60,000	85,000
Distilled Water Svc		$ 1,650	$ 1,650							650				1,000	1,650
Door Hangers		$ 2,000	$ 1,000						1,000						1,000
Equip/Glassware		$ 8,000	$ 8,000							8,000					8,000
Flags		$ 1,000	$ 500		500										500
Fuel		$ 105,000	$ 105,000								70,000	15,000	15,000	5,000	105,000
General Materials		$ 10,000	$ 10,000									10,000			10,000
General Postage Charges		$ 4,500	$ 4,600		4,600										4,600
Kitchen/Restroom Supplies		$ 3,000	$ 3,000		3,000										3,000
Office Supplies		$ 6,500	$ 6,500		6,500										6,500
Parcel Service		$ 500	$ 500		500										500
Petroleum Lubricants		$ 10,500	$ 10,500									6,000	3,000	1,500	10,500
Pipe Supplies		$ 40,000	$ 40,000									20,000	20,000		40,000
Print Cartridges (5si,Laser,Epson color)		$ 7,500	$ 7,000		7,000										7,000
Pump Packing/Hoses		$ 7,000	$ 7,000									3,000	4,000		7,000
Reagents		$ 15,500	$ 15,500							15,500					15,500
Recertification Samples		$ 6,500	$ 6,500							6,500					6,500
Reference Materials		$ 1,500	$ 1,500		250		250			1,000					1,500
RMWTP- Cartridge Filters	001	$ 9,000	$ 9,000									9,000			9,000
RMWTP-Chemicals	001	$ 262,000	$ 262,000									262,000			262,000
RMWTP-Reagents	001	$ 4,000	$ 4,000									4,000			4,000
RMWTP-Supplies and Materials	001	$ 40,000	$ 40,000									40,000			40,000
Salt/Chlorine		$ 20,000	$ 20,000									20,000			20,000
Supplies/Parts		$ 11,000	$ 11,000								6,000	5,000			11,000
Tour Materials		$ 1,500	$ 1,500					1,500							1,500
Underground Service Alert Supplies		$ 1,000	$ 1,000				1,000								1,000
Water Efficient Devices		$ 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	$ 980,000	$ 1,018,500	$0	$0	$35,000	$0	$0	$0	$9,000	$55,500	$470,000	$350,000	$99,000	$1,018,500
BluePrint/Plotting Supplies/Svcs.		$ -	$ 8,000			7,500				500					8,000
Calibrate Balances		$ 500	$ -												-
Certify Hoods		$ 500	$ 500							500					500
Control Valves		$ 80,000	$ 80,000									40,000	40,000		80,000
Electrical/Instrumentation		$ 105,000	$ 105,000								5,000	45,000	45,000	10,000	105,000
General Repairs		$ 80,000	$ 80,000								15,000	25,000	20,000	20,000	80,000
Generators Maintenance		$ 60,000	$ 60,000								15,000	35,000		10,000	60,000
Hydrants		$ 55,000	$ 55,000									50,000	5,000		55,000
Information System Support & Maintenance		$ 25,000	$ 25,000			25,000									25,000
Instrument Repairs-Lab		$ 2,000	$ 2,000							2,000					2,000
Metals analyzer maintenance		$ -	$ 6,000							6,000					6,000
Metering Repair & Equipment Maintenance	002	$ 200,000	$ 225,000									125,000	100,000		225,000
Printer Maintenance		$ 2,500	$ 2,500			2,500									2,500
Motor Repair		$ 65,000	$ 65,000									20,000	25,000	20,000	65,000
Pump Repair		$ 125,000	$ 125,000									30,000	70,000	25,000	125,000
RMWTP	001	$ 50,000	$ 50,000									50,000			50,000
Site Rehab (well,etc)		$ 35,000	$ 35,000									20,000	15,000		35,000
Telephone Maintenance		$ 500	$ 500								500				500
Tractor/Forklift Maintenance		$ 10,000	$ 10,000								10,000				10,000
Vehicle maintenance		$ 10,000	$ 10,000								10,000				10,000
VFDs		$ 74,000	$ 74,000									30,000	30,000	14,000	74,000
Legal Services	50280	$ 45,000	$ 45,000	$0	$45,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$45,000
Legal Counsel		$ 35,000	$ 35,000		35,000										35,000
Legal Consel-Special Counsel		$ 10,000	$ 10,000		10,000										10,000
Dues & Subscriptions	50290	$ 51,250	$ 53,250	$7,000	$42,750	$500	$0	$0	$0	$0	$0	$0	$0	$3,000	$53,250
ACWA		$ 23,000	$ 23,000		23,000										23,000
AWA		$ 4,600	$ 4,600		4,600										4,600
AWWA		$ 2,400	$ 2,400		2,400										2,400
CASA		$ 4,500	$ 5,300		5,300										5,300
CMUA		$ 3,100	$ 3,100		3,100										3,100
CSDA		$ -	$ -												-
CWEA		$ 3,000	$ 3,000											3,000	3,000
IT Knowledge Base		$ 500	$ 500			500									500
Memberships		$ 3,000	$ 3,000	3,000											3,000
Recertifications		$ 4,000	$ 4,000	4,000											4,000
VCSDA		$ 150	$ 150		150										150
Water Reuse		$ -	$ 1,200		1,200										1,200
WCVC		$ 3,000	$ 3,000		3,000										3,000
Conference & Travel	50300	$ 16,500	$ 16,500	$9,200	$7,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$16,500
ACWA		$ 8,000	$ 8,000	4,000	4,000										8,000
AWA		$ 2,400	$ 2,400	1,400	1,000										2,400
CASA		$ 1,500	$ 1,500		1,500										1,500
CSMFO/GFOA/Tyler		$ 1,800	$ 1,800	1,800											1,800
General Meetings		$ 500	$ 500		500										500
SWRCB/Legislature		$ 2,000	$ 2,000	2,000											2,000
VCSDA		$ 300	$ 300		300										300
WateReuse		$ -	$ -												-

	Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57	
Safety & Training	50310	$ 28,000	$ 52,300	$52,300	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$52,300
Awards Banquet		$ 5,000	$ 5,000	5,000											5,000
Education Courses		$ 3,000	$ 26,000	26,000											26,000
Safety Luncheons		$ 6,000	$ 6,000	6,000											6,000
Safety Shoes		$ 3,000	$ 3,600	3,600											3,600
Technical Seminars/Safety Training		$ 11,000	$ 11,700	11,700											11,700
Board Expense	50330	$ 125,000	$ 120,000	$0	$120,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$120,000
Directors Fees		$ 120,000	$ 120,000		120,000										120,000
Election Costs		$ 5,000	$ -												-
Bad Debt	50340	$ 8,500	$ 7,500	$0	$7,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	$7,500
Bad Debt		$ 8,500	$ 7,500		7,500										7,500
Fees and Charges	50350	$ 195,075	$ 214,925	$300	$60,850	$0	$0	$0	$0	$26,000	$3,100	$74,975	$3,200	$46,500	$214,925
Annual ELAP Accreditation Fee		$ 20,000	$ 26,000							26,000					26,000
Annual Waste Disch Perm.		$ 27,000	$ 38,000											38,000	38,000
Bank Fees		$ 30,000	$ 30,000		30,000										30,000
City of Camarillo Encroachment Permit		$ 3,500	$ 4,800		4,800										4,800
Collection Agency		$ 500	$ 500		500										500
EPA Fees		$ 1,500	$ 1,500											1,500	1,500
GASB 68 Report		$ 800	$ 800		800										800
GMA Extraction Fees		$ 20,000	$ 20,000									20,000			20,000
Health Savings Administration Fee		$ 500	$ 300	300											300
LAFCO		$ 15,000	$ 15,000		15,000										15,000
MWPRCA		$ 1,000	$ 1,000		1,000										1,000
Other		$ 4,000	$ 4,000		4,000										4,000
Permits & Inspections		$ 1,075	$ 1,075									1,075			1,075
SWRCB groundwater filing		$ 600	$ 600									400	200		600
SWRCB Water System Fees		$ 33,000	$ 33,000									33,000			33,000
Ventura Co. Annual Excavation Permit		$ 1,600	$ 1,600								1,600				1,600
Ven Co. HazMat Fee (fuel Tnks)		$ 15,500	$ 15,500								1,500	10,000		4,000	15,500
Ventura Co. Generator Permits		$ 11,000	$ 11,000									8,000		3,000	11,000
Ventura Co. Watershed		$ 5,500	$ 5,500									2,500	3,000		5,500
Willmington Trustee Fees		$ 3,000	$ 4,750		4,750										4,750
Insurance	50360	$ 107,000	$ 110,000	$0	$110,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$110,000
Claims against Self-Insurance		$ 10,000	$ 10,000		10,000										10,000
Liability		$ 70,000	$ 70,000		70,000										70,000
Property (Auto)		$ 27,000	$ 30,000		30,000										30,000

Schedule of Water Rates

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

Commodity Charge By Class Potable Water	July 2019	July 2020	July 2021	July 2022	July 2023
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					
Non-Potable/Recycled Water Service	**July 2019**	**July 2020**	**July 2021**	**July 2022**	**July 2023**
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
2022	404,631	640,000	1,044,631
2023	375,331	660,000	1,035,331
2024	344,931	695,000	1,039,931
2025	316,631	720,000	1,036,631
2026	288,932	760,000	1,048,932
2027	261,981	780,000	1,041,981
2028	238,144	815,000	1,053,144
2029	219,656	830,000	1,049,656
2030	201,850	845,000	1,046,850
2031	182,072	865,000	1,047,072
2032	168,300	175,000	343,300
2033	161,200	180,000	341,200
2034	153,800	190,000	343,800
2035	146,100	195,000	341,100
2036	138,100	205,000	343,100
2037	128,625	215,000	343,625
2038	117,625	225,000	342,625
2039	106,125	235,000	341,125
2040	94,125	245,000	339,125
2041	81,500	260,000	341,500
2042	68,250	270,000	338,250
2043	54,375	285,000	339,375
2044	39,750	300,000	339,750
2045	24,375	315,000	339,375
2046	8,250	330,000	338,250
TOTAL	**$ 4,324,660**	**$ 11,235,000**	**$ 15,559,660**

Outstanding Debt (Continued)

Water Program Debt Service			
FY	Interest	Principal	Total
2022	353,681	500,000	853,681
2023	330,806	515,000	845,806
2024	307,031	545,000	852,031
2025	284,931	560,000	844,931
2026	263,319	595,000	858,319
2027	242,231	610,000	852,231
2028	223,619	635,000	858,619
2029	209,181	650,000	859,181
2030	195,257	660,000	855,257
2031	179,816	675,000	854,816
2032	168,300	175,000	343,300
2033	161,200	180,000	341,200
2034	153,800	190,000	343,800
2035	146,100	195,000	341,100
2036	138,100	205,000	343,100
2037	128,625	215,000	343,625
2038	117,625	225,000	342,625
2039	106,125	235,000	341,125
2040	94,125	245,000	339,125
2041	81,500	260,000	341,500
2042	68,250	270,000	338,250
2043	54,375	285,000	339,375
2044	39,750	300,000	339,750
2045	24,375	315,000	339,375
2046	8,250	330,000	338,250
TOTAL	**$ 4,080,373**	**$ 9,570,000**	**$ 13,650,373**

Outstanding Debt (Continued)

Potable Water Program 2011A/2016 Project Bonds			
FY	Interest	Principal	Total
2022	345,536	477,500	823,036
2023	323,688	491,900	815,588
2024	300,977	520,700	821,677
2025	279,861	535,100	814,961
2026	259,214	568,300	827,514
2027	239,071	582,700	821,771
2028	221,293	606,500	827,793
2029	207,502	620,900	828,402
2030	194,203	630,300	824,503
2031	179,456	644,700	824,156
2032	168,300	175,000	343,300
2033	161,200	180,000	341,200
2034	153,800	190,000	343,800
2035	146,100	195,000	341,100
2036	138,100	205,000	343,100
2037	128,625	215,000	343,625
2038	117,625	225,000	342,625
2039	106,125	235,000	341,125
2040	94,125	245,000	339,125
2041	81,500	260,000	341,500
2042	68,250	270,000	338,250
2043	54,375	285,000	339,375
2044	39,750	300,000	339,750
2045	24,375	315,000	339,375
2046	8,250	330,000	338,250
TOTAL	**$ 4,041,301**	**$ 9,303,600**	**$ 13,344,901**

Non-Potable Water Program 2011A/2016 Project Bonds			
FY	Interest	Principal	Total
2022	8,145	22,500	30,645
2023	7,118	23,100	30,218
2024	6,054	24,300	30,354
2025	5,070	24,900	29,970
2026	4,105	26,700	30,805
2027	3,160	27,300	30,460
2028	2,326	28,500	30,826
2029	1,679	29,100	30,779
2030	1,054	29,700	30,754
2031	360	30,300	30,660
TOTAL	**$ 39,072**	**$ 266,400**	**$ 305,472**

Outstanding Debt (Continued)

Wastewater Program 2011A/2016 Project Bonds			
FY	Interest	Principal	Total
2022	50,950	140,000	190,950
2023	44,525	145,000	189,525
2024	37,900	150,000	187,900
2025	31,700	160,000	191,700
2026	25,613	165,000	190,613
2027	19,750	170,000	189,750
2028	14,525	180,000	194,525
2029	10,475	180,000	190,475
2030	6,594	185,000	191,594
2031	2,256	190,000	192,256
TOTAL	**$ 244,288**	**$ 1,665,000**	**$ 1,909,288**

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

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 30th 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.

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Resolution No: 21-04

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 11th day of February 2021.

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 2021

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 Districts 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 charted 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.

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

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 11th 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

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 included 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 arbitrate 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.

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

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 26th 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.

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Resolution No: 21-01

A Resolution of the Board of Directors
of Camrosa Water District

Establishing a Pension Funding Policy

Whereas, the Board of Directors deems it essential that Camrosa Water District establish fiscally responsible management practices; and,

Whereas, the Board of Directors recognizes the CalPERS accrued unfunded liability could potentially cause financial stress and impact the District's operations and rates; and,

Whereas, the Board of Directors seeks to address its unfunded CalPERS liability in the most cost-efficient manner possible; and,

Whereas, it is the desire of the Board of Directors to establish a Pension Funding Policy to provide guidance and strategies for addressing the District's retirement liabilities; and,

Whereas, the policy includes internal budgeting, policy directives and financing mechanisms for the Board of Directors and Staff to address the District's retirement liabilities; and,

Whereas, it is in the best interests of the District to establish a written pension funding policy to serve as a living document, which will require periodic review and updates to take into account changes in the District's unfunded accrued liability and financial position;

Now, Therefore, Be It Resolved, by the Camrosa Water District Board of Directors, that the attached Pension Funding Policy is hereby incorporated into this resolution and adopted by the Board of Directors.

Adopted, Signed, and Approved this 14th day of January 2021.

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

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

CAMROSA WATER DISTRICT
Pension Funding Policy

This policy is intended to provide guidance and strategies to current and future Board of Directors for addressing the District's retirement liabilities. The policy includes internal budgeting, policy directives, and financing mechanisms. Once adopted, specific and detailed pension funding practices will be developed by staff and the Board to manage the Districts pension obligation.

Background

The District has a history of being fiscally conservative and maintaining fiscally responsible management practices. The District recognizes the unfunded CalPERS liability could potentially cause financial stress and impact the District's operations and rates. As such, the District seeks to address its unfunded CalPERS liability in the most cost-efficient manner possible.

CalPERS Normal Costs represent the cost of pension benefits earned by current employees in the current fiscal year. Normal Costs are paid as a percentage of the District's payroll. Unfunded Accrued Liability ("UAL") represents the shortfall in assets needed to fully fund prior benefits earned by employees and retirees, which occurs for a variety of reasons. UAL payments are a dollar amount adjusted annually by CalPERS.

Annual Review

Addressing retirement costs is a dynamic process. CalPERS makes regular adjustments to the District's Normal Costs and UAL due to changes in investment performance, employee/retiree events, benefit levels, and actuarial assumptions. These changes will require multi-year financial planning and for the District to make corresponding budgetary adjustments. The District will therefore evaluate its pension liabilities each year.

After the release of the most current CalPERS actuarial report, staff will present a summary of the plan's funding status. This information will be presented during a public Board meeting, which will include a summary of funding status, funding progress compared to prior years, as well as any recommended actions and/or budget adjustments.

Target Funding Level

The District paid off its entire UAL from available reserves in the amount of $4,996,392 in March 2020. The District will seek to maintain a fully funded pension fund.

Allocation of Additional Resources / ADPs

The District seeks to maintain adequate levels of reserves in accordance with its stated reserve goals and adopted reserve policies. The District will implement a Pension Liability Reserve Fund to manage the ongoing CalPERS UAL. The District will budget for the anticipated UAL as a specific line item in the annual budget and reserve worksheet.

CAMROSA WATER DISTRICT
Pension Funding Policy

Targeting Strategies

At the discretion of the Board, the District may apply Additional Discretionary Payments (ADPs) toward the Amortization Bases with the longest remaining term (maturity) to maximize interest costs savings. Should the District seek to optimize budgetary (cash flow) impact, it may seek to apply these monies toward the Amortization Bases with the shortest term.

All pre-funding decisions will require detailed financial analysis to be performed; and will include proper documentation of the analysis, methodology, and decision-making process.

STRATEGIES

The District has several different financing strategies available to address its pension liabilities. In addition to establishing a specific Pension Liability Reserve Fund, it could utilize one or more of the following strategies:

1. **115 Trust –**. The District may seek to invest monies in a 115 Trust, to allow the District to match the investment options more closely to the pension liabilities.

2. **Use of Reserves and One-Time Monies –** The District maintains reserves comprised of unrestricted and restricted reserves. The District's Reserve Policy is to maintain target levels in unrestricted reserves towards the potable, non-potable, and wastewater operation and emergency reserves, rate stabilization fund, and capital replacement funds. The District may apply monies from its reserves to prepay and/or payoff its UAL with CalPERS. If monies are taken from these reserves, then the pension Liability Fund contribution may be increased through amortizing the removed funds and repayment to the respective reserve fund.

3. **Salary/Benefit Cost Containment –** During consideration of employee raises, District staff will take into consideration the impact of any raises on employee contribution levels to the Normal CalPERS costs and the UAL. During each budget cycle, District staff will perform a financial analysis of the proposed salary /benefit increases on the District's Pension Costs. This information will be presented to the Board of Directors for their consideration. Additionally, consideration may be given to requiring employees to pay a portion or all the Required Employee Contribution Rate that Carnrosa currently pays on behalf of employees.

   CalPERS assumes that wages will increase by 2.75%, on average, over time. This measure should serve as a benchmark for analysis. Any analysis should not measure salary/wage growth on an individual year, but rather over a long-term basis.

CAMROSA WATER DISTRICT
Pension Funding Policy

4. **Tax-Exempt Exchange –** The District has a history of funding capital projects through a pay-as-you-go method. To the extent the District has pay-as-you-go capital projects and where it is financially feasible to finance, the District may seek to finance such projects with tax-exempt bonds or other financing methods and use the capital project's budgeted amounts for Additional Discretionary Payments. If monies are taken from reserves, then the pension Liability Fund contributions may be increased through amortizing the removed funds and repayment to the respective reserve fund.

If approved, the District's Pension Funding Policy will be adopted by Resolution. The Policy is intended to serve as a living document, which will require periodic review and updates to consider changes in the District's UAL and financial position. Any amendments to this Policy will be made by Resolution.

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
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
2020	4.1%	68,975	3,461,602	50,186

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
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%
2020	6,061,204,136	190,366,546	6,251,570,682	4.38%

Ten Largest Water Customers
Fiscal Year 2020

Customer	Customer Type	Acre-Feet	Annual Revenues	% of Water Sales
Leisure Village	Residential	783	$ 1,091,650	5.79%
Reiter Brother Inc	Agricultural	1133	887,681	4.71%
Laubacher Farms	Agricultural	465	402,292	2.13%
Mahan Ranch Golf Club LLC	Commercial	248	399,247	2.12%
Cal State University CI	Commercial	341	398,116	2.11%
A Hartman Ranch, Inc	Agricultural	346	290,628	1.54%
Alfonso Lopez	Agricultural	268	231,721	1.23%
Camlam Farms, Inc.	Agricultural	643	206,317	1.09%
Marz Farms	Agricultural	219	204,603	1.08%
Waters Family Farm, Inc.	Agricultural	179	204,441	1.08%
Total Ten Largest Customers		**4,625**	**4,316,696**	**22.89%**
All Other Customers		8,563	14,545,675	77.11%
Total Water Revenue for District		**13,188**	**$ 18,862,371**	**100.00%**

Ten Largest Wastewater Customers
Fiscal Year 2020

Customer	EDUs	Annual Revenue	% of Wastewater Sales
Leisure Village	2,162	$ 868,664	24.29%
CSUCI	748	300,606	8.41%
Rancho Adolfo Mobile Home Estates	255	102,479	2.87%
Corte Madera/Avolonbay Comm Inc.	161	64,301	1.80%
Essex Camino Inc.	161	64,301	1.80%
Cam High School POE12174	59	23,711	0.66%
Emeritus at Camarillo	56	22,505	0.63%
Camino Ruiz LLC	47	18,888	0.53%
Marriott Corp	42	16,879	0.47%
Pleasant Valley School	38	15,271	0.43%
Total Ten Largest Wastewater Customers	**3,729**	**$ 1,497,605**	**41.88%**
All Other Customers	5,200	2,078,358	58.12%
Total Wastewater Revenue for District	**8,929**	**$ 3,575,963**	**100.00%**

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Memorandum

June 10, 2021

To: General Manager

From: Terry Curson, District Engineer

Subject: **On-call Public Works Contract Inspection Services**

Objective: Award on-call public works contract inspection services, as needed.

Action Required: It is recommended that the Board of Directors authorize the General Manager to negotiate a contract and issue a purchase order to Cannon Corporation in the amount not-to-exceed $150,000.00, for on-call inspection services.

Discussion: With the recent retirement of the District's long-time construction inspector, Camrosa is seeking a qualified contract public works and development inspector that can provide these services on an on-call basis. Currently, the District has rehired a temporary part-time inspector until the end of June 2021, with no option for renewal.

The District has an extensive workload in place with several projects in the queue that require observation and inspection to ensure projects are built in accordance with the contract plans and specifications and District Standards. Currently, these projects include, but are not limited to:

<u>In Progress</u>

- Pump Station No.2 - Generator Installation
- CWRF – Fuel Tank Installation
- CWRF – Chemical Feed System Rehabilitation
- Development Projects
- Street valve and manhole raising

<u>Pending</u>

- Lynnwood Well Facility (out to bid)
- Reservoir 1B Communication (out to bid)
- Effluent Pond Rehabilitation (awarded)
- Penny Well (RFP on the street)
- Tierra Rejada Well (out to bid)
- Development Projects (on-going)
- Reservoir 4C & Hydropneumatic Pump Station (in design)

California Public Contract Code requires that contracted construction inspectors assigned to public work's projects be paid at the prevailing rate established by the Department of Industrial Relations. Projects not directly classified as public works, such as residential developments or other non-specific tasks, can be paid at a non-prevailing wage rate.

In November 2020, District staff advertised and released a Request for Proposal to provide Inspection services on an as-needed basis. In January 2021, a single proposal was received by Cannon Corporation. As a result of only receiving a single proposal, staff solicited additional proposals for these services. A total of two additional proposals were received as follows:

- Cannon Corporation
- MNS Engineers
- Inspection Services, Inc.

The main criteria for evaluating the proposals consisted of experience, cost, and flexibility in staffing on an as-needed basis. Although all the proposals were good, and the fee schedules relatively comparable, staff selected Cannon Corporation as they demonstrated strong qualifications and had an available inspector local to Ventura County.

Cannon submitted a fee schedule as follows:

Job Description	Wage Classification	Rate/Hr.
Project Inspector II	Non-Prevailing Wage	$115.00
Project Inspector II	Prevailing Wage	$140.00

The rate includes the consultant's burden, insurance, vehicle, and mileage costs. The District Engineer will be the point-of-contact for the contract inspector and will coordinate both capital and development projects, as needed, as well as oversee and manage the inspector's time and wage classifications payments.

Funding is available from the District's Operations Budget and has been specifically budgeted in Fiscal Year 2021-22.

Camrosa Water District
7385 Santa Rosa Rd.
Camarillo, CA 93012
Telephone (805) 482-4677 - FAX (805) 987-4797

Some of the important terms of this agreement are printed on pages 2 through 3. For your protection, make sure that you read and understand all provisions before signing. The terms on Page 2 through 3 are incorporated in this document and will constitute a part of the agreement between the parties when signed.

TO: Cannon Corporation
1050 Southwood Drive
San Luis Obispo, CA 93401

DATE: May 27, 2021

Agreement No.: 2021-106

The undersigned Consultant offers to furnish the following: on-call construction inspection and general engineering support services on a as-needed basis.

Contract price $: Per construction management and inspection rates (attached0
Not to exceed $150,000

Contract Term: May 27, 2021 – June 30, 2022

Instructions: Sign and return original. Upon acceptance by Camrosa Water District, a copy will be signed by its authorized representative and promptly returned to you. Insert below the names of your authorized representative(s).

Accepted: Camrosa Water District	Consultant: Cannon Corporation
By: _____	By: _____
Tony L. Stafford	Patrick Riddell, PE
Title: General Manager	Title: Director, Construction Management Services
Date: _____	Date: May 25, 2021
Other authorized representative(s):	Other authorized representative(s):
_____	_____

Consultant agrees with Camrosa Water District (District) that:

a. Indemnification: To the extent permitted by law, Consultant shall hold harmless, defend at its own expense, and indemnify the District, its directors, officers, employees, and authorized volunteers, against any and all liability, claims, losses, damages, or expenses, including reasonable attorney's fees and costs, arising from negligent acts, errors or omissions of Consultant or its officers, agents, or employees in rendering services under this contract; excluding, however, such liability, claims, losses, damages or expenses arising from the District's sole negligence or willful acts.

b. Minimum Insurance Requirements: Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries or death to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Consultant, his agents, representatives, employees or subcontractors.

c. Coverage: Coverage shall be at least as broad as the following:

    1. Commercial General Liability (CGL) - Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 00 01) including products and completed operations, property damage, bodily injury, personal and advertising injury with limit of at least two million dollars ($2,000,000) per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (coverage as broad as the ISO CG 25 03, or ISO CG 25 04 endorsement provided to the District) or the general aggregate limit shall be twice the required occurrence limit.

    2. Automobile Liability - (If applicable) Insurance Services Office (ISO) Business Auto Coverage (Form CA 00 01), covering Symbol 1 (any auto) or if Consultant has no owned autos, Symbol 8 (hired) and 9 (non-owned) with limit of one million dollars ($1,000,000) for bodily injury and property damage each accident.

    3. Workers' Compensation Insurance - as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than $1,000,000 per accident for bodily injury or disease.

    4. Waiver of Subrogation: The insurer(s) named above agree to waive all rights of subrogation against the District, its directors, officers, employees, and authorized volunteers for losses paid under the terms of this policy which arise from work performed by the Named Insured for the District; but this provision applies regardless of whether or not the District has received a waiver of subrogation from the insurer.

    5. Professional Liability - (also known as Errors & Omission) Insurance appropriate to the Consultant profession, with limits no less than $1,000,000 per occurrence or claim, and $2,000,000 policy aggregate.

d. If Claims Made Policies:

    1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.

    2. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work.

    3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Consultant must purchase "extended reporting" coverage for a minimum of five (5) years after completion of contract work.

If the Consultant maintains broader coverage and/or higher limits than the minimums shown above, the District requires and shall be entitled to the broader coverage and/or higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the District.

Other Required Provisions: The general liability policy must contain, or be endorsed to contain, the following provisions:

a. Additional Insured Status: District, its directors, officers, employees, and authorized volunteers are to be given insured status (at least as broad as ISO Form CG 20 10 10 01), with respect to liability arising out of work or operations

performed by or on behalf of the Consultant including materials, parts, or equipment furnished in connection with such work or operations.

b. Primary Coverage: For any claims related to this project, the Consultant's insurance coverage shall be primary at least as broad as ISO CG 20 01 04 13 as respects to the District, its directors, officers, employees, and authorized volunteers. Any insurance or self-insurance maintained by the District, its directors, officers, employees, and authorized volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

Notice of Cancellation: Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the District.

Self-Insured Retentions: Self-insured retentions must be declared to and approved by the District The District may require the Consultant to provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or the District.

Acceptability of Insurers: Insurance is to be placed with insurers having a current A.M. Best rating of no less than A:VII or as otherwise approved by the District.

Verification of Coverage: Consultant shall furnish the District with certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the District before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Consultant's obligation to provide them. The District reserves the right to require complete, certified copies of all required insurance policies, including policy Declaration and Endorsements pages listing all policy endorsements. If any of the required coverages expire during the term of this agreement, the Consultant shall deliver the renewal certificate(s) including the general liability additional insured endorsement to Camrosa Water District at least ten (10) days prior to the expiration date.

Subcontractors: Consultant shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Consultant shall ensure that the District, its directors, officers, employees, and authorized volunteers are an additional insured on Commercial General Liability Coverage.

Other Requirements:

a. Consultant shall not accept direction or orders from any person other than the General Manager or the person(s) whose name(s) is (are) inserted on Page 1 as "other authorized representative(s)."

b. Payment, unless otherwise specified on Page 1, is to be 30 days after acceptance by the District.

c. Permits required by governmental authorities will be obtained at Consultant's expense, and Consultant will comply with applicable local, state, and federal regulations and statutes including Cal/OSHA requirements.

d. Any change in the scope of the professional services to be done, method of performance, nature of materials or price thereof, or to any other matter materially affecting the performance or nature of the professional services will not be paid for or accepted unless such change, addition or deletion is approved in advance, in writing by the District. Consultant's "other authorized representative(s)" has/have the authority to execute such written change for Consultant.

The District may terminate this Agreement at any time, with or without cause, giving written notice to Consultant, specifying the effective date of termination.

Cannon

May 13, 2021

Mr. Terry Curson,
Camrosa Water District
7385 Santa Rosa Road
Camarillo, CA 93012

PROJECT: ON CALL CONSTRUCTION INSPECTION FOR VARIOUS DISTRICT PROJECTS

Dear Terry,
We understand Camrosa Water District would like assistance with inspection services for various public and private projects for thought the service area. To assist the district with staffing for this on call work, Cannon will provide a Construction Inspector that would be working with Camrosa Water District Project Manager to provide the inspection service and report the on-site observations.

For over 40 years, Cannon has provided construction management, inspection, and design services for infrastructure upgrades. We understand the successful completion of this project requires an inspection team that will maintain a properly managed schedule and provide clear and consistent communication with all the project's stakeholders.

I will act as Project Manager for the project. My experience includes over 20 years of providing construction management services to a wide range of agencies and municipalities.

Please feel free to contact me at the number or email address below if you have any questions regarding this proposal or scheduling of our inspector. We look forward to the opportunity to provide these inspection services.

Sincerely,

Patrick Riddell, PE
Director of Construction Management

1050 Southwood Drive, San Luis Obispo, CA 93401
T 805.544.7407 **F** 805.544.3863
CannonCorp.us

Inspection Services Provided

a. Provide an inspector with experience and knowledge performing inspections for the installation of various domestic water infrastructure and appurtenances, ROW permit inspections, and verification of traffic control systems for lane closures.
b. Provide knowledge of the applicable OSHA safety requirements.
c. The Cannon Inspector will work under direction of the District on an as needed basis.
d. For a defined scope of work see submitted Statement of Qualifications submitted January 7th, 2021.

Staffing Plan and Cost Estimate

Cannon
1050 Southwood Drive
San Luis Obispo, CA 93401
805.544.7407

Camrosa Water District - Constructoin Management and Inspection Rates
On-call

May 13, 2021

Staff	Role	Rate	Total Est. Hours	Estimated Cost
Ron Tegland	Project Insp II	$115.00	TBD	TBD
Ron Tegland	Project Insp II - Prevailing Wage	$140.00	TBD	TBD
Esther Lopez	Office Engineer	$98.00	TBD	TBD
Charlie Gray, PE	Resident Engineer	$165.00	TBD	TBD

ACCEPTANCE OF PROPOSAL

Proposal Date:	May 13, 2021
Client:	Mr. Terry Curson
	Camrosa Water District
	7385 Santa Rosa Road
	Camarillo, CA 93012
Project:	On Call Construction Inspection
Scope of Work:	Construction Inspection
Fees: Time and Materials	TBD

Please indicate your acceptance of this proposal by signing below.

Client: Camrosa Water District	Cannon
x _____	_____
Mr. Terry Curson	Patrick Riddell, PE Director, Construction Management Division
Date: _____	Date: _____

Camrosa Water District

Qualifications for Contract
On-Call Construction Inspection and General Engineering Support Services

Cannon

Reliable Responsive Solutions

Table of Contents

January 7, 2020

Letter of Transmittal

Mr. Terry Curson
Camrosa Water District
7385 Santa Rosa Road
Camarillo, CA 93012

Subject: **Qualifications for Contract On-Call Construction Inspection and General Engineering Support Services**

Dear Mr. Curson:

Camrosa Water District (District) has a tremendous responsibility to provide and maintain critical and essential infrastructure for its customers. This construction inspection and technical services agreement is a great opportunity for the District to strengthen its resources in anticipation of completing its various construction projects in a timely and efficient manner.

The District needs a dependable and qualified construction inspection and engineering support team that can provide on-call construction inspection and management services for a variety of projects, from small pipeline repairs to large CIP projects. Characteristics of a qualified construction inspection team include reliability, responsiveness, attention to detail, and availability. The consultant will operate as a seamless and scalable extension of the District staff, respond proactively to concerns, and understand the District's standards, guidelines, and construction inspection methods.

Proof of these characteristics can be seen through the quality of the finished product, the consultant's capacity to communicate, and the consultant's diligence in documenting the project. The following Qualifications demonstrates our ability to provide the characteristics you seek.

Our Construction Management Division shares a successful history of working on public improvement projects and inspecting development projects similar to those the District will likely engage in over the next few years. During the past 45 years, Cannon staff has had many opportunities to work in an on-call capacity, providing engineering, surveying, and construction administration and management services for municipalities and utility providers. We have provided engineering design and construction management for similar agencies, including Crescenta Valley Water District, Suburban Water Systems, Santa Clarita Valley Water District, Golden State Water Company, and Las Virgenes Municipal Water District.

In addition to our construction inspection team, Cannon can provide multi-disciplinary engineering and technical services the District may need. We have a broad in-house team of civil, structural, electrical, and control system engineers, automation specialists, and land surveyors; many of whom specialize in the water and wastewater industry.

We are ready to begin work immediately and have qualified staff available to assist you with any project large or small. We currently have several construction inspectors working in the Ventura and North Los Angeles County area that can provide immediate periodic inspection needs. We can also provide a dedicated construction inspector for larger projects that require full-time inspection. If you should have any questions regarding our submitted statement of qualifications, please reach me through the contact methods provided .

Sincerely,

Patrick Riddell, PE, No 72034, Division Manager
11900 West Olympic Boulevard, Suite 530, Los Angeles, CA 90064
☎ 310.664.1166 ▯ 805.503.4446 ✉ PatR@CannonCorp.us

Cannon Corporation - Providing Reliable Responsive Solutions since 1976

As a full-service construction management, surveying, and engineering firm, we take pride in our ability to offer clients a broad range of services. Our commitment to providing clients Reliable Responsive Solutions, whether the project scope is expansive or more specialized, spans 45 years. During that time, we have worked with many cities, counties, and agencies to maintain secure and dependable water and wastewater systems, make streets safer and more pedestrian and bicycle-friendly, and construct buildings and facilities that are structurally sound. Likewise, we are dedicated to creating sustainable landscapes and providing a high level of technical expertise in areas of low impact development (LID) design. These characteristics have been an integral part of the capital improvement projects we have completed throughout California.

Our skilled construction management (CM) team includes construction managers, construction inspectors, resident engineers, office engineers and funding administrators. We also provide technical support services for special inspections and materials testing. A list of our CM services is included on the following page.

Cannon is a California corporation with a staff of more than 130 professionals, many of which are in the following California office locations:

Los Angeles
11900 West Olympic
Blvd, Ste 530
Los Angeles, CA 90064
☎ 310.664.1166

Irvine
16842 Von Karman
Ave., Ste. 150
Irvine, CA 92606
☎ 949.753.8111

Ventura
93 South Chesnut St.
Ventura, CA
93001
☎ 805.544.7407

San Luis Obispo
1050 Southwood Drive
San Luis Obispo, CA
93401
☎ 805.544.7407

Bakersfield
4540 California Ave,
Ste 550
Bakersfield, CA 93309
☎ 661.328.6280

Leading our team will be Project Manager and Principal-in-Charge Pat Riddell, PE. Mr. Riddell is authorized to bind the firm in contract and is highly regarded for his effective project management, accurate record-keeping, and reliable schedule and cost control. Recent competitive client projects awarded to Cannon that Mr. Riddell has led our Construction Management and Inspection Support Services team include, Construction Management of La Brea Transmission Mains for the City of Beverly Hills, Construction Management of North Airport Improvements for the City of Paso Robles, and Inspection Services for Groves Booster Pump Station and Bradshaw Ion Exchange and Bradshaw Well Systems for Golden State Water Company. Assisting Mr. Riddell will be Gary Roepke, PE, as client liaison and technical engineering and design support lead, and construction inspectors Jameson Farr, Ron Tegland, and Colin Campbell. In addition to other personnel, the Cannon team brings immense experience in construction inspection and engineering design services on a wide range of projects.

Experience Counts

Our multidisciplinary team in-house team to offer expertise in the following areas that will be critical to the success of your projects:

Pump Stations and Lift Stations

Water Tanks

Pipeline Replacements/ Rehabilitation

Inter-Agency Coordination

Electrical

Construction Management and Inspection

List of Construction Management and Inspection Services

Pre-Construction Activities
- Construction Management Procedure Preparation
- Constructability Review
- Bid Preparation, Evaluation, and Administration
- Bid Analysis
- Contract Document Evaluation
- Pre-Construction Conference
- Project Budget Review/Preparation
- Baseline Schedule Analysis
- Storm Water Pollution Prevention Plan (SWPPP) Review
- Pre-Construction Submittal Reviews

Contract Administration
- Contract Management Plans
- Contract Change Management
- Construction Records and Procedures

Progress Documentation
- Weekly Progress Meetings
- Look Ahead Schedule
- Weekly Statement of Working Days
- Photo and Video Documentation
- Weekly/Monthly Progress Reports
- Daily Construction Reports

Quality Assurance
- Construction Inspection
- Special Inspection
- Contract Compliance Monitoring
- QA/QC Monitoring
- Independent Assurance Coordination
- Submittal Review
- Request for Information (RFI) Processing
- Construction Document Review

Coordination and Compliance
- Third Party Coordination
- Utility Coordination
- Environmental Compliance Assurance
- Storm Water Pollution Prevention Plan (SWPPP) Monitoring and Reporting
- Labor Compliance Programs
- Federal Funding Requirements

Materials
- Materials Expertise/Selection
- Materials Inspections and Records
- Compaction Records
- Sampling and Testing Records
- Hazardous Materials Management
- Construction Waste Monitoring

Surveying
- Quantity Surveys
- Horizontal and Vertical Control
- Construction Staking and Layout
- Grade Checking

Forensics
- Investigation
- Expert Witness

Cost Controls and Claims
- Payment Request Review
- Quantity Calculations
- Materials on Hand Payments
- Progress Payments
- Contract Change Order Management
- Extra Work/Adjustments of Compensation
- Retention/Deductions/Liquidated Damages
- Claims Review and Negotiations

Schedules
- CPM Scheduling
- CPM Baseline and Updates
- Time Impact Analysis

Project Closeout
- Final Payment
- Final Inspection of Work
- Punch Lists
- Substantial Completion and Contract Acceptance
- As-Built Record Drawings
- Final Documents and Construction Records
- Final Project Report(s)

Resource Capabilities

PROCORE
CLOUD-BASED CONSTRUCTION SOFTWARE

All project documents, drawings, contractor submittals, RFIs, contract change orders, shop drawings and other documents, and correspondence will be maintained using PROCORE, a cloud-based project management software. We will also maintain an "as current" basis, record copy of all contracts, drawings, specifications, addenda, and change orders in good order.

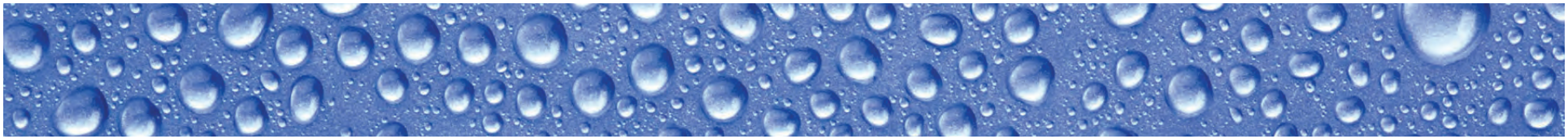
Procore Technologies, Inc., is a leading provider of cloud-based applications that help construction firms manage risk and build quality projects, safely, on time, and within budget. Procore, headquartered in Carpinteria, California, has a diversified business model with products for Construction Project Management, Construction Financials, and Quality & Safety

Procore helps firms drastically increase project efficiency and accountability by streamlining and mobilizing project communications and documentation. This real time data and accessibility minimizes costly risks and delays—ultimately boosting profits.

Relevant Project Experience Summary

We have provided construction management, administration, and inspection services for public agencies throughout California. This table summarizes our most recent projects relevant to your RFP. Learn more about many of these projects on the following pages

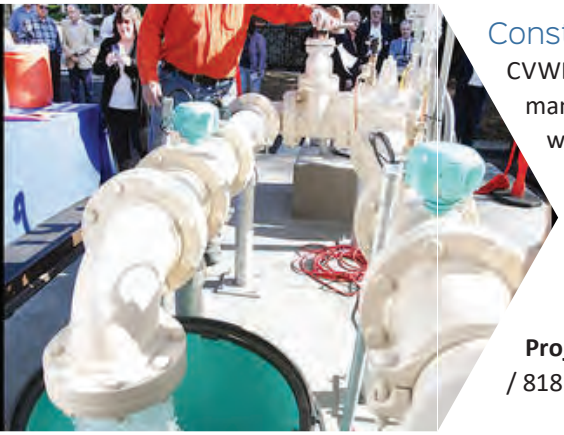
Cannon Projects	Construction Management	Construction Inspection	Submittal and RFI Review	Potable Water System Facility or Pipeline	Water Storage (Tanks, Reservoirs)	Recycled Water Facility or Pipeline	Sewer System Facility or Pipeline	ACI Concrete Special Inspection and Testing	AWS Welding Inspection	Electrical/Instrumentation Inspection	Trenchless Pipeline Installation
West Main Tank	✓	✓	✓	✓	✓			✓	✓	✓	
Pinewood Reservoir and Booster Pump Station		✓	✓	✓	✓				✓	✓	
Construction Inspection for Groves Booster Pump Station		✓	✓	✓						✓	
Construction Inspection for Bradshaw Ion Exchange System		✓	✓	✓	✓			✓	✓	✓	
Magic Mountain Pipeline Phase 6A Project	✓	✓	✓	✓				✓	✓	✓	
Well No. 2 Inspection Services	✓	✓	✓	✓				✓	✓	✓	
CM & Inspection for Plant 209 Pump Station, Suburban Water Systems	✓	✓	✓	✓				✓	✓	✓	
Engineering Construction Support and Design for Transmission Main Repairs		✓	✓	✓							
La Brea Transmission Project		✓		✓							✓
Airport Area Infrastructure Improvements	✓	✓	✓	✓		✓	✓	✓		✓	
Sherwood Acres Sewer Improvements	✓	✓	✓				✓				✓
Shell Beach Road Streetscape Project - Phase 1	✓	✓	✓	✓				✓		✓	✓
CDGB Waterline Improvements	✓	✓	✓	✓							
CM Well #2, Crescenta Valley Water District	✓	✓	✓	✓				✓		✓	
CM & Inspection for Water Main Replacements, City of Santa Monica	✓	✓	✓	✓							
CM & Inspection for Water Main Replacements, City of Beverly Hills	✓	✓	✓	✓							



Construction Management and Inspection Service for Well 2, Crescenta Valley Water District, La Crescenta, CA

Crescenta Valley Water District selected Cannon to provide construction management of the installation of the necessary facilities for Well No. 2. The scope of work included weekly progress meetings with agendas and minutes; coordination with CVWD, the contractor, design engineer, and City of Glendale; keeping complete and organized construction files using Procore; daily site observation/inspection with daily reports; review and response to RFIs; exhibits for design changes as needed based on field conditions and CVWD's requested changes or additions; coordination of material testing; management of contract change orders (including review and analysis before presenting to CVWD); and much more. Revitalization of Well 2 through updated infrastructure and installation of a new nitrate removal treatment facility provided crucial benefits to the Crescenta Valley Water District (CVWD) and helped expand CVWD's local water resource portfolio. This Quality Control Inspection Services project was a critical step in orchestrating construction of the Well 2 facilities.

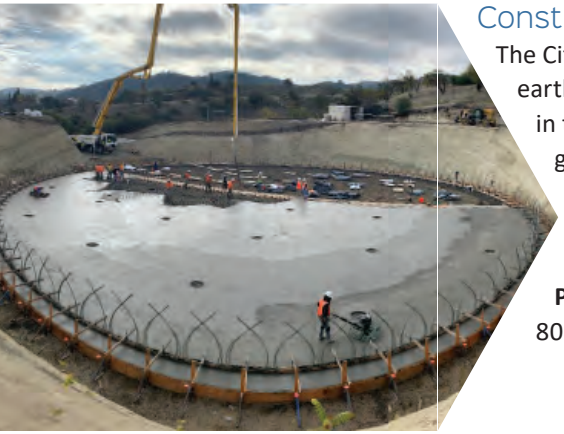
Project Reference: David Gould, PE, District Engineer / Crescenta Valley Water District, 2700 Foothill Boulevard, La Crescenta, CA 91214 / 818.248.3925 / dgould@cvwd.com



Construction Management and Design of Well No. 16, Crescenta Valley Water District, La Crescenta, CA

CVWD selected Cannon to provide professional engineering and design services, construction bidding documents, and construction management of the installation of the necessary facilities for Well No. 16. Cannon's scope of work included pumping system design (with wellhead); discharge and waste discharge piping; electric equipment for the pump; all mechanical equipment; emergency generator connections; a monitoring, controls, and SCADA system; mechanical equipment for ventilation and plumbing; a building to house the electrical equipment, wellhead, and well discharge piping; and on-site drainage, paving, piping, and drought tolerant landscaping and irrigation. The project has resulted in CVWD's new ability to pump water to their customers at $400-$600 per acre-feet versus buying imported water at $1,200 per acre-feet.

Project Reference: David Gould, PE, District Engineer / Crescenta Valley Water District, 2700 Foothill Boulevard, La Crescenta, CA 91214 / 818.248.3925 / dgould@cvwd.com



Construction Management Services for Main West Tank, DPW No. 17-24A, Paso Robles, CA

The City of Paso Robles continues to improve its water system by replacing the existing 21st Street Reservoir—an unconventionally-shaped earthen reservoir lined with both gunite and HDPE. The City selected Cannon to provide Construction Management services and assist in the implementation of the project. Cannon's scope of work included designing 8mg of reservoir and appurtenant facilities below grade, desing of a groundwater supply well and pump station, and incorporating special construction requirements regarding work on or near school property. Cannon coordinated with the City and School District staff, expedited construction with a three-phase bidding process, and met the City's future water needs.

Project Reference: Ditas Esperanza, PE, Capital Projects Engineer / City of Paso Robles, 1000 Spring Street, Paso Robles, CA 93446 / 805.237.3861 / DEsperanza@prcity.com

Multiple Projects for Golden State Water Company, Pinewood Reservoir and Booster Pump Station, Groves Booster Pump Station, Doris Lane Water Main Installation, Santa Maria and Los Osos, CA

Golden State Water Company has selected Cannon to provide construction inspection services for several projects in their Santa Maria and Los Osos Customer Service Areas. Projects included a new welded steel tank, two new pump stations, new or replaced water mains within County roads, a cathodic protection system, specialty coatings, electrical improvements, and safety and structural modifications. Cannon provided construction inspection and daily reporting, coordinated with contractor and GSWC staff regarding field conditions, scheduling, and non-compliance issues, coordinated materials testing and specialty inspections, assisted with submittal and RFI reviews, and prepared final punch lists. Cannon observed pressure testing and disinfection of the water main/service and appetencies as required, recorded observations of relevant pressure testing, and disinfection monitoring.

Client Contact: Megan Panofsky / Golden State Water Company / 2300 A Street, Suite A, Santa Maria, CA 93455 / 805.349.7407 / megan.panofsky@gswatercompany.com

Construction Management and Inspection for Plant 209, Suburban Water Systems, CA

Cannon provided Construction Management for the demolition of an existing pump building with associated pumping equipment and piping; construction of a new pump building with a conference room, office, and restroom; installation of three new pumps and motors including suction header piping, discharge header piping, and other associated piping; electrical upgrades including a new SCE service, MCC, power distribution, and a diesel emergency back-up power system complete with an automatic transfer switch; instrumentation upgrades including a new SCADA panel; landscaping and irrigation improvements; and site improvements. The scope of work also included coordination with the City of Whittier for obtaining the permits and connection of the on-site sewer to the City's sewer system. Cannon provided full-time on-site observation and inspection, daily reports, weekly progress meetings, agency coordination, Cannon's design engineers, geotech testing firm and specialty testing firms, as well as coordination of RFIs and submittals. We used Procore as the software for organizing the project files and communication.

Project Reference: Jose Lopez, Engineering Director / Suburban Water Systems / 1325 N. Grand Avenue, Suite 100 Covina, CA 91724-4044 / 626.543.2500, jlopez@swwc.com

Magic Mountain Pipeline Phase 6A, Santa Clarita Valley Water Agency, Santa Clarita, CA

Cannon was selected to provide Construction Management and Inspection/Testing services for the Magic Mountain Pipeline project. Phase 6A of this project included 3,290 linear feet of a 42-inch diameter pipeline, three valve vaults, and two precast manway structures. Cannon's project team coordinated with the Developer team, Five Point, and the Contractor to confirm that vault structures were properly constructed and waterproofed. Cannon provided consulting services for submittal reviews, RFI, billing review, on-site observation, review of as-built drawings, and final punch list assistance.

Client Contact: Elizabeth Sobczak, Senior Project Engineer / Santa Clarita Valley Water Agency / 26521 Summit Circle, Santa Clarita, CA 91350 / 661.297.1600 / esobczak@scvwater.org

Construction Inspection for Groves Booster Pump Station, Golden State Water Company, Orcutt, CA

Golden State Water Company (GSWC) selected Cannon to provide construction inspection services for the the Greenfield Booster Pump Station in Orcutt, California (Santa Barbara County). This project includes civil/site work of the new facility site; the construction of a booster pump station; installation of generator; and instrumentation and SCADA commissioning. Cannon's scope of work involved professional services in one phase, including attendance at the pre-construction conference, review of contractor submittals, support of GSWC on contractor requests for information; coordination with the contractor regarding ongoing construction schedule; and inspection services for onsite work as proposed in the plans and specifications, including inspection of foundation, tank, coatings, cathodic protection system, and safety and structural modifications, booster pump station, and generator install by qualified personnel.

Client Contact: Megan Panofsky / Golden State Water Company / 2300 A Street, Suite A, Santa Maria, CA 93455 / 805.349.7407 / megan.panofsky@gswatercompany.com

Construction Inspection for Bradshaw Ion Exchange System, Barstow, CA

Golden State Water Company retained Cannon to design and provide constructon inspection services on the Ion Exchange (IX) Water Treatment Plan for nitrate reductions at the Bradshaw Well field. Cannon housed the new system in an insulated metal frame building and designed it to treat a blend of two wells in the field. The nitrate removal IX system is capable of treating a blended flow of 2,000 gpm and consists of the following features: pre-treatment bag filters, ion exchange vessels, brine tank, water softener system, rinse recover system, brine waste tanks, chlorination system, and a nitrate analyzer room. The system includes a Treatment System PLC and a Plan site PlC, along with the necessary electrical systems. Cannon provided inspection services for the onsite work and met GSWC standards and specifications, including inspection of foundation, metal buildings, mechanical piping, IX system, coatings, HVAC and electrical systems.

Project Reference: Ben Jimenez, PE, Capitol Program Engineer, Golden State Water Company / 909.288.5210 / ben.jimenez@gswater.com

Orange County SCADA, Design-Build, Montrose, CA

Cannon was selected by GSWC to perform a Design-Build project to establish an upgraded SCADA system for the Orange County District. The existing control system was providing monitoring and control for seven out of 37 remote sites, across four different water systems. Cannon was tasked to create standardized SCADA designs, for both hardware and software implementation, from the SCADA Master Plan to integrate all four water systems.

Cannon conducted Radio Path Surveys in this Orange County region, including evaluating alternatives for communication to the GSWC Anaheim office. Due to poor radio paths to Anaheim, Cannon developed alternative telemetry design solutions, using cellular routers at each of the Access Points for the four water systems.

Project Reference: Ernie Gisler, PE, Director of Capital Programs / Golden State Water Company / 3005 Gold Canal Drive, Suite 60 Rancho Cordova, CA 95670 / 916.853.3634 / eagisler@gswater.com

Runkle Canyon Reservoir and Booster Pump Station, Simi Valley, California

The Runkle Canyon Development is a 400-unit KB Home Development located in the southwesterly portion of Simi Valley. To supply the tract with potable water and storage, Cannon was selected to design a new 500 gpm booster pump station and 2.0 MG welded steel reservoir. The Pineview pump station was also upgraded as part of the project.

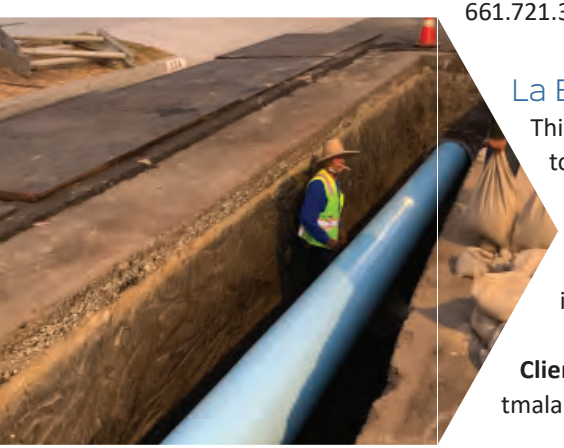
The Runkle Canyon booster pump station included one operating and one stand-by pump as well as a pressure reducing station with pressure relief valves, all housed in a decorative block building. The reservoir was sized and designed to provide emergency, fire, and equalizing storage and meet AWWA D-100 standards. The scope of services completed by Cannon for both the pump station and reservoir included site grading, a drainage system with catch basins, access road paving, piping, electrical equipment, a controls and SCADA system, project management, and interior and coating specifications.

Client Contact: Megan Panofsky, Project Engineer, Golden State Water Company / 805.349.7407 / megan.panofsky@gswater.com

Design Services for Seven Wells for the Arsenic Mediation Project, Ph. 1, Delano, California

Cannon's original scope of services included equipping and designing the pumps and discharge piping to connect to the existing distribution system, and coordinating the design of a sodium hypochloride disinfection system and electrical services to develop the seven wells. Drilling and developing of these wells was proposed in order to avoid the arsenic layer in the underlying aquifer, which had been influencing the site's existing wells. As such, these wells were designed to improve the available potable water supply to the area. Cannon staff worked with the City of Delano's hydrogeologist to design the 150- to 250-horsepower, 1,000- to 1,500-gpm pumps and motors. The project also included designing and preparing plans for all site work. The site work included the piping, electrical equipment and controls, SCADA, paving plans, curb and gutters, fencing, blockwalls, and a drainage system for initial well blow-off flows and site drainage. In the absence of storm drains within the city, the project captured the initial well discharge for flushing purposes in a 5,000-gallon underground sump and slowly discharged the water into the sanitary sewer using submersible pumps. Each well is enclosed in a building with a removable roof and three walls for easy access and maintenance for the well. Cannon also performed a topographic survey and boundary research.

Project Reference: Roman Dowling, PE, Director of Public Works/City Engineer / City of Delano / 1015 11th Avenue, Delano, CA 93215 / 661.721.3300 / rdowling@cityofdelano.org



La Brea Transmission Main Project, Beverly Hills, California

This project included water line installation through portions of the City of Beverly Hills and the City of Los Angeles to deliver well water to the City's treatment facility. The City used trenchless installation techniques to install 2,300 linear feet of 18-inch C900 PVC DR18 with fused joints into an existing 24-inch steel pipe in residential streets, and 7,000 linear feet of 14-inch C900 PVC DR 18 with fused joints into an existing 18-inch abandoned water main along La Cienega Blvd. For this project, Cannon provided Construction Inspection services and worked with the City of Beverly Hills Project Manager and Project Inspector to train staff and perform inspection services on the fusing of pipe joints and slip-lining installation processes and procedures.

Client Contact: Tristan Malabanan, PE, Civil Engineer, City of Beverly Hills, 345 Foothills Road, Beverly Hills, CA 90210 / 310.285.2467 / tmalabanan@beverlyhills.org

Well No. 47 Emergency Back-up, Ontario, CA

The Ontario Municipal Utilities Company (OMUC) owns and operates Well No. 47. To reduce the loss of service, the City required the installation of a stationary standby generator for the well. The City selected Cannon to provide design services for the new standby generator which requirements included a weatherproof enclosure with sound attenuating equipment, enclosures and devices, large enough to provide access to the electrical components of the generator and for maintenance purposes but be sized accordingly for access to the well building. The scope of services to accomplish the engineering and design included progress and review meetings with OMUC; preparation of engineered plans, specifications and an opinion of probable construction costs to install the generator; permitting support; project construction schedule and bid support assistance; and on-call support services of a California Registered Electrical Engineer during the construction phase.

Project Reference: Dennis Mejia, Utilities Engineering Manager, Ontario Municipals Utilities Company/ 909.395.2000 /dmejia@ci.ontario.ca.us

Sherwood Acres Backyard Sewer Replacements, Paso Robles, CA

Due to aging infrastructure and increased frequency of high maintenance activity to keep the sewer system of Tract 67 (circa 1952) and Tract 172 (circa 1959) clear and functional, the City of Paso Robles proceeded with a sewer replacement project to restore integrity to the system and to significantly reduce the potential for sewer system overflows (SSOs), public health concerns, and costly fines. The City retained Cannon to provide professional engineering services to design approximately 5,000 linear feet of replacement sewer within the backyard easements of Tracts 67 and 172, which serve approximately 124 lots. To facilitate the vertical and horizontal layout of the new sewer lines, Cannon supplemented the City's aerial topographic survey along the alignment in sufficient detail to prepare the plans. The street, parcel and easement boundaries within the project area were also determined using record data. Cannon coordinated with the public and private utility providers with existing facilities within the proposed alignments and obtained record drawings and as-built information. Potential utility conflicts and/or relocation requirements were identified and evaluated as needed to minimize unexpected design modifications or construction delays.

Project Reference: Ditas Esperanza, PE, Capital Projects Engineer / City of Paso Robles, 1000 Spring Street, Paso Robles, CA 93446 / 805.237.3861 / DEsperanza@prcity.com

Airport Area Infrastructure Improvements, Paso Robles, CA

The City of Paso Robles had seen significant development over past years near the Municipal Airport area. To support this growth, the City identified replacement of existing sewer mains, a sewer lift station, and various potable and recycled water improvements. These improvements were completed in two phases. Phase one consisted of demolishing and replacing sewer lift station no. 6, around 3,500 of new sewer force main (some installed by HDD methods), over 7,600 LF of new gravity sewer, over 1500 LF of new 16-in water main, and over 5,600 LF of new 12-in recycled water. Phase one also included installation of generators and electrical upgrades at several other lift stations around the City. Phase II consisted of 6200 LF of new potable water main to improve circulation, water quality and fire protection to the commercial areas. Cannon's scope included construction management, construction observation, and materials engineering, sampling, and testing, including all electrical inspection and startup assistance.

Project Reference: Ditas Esperanza, PE, Capital Projects Engineer / City of Paso Robles, 1000 Spring Street, Paso Robles, CA 93446 / 805.237.3861 / DEsperanza@prcity.com

Engineering Construction Support and Design for Transmission Main Repairs, Montecito Water District, Montecito, CA

Mudflows caused by the aftermath of the Thomas Fire resulted in infrastructure compromises and damages that Montecito Water District (District) needed to address. Despite their timely response to support service continuity, the extreme impact to the highline transmission left the District's system in a vulnerable state. The District selected Cannon to provide design and engineering construction support services to establish solutions to repair the District's assets.

Highline is a critical pipeline that serves as the backbone of the system. Four vulnerable locations had been identified for repair where the District's 14-inch steel highline crossed creeks and had been washed out. Temporary solutions had been put in place, but construction repairs were immediately needed. Cannon provided preliminary design alternatives analysis; design plans, bid specification and cost estimates; and engineering support during bidding and during construction.

Client Contact: Adam Kanold, Engineering Manager, Montecito Water District / 805.969.2271/ akanold@montecitowater.com

Construction Management, Inspection, and Design for Water Main Replacements, Santa Monica, CA

As part of the City's ongoing phased program to upgrade aging, deteriorating, and undersized water mains, the City of Santa Monica identified 10 locations for its Water Main Replacement and Upgrade Project. The mains vary in length and diameter, and are located in the City's three pressure zones of 250, 350, and 500. The majority of the water mains were confined in residential alleys with some in commercial alleys as well. Cannon was selected to provide engineering and design services for the water mains, and were recently tasked with providing construction management and inspection services for the installation of the replaced/upgraded pipelines.

Client Contact: Selim Eren, PE, Civil Engineer / City of Santa Monica 1437 4th Street, Suite 300, Santa Monica, CA 90401 / 310.458.2220 x5107 / selim.eren@smgov.net

CM, Inspection, and Design for Water Main Replacements, Beverly Hills, CA

Project Improvement were located in several pressure zones: 3 (384 feet), 4 (454 feet), 5 (499 feet), 6 (628 feet), and 8 (800 feet). The City selected Cannon to provide services to deliver high-quality construction documents to reduce contractor change orders and meet the City's projected budgets. Cannon's scope of work included preparation of record drawings and specifications, site investigations, utility research, topographic survey, engineering design, construction plans, cost estimates, bid documents, response to RFIs, and construction support. Cannon replaced a total of 22,000 feet of 8-inch, 12-inch, and 16-inch pipeline.

Client Contact: Tristan Malabanan, PE, City Engineer / Formerly of City of Beverly Hills, 345 Foothill Road, Beverly Hills, CA 90210 / 310.285.2486

Organizational Chart

Redundancy of Staff

In addition to our key project team members in the organizational chart, Cannon is home to comprehensive construction management staff who are ready to commence project work immediately.

Camrosa Water District

Pat Riddell, PE, CPII, QSP/D
Project Manager / Principal-in-Charge
No. 72034 - BS, Environmental Engineering, California Polytechnic State University, San Luis Obispo, CA

Gary Roepke, PE
Client Liason/Technical Engineering Support Lead
No. 48693 - BS, Civil Engineering, Iowa State University, Ames, Iowa

Construction Inspection Team

Jameson D. Farr, CPII
Construction Inspector
American Concrete Institute No. 01383421
Nuclear Gauge Operator, No. 17943

Ron Tegland
Construction Inspector
BS, Development & Infrastructure, City Planning, University of Arizona, Tucson, AZ

Colin Campbell
Construction Inspector
AS, Architectural Design, Pittsburgh Technical Institute, Pittsburgh, PA

Juan R. Anderson
Electrical and Specialty Inspector
Licensed C-10 Electrician, CA, 970186

Charlie Gray, PE, QSP/D
Resident Engineer/Construction Manager
No. 81321 - BS, Civil Engineering, California Polytechnic State University, San Luis Obispo, CA

Todd Bartolome, PE, QSP/D
Resident Engineer/Construction Manager
No. 86198 - BS, Construction Engineering, University of Nebraska, Lincoln, NE

Marshall Phil, SE
Structures Representative
No. S5101 - MS,Civil Engineering (Structural), Columbia University, New York City, NY

Engineering and Technical Support Team

J. Eric Porkert, PE
Technical Engineer
No. 57562- BS, Engineering California State University, Northridge, CA

Dave Dutcher, PE
Instrumentation Engineer and Automation Oversight
No. 78629PE - BS, Engineering Science, United States Air Force Academy, Colorado Springs, CO

Derek Roepke, PE
Electrical Engineer and Observation
No. E16396 - BS,Electrical Engineering, California Polytechnic State University, San Luis Obispo, CA

Marshall Phil, SE
Structural Engineer
No. S5101 - MS,Civil Engineering (Structural), Columbia University, New York City, New York

Paul Seroka, PLS
Land Surveyor
No. 7809 - 40-Hour HAZWOPER

Learn more about the experience, qualifications, and safety certifications of our key personnel identified in the organizational chart. Find respective resumes in the Appendix of this proposal and professional bios of select key personnel on the following page.

Key Personnel

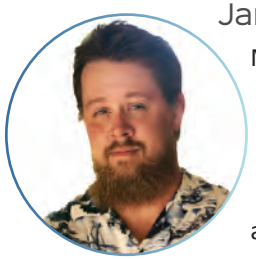
Pat Riddell, PE, CPII, QSD/P Project Manager/ Principal-in-Charge

11900 West Olympic Blvd., Ste. 530
Los Angeles, CA 90064 ☎ 310.664.1166
✉ PatR@CannonCorp.us 🌎 CannonCorp.us

Mr. Riddell has over 20 years of construction engineering and management experience. Mr. Riddell typically represents clients on-site, coordinates meetings and construction activities with stakeholders, reviews contract documents, and manages schedule and cost control. His background includes major water transmission mains, water mains, pump stations, potable reservoirs, pressure regulating stations, waterwells, collection mains, forebays, and chloramination treatment facilities.

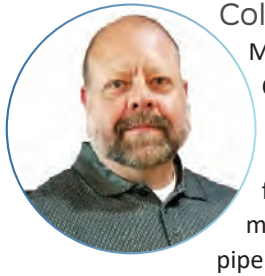
Gary Roepke, PE Client Liaison / Techical Engineering Support Lead

Gary Roepke, PE brings more than 40 years of experience in engineering and design for water resources. He has been the project manager for municipal, industrial, commercial, and military facility projects involving water treatment, water supply, transmission, and distribution systems; drainage and flood control systems; wastewater collection and pumping systems; and recycled water systems. His project experience encompasses both new construction and upgrades to existing facilities. He has processed permits through stringent regulatory agencies such as the California State Water Resources Control Board's Division of Drinking Water (formerly the California Department of Public Health) and the Regional Water Quality Control Board.



Jameson D. Farr Construction Inspector

Mr. Farr will serve as the construction inspector and the client's onsite representative providing coordination and oversight of the contractor to ensure plans and specifications are met and schedule and cost are maintained. Mr. Farr's responsibilities include performing professional engineering activities such as: preparation of plans, specifications, and special provisions; confirming projects meet safety aspects; reviewing projects for errors and/or discrepancies; negotiating and implementing corrective actions; and performing engineering calculations.



Colin Campbell, Construction Inspector

Mr. Campbell brings more than 15 years of experience as a Construction Project Manager and Inspector for heavy civil engineering projects and construction firms. He has successfully overseen projects and undertaken responsibilities in providing field inspections and observations, design, and project management related to water conveyance systems, including pipelines and canals; groundwater wells; recharge ponds; reservoirs; ground water filtration system; sewer systems and lift stations, storm drains; grading and drainage; and roads, streetscapes, parking lots, and railroads. He has worked with numerous agencies, municipalities, and private sector clients throughout Central California on residential and commercial land development and public infrastructure projects. He is thoroughly familiar with construction contract administration and scheduling, coordination of utilities, and materials and soils testing.

Juan R. Anderson Electrical and Specialty Inspection

As a Senior Automation Specialist, Mr. Anderson provides significant SCADA support services. Since 1986, he has worked on systems ranging from wastewater pretreatment and pumping to potable water production and storage. He is also responsible for design and construction of communication and telemetry systems as well as electronic manufacturing engineering support and management. Mr. Anderson infuses every project with practical experience and insight, and is a California certified General Electrician. For the past several years, Mr. Anderson has been providing inspection of electrical systems, MCCs, VFDs, and other general and electrical construction inspection for Cannon's construction management projects.

Las Virgenes Municipal Water District

Project Description & Outcome:

Well 2 QC Inspection Services, Project E-956

Las Virgenes Municipal Water District (LVMWD) partnered with Calleguas Municipal Water District (CMWD) to construct an interconnection between the two District's water systems. The interconnection is intended to improve water delivery and related storage reliability for both Districts and refill of LVMWD's Las Virgenes Reservoir and emergency supply for CMWD and LVMWD. The project also includes the extension of the existing recycled water main in Lindero Canyon Road to eliminate an existing long service lateral to Yerba Buena Elementary School (School), and allow for the provision of recycled water service to the City of Westlake Village's (City) Canyon Oaks Park (Park) to replace the existing potable water service. The project is partially funded through a grant agreement. The project entails the design of approximately 5,000 feet of 30" steel pipeline. The connection will be at the Los Angeles/Ventura County line in Lindero Canyon Road.

Project Dates: November 2017 - Currently Active

Contact:

Eric Schlageter, PE
4232 Las Virgenes Road, Calabasas, CA 91302
☎ 818.251.2142 ✉ ESchlageter@lvmwd.com

Services Provided:

- Engineering design
- Topographic survey
- Construction support services

Crescenta Valley Water District

Project Description & Outcome:

Well 2 QC Inspection Services, Project E-956

The CVWD selected Cannon to provide professional engineering and design services, construction bidding documents, and construction management of the installation of the necessary facilities for Well No. 16. Cannon's scope of work included pumping system design (with wellhead); discharge and waste discharge piping; electric equipment for the pump; all mechanical equipment; emergency generator connections; a monitoring, controls, and SCADA system; mechanical equipment for ventilation and plumbing; a building to house the electrical equipment, wellhead, and well discharge piping; and on-site drainage, paving, piping, and drought tolerant landscaping and irrigation.
The District benefits the new ability to pump water to their customers at $400-$600 per acre-feet versus buying imported water at $1,200 per acre-feet.

Project Dates: November 2017 - January 2020

Contact:

David Gould, District Engineer, 2700 Foothill Blvd
La Crescenta, CA 91214 ☎ 818.236.4119
✉ dgould@cvwd.com

Services Provided:

- Construction management and Inspection
- Engineering design
- Automation and electrical design

City of Paso Robles

Project Description & Outcome:

Construction Management Services for Main West Tank, DPW No. 17-24A

The City of Paso Robles continues to improve its water system by replacing the existing 21st Street Reservoir—an unconventionally-shaped earthen reservoir lined with both gunite and HDPE. The City selected Cannon to provide Construction Management services and assist in the implementation of the project. Cannon's scope of work included designing 8mg of reservoir and appurtenant facilities below grade, desing of a groundwater supply well and pump station, and incorporating special construction requirements regarding work on or near school property.
Cannon coordinated with the City and School District staff, expedited construction with a three-phase bidding process, and met the City's future water needs.

Project Dates: November 2018 - December 2020

Contact:

Ditas Esperanza, PE, Capital Projects Engineer
1000 Spring Street, Paso Robles, CA 93446
☎ 805.237.3861 ✉ DEsperanza@prcity.com

Services Provided:

- Construction management
- Construction inspection
- Material testing

Project Understanding

We understand that the Camrosa Water District (District) is seeking a consulting firm to provide on-call construction inspection and professional engineering services for a mixture of capital improvement and development projects. Cannon has been providing both of these services to multiple water agencies for many years. We have and are currently providing these services to several water districts in the near vicinity, including the Santa Clarita Valley Water Agency, Las Virgines Municipal Water District, Goleta Water District, Golden State Water Company, Crescenta Valley Water District, and others.

We take pride in being technical experts in the water industry and in providing high quality service to our clients. In addition to construction inspectors, our staff includes construction managers, resident engineers, electrical engineers, automation technicians/specialists, control system engineers, structural engineers, and civil engineers specialized in various water systems, including pump stations, reservoirs, distribution systems, wells, treatment facilities and more.

Project Approach and Key Considerations

Based on our experience with design and construction of public infrastructure projects for water, recycled water, and wastewater systems, we have identified what we consider to be key elements for successful completion of the District's projects. These elements are summarized here.

1 Technical Inspection Expertise

Knowledge and experience in the design, construction, and sequencing of water systems and overall construction work are critical prerequisites for the team responsible for inspecting and overseeing the safe and effective construction of the project. The inspection team must have a thorough understanding of applicable codes, standards, and technical guidelines such as ACI, ANSI, ASTM, AWS, AWWA, CBC, IEEE, NEC and others, in addition to being intimately familiar with the District standards as well as project specific plans and specifications,. Our team provides this knowledge and experience. Our construction inspection experience includes distribution and collection systems, pumps stations, lift stations, treatment facilities, steel and prestressed concrete reservoirs, SCADA and control system upgrades, electrical upgrades, and generator installations. We have inspected and managed large Capital Improvement Projects and provided periodic part-time inspection for small developer funded projects and everything in between.

Though not specifically requested in the RFP, we also offer the District expertise with the following construction management services: cost controls; schedule review; communication and documentation; weekly progress reporting; management of RFI's, submittals, and change orders; labor and EEO compliance, and potential claims management; and payment applications.

2 Redundancy and Flexibility of Staff

By having a redundancy of qualified staff, we can respond to requests for construction inspection quickly and provide a local team within one week of a notice to proceed. We have inspectors and a resident engineer currently working on projects for nearby agencies that can cover periodic part-time inspections. We are also able to provide a dedicated inspector or resident engineer for projects requiring full-time inspection. Our construction inspection team generally consists of construction inspectors, an electrical/automation specialist and inspector, and project managers/resident engineers who will provide periodic oversight for our inspectors, answer their technical questions, and periodic document review, as needed. Our engineers are also available as backup inspectors when our usual inspectors are sick, on vacation, or otherwise cannot be on the jobsite. We also have a team of civil, electrical, and control system engineers and designers available to meet the District's general engineering and technical services needs.

3 Communication

Communication is essential in successful prevention or resolution of problems that may be encountered during the course of a project. Understanding our role in relation to the roles of the District Engineer, District Staff, and other team members will be one of our first priorities for every project.

Effective communication is the basic foundation of good relations. In collaboration with the District, we will implement and confirm compliance with established records management procedures for recording and distributing project documents. The more complete the documentation, the more effective the resolution of problems that may arise. In addition, this information can be used to avoid claims if the evidence is sufficient and clear. Written correspondence and notes are of the highest importance.

We will be the District's eyes and ears on the ground, alerting the District to unsafe or non-compliant work, necessary shutdowns or changes to the plant's operations, and specialty inspections. If desired, we can work closely with the project stakeholders from beginning to end. Stakeholders may include District staff, the design team, plant operators, material testing agency, specialty inspectors, SCE and various state or local agencies.
On-site inspectors will be responsible to keep parties informed about the progress of the project. We will develop clear and concise procedures for communications that will expedite and facilitate project work. This will make sure information is available to the construction team in the shortest possible time. In addition to providing daily reporting and photographs described in the Documentation and Daily Reporting section, we can provide the District a weekly summary of completed construction activities with a forecast for the following week, attend weekly meetings, and more.

4 Document Control & Daily Reporting

Cannon's onsite inspector(s) will create and provide to the District a daily inspection report. The inspector's daily report will contain the following:

- A summary of the work performed that day.
- Any deviations from project plans, specifications, RFI's, approved submittals, or field orders.
- Discussion of any activities that could impact the project schedule.
- Record of specialty inspections, material testing, or other QA/QC activities performed that day.
- List of personnel on site each day including visitors.
- A summary of the materials and products delivered to the site along with associated paperwork.
- Photographic documentation of the work performed.
- A summary of any important conversations with the contractor's superintendent.
- A forecast of the work expected to be performed the next day and/or week.

Contract documents provided by the District or their representatives, including RFI responses, submittals, plan revisions, contract change orders, field orders and others will be logged and filed for use by our team in inspecting the work. This will allow our inspectors to easily access these documents in the field and to become familiar with changes or supplementary information.

Cannon currently has a subscription with Procore, a web-based Construction Management platform, which we typically use for daily reporting and document control. Documents stored on Cannon's Procore platform are instantly available to our inspectors and engineers from any device with internet access. We can provide the District with access to our Procore platform, which will give the District immediate access to project documents, including daily reports and photographs. One can email PDF's of daily reports if desired. In addition, our inspectors will collect and file material tickets, certifications, safety inspection reports, and other documentation from the contractor. These documents will be delivered to the District along with site photos taken during the duration of the project once the project is complete. If desired

Cannon can provide a final report and weekly summary updated. The final report will confirm completion of the work and show the status of punch list items, equipment startup and commissioning, and site restoration. Daily reports will be included as an appendix to the final report. Weekly updates will provide a summary of the recently completed work, select photo documentation, forecast for the next week, and schedule update.

5 Quality Assurance/Material Testing/Specialty Inspections

Materials Sampling, Acceptance Testing, and Specialty Inspection functions are a critical component of most projects. Cannon can subcontract with a material testing and specialty inspection agency or can coordinate material testing and special inspections with the District's agency. Regardless if Cannon provides or if the District contracts separately for these services, materials testing, and specialty inspections will provide assurance that the materials and workmanship incorporated into the construction project conforms to the contract specifications. Our inspectors are familiar with required material testing and special inspections for water/wastewater projects and can coordinate and/or schedule these functions if desired. Our project manager and project inspector can work closely the material testing and specialty inspection agency to confirm that sampling, acceptance testing, and specialty inspections are completed in a timely manner and will review the inspection and testing reports to confirm that nonconformance is reported to the District and corrected.

6 Schedule Monitoring

Our construction inspectors will regularly review the Contractor's construction schedule to confirm successful implementation of the construction projects. We will inform the District of changes or potential delays to the schedule. If desired, our Resident Engineers can review and analyze schedules for cost savings and schedule reduction opportunities.

7 Site and Public Safety

Our inspectors will be familiar with both the contractor's and District's written safety program and well as OSHA requirements for working in confined spaces, working from heights, and around live electrical systems. Our onsite inspector can attend the contractor's on-site safety meetings to confirm familiarity with the contractor's safety protocols, if desired. Though it is the contractor's responsibility to perform the work in a safe manner, our inspectors will alert both the Contractor's superintendent and the District to unsafe conditions or practices. We can also collect copies confined space entry permits and equipment safety certifications from the contractor. These documents can be provided to the district with the final report.

Just as important as worker safety is public safety through the protection of the water supply. We will confirm District protocols are followed related to disinfection and sealing of openings to the water system, prevention of unpermitted discharged, that the Contractor provides a clean and safe project site, and the Contractor's operations do not create hazards to plant operators or the public.

Work within roads and streets directly impacts nearby businesses and residences. To reduce disruption, we can confirm the contractor provides a clean and safe project site, and that work is scheduled to limit the inconvenience to the residences and businesses located in, or near, the work sites. Traffic control, access, dust control, and public safety are often overlooked but of high importance. We can work closely with the contractor and local agencies to confirm that public disruptions and inconveniences are kept to a minimum, including driveway reconstructions for both the private residents and commercial businesses. In addition, we understand the importance of coordinating construction work with public safety and fire staff so that known emergency routes can be modified while roadway construction is taking place.

8 Maintaining Water and Sewer Service

A critical element of many projects is to maintain water and sewer service to customers while replacing aging infrastructure with new infrastructure. This requires advanced planning by the engineer, careful implementation by the contractor, and close coordination with the District staff and the construction management team. Having worked through numerous water connection cut-overs and sewer by-pass plans on a variety of projects, Cannon's construction management team will use its experience and begin coordination early in the project to anticipate problems and develop solutions with all parties. Testing, flushing, disinfection, commissioning, and customer connections are factors that need to be considered. We are very aware that District Operations is essential for making this a success.

9 Startup and Commissioning

From beginning to end, our team will remain cognizant of the purpose of any facility—a complete, functional, and operational water or wastewater system for the District. We can coordinate and assist the District to confirm the Contractor is successfully able to perform required start up testing and that pumps, motors, and blowers operate successfully. We can also perform the following tasks if desired:

- Coordinate Contractors' start-up and commissioning activities and compare to contract document requirements, Operations Plan and Acceptance Plan, and advise the District of nonconformance issues.
- Coordinate with District staff, contractor(s), and design/construction management team start-up specialists.
- Review the Contractor's Operational Testing Plan and Acceptance Plan and advise the District as to status of the scheduled tasks.

Scope of Work

The following scope of services demonstrates the means of completing the following tasks for a water resource project that may be relevant to the District As this proposal is for on-call inspection services, the scope for various projects will vary. A large CIP project will require additional tasks, where a small emergency pipeline repair project may only include two or three tasks. A more detailed and specific scope can be provided once specific projects are identified and construction documents are available. We look forward to working with the District to identify and develop a specific scope to meet project and scheduling needs.

Phase I. Pre-Construction Services

Task 1.2 – Construction Documents Review and Kickoff Meeting

We will thoroughly review and become intimately familiar the contract documents including plans, specifications, environmental documents, permits, and District standards. We will setup our document control systems and Procore for each specific project. If desired, we can provide constructability input to the District and the engineer. If desired, we can also attend a kickoff meeting with District staff and the design engineer to facilitate communication, review specific project information, and confirm roles and coordination between all parties.

Task 1.3 – Preconstruction Conference (Optional)

We can attend a pre-construction conference and site tour with District staff, involved agencies, utilities such as Southern California Edison (SCE), The Gas Company, and others, and the Contractor's team as they prepare to mobilize for the project.

Phase 2. Construction Services

Task 2.1 – Site Inspection and Coordination Activities

This task includes activities that take place at the actual job site including inspection of the work, site security, site safety, site activity coordination, and preparation of a daily report by our onsite inspector.

Task 2.2 – Reporting and Document Control

We will confirm daily reports are thorough, complete, professional, and punctual. We will keep our Procore platform updated with RFI's, submittals, field orders, and other project documents and provide hardcopies to our on-site inspector when necessary.

Task 2.3 – Meetings (optional)

We can attend weekly progress meetings with the District and Contractor, weekly quality assurance meetings with the District's project manager during the construction phase, on-site contractor safety meetings, or other meetings as requested by the District over the course of the project.

Phase 3. Post Construction Services

Task 3.1 – Final Inspection and Punch List

We will evaluate the substantially complete facilities to confirm general compliance and/or identify discrepancies and deficiencies in the work performed by the Contractor. We will compile a punch list, transmit to the Contractor, and monitor completion of the punch list items. We will report to the District on the completion of the project, and make recommendations regarding project acceptance, retention of funds, and final payment to the Contractor.

Task 3.2 – Coordinate Closeout Procedures (Optional)

We can coordinate closeout procedures. We can monitor the contractor's, the subcontractor's, and other project staff's progress to finalize project records, complete and correct record drawings, and other documentations required by the District.

Task 3.3 – Project Closeout Documents (Optional)
We can obtain record (as-built) drawings; O&M materials, contract required documents, lien releases, and written warranties from the contractor. We can review and circulate to the District for final acceptance. We can provide the District with complete project documentation for permanent records.

Task 3.4 – Final Report (Optional)
We can prepare and submit a final Construction Report, including the following:
Operations manuals for equipment furnished by the Contractor.
Testing records.

Task 3.5 – Processing of Record Drawings
We will maintain a hard copy file of the construction drawings at the onsite office for the purpose of documenting field changes, as-built conditions and approved changes. After receiving the Contractor's mark-ups of changes and as-built conditions we will transmit the final as-builts to the District or Design Engineer for processing of record drawings.

Phase 4. General Engineering & Technical Services
We have a broad range of engineering expertise related to water and wastewater systems and will be able to meet the District's general engineering and technical service needs, including electrical engineering, automation and integration services, structural engineering, land surveying, plan checking, drafting and more. We have provided a list of our construction management services on page 3 and of our technical engineering and support services in the Appendix of this proposal.

If we do not have the specific in-house expertise, we have long-standing relationships with trusted subconsultants to provide the District with a single point of contact for the District's project needs, or we can work with the District's preferred providers. Some of the these engineering and technical services may include the following tasks.

Task 4.1 Plan Checking
We will review and plan check portions of submitted development projects that will result in the installation of new facilities for the District. Through providing comments and corrections to plan sets, we will confirm the designs meet District standards and that designs best serve the District's needs. Cannon has and is currently providing plan-checking services for several public agencies throughout Southern California.

Task 4.2 Update District Standards
We have assisted many other agencies in updating their design and construction standards. Keeping standards up to date is critical to confirming developers and contractors construct facilities with the right materials, per current regulations, simply operations, and reduce future maintenance.

Task 4.3 Staff Augmentation and Miscellaneous Engineering Support
We can act as an extension of the District's engineering staff, reviewing and responding to customer inquires, identifying and evaluating easements, coordination with other agencies including fire departments and DWR, and general drafting services.

In addition, the above services, Cannon can also provide constructability reviews, construction management, submittal reviews, and SCADA/field integration, and construction staking among other tasks if needed by the District. Please let us know if you would like to hear more about any of these services.

We actively support our clients by continuously striving to find the "right" solution for each individual project. We will serve as a seamless extension of District staff to successfully complete this project.

Accounting Specialist/Admin Assistant	$ 45	-	$ 65
Business Services Administrator I - III	$ 62	-	$ 72
Business Services Coordinator I - II	$ 52	-	$ 57
Assistant Resident Engineer	$ 135	-	$ 145
Associate Construction Engineer	$ 110	-	$ 120
Associate Engineer	$ 140	-	$ 175
Associate Landscape Architect	$ 145	-	$ 155
Associate Planner	$ 140	-	$ 150
Automation Design/Project Engineer	$ 115	-	$ 135
Automation Specialist	$ 135	-	$ 145
Automation Technician	$ 95	-	$ 105
CAD Tech	$ 85	-	$ 95
CAD Manager	$ 100	-	$ 110
Clerical Assistant I - II	$ 60	-	$ 65
Construction Inspector I - III	$ 110	-	$ 130
Construction Manager	$ 155	-	$ 165
Controller	$ 70	-	$ 110
Design Engineer	$ 110	-	$ 130
Director	$ 180	-	$ 220
Engineer Tech	$ 98	-	$ 108
Engineering Assistant I - II	$ 80	-	$ 95
Engineering Manager	$ 210	-	$ 230
Grant Funding Manager I - II	$ 130	-	$ 145
I&E Construction Coordinator I - II	$ 93	-	$ 114
I&E Services Coordinator	$ 80	-	$ 90
Information Systems Admin/Manager	$ 75	-	$ 115
Land Surveyor I - V	$ 150	-	$ 195
Landscape Architect	$ 105	-	$ 115
Landscape Designer I - II	$ 80	-	$ 104
Lead Automation Specialist	$ 147	-	$ 157
Lead Automation Technician	$ 105	-	$ 115
Lead Designer	$ 100	-	$ 122
Marketing Manager / Director	$ 125	-	$ 150
Office Engineer / Construction I - III	$ 98	-	$ 120
Plan Check Engineer I - III	$ 120	-	$ 165
Planner I - III	$ 83	-	$ 104
Planning Assistant I	$ 55	-	$ 70
Principal Construction Engineer	$ 185	-	$ 195
Principal Designer	$ 110	-	$ 134
Principal Engineer	$ 170	-	$ 202
Project Coordinator I - II	$ 88	-	$ 104
Project Designer	$ 83	-	$ 120
Project Engineer	$ 120	-	$ 145
Project Manager / Sr. Principal	$ 195	-	$ 220
Resident Engineer	$ 155	-	$ 165
Sr. Associate Engineer	$ 150	-	$ 180
Sr. Automation Specialist	$ 163	-	$ 170
Sr. Automation Technician	$ 126	-	$ 136
Sr. CAD Tech	$ 90	-	$ 110
Sr. Construction Engineer	$ 175	-	$ 195
Sr. Construction Manager	$ 180	-	$ 200
Sr. Consultant / Principal-in-Charge	$ 185	-	$ 260
Sr. Land Surveyor	$ 191	-	$ 221
Sr. Landscape Architect	$ 153	-	$ 163
Sr. Planner	$ 153	-	$ 163
Sr. Principal Designer	$ 110	-	$ 150
Sr. Principal Engineer	$ 180	-	$ 230
Sr. Project Designer	$ 105	-	$ 130
Sr. Project Engineer	$ 130	-	$ 155
Sr. Project Manager	$ 190	-	$ 213
Sr. Resident Engineer	$ 172	-	$ 185
Structures Representative	$ 172	-	$ 182
Survey Manager	$ 195	-	$ 225
Survey Technician I - VI	$ 105	-	$ 165
Technical Writer I - IV	$ 90	-	$ 125

Survey Crew Rates - Regular	
One-Man Field	$ 166
Two-Man Field	$ 245
Three-Man Field	$ 325
Two-Man - HDS	$ 295

Survey Crew Rates - Prevailing Wage	
One-Man Field	$ 220
Two-Man Field	$ 295
Three-Man Field	$ 425

Electrical - Prevailing Wage			
Electrician	$ 110	-	$ 158

CM - Prevailing Wage	
BCI Construction Inspector	$ 140

Forensics Engineering / Expert Testimony Fee Schedule Available Upon Request.

Other Direct Charges

Black Line Plots	$2.00 per page	Color Plots	$5.00 per page
Outside Reproduction	Cost + 15%	Travel and Related Subsistence	Cost + 15%
Automation & Electrical Materials	Cost + 10% (+tax)	Standard Mileage Rate	IRS Rate per mile
Subconsultant Fees	Cost + 10%	Airplane Mileage Rate	GSA Rate per mile

All of the above hourly rates include all direct labor costs and labor overhead, general and administrative expenses and profit. All direct expenses, such as special equipment, shipping costs, travel other than by automobile, parking expenses, and permit fees will be billed at the actual cost plus 15%. If the client requests, or the client's schedule requires work to be done on an overtime basis, a multiplier of 1.5 will be applied to the stated rates for weekdays for daily hours in excess of 8 as well as weekends and a multiplier of 2.0 for daily hours in excess of 12 and holidays. If the client requests field services to be provided outside of normal working hours (between 6:00 p.m. and 6:00 a.m.), a multiplier of 1.5 will be applied to the stated rates. For prevailing wage projects, if the client requests field services to be provided on any given Sunday, a multiplier of 2.0 will be applied to the stated rates and on or around an observed holiday, other rates may be applied. Survey Crews and Automation Field staff are billed portal to portal, and mileage charges are included in the hourly rate. A minimum charge of 4 hours will be charged for any Automation Field Service calls outside of normal working hours (between 6:00 p.m. and 6:00 a.m.). The stated rates are subject to change, typically on an annual basis.

Derek Romer, PE and Gary Roepke, PE

Appendix

Resumes

Pat Riddell, PE , CPII, QSD/P Project Manager and Principal-in-Charge

Professional Registration

- Registered Civil Engineer, California, No. 72034
- Certified Public Infrastructure Inspector, American Public Works Association
- Qualified SWPPP Developer/ Practitioner, California, No. C72034

Education

- Bachelor of Science, Environmental Engineering, California Polytechnic State University, San Luis Obispo, California
- Caltrans Resident Engineer Academy

Training

- First Aid/CPR Certified
- Excavation Safety Training for Competent Persons (CPT), United Academy, ID: 1544359

Professional Affiliations

- American Society of Civil Engineers
- American Public Works Association

As Project Manager, Mr. Riddell makes decisions and recommendations that have a far-raching impact on Cannon's team. As a seasoned Resident Engineer and Construction Manager, Mr. Riddell can negotiate critical and controversial issues. In addition, Mr. Riddell exhibits a superior level of creativity, foresight, and judgement in planning, organizing, and guiding project teams. Recognized as an expert in Construction Management, he applies his extensive knowledge and experience to complex projects and assumes responsibility for the department of construction management at Cannon.

Construction Inspection for Bradshaw Ion Exchange System, Barstow, California: Golden State Water Company retained Cannon to Design and provide Construction Inspection Services on an Ion Exchange (IX) Water Treatment Plan for nitrate reductions at the Bradshaw Well field, in Barstow, CA. Cannon housed the new system in an insulated metal frame building and designed it to treat a blend of two wells in the field. The nitrate removal IX system is capable of treating a blended flow of 2,000 gpm, and consists of the following features: pre-treatment bag filters, ion exchange vessels, brine tank, water softener system, rinse recover system, brine waste tanks, chlorination system, and a nitrate analyzer room. The system includes a Treatment System PLC and a Plan site PlC, along with the necessary electrical systems. Cannon provided inspection services for the onsite work and met GSWC standards and specifications, including inspection of foundation, metal buildings, mechanical piping, IX system, coatings, HVAC and electrical systems. Mr. Riddell served as Project Manager.

Airport Area Infrastructure Improvements, Paso Robles, California: The City of Paso Robles has seen significant development over past years near the Municipal Airport area. To support this growth, the City identified replacement of existing water and sewer mains, lift station, and various linear infrastructure improvements. The City hired Cannon to provide construction management and implementation of the project. Cannon's scope included construction management, construction observation, and materials engineering, sampling and testing. Mr. Riddell currently serves as Principal-in-Charge.

Select Project Experience Summary

Mr. Riddell has served as Project Engineer, Manager, QA/QC Engineer, or Construction Manager/ Resident Engineer on the following projects:

- Inspection Services for CVWD Well 16 QC, Project E-940
- North Airport Plans and Specs DPW 17-19B
- Construction Management and Inspection Services for Plant 209 Pump Station
- Construction Inspection for Nacimiento Pipeline Turnout, County of San Luis Obispo, Santa Margarita, California
- Construction Management, Inspection, and Design for Well No. 16, Crescenta Valley Water District, Montrose, California
- Construction Management for Five Cities Drive Turn Signal Project, Pismo Beach, California CSA23 Emergency Intertie Improvements, Santa Margarita, California

Gary Roepke, PE Client Liason / Technical and Engineering Support Lead

Professional Registration

- Registered Civil Engineer, California, No. 48693

Education

- Bachelor of Science, Civil Engineering, Iowa State University, Ames, Iowa

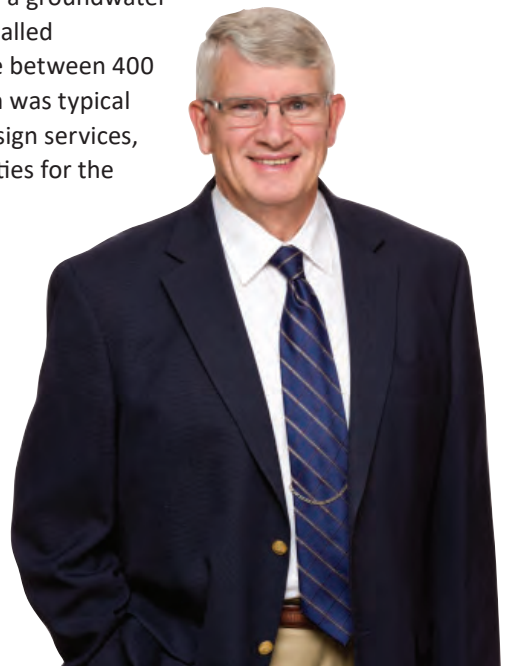
Professional Affiliations

- American Water Works Association (AWWA)
- American Public Works Association (APWA)
- Association of Water Agencies of Ventura County (AWA)
- Southern California Water Utilities Association (SCWUA)
- American Society of Civil Engineers (ASCE)
- City and County Engineers Association (CCEA)
- LA Business Life Safety Training

Mr. Roepke has more than 40 years of professional experience in a wide variety of civil engineering projects. He has been the Project Manager for design of site development projects for municipal, industrial, commercial, and military facilities involving wastewater collection and pumping systems; water supply, transmission, and distribution systems; drainage and flood control systems; and construction administration, inspection, and start-up including master planning, and preparation of reports and studies. He has processed permits through the California Department of Public Health and the California Regional Water Control Board.

SWS Plant 209 – Engineering Design Services, Covina, California: Suburban Water Systems (SWS) designed a new pump station at Plant 209 for which they requested Cannon provide the electrical, architectural, mechanical, structural, landscape architectural and controls design of the pump station. Cannon designed a pump building to house three 125hp vertical turbine pumps along with the electrical distribution system. Based on the wishes of SWS, Cannon designed the building to include a conference room, office and bathroom. Cannon was also responsible for designing a backup power plan that utilized an emergency diesel generator and an automatic transfer switch. The backup power system was designed to provide power for all three pumps, the low voltage power system, and SCADA system. Cannon prepared calculations, design drawings, specifications and cost estimates for permitting, bidding and construction. Cannon also provided construction management and engineering support during the construction phase of the project. Because the project was fast-tracked, Cannon provided design changes to the project during the permitting process based on changes required by the local permitting agencies. Mr. Roepke served as Civil Senior Principal Engineer.

CVWD Well 16 Facility, La Crescenta, California: Glendale Water and Power (GWP) drilled a groundwater well at the old Rockhaven Sanitarium at 2740 Hermosa Avenue near La Cresenta Avenue called Rockhaven Well in 2010. The well construction report showed that the well could produce between 400 gpm to 450 gpm, however the water quality for this well showed high nitrate levels, which was typical of the Verdugo Basin. CVWD selected Cannon to provide professional engineering and design services, and to prepare construction bidding documents for the installation of the necessary facilities for the Rockhaven Well, now named Well No. 16. Mr. Ropeke served as Project Manager.



Select Project Experience Summary

Mr. Roepke has served as Civil Principal Engineer on the following projects:

- Inspection Services for Well 2 QC, Project E-956, 17-05
- Construction Inspection for Bradshaw Ion Exchange System, Barstow, California
- Construction Management and Inspection for Well No. 47 OMUC Contract UT 1008
- Water Well Design WT0025, Tulare, California

Jameson D. Farr, CPII Construction Inspector

Professional Registration

- American Concrete Institute No. 01383421
- Nuclear Gauge Operator, No. 17943
- APWA CPII

Certifications

- American Concrete Institute No. 01383421
- Nuclear Gauge Operator, No. 17943
- California Test Method (CTM) Certifications: 105, 106, 125, 125AGG, 125PCC, 125AC, 201, 202, 206, 207, 216, 217, 226, 227, 231, 234, 301, 370, 375, 382, 504, 518, 533, 539, 540, 556, 557

Mr. Farr brings over five years of experience in materials testing and construction inspection. His experience includes testing and construction inspection for water systems, FEMA flood repair, roadway and shoulder improvements, guardrail installation and pedestrian paths. He has worked extensively for the County of Kern and is well-versed in the Caltrans and Green Book for Public Works specifications. As Lead Project Inspector, Mr. Farr's responsibilities include completion of daily reports, providing response to RFIs, labor and materials tracking, and maintenance of material submittal and certificate of compliance logs. He prioritizes safety with a detailed-oriented, organized, and successful project management and inspection approach for a various types of public infrastructure projects. Other duties compose of performing project/program management activities: planning and scheduling projects, estimating and tracking costs, monitoring progress, keeping daily logs and reports; ensuring quality control, preparing change orders, interpret, communicate and verify that projects are in compliance with plans, as well as specifications and special provisions. Also serving as a liaison with the public in answering questions/explaining projects and resolving complaints. Mr. Farr's materials lab experience includes collecting and testing various forms of aggregate including but limited to asphalt, Class II aggregate, soil for compaction tests, and concrete. Mr. Farr has a proven track record of providing project oversight that employs safety, accuracy, and project success.

Magic Mountain Pipeline Phase 6A Project, Santa Clarita Valley Water Agency, Santa Clarita, California: Cannon was selected to provide inspection services for the Magic Mountain Pipeline project. Phase 6A includes a 42-inch diameter pipeline approximately 2,400 feet long, a 24-inch interconnection pipeline approximately 250 feet long, and three valve vaults. Phase 5 included a 42-inch diameter pipeline approximately 2,900 feet long. Construction Inspection scope of work included inspection of various sizes of ductile iron pipe ranging from 8" to 30", including all accessories (valves, seals, etc), as well as the vault construction comprised of concrete and rebar. Mr. Farr serves as Construction Inspector for this Project.

Santa Clarita Valley Water Agency, Magic Mountain Pipeline Phase 4 & 5 Project - Inspection Services, Santa Clarita, California: Cannon was selected to provide inspection services for the Magic Mountain Pipeline project. Phase 4 include a 42-inch diameter pipeline approximately 2,400 feet long, a 24-inch interconnection pipeline approximately 250 feet long, and three valve vaults. Phase 5 included a 42-inch diameter pipeline approximately 2,900 feet long. Mr. Farr served as Construction Coordinator for this project.

Select Project Experience Summary

Mr. Farr has served as Construction Inspector on the following projects:

- Modjeska Park Underground Stormwater Detention and infiltration System, Anaheim, California
- Construction Management for Vista Canyon Recycled Water Main Extension, Santa Clarita Valley Water Agency, Santa Clarita, California
- Construction Coordination, San Ardo, California

Ronald Tegland Construction Inspector

Education

- Bachelor of Science, Development & Infrastructure, City Planning, University of Arizona, Tucson, Arizona

Certifications

- Chevron Business Partner Safety Orientation (BPSO)
- First Aid/CPR

As a Construction Manager with Cannon, Mr. Tegland serves as the client's onsite representative. He provides coordination and oversight of the contractor to ensure plans and specifications are met and schedule and cost are maintained. Mr. Tegland has extensive knowledge of pipeline installations, grading, and equipment and tank fabrication. Mr. Tegland is safety-conscious, detailed-oriented, organized, and has a proven track record of successful project management.

QC Inspection Services for Well 2, Crescenta Valley Water District, Crescenta, California: Crescenta Valley Water District selected Cannon to provide construction management of the installation of the necessary facilities for Well No. 2. The scope of work included weekly progress meetings with agendas and minutes; coordination with CVWD, the contractor, design engineer, and City of Glendale; keeping complete and organized construction files using Procore; daily site observation/inspection with daily reports; review and response to RFIs; exhibits for design changes as needed based on field conditions and CVWD's requested changes or additions; coordination of material testing; management of contract change orders (including review and analysis before presenting to CVWD); and much more. Revitalization of Well 2 through updated infrastructure and installation of a new nitrate removal treatment facility provided crucial benefits to the Crescenta Valley Water District (CVWD) and helped expand CVWD's local water resource portfolio. This Quality Control Inspection Services project was a critical step in orchestrating construction of the Well 2 facilities. Mr. Tegland served as Lead Construction Inspector.

Pismo Streetscape-Shell Beach Road, Pismo Beach, California: The Shell Beach Road Streetscape - Phase I Project (Project) is a major component of the City of Pismo Beach's overall Complete Street Plan. The City retained Cannon to provide construction management, inspection, materials testing, and administrative services. Cannon's construction management team worked closely with field representatives from all local utility providers to surmount these complexities and to facilitate the overall success of Rule 20A undergrounding work. Mr. Tegland served as Lead Construction Inspector.

Select Project Experience Summary

Mr. Tegland has served as Construction Manager and/or Inspector on the following projects:

- Construction Management for Coalinga Pipeline, Coalinga, California
- Construction Management, Inspection, Materials Testing and Administration Services for Pier Plaza Project
- Construction Administration and Inspection Services for North Depot and Highway 166 Improvement Project, Santa Maria, California
- Construction Coordination IE Service, Arroyo Grande, California
- Construction Coordination, San Ardo, California

Colin Campbell, Construction Inspector

Certifications

- PROCORE certificate No.2 wesoae92foc

Education

- Associate of Science, Architectural Design, Pittsburgh Technical Institute, Pittsburgh, Pennsylvania

Software Skills

- AutoCAD
- Civil 3D
- Microsoft Suite

Mr. Campbell brings more than 15 years of experience as a Construction Project Manager and Inspector for heavy civil engineering projects and construction firms. He has successfully overseen projects and undertaken responsibilities in providing field inspections and observations, design, and project management related to water conveyance systems, including pipelines and canals; groundwater wells; recharge ponds; reservoirs; ground water filtration system; sewer systems and lift stations, storm drains; grading and drainage; and roads, streetscapes, parking lots, and railroads. He has worked with numerous agencies, municipalities, and private sector clients throughout Central California on residential and commercial land development, public infrastructure, energy industry, and transportation projects. He is thoroughly familiar with construction contract administration and scheduling, coordination of utilities, materials and soils testing, and client and stakeholder needs.

Airport Area Infrastructure Improvements, Paso Robles, California: To support the growth of its Municipal Airport Area, the City of Paso Robles identified replacement of existing sewer mains, lift station, and various linear infrastructure improvements. The City hired Cannon to provide construction management and implementation of the project. Cannon's scope included construction management, construction observation, and materials engineering, sampling, and testing.Mr. Campbell served as Assistant Resident Engineer.

Pinewood Reservoir & Booster Pump, Tanglewood, California: Cannon provided construction inspection, construction coordination, submittal, and RFI review services for the installation of a 0.238-million-gallon steel reservoir, booster pump station, generator, and sound-attuning fence. Cannon's inspection services for onsite work included; inspection of foundation, tank, coatings, cathodic protection system, safety and structural modifications, booster pump station, and generator install. Mr. Campbell served as Assistant Resident Engineer.

West Main Tank, Paso Robles, California: The City selected Cannon to provide construction management and inspection for the replacement of the existing 21st Street Reservoir. The construction work of the tank included appurtenances, such as ladders, hatches, railing, air vent, safety equipment, various SCADA and electrical equipment; and various other items for a complete and functioning potable water storage system. Mr. Campbell served as Assistant Resident Engineer.

Select Project Experience Summary

Mr. Campbell has served as Assistant Resident Engineer on the following projects:

- LVMWD Calleguas-Las Virgenes Interconnection Pipeline, Calabasas, California
- Construction Management Services for Pier Plaza Project, Pismo Beach, California
- Pismo Streetscape-Shell Beach Road, Pismo Beach, California

Juan Anderson Electrical and Specialty Inspection

Certifications

- Licensed C-10 Electrician, California, No. 970186

Education

- Computer Systems, U.S. Army
- Process Control and Materials, Hartnell College, Salinas, California
- Advanced Computer Systems, Hancock College, Santa Maria, California
- Various ISA Seminars and Short Courses on Process Control

Professional Affiliations

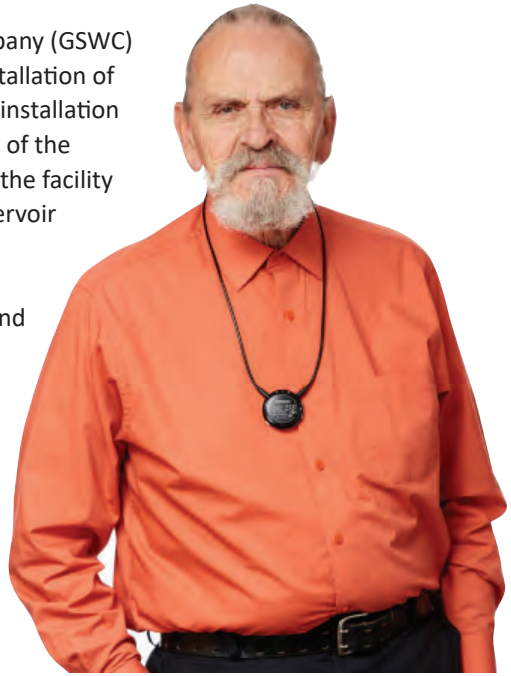
- American Public Works Association
- ISA (International Society of Automation)
- IEEE (Institute of Electrical and Electronics Engineers)
- PCIC (Petroleum and Chemical Industry Committee)
- SPE (Society of Petroleum Engineers)
- SCWUA (Southern California Water Utilities Association

As a Senior Automation Specialist, Mr. Anderson provides significant SCADA support services. Since 1986, he has worked on systems ranging from wastewater pretreatment and pumping to potable water production and storage. He is also responsible for design and construction of communication and telemetry systems as well as electronic manufacturing engineering support and management. Mr. Anderson infuses every project with practical experience and insight, and is a California certified General Electrician. For the past several years, Mr. Anderson has been providing inspection of electrical systems, MCCs, VFDs, and other general and electrical construction inspection for Cannon's construction management projects.

West Main Tank, Paso Robles, California: The City selected Cannon to provide construction management and inspection for the replacement of the existing 21st Street Reservoir. The construction work of the tank included appurtenances, such as ladders, hatches, railing, air vent, safety equipment, and various SCADA and electrical equipment; and various other items for a complete and functioning potable water storage system. Mr. Anderson provided electrical construction inspection services.

Airport Area Infrastructure Improvements, Paso Robles, California: The City of Paso Robles has seen significant development over past years near the Municipal Airport area. To support this growth, the City identified replacement of existing water and sewer mains, lift station, and various linear infrastructure improvements. The City hired Cannon to provide construction management and implementation of the project. Cannon's scope included construction management, construction observation, and materials engineering, sampling and testing. Mr. Anderson provided electrical inspection services.

Pinewood Reservoir & Booster Pump, Tanglewood, California: Golden State Water Company (GSWC) selected Cannon to provide engineering design and construction management for the installation of a 0.238-million-gallon steel reservoir and booster pump station. The project included the installation of a new backup power system with a diesel-powered generator. During the design phase of the project, Cannon provided electrical, instrumentation and automation update services for the facility steel reservoir and booster pump station. Based on civil and mechanical plans for the reservoir and booster pump station prepared by GSWC, Cannon provided electrical design services for the entire site, including electrical calculations based on the pump sizes, design of the electrical distribution and a new backup power system.Mr. Anderson provided electrical and automation inspection services.



Select Project Experience Summary

Mr. Anderson has served as Electrical and Automation Inspector on the following projects:

- Tulare Well 45 Integration, Tulare, California
- Wastewater Treatment Plant Constructability Analysis, Guadalupe, California
- Orange County SCADA Design-Build GSWC, Orange County, California

Charlie Gray, PE, QSD/P Construction Manager and Resident Engineer

Professional Registration

- Registered Civil Engineer, California, No. 81321
- Qualified SWPPP Developer and Practitioner, California

Education

- Bachelor of Science, Civil Engineering, California Polytechnic State University, San Luis Obispo, California
- Caltrans Resident Engineer Academy

Certification

- OSHA Confined Space Entry
- First Aid/CPR Certified

Professional Affiliations

- American Society of Civil Engineers

As Assitant Resident Engineer, Mr. Gray manages various construction projects for public agencies, coordinates or self-performs inspection, finds solutions to problems that arrise during construction, reviews RFI's and submittals, and coordinates with the design team and agency staff. Previously, Mr. Gray has worked for a heavy civil general engineering contractor, and spent several years designing public facilities, which gives him a unique perspective as a Construction Manager and Resident Engineer.

West Main Tank, Paso Robles, California: The City selected Cannon to provide construction management and inspection for the replacement of the existing 21st Street Reservoir—an unconventionally-shaped earthen reservoir lined with both gunite and HDPE, with a new 4.0 MG partially buried pre-stressed concrete tank (AWWA D110 Type I). The facility was renamed the Main West Tank. The construction work of the tank included appurtenances, such as ladders, hatches, railing, air vent, safety equipment, various SCADA and electrical equipment; and various other items for a complete and functioning potable water storage system. Mr. Gray serves as Project Manager and Resident Engineer, providing daily construction inspection and coordinating with Earth Systems and ATS for special inspections and material testing on this project.

Pinewood Plant Reservoir and Booster Pump Station, Golden State Water Company, Tanglewood, California: Cannon provided construction inspection, construction coordination, submittal, and RFI review services for the installation of a 0.238 million gallon steel reservoir (42' D x 30' H), booster pump station, generator, and sound-attuning fence in Santa Barbara County. The reservoir included a subdrain system, steel stairway, and various hatches, cleanouts, and piping attachments. The steel reservoir is protected by a cathodic protection system consisting of (6) 13' long magnesium rod anodes suspended from the tank roof. As Cannon's Project Manager and Lead Construction Inspector for this project, Mr. Gray reviewed contractor submittals and RFI's, attended pre-construction meetings, and provided coordination with the contractor and GSWC personnel. He provided regular on-site inspection of the work and incorporated materials, including footing, earthwork, tank erection, pump installation, cathodic protection, above and below ground piping, generator, and sound-attuning fence installation. Mr. Gray coordinated with a subconsultant for special welding and coating inspections.

Select Project Experience Summary

Mr. Gray has served as Assistant Resident Engineer, Engineer of Record, Construction Inspector, Construction Observer, or Project Engineer on the following projects:

- Inspection Services for Well 2 QC, Project E-956, 17-05
- Pinewood Reservoir and Booster Pump Station
- Construction Management and Inspection Services for Plant 209 Pump- Station
- Construction Management and Inspection Services for Main West Tank
- Inspection Services for Airport Pipeline Infrastructure, DPW 17-19AI
- Design and Construction Management for Golf Course Well No. 7, Ventura, California

Todd Bartolome, PE, QSP/D Construction Manager and Resident Engineer

Professional Registration

- Registered Civil Engineer, California, No. 86198
- Registered Civil Engineer, Idaho, No. 8015

Education

- Bachelor of Science, Construction Engineering, University of Nebraska, Lincoln, Nebraska.

Certifications

- California QSD/P Certification – 86198
- Traffic Control Supervisor (TCS) - American Traffic Safety Services Association (ATTSSA)
- Caltrans Resident Engineering Training
- EPA - NPDES Certification
- First Aid/CPR

Todd Bartolome has over 35 years of experience as an Engineering Manager and Resident and Regional Engineer with large wastewater, bridge, roadway and airport project experience around the country and overseas. Specific project experience includes management of wastewater, major highway bridge and roadway projects for design, and construction and maintenance as both a Public Agency representative and Private Consultant. Mr. Bartolome also managed the design and development of project controls systems using various microcomputer systems, cost control systems, scheduling, estimating, inspection, materials testing, and field office engineering. His major project experience includes wastewater, highways, bridges, floodways, airports, and hydroelectric dams.

Santa Clarita Valley Water Agency, Magic Mountain Pipeline Phase 4 & 5 Project - Inspection Services, Santa Clarita, California: Cannon was selected to provide inspection services for the Magic Mountain Pipeline project. Phase 4 include a 42-inch diameter pipeline approximately 2,400 feet long, a 24-inch interconnection pipeline approximately 250 feet long and three valve vaults. Phase 5 included a 42-inch diameter pipeline approximately 2,900 feet long. Mr. Bartolome provided construction inspection services for this project as the Senior Resident Engineer.

Construction Inspection for Bradshaw Ion Exchange System, Barstow, California: Golden State Water Company retained Cannon to Design and provide Construction Inspection Services on an Ion Exchange (IX) Water Treatment Plan for nitrate reductions at the Bradshaw Well field in Barstow, CA. Cannon housed the new system in an insulated metal frame building and designed it to treat a blend of two wells in the field. The nitrate removal IX system is capable of treating a blended flow of 2,000 gpm and consists of the following features: pre-treatment bag filters, ion exchange vessels, brine tank, water softener system, rinse recover system, brine waste tanks, chlorination system, and a nitrate analyzer room. The system includes a Treatment System PLC and a Plan site PlC, along with the necessary electrical systems. Cannon provided inspection services for the onsite work and met GSWC standards and specifications, including inspection of foundation, metal buildings, mechanical piping, IX system, coatings, HVAC and electrical systems. Mr. Bartolome provided key inspection services for this project and was the Senior Resident Engineer during the construction phase.

Select Project Experience Summary

Mr. Bartolome has served as Senior Resident Engineer or Assistant Resident Engineer on the following projects:

- Airport Pipeline Infrastructure CM, DPW 17-19A, Paso Robles, California
- Construction Management Services for Main West Tank DPW No.17
- Construction Inspection Services for Modjeska Park Underground Stormwater Detention and Infiltration System, Anaheim, California
- Construction Inspection Services for DS 542 Improvements, Santa Clarita Water Agency, Santa Clarita

Eric Porkert, PE Lead Technical Engineer

Professional Registration

- Registered Civil Engineer, California, No. 57562

Education

- Bachelor of Science, Engineering, California State University, Northridge, California

Professional Affiliations

- American Water Works Association
- American Society of Civil Engineers

Mr. Porkert specializes in water resource and wastewater planning and brings a long, successful history of designing major water transmission mains, water mains, pump stations, potable reservoirs, pressure regulating stations, water wells, collection mains, forebays, and chloramination treatment facilities. He prepares water and sewer master plans, generates opinions of costs, and provides utility coordination as well as directs project management and hydraulic analyses for large municipal water, recycled water, and wastewater facility design. Mr. Porkert's project experience includes designing energy-efficient water systems by adding off-peak equalizing storage, and he has provided design for increased reservoir volume capacity by properly sizing water mains for efficient flow during off-peak pumping flows and by increasing pump station flow capacity when feasible.

Water Well Design WT0025, Tulare, California: The City of Tulare was diligently pursuing improvements to the City's water system including the construction of five new wells throughout the City. The City had upgraded or repaired existing wells to increase efficiency but had not constructed a new well since 2009. The City selected Cannon provided design and engineering for all five wells. Cannon scope of services included engineering design for site improvements; equipping each new well with oil-lubricated vertical turbine pumps and motors with removable enclosures; propeller meters; variable frequency drive controls; underground flush to waste basins; and transfer switches with connection points for newly purchased generators. In addition Cannon provided design for a separate rooms/building to house the electrical equipment. Mr. Porkert served as Project Manager.

Select Project Experience Summary

Mr. Porkert has served as Project Manager or Engineer and/or Construction Manager/Inspector on the following projects:

- Design, Equipping, and Related Site Work Services for Mound Well Nos. 2 and 3, Ventura, California
- Design Services for Runkle Canyon Booster Pump Station and 2.0MG Reservoir, Simi Valley, California
- Design Services for Zone 9 Interconnection and Pressure Reducing Station, Beverly Hills, California
- Design Services for Seven Wells for the Arsenic Mediation Project Water Production Facility - Phase 1, Delano, California
- Design Services for Calleguas-Las Virgenes Interconnection Pipeline, Las Virgenes Municipal Water District, Calabasas, California
- Design Services and Construction Management for Well No. 16 (Rockhaven Well) - Crescenta Valley Water District, Montrose, California
- Design and Construction Management Services for Water Main Replacement and Upgrade Program for FY 2014/2016

Dave Dutcher, PE Instrumentation Engineer and Automation Oversight

Professional Registration

- Control Systems Engineer, California, CS 7615
- Control Systems Engineer, Oregon, No. 78629PE

Education

- Bachelor of Science, Engineering Science, U.S. Air Force Academy, Colorado Springs, Colorado

Military Service

- U.S. Air Force, 1992-2001, Captain, Inactive Reserve Status
- Top-Secret Clearance, 1996-2001

Additional Training and Development

- OSHA Supervisor Safety Training
- NFPA 70E Electrical Safety Training

Specialized Computer Skills

- PLC Software: Allen-Bradley ControlLogix, Siemens S7, and Modicon Quantum
- HMI Software: Wonderware System Platform InTouch, FactoryTalk View ME/SE, Siemens WinCC
- Fieldbus Applications: Profibus, DeviceNet, ControlNet, and Modbus

As a Senior Principal Engineer, Mr. Dutcher provides services in tandem with the Project Manager, applying his specialized insight and experience with automated control system processes to project assignments. He has full technical responsibility for assisting with interpreting, analyzing, organizing, implementing, and coordinating projects as well as plan development and designs concerned with unique or controversial requirements.

Bradshaw Water Treatment Plant Nitrate Removal System, GSWC, Barstow, California: Golden State Water Company (GSWC) selected Cannon to provide services to deliver high-quality construction documents as part of a design build project. A new metal building houses the treatment system that treats a blend of two wells for a target combined nitrate concentration. A portion of the system included a sodium hypochlorite enclosure, including HVAC, analyzers and injection point for the 2,000 gpm water treatment plant. Cannon's scope of work included the specification and detail of the sodium hypochlorite tank and chemical feed system, and preparation of construction drawings and specifications, responses to RFI's and construction support. Mr. Dutcher served as Lead Controls Engineer for this project.

Pinewood Reservoir and Booster Pump Station Construction Inspection, GSWC, Tanglewood, California: Cannon provided construction inspection, construction coordination, submittal, and RFI review services for the installation of a 0.238-million-gallon steel reservoir, booster pump station, generator, and sound-attuning fence. The reservoir and booster pump station are at the site of an existing Golden State Water Company (GSWC) well. The booster pump station consists of four pumps, ranging from 15 to 75 HP. Reservoir construction included subdrain system, steel stairway, and various hatches, cleanouts, and piping attachments. Cannon provided inspection services for onsite work, including inspection of foundation, tank, coatings, cathodic protection system, safety and structural modifications, booster pump station, and generator install. Cannon observed pressure testing and disinfection of the water main/service and appetencies as required, recorded observations of relevant pressure testing, and disinfection monitoring. Mr. Dutcher served as Electrical Senior Principal Engineer.

Select Project Experience Summary

Mr. Dutcher has served as Lead Controls Engineer, Automation Engineer, Project Engineer, or Project Manager on the following projects:

- Water Well Design WT0025, Tulare, California
- GSWC Coastal PSPS Generator Design, Santa Maria, California
- GSWC SCADA On-Call, Assesment, and Master Plan, various locations
- LVMWD Cornell Pump Station
- Design for Water and Wastewater System SCADA Upgrades, Pismo Beach, California
- Design for Wastewater Facilities, Collection System Integration, and SCADA Upgrades, McFarland, California

Derek Romer, PE Electrical Engineer and Observation

Professional Registration

- Registered Electrical Engineer, California, No. E16396
- Registered Electrical Engineer, Nevada, No. E15940
- Registered Electrical Engineer, Washington, No. 46296

Education

- Bachelor of Science, Electrical Engineering, California Polytechnic State University, San Luis Obispo, California

Professional Affiliations

- Institute of Electrical and Electronics Engineers
- National Fire Protection Association
- Southern California Water Utilities Association

As a Project Manager Mr. Romer provides technical oversight of the design team; conducts meetings with City staff and subconsultants; provides project status updates, invoicing, and budget control; estimates cost and scheduling; assists with permitting processes (when needed), and provides multi-agency coordination and public outreach assistance. In addition, he is responsible for applying senior-level engineering design practices and techniques, recognizing design discrepancies in results and detailing design processes/economic data to the City.

SWS Plant 209 – Engineering Design Services, Covina, California: Suburban Water Systems (SWS) designed a new pump station at Plant 209 for which they requested Cannon provide the electrical, architectural, mechanical, structural, landscape architectural and controls design of the pump station. Cannon designed a pump building to house three 125hp vertical turbine pumps along with the electrical distribution system. Based on the wishes of SWS, Cannon designed the building to include a conference room, office and bathroom. Cannon was also responsible for designing a backup power plan that utilized an emergency diesel generator and an automatic transfer switch. The backup power system was designed to provide power for all three pumps and the low voltage power and SCADA system. Cannon prepared calculations, design drawings, specifications and cost estimates for permitting, bidding and construction. Cannon also provided construction management and engineering support during the construction phase of the project. Because the project was fast-tracked, Cannon provided design changes to the project during the permitting process based on changes required by the local permitting agencies. Mr. Romer served as Electrical Senior Principal Engineer

QC Inspection Services for Well 2, Crescenta Valley Water District, Crescenta, California: Crescenta Valley Water District selected Cannon to provide construction management of the installation of the necessary facilities for Well No. 2. The scope of work included weekly progress meetings with agendas and minutes; coordination with CVWD, the contractor, design engineer, and City of Glendale; keeping complete and organized construction files using Procore; daily site observation/inspection with daily reports; review and response to RFIs; exhibits for design changes as needed based on field conditions and CVWD's requested changes or additions; coordination of material testing; management of contract change orders (including review and analysis before presenting to CVWD); and much more. Revitalization of Well 2 through updated infrastructure and installation of a new nitrate removal treatment facility provided crucial benefits to the Crescenta Valley Water District (CVWD) and helped expand CVWD's local water resource portfolio. This Quality Control Inspection Services project was a critical step in orchestrating construction of the Well 2 facilities. Mr. Romer served as Electrical Senior Principal Engineer

Select Project Experience Summary

Mr. Romer has served as Electrical Senior Principal Engineer on the following projects:

- CVWD Well 16 QC Inspection Services, Project E-940
- Construction Management and Inspection for Well No. 47 OMUC Contract UT 1008
- Construction Inspection for Airport Pipeline Infrastructure, DPW 17-19A

San Luis Obispo office

Marshall Phil, SE Structural Engineer and Structures Representative

Professional Registration

- Registered Structural Engineer, California, No. 5101
- Registered Civil Engineer, California, No. 61406

Education

- Master of Science, Civil Engineering (Structural), Columbia University, New York City, New York
- Bachelor of Science, Civil Engineering, Columbia University, New York City, New York
- Bachelor of Engineering Science, Pacific Lutheran University, Tacoma, Washington

Professional Affiliations

- American Society of Civil Engineers
- National Council of Examiners for Engineers and Surveyors
- International Code Council
- American Concrete Institute
- American Public Works Association

Mr. Pihl has provided structural engineering services since 1984. He is knowledgeable in design and analysis for all types of new construction, renovations, and repair of structural damage due to water, rot, fire, and natural disaster. His experience includes design and analysis of wood, concrete, masonry, and steel structures. In addition to structural design and analysis, he has been involved in a number of projects as a structural engineering expert witness and consultant concerning various insurance claims and repairs.

Water Well Design WT0025, Tulare, California: The City of Tulare was diligently pursuing improvements to the City's water system including the construction of five new wells throughout the City. The City had upgraded or repaired existing wells to increase efficiency but had not constructed a new well since 2009. The City selected Cannon provided design and engineering for all five wells. Cannon's scope of services included engineering design for site improvements; equipping each new well with oil-lubricated vertical turbine pumps and motors with removable enclosures; propeller meters; variable frequency drive controls; underground flush to waste basins; and transfer switches with connection points for newly purchased generators. In addition Cannon provided design for a separate rooms/building to house the electrical equipment. Mr. Pihl provided structural engineering services.

Beverly Hills Pump Station 8, Beverly Hills, California: Cannon was selected to provide engineering and design services for three separate pumping systems within an existing building: pre-packaged potable water pump station, a temporary pre-packaged potable water pump station and a diesel engine fire pump. Both potable water pump stations are variable frequency drive (VFD)-controlled. The design will include above-ground suction and discharge piping within the pump station building to minimize pipe corrosion and increase pipe accessibility. Services included structural assessment of the building and roof and review of structural roof upgrades to meet current codes by our licensed structural engineer. Engineering and redesign allowed the City's emergency connection with LADWP to be relocated and contained within the existing building. Mr. Pihl provided structural engineering services.

SWS Plant 209 – Engineering Design Services, Covina, California: Suburban Water Systems (SWS) retained Cannon to provide the structural design, architectural design, and electrical design of the pump station, as well as the design of the concrete pad for the diesel generator. Cannon's structural group provided plans and specifications for the construction of the building including the framing and foundation. Cannon provided electrical design services for the pump station and site. The main service was designed based on three 125 hp pump motors. These motors are controlled by 150 hp variable frequency drives (VFD). Cannon teamed with Brithinee Electric and SWS to determine the desired solution for heat dissipation. The electrical design included a transformer and panelboard to provide 120/240 power for the building and site. The panelboard was designed for a load capable of supporting security lights, motorized gate, irrigation controller, indoor lights, SCADA panel, motor heat sensors, vibration sensors, flow instrument, pressure instruments, receptacles, building fans, reservoir sampling pumps, and other miscellaneous equipment. Mr. Pihl provided structural engineering services.

Paul Seroka, PLS Project Surveyor

Professional Registration

- Land Surveyor in Training, No. 7809, California

Safety Training

- 40-Hour HAZWOPER
- 8-Hour HAZWOPER Supervisor
- Smith Driver System Training
- Diatomite Thermal Recovery Training
- Chevron Business Partner Safety Orientation
- Energy Overhead Power Lines
- Energy Passport
- First Aid/CPR

As a Project Surveyor Mr. Seroka is responsible for field and office survey services as well as oversight and management of field crews. He takes measurements, interprets survey calculations, compiles evidence for boundary determinations, prepares legal land documents and descriptions, provides mapping and drafting services, and more. In addition, he plans and conducts work requiring independent judgment/evaluation, and is skilled with the use of the latest survey technologies (such as manual and robotic total stations, digital levels, static, RTK, network GPS, and 3D laser scanners).

Survey Project Summary for Golden State Water Company (GSWC) Topographic Surveying of Spruce St. and Betty St. Area Mains, Wrightwood, California: This pipeline replacement project was part of an ongoing program to replace 2-inch and 4-inch steel backyard mains in GSWC's Wrightwood System. The pipelines were antiquated, undersized and difficult to maintain and access by operations crews due to their location along the back lot lines of adjacent properties. To address the existing conditions, GSWC will place 8" PVC mains to be installed within the existing road right-of-way. The project will install approximately 11,500 linear feet of 8-inch PVC pipe and will relocate 1-inch copper services from the backyard mains to the proposed new mains.

Cannon performed the topographic mapping for engineering design of the new water lines. The survey work involved performing detailed field surveying to locate the existing street right-of-way roadway surface and utilities, including gas, water, sewer, storm drain grate inlets & "out-fall", on elec. pull boxes, CA/TV risers Street Lights, transformer pads, invert elevations of manholes and drain inlets within and adjacent to the improved roadways. Mr. Seroka served as Lead Party Chief.

Water Main Replacement, Various Locations, Beverly Hills, California: The City of Beverly Hills required engineering and design services for improvements to its water system infrastructure. The improvement projects are located in several pressure zones: 3 (384 feet), 4 (454 feet), 5 (499 feet), 6 (628 feet), and 8 (800 feet). The City selected Cannon to provide the services to deliver high-quality construction documents in order to minimize contractor change orders and meet City projected budgets. Cannon's scope of work includes preparation of record drawings and specifications, site investigations, utility research, topographic survey, engineering design, construction plans, cost estimates, bid documents, response to RFIs, and construction support. Mr. Seroka provided survey services for this project.

Select Project Experience Summary

Mr. Seroka has served as Party Chief/Project Surveyor on the following projects:

- Bradshaw Water Treatment Plant Nitrate Removal System, Barstow, California
- Design for Calleguas-Las Virgenes Interconnection Pipeline, Las Virgenes Municipal Water District, Calabasas, California
- Fire Camp No. 14 New Tank and Well (+Other Water System Upgrades), Los Angeles County Department of Public Works, Saugus, California

Summary of Cannon Construction Management and Inspection Services

Work Area	Services
Water Resources and Storm Drain Systems	Piping and Valve Design Assessment District Engineering System Master Planning Computer Modeling Fire Flow Analysis Booster Station Design Reservoirs/Water Storage Fire Flow and Pressure Testing Well/Pump Design System Mapping Field Operations Operations and Maintenance Studies Watershed Studies Capital Improvement Programs Cost-Benefit Analysis Cost Estimates Storm Drain and Inlet Design Hydrology Studies Hydraulics Analysis Retention/Detention Basin Design System Master Planning/Computer Modeling NPDES Permitting Open Channel Design SWPPP Preparation Erosion Control Design
Instrumentation and Electrical (I&E)	Distributed Control Systems Programmable Logic Controls Arc-Flash Studies SCADA Design/ Integration Low, Medium, and High Voltage Systems Electrical Distribution Power Systems Analysis and Modeling Electrical Coordination Studies Motor Control Systems Emergency Standby Power Systems (Generators) Lighting System Design Instrumentation and Electrical Specification and Calibration Procedure Development and Review Startup Support Process Control Troubleshooting and Analysis Motor Control System Troubleshooting and Analysis Control System Training System Documentation Dry Utility Coordination
I&E	Project Close-out/As-builts/ Documentation Panel Design and Fabrication Maintenance and I&E Service
Survey	3D Scanning and Imaging • Architecture/Development • Public Infrastructure • Forensics • Oil, Gas, and Power Generation Boundary Surveys Construction Surveys Topographic Surveys Control Surveys As-Built Surveys ALTA/ACSM Surveys GPS-Based Geodetic Surveys Well Borings Surveys Subsidence/Settlement Monitoring GIS Data Collection

Cannon

11900 West Olympic Blvd, Ste. 530
Los Angeles, CA 90064
310.664.1166

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Memorandum

June 10, 2021

To: General Manager

From: Terry Curson, District Engineer

Subject: **Water Resource In-Lieu Fee Study**

Objective: Award professional financial services to develop a comprehensive water resource in-lieu fee structure.

Action Required: It is recommended that the Board of Directors authorize the General Manager to award a contract and issue a purchase order to NBS Government Finance Group, (NBS) in the amount not-to-exceed $44,280.00, to provide professional financial services to develop water resource in-lieu fees.

Discussion: In August of 2014, the Camrosa Board of Directors adopted Resolution 14-08, which established 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; potable, non-potable, and recycled. The purpose of the mitigation fee is to ensure that new developments do not adversely affect the water supply or water supply reliability for the District's existing customers.

For new developments, the District requires developers to identify and bring in their own new source of waters or participate in a planned District water resource project. Because developers lack the expertise related to developing water resource projects and the uncertainty of costs, they have been hesitant to develop their own water resource projects and have relied upon the District to provide water resource project alternatives. The suite of projects the District has identified can vary significantly in production and cost. District staff desires to create a blended project in-lieu fee structure based on a suite of eligible projects that can be published and adjusted annually. Staff believes this is a more objective and equitable approach to the payment of mitigation fees.

In December 2020, a Request for Proposal (RFP) was released to the public. Camrosa received a single proposal from Water Consultancy, a consulting firm located in Ventura with experience in developing these type of fee structures. District staff reviewed the proposal and fee schedule and determined that the proposal was responsive and the fee reasonable. Just prior to making a recommendation of award to the Board, the sole principal consultant passed away.

In March 2020, a second RFP was released, and the District received a single proposal from NBS Government Finance Group out of Temecula. The proposal took a detailed and in-depth approach to completing a finance in-lieu fee plan that is compliant with Proposition 218 and the Mitigation Fee Act.

The Proposal includes, but is not limited to, several of the following components:

- Review all pertinent documents
- Work with staff in evaluating proposed water resource projects
- Prepare Water Resource In-Lieu Fee Structure Report

- Public Workshop (if needed)
- Public Presentation (if needed)
- Board Presentation

NBS submitted an initial proposal with a fee schedule in the amount of $61,220.00. District staff was able to adjust the scope and negotiate the cost to $44,280.00, a savings of $16,940.00.

It is worth noting that NBS is not an engineering firm and District staff will have to work intimately with NBS in developing preliminary engineer's estimates. Depending on the complexity of the project and staff's availability, District staff may require on-call engineering services on a time-and-material basis to assist in this task.

Funding is available from the District's Operations Budget and has been specifically budgeted in Fiscal Year 2021-22. This project is expected to take approximately 12 weeks to complete.

Camrosa Water District
7385 Santa Rosa Rd.
Camarillo, CA 93012
Telephone (805) 482-4677 - FAX (805) 987-4797

Some of the important terms of this agreement are printed on pages 2 through 3. For your protection, make sure that you read and understand all provisions before signing. The terms on Page 2 through 3 are incorporated in this document and will constitute a part of the agreement between the parties when signed.

TO: NBS
32605 Temecula Parkway, Suite 100
Temecula, CA 92592

DATE: May 27, 2021

Agreement No.: 2021-107

The undersigned Consultant offers to furnish the following: Engineer's Report of In-Lieu Fees per proposal dated April 15, 2021.

Contract price $: Not to exceed $44,280 per proposal.

Contract Term: May 27, 2021 – June 30, 2022

Instructions: Sign and return original. Upon acceptance by Camrosa Water District, a copy will be signed by its authorized representative and promptly returned to you. Insert below the names of your authorized representative(s).

Accepted: Camrosa Water District	Consultant: NBS
By: _____	By: _____
Tony L. Stafford	Michael Rentner
Title: General Manager	Title: President
Date: _____	Date: May 21, 2021
Other authorized representative(s):	Other authorized representative(s):
_____	_____
	David Ketcham, Vice President

Consultant agrees with Camrosa Water District (District) that:

a. **Indemnification:** To the extent permitted by law, Consultant shall hold harmless, defend at its own expense, and indemnify the District, its directors, officers, employees, and authorized volunteers, against any and all liability, claims, losses, damages, or expenses, including reasonable attorney's fees and costs, arising from negligent acts, errors or omissions of Consultant or its officers, agents, or employees in rendering services under this contract; excluding, however, such liability, claims, losses, damages or expenses arising from the District's sole negligence or willful acts.

b. **Minimum Insurance Requirements:** Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries or death to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Consultant, his agents, representatives, employees or subcontractors.

c. **Coverage:** Coverage shall be at least as broad as the following:

   1. **Commercial General Liability (CGL) -** Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 00 01) including products and completed operations, property damage, bodily injury, personal and advertising injury with limit of at least two million dollars ($2,000,000) per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (coverage as broad as the ISO CG 25 03, or ISO CG 25 04 endorsement provided to the District) or the general aggregate limit shall be twice the required occurrence limit.

   2. **Automobile Liability -** (If applicable) Insurance Services Office (ISO) Business Auto Coverage (Form CA 00 01), covering Symbol 1 (any auto) or if Consultant has no owned autos, Symbol 8 (hired) and 9 (non-owned) with limit of one million dollars ($1,000,000) for bodily injury and property damage each accident.

   3. **Workers' Compensation Insurance -** as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than $1,000,000 per accident for bodily injury or disease.

   4. **Waiver of Subrogation:** The insurer(s) named above agree to waive all rights of subrogation against the District, its directors, officers, employees, and authorized volunteers for losses paid under the terms of this policy which arise from work performed by the Named Insured for the District; but this provision applies regardless of whether or not the District has received a waiver of subrogation from the insurer.

   5. **Professional Liability** - (also known as Errors & Omission) Insurance appropriate to the Consultant profession, with limits no less than $1,000,000 per occurrence or claim, and $2,000,000 policy aggregate.

d. **If Claims Made Policies:**

   1. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.

   2. Insurance must be maintained and evidence of insurance must be provided **for at least five (5) years after completion of the contract of work.**

   3. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Consultant must purchase "extended reporting" coverage for a minimum of five (5) years after completion of contract work.

If the Consultant maintains broader coverage and/or higher limits than the minimums shown above, the District requires and shall be entitled to the broader coverage and/or higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the District.

Other Required Provisions: The general liability policy must contain, or be endorsed to contain, the following provisions:

a. **Additional Insured Status:** District, its directors, officers, employees, and authorized volunteers are to be given insured status (at least as broad as ISO Form CG 20 10 10 01), with respect to liability arising out of work or operations

performed by or on behalf of the Consultant including materials, parts, or equipment furnished in connection with such work or operations.

b. **Primary Coverage:** For any claims related to this project, the Consultant's insurance coverage shall be primary at least as broad as ISO CG 20 01 04 13 as respects to the District, its directors, officers, employees, and authorized volunteers. Any insurance or self-insurance maintained by the District, its directors, officers, employees, and authorized volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

Notice of Cancellation: Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the District.

Self-Insured Retentions: Self-insured retentions must be declared to and approved by the District The District may require the Consultant to provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or the District.

Acceptability of Insurers: Insurance is to be placed with insurers having a current A.M. Best rating of no less than A:VII or as otherwise approved by the District.

Verification of Coverage: Consultant shall furnish the District with certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the District before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Consultant's obligation to provide them. The District reserves the right to require complete, certified copies of all required insurance policies, including policy Declaration and Endorsements pages listing all policy endorsements. If any of the required coverages expire during the term of this agreement, the Consultant shall deliver the renewal certificate(s) including the general liability additional insured endorsement to Camrosa Water District at least ten (10) days prior to the expiration date.

Subcontractors: Consultant shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Consultant shall ensure that the District, its directors, officers, employees, and authorized volunteers are an additional insured on Commercial General Liability Coverage.

Other Requirements:

a. Consultant shall not accept direction or orders from any person other than the General Manager or the person(s) whose name(s) is (are) inserted on Page 1 as "other authorized representative(s)."

b. Payment, unless otherwise specified on Page 1, is to be 30 days after acceptance by the District.

c. Permits required by governmental authorities will be obtained at Consultant's expense, and Consultant will comply with applicable local, state, and federal regulations and statutes including Cal/OSHA requirements.

d. Any change in the scope of the professional services to be done, method of performance, nature of materials or price thereof, or to any other matter materially affecting the performance or nature of the professional services will not be paid for or accepted unless such change, addition or deletion is approved in advance, in writing by the District. Consultant's "other authorized representative(s)" has/have the authority to execute such written change for Consultant.

The District may terminate this Agreement at any time, with or without cause, giving written notice to Consultant, specifying the effective date of termination.

32605 Temecula Parkway, Suite 100
Temecula, CA 92592
Phone: 916-801-5496

nbsgov.com

April 15, 2021

LETTER OF TRANSMITTAL

Terry Curson P.E.
District Engineer
Camrosa Water District
7385 Santa Rosa Road
Camarillo, CA 93012

RE: Proposal for Engineer's Report of In-Lieu Fees

Dear Mr. Curson,

Thanks for the opportunity to submit this proposal for the In-Lieu Fee Study. NBS has put together a team and an approach that will give the District a defensible in-lieu fee that complies with the Mitigation Fee Act. Our approach offers the District the following advantages:

- **A Proven Approach** – NBS has completed dozens of fee and capacity studies. NBS knows the requirements of the Mitigation Fee Act (Govt Code 66000) and our approach is tailored to meet those requirements.
- **An Experienced Team** – Our team is led by a project manager and a senior advisor with more than 40 years of experience in water resources financial planning. These senior leaders are supported with experienced rate and fee consultants. Our proposed project manager, Allan Highstreet, has prepared financial planning models for local agencies as well as investment strategy models for the California Department of Water Resources.

Please contact me at 916-801-5496 or via email at ahighstreet@nbsgov.com if you have any questions, require clarification, or would like to discuss our qualifications. As requested in the RFP, this proposal is signed by NBS President Michael Rentner who is authorized to contractually obligate the firm; he can be reached at 800-676-7516 or via email at mrentner@nbsgov.com. Also, to our knowledge there haven't been amendments to the RFP. We would genuinely like to work on this project and help the District move forward successfully.

Sincerely,

Allan Highstreet
Principal Consultant

Michael Rentner
President, Authorized Signer

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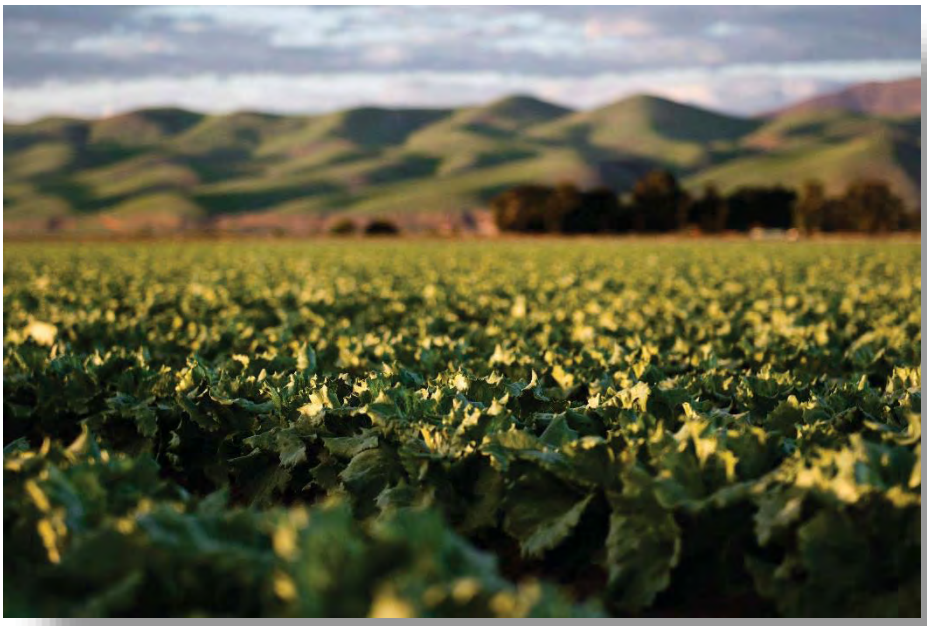


1 | QUALIFICATIONS

AT-A-GLANCE: HELPING COMMUNITIES FUND TOMORROW

25 YEARS In Business

100% ESOP NBS is a 100% employee-owned S-Corporation

NBS HEADQUARTERS
32605 Temecula Pkwy | Suite 100
Temecula, CA 92592

SAN FRANCISCO REGIONAL OFFICE
870 Market Street | Suite 1223
San Francisco, CA 94102

CONTACT
Allan Highstreet | 916-801-5496
ahighstreet@nbsgov.com

LEGAL NAME
NBS Government Finance Group

DBA
NBS

49 EMPLOYEES

INDIVIDUAL AUTHORIZED TO NEGOTIATE AGREEMENT
Michael Rentner, President

Since 1996, NBS has supported California municipalities with the implementation and ongoing administration of local funding tools.

While the firm originally focused on Special Financing Districts (SFDs), specifically the formation and administration of special assessments and taxes, we have evolved with our clients' needs and now provide a full range of revenue consulting services. We focus on sustainable water and wastewater utility rate programs, cost allocation plans, cost recovery, and legally justified fee design. Across all practice areas, we have worked with more than ***500 public agencies*** to date, including cities, counties, school districts, utilities, and special districts.

Utility Rate Group

The NBS Utility Rate Group ensures your utility rates, system capacity fees, and financial plans provide an appropriate level of funding and are also justifiable in a fluid legal and regulatory environment.

500 STUDIES PERFORMED

We act as strong advocates for our many utility clients to ensure that rates and fees address the multitude of challenges facing each community. Just ask the municipalities where we have performed more than 500 studies!

PROP 218 COMPLIANT

Once study results are in, we support you through the Proposition 218 approval process. Working within legal and industry standards, we partner with you to implement solutions for the most challenging financial issues.

Throughout the process, we strive to educate the public, manage community expectations, and work within the often-confusing legal framework to develop the best solutions for your utility. Our analytical support and expert consultants help agency staff and legal counsel navigate the practical and legal challenges.

NBS Client Experience

Below is a sample of projects for California municipal agencies that our proposed team has completed (or is now completing) which are similar to the District's study. References with contact information are found in Section 3.

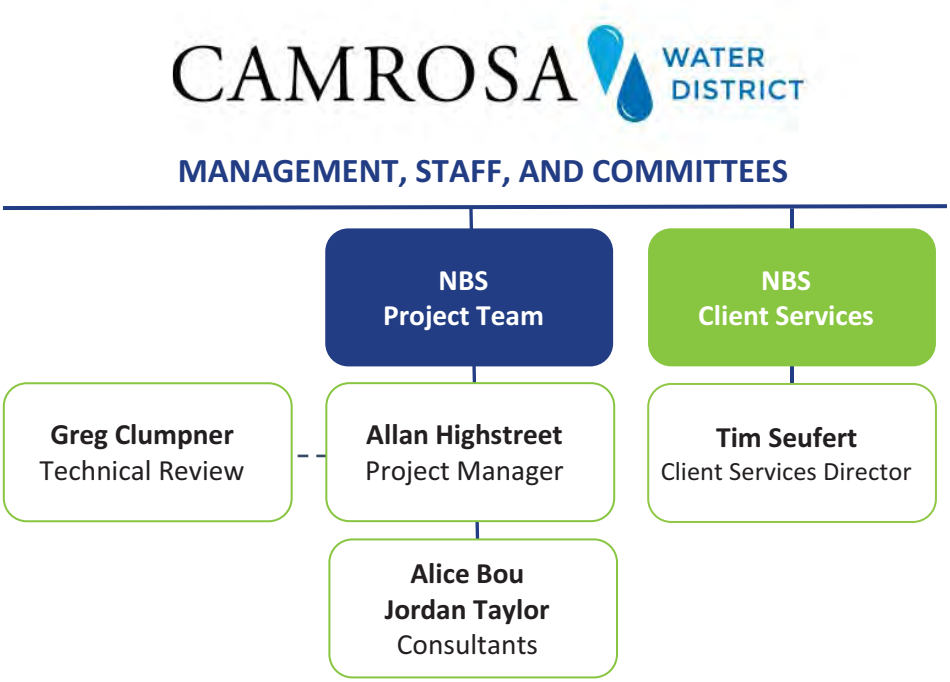
- Avila Beach Community Services District, *Water and Sewer Rate and Connection Fee Study*
- City of Colton, *Water Rate and Connection Fee Study*
- Cucamonga Valley Water District, *Water and Recycled Water Connection Fee Study*
- City of Livermore, *Water Rate and Connection Fee Study*
- City of Redding, *Water, Sewer and Solid Waste Rate Study and Connection Fee Analysis*
- City of Solvang, *Water and Sewer Rate and Connection Fee Study*
- West County Sewer District, *Sewer Rate and Connection Fee Study*
- Azusa Light and Water, *Water Rate Study*
- Bellflower Mutual Water Company, *Water Rate Study*
- Calaveras County Water District, *Water and Sewer Rate Study*
- City of Colton and Grand Terrace, *Sewer Rate Study*
- Cucamonga Valley Water District, *Water Rate Study*
- Culver City, *Sewer Rate Study*
- Culver City, *Stormwater Parcel Tax Formation*
- Desert Water Agency, *Water, Sewer and Recycled*
- Desert Water Agency, *Water Rate Analysis to Address Tribal/Non-Tribal Rates*
- East Valley Water District, *Water and Sewer Financial Plans*
- City of Long Beach, *Stormwater Funding Analysis*
- City of Pasadena, *Water Rate Study*
- City of Santa Paula, *Water and Sewer Rate Study*
- City of Stanton, *Sewer Rate Study*
- Sussex County, Delaware, *Water, Sewer Rate and Capacity Fee Study and Oversizing Credit Analysis*
- City of Taft, *Sewer and Solid Waste Rate Study*
- Twenty-nine Palms Water District, *Water Rate Study*
- City of Victorville, *Storm Drain Funding Feasibility Analysis and Storm Drain Rate Study*
- City of Victorville, *Sewer Rate Study and Industrial Pretreatment Program Fee Study*
- Victorville Water District, *Water Rate Study*
- Arvin Community Services District, Water Rate Study
- City of Arvin, *Sewer Rate Study*
- Citrus Heights Water District, *Water Rate Study*
- Dixon-Solano Water Authority, *Water Rate Study*
- City of El Cerrito, *Storm Drain Master Plan Funding Analysis*
- City of Fort Bragg, Water, *Sewer and Storm Drain Rate Study*
- City of Greenfield, *Water and Sewer Utility Revenue Requirement Analysis*
- Hidden Valley Lakes Community Services District, *Water and Sewer Rate Study*
- City of Los Altos, *Storm Drain Master Plan Financing Analysis*
- City of Morgan Hill, *Water and Sewer Rate Study*
- Rural North Vacaville Water District, *Water Rate Study*
- City of San Carlos, *Sewer Revenue Requirement Analysis*
- San Mateo County, *Sewer Rate Study*
- City of Sausalito, *Sewer Rate Study*
- Suisun-Solano Water Authority, *Water Rate Study*

2 | KEY PERSONNEL

Project Team

NBS' staff include 49 professionals with extensive experience in the fields of finance, management, engineering, and local governance. The staff selected for Camrosa Water District's Engineer's Report of In-Lieu Fees are those most qualified based on their experience and backgrounds. The following is a brief overview of NBS' proposed consulting team. Our team members work together seamlessly allowing your staff to focus on other priorities.

NBS Project Team Organization



Full resumes follow these brief biographies.

ALLAN HIGHSTREET, PROJECT MANAGER

Role and Responsibilities: As project manager, Allan Highstreet will provide the day-to-day management of the technical and administrative aspects of the project and will work closely with the District's project manager to discuss and review the overall approach, technical rate alternatives, and creative solutions to consider that will best fit the District's unique characteristics and issues. Allan will be the primary point of contact for District staff, and will be responsible for delivering work product, attending meetings and public presentations for this engagement.

Work Experience: Allan has 41 years of experience in the water industry working as an economist for Jacobs Engineering (previously CH2M Hill). Most recently he was senior vice president at Jacobs managing water resource planning and development projects. Allan's four decades of experience includes preparing water and sewer financial planning, rate and capacity fee studies, and he provides invaluable experience to the

NBS project team for this engagement. His academic background includes a BS in Agricultural Business and a MS in Agricultural Economics.

GREG CLUMPNER, TECHNICAL REVIEW

Role and Responsibilities: Greg Clumpner will provide technical review as needed throughout the project. He will assist the project team and track compliance with the Mitigation Fee Act.

Work Experience: As a director in NBS' Utility Rate Study Practice, Greg Clumpner's 35-year professional career has focused on cost-of-service rate studies for municipal water, sewer, recycled water and solid waste agencies. He regularly makes technical presentations at industry conferences and client workshops. Greg's practice includes management-consulting assignments related to utility operations, system valuations, and feasibility studies. He also created and managed Foresight Consulting where, for six years, his practice focused on water and sewer rate analyses. He has completed 400+ similar studies during his career.

Additionally, since Greg works with Prop 218 legal counsel on an on-going basis, he knows the general legal constraints as well as when to solicit critical legal input to ensure alternatives will meet specific legal requirements.

ALICE BOU AND JORDAN TAYLOR, CONSULTANTS

Role and Responsibilities: Alice Bou and Jordan Taylor will support the project team in performing large scale data analysis and validation, data input, and will also help develop the fee model for this study. As needed, they will facilitate data collection and reminders for District staff in order to move projects forward on the agreed-upon timeline for completion.

Work Experience: Alice Bou has a Bachelor of Arts degree and offers more than two decades of experience working in accounting and financial management performing data analysis, variance analysis, budgeting and forecasting, financial modeling and managerial reporting.

Jordan Taylor has a Bachelor of Science degree in Chemistry and a Master's Degree in Business Administration with an emphasis in Finance. She offers more than 10 years of accounting experience along with extensive knowledge of financial analysis and budget planning.

TIM SEUFERT, CLIENT SERVICES DIRECTOR

Roles and Responsibilities: As Client Services Director, Tim Seufert will ensure that the District's fundamental objectives are being met at all times and that the project is proceeding on a timely basis. He is included on the team as an active representative of our company's commitment to the highest level of service.

Work Experience: Tim Seufert has two decades of local government experience with a wide variety of revenue tools. He also has a decade of corporate financial experience. Tim has been involved with many projects from their inception and feasibility stage to their completion. He has been a presenter at dozens of training seminars, and he is an author on local government finance issues for the California League of Cities, the California Special Districts Association, California Society of Municipal Finance Officers, and other forums.

TEAM RESUME

ALLAN HIGHSTREET, PMP | Project Manager

EDUCATION

- Master of Science, Agricultural Economics, UC Davis
- Bachelor of Science, Agricultural Business Management, California State University, San Luis Obispo

AFFILIATIONS

- Project Management Professional (2002, No. 52367)
- American Water Works Association (AWWA), Member

A sampling of clients for which Mr. Highstreet has performed rate studies, economic assessments, cost analyses, finance plan models, financial studies, or revenue programs include the following.

- City of Anaheim Storm Drainage Impact Fees and Financial Planning
- City of Millbrae Wastewater Financial Plan & Rate Study
- Sacramento Industrial Users Group (including Campbell's Soup and Crystal Creamery): Represented industry in reviewing/revising SRCSD sewer financial plan & rates.
- Tahoe Truckee Sanitation Agency Financial Analyses
- Del Monte and Sun Maid Corporations: Sewer Financials & Rate Evaluations for the Selma-Kingsburg-Fowler Sanitation District
- City of Stockton: Sewer Financial Plan & Rate Study
- City of Hollister Wastewater User Charges and Demand Fees
- City of Merced: Water and Sewer Financial Plan & Rate Studies
- City of Turlock: Sewer Financial Plan & Rate Studies
- Oroville-Wyandotte Irrigation District: Water Financial Plan & Rate Study

HIGHLIGHTS

After retiring from Jacobs Engineering as a senior vice-president last fall, Allan Highstreet has since joined NBS as a technical consultant with the highest level of expertise in water-related financial analyses and modeling.

Allan is a senior economist with 41 years of experience in financial planning for water, wastewater, and stormwater utilities, including long-term planning, rate studies, project funding, and cost allocations. He has performed economic assessments, cost analyses, finance plans, and rate studies, including preparing loan applications and related documents for many municipal clients.

RELEVANT PROJECT EXPERIENCE

Task Manager, California Department of Water Resources, Central Valley Flood Protection Plan Investment Strategy, Central Valley, CA: Allan led the development of an investment strategy to pay for the $22B CVFPP. This effort described the investment needs to implement the plan, then highlighted a strategy to implement and finance the improvements over the next 30 years.

Project Economist, Financial Strategies, California Department of Water Resources, Statewide Flood Management Plan, CA: Led the development of the financing strategies for the Statewide Flood Management Plan. The project included evaluating financing demands as well as developing a long-term financing strategy for operating, maintaining, and building new infrastructure.

Project Economist, California Department of Water Resources, Financial Strategies, Statewide Flood Management Plan, CA: Assisted in preparing the Finance Planning Framework for the 2013 and 2018 California Water Plan. The effort includes describing the current financial setting, developing approaches to prioritizing investments, and developing a menu of available financing strategies.

Project Economist, Delta Stewardship Council, Finance Plan for the Delta Plan, CA: Allan led the development of the Finance Plan for the Delta Plan. The Sacramento-San Joaquin Delta Reform Act of 2009 (Delta Reform Act) requires development of a legally enforceable, comprehensive, long-term management plan for the Delta, referred to as the Delta Plan. The purpose of the Delta Plan is to achieve the coequal goals of restoring the Delta ecosystem and creating a more reliable water supply for California. The Finance Plan addressed the financing needs (conveyance, storage, ecosystem restoration, flood control, and science) and presented a strategy for long-term financing for the infrastructure.

RELEVANT PROJECT EXPERIENCE | CONTINUED

- **Financial Analysis, Oakdale Irrigation District Water Resources Plan, Oakdale, CA:** Allan performed financial analyses which evaluated the proposed implementation of the Oakdale Irrigation District Water Resources Plan (WRP). The plan is a comprehensive master planning effort with the goal of protecting the District's water rights, modernizing the District's water delivery facilities, and improving service to District customers. A wide range of potential actions were proposed as part of the WRP, including new reservoir development and numerous infrastructure improvements, including conveyance and drainage facilities, annexation, and water transfers. The financial analyses found that with effective power marketing and some water transfers, improvements could be made without impacting irrigation water rates.
- **Project Economist, Wastewater Master Plan, Laguna County Sanitation District, Santa Barbara, CA:** Prepared a financial model that estimated user charges and demand fees for various capital improvement scenarios. The model's financial dashboard could vary in growth, timing of projects, escalation rates, financing terms, and rate structure alternatives to develop the appropriate master plan for the District.
- **Project Economist, Glenn Colusa Irrigation District, Water Resources Management Plan. Willows, CA:** Allan led the development of a financial model that will evaluate strategies for long term financial stability of the district.
- **Project Economist, Merced Water Supply Plan and Update, Merced Irrigation District and City of Merced, CA:** CH2M HILL assisted the City of Merced and Merced Irrigation District (MID) in a cooperative planning effort to manage and protect the region's water resources across a 582,000-acre area. The plan included conceptual designs and cost estimates for new wells and new surface-water treatment, storage, and conveyance facilities to accommodate demand during the planning period. This programmatic study projected future water demands for the region, identified future impacts that could result without intervention, and recommended actions and strategies to meet several goals established by the participating agencies.
- **Task Leader, Cities of Merced and Fresno, CA; Tucson, AZ; and San Antonio, TX.** Task leader of the economics and financial studies for the Water Master Plans for the cities of Merced and Fresno, California; Tucson, Arizona; and San Antonio, Texas. Responsible for projections of water demand, developing a water conservation program, and comparing water supply alternatives, both economically and financially.
- **Project Manager, Merced Irrigation District, Water Financial Plan & Cost of Service Study, Merced, CA:** Prepared a cost-of-service study that estimated user charges and fees for the water deliveries within the District. Also prepared the Proposition 218 material for the vote to enact the rates.
- **Project Manager, Water Cost of Service Study, Byron Bethany Irrigation District, Byron, CA:** Prepared a cost-of-service study that estimated user charges for the water deliveries within the District. Also prepared the Proposition 218 material for the vote to enact the rates.
- **Project Manager, Evaluating Land Based Assessments, Westlands Water District, CA:** Led an evaluation of possible land-based assessments in the District, then prepared an Engineers Report to implement a benefit assessment for the District.
- **Project Manager, Oakdale Irrigation District, Water Rate Study, Oakdale, CA:** Prepared a cost-of-service study that estimated user charges for the water deliveries within the District. This study moved the District from a flat rate to tiered volumetric rates to comply with the Water Conservation Act of 2009 (SBx 7-7). Also prepared the Proposition 218 material for the vote to enact rates.
- **Project Economist/Project Manager, Sewer Rate Studies, City of Tracy, CA:** Has prepared sewer financial plans and rate updates for the City of Tracy since 1979. Originally done to satisfy SRF requirements, more recent updates focused on cost-of-service studies.

TEAM RESUME

GREG CLUMPNER | Technical Review

EDUCATION

- Master of Science, Agricultural/Managerial Economics, U.C. Davis
- Bachelor of Science, Environmental Planning, U.C. Davis

AFFILIATIONS

- Former Vice-Chair, City of Davis Utility Rate Advisory Committee
- Former Chairman, City of Davis Planning Commission

SPEAKING / MEDIA

- "Tiered Water Rates – Understanding Their Equity and Impact on Customer Bills" – Journal of AWWA, September 2019, Volume 111, Number 9
- "Avoiding Billing Debacles Around New Water or Sewer Rates" – Journal of AWWA, March 2019, Vol. 111, No. 3
- "Changing Perspectives on Outside Surcharges: Understanding New Criteria" – Journal of AWWA, January 2019, Vol. 111, No. 1
- "Social Justice and Water Rates: Impacts of Rate Design on Low-Income Customers" – Journal of AWWA, July 2018, Vol. 110, No 7
- "Rates, Fees and Charges in the Post-Proposition 13, 218 and 26 ERA in California" – NBS Publication, Contributing Author, 2014
- "Setting the Stage for Water Rates: Policy Direction Should Be A Priority", CSMFO Magazine, November 2016
- "Fiscal Health vs. Pricing for Conservation" – ACWA Fall Conf., Indian Wells, CA, December 2015

HIGHLIGHTS

Greg Clumpner has 35 years of experience in financial, economic, and cost-of-service rate analyses for municipal water, sewer and solid waste agencies, including broader management consulting:

- **Utility Cost-of-Service Rate Studies:** 400+ cost-of-service analyses and rate design studies; conservation-oriented water rates, capital improvement funding strategies for water, sewer and solid waste utilities
- **Management Consulting and Strategic Planning:** Feasibility analyses of municipal vs. private system operations, system valuations and acquisitions, and bond feasibility studies.

RELEVANT PROJECT EXPERIENCE

- **City of Redding – Water, Sewer, and Solid Waste Rate and Impact Fee Studies:** Cost-of-service study of water, sewer, and solid waste rate and system capacity charges. Addressed everything from policies objectives to structure alternatives. Worked with a City Council-appointed Citizens Advisory Group that reviewed rate alternatives and provided recommendations to the Council.
- **Mountain House CSD, Tracy, CA – Water and Sewer Cost-of-Service Rate Study:** Study redesigning rates from 1990s-era rate structures that subsidized utilities from the general fund. New rates were phased in over five years and restructured rates, evaluated customer bill impacts, provided public workshops and Prop 218 notices.
- **El Dorado Irrigation District, Placerville, CA – Water, Sewer, and Recycled Water Cost-of-Service and Rate Design Study:** Worked with the district board and a dedicated committee to review/recommend policy changes; alternative rate designs; and recommended water, sewer, and recycled water rates.
- **Los Angeles Department of Water & Power (LADWP) – Specialized Studies:** As a part of the 2018-19 interim rate review for LADWP under contract with Navigant Consultants (now Guidehouse), prepared evaluations of: (1) Analysis of how demand forecasting methodologies are used for financial planning and rate-setting purposes; (2) Review of temperature zones and water rate impacts to determine whether climate-change adjustments to temperature zone boundaries would change customer water budgets, and; (3) stormwater benefit cost analysis reviewed the feasibility of specific projects.
- **City of Lincoln – Sewer and Solid Waste Rate Studies:** Prepared full cost-of-service rate studies that evaluated rate design alternatives, capital project funding strategies, and changing customer characteristics. The sewer rates provided the basis for issuing new revenue bonds to fund capital improvements.

RELEVANT PROJECT EXPERIENCE | CONTINUED

"Greg's knowledge and expertise helped the process immensely. He met with the committees and presented his findings in clear, understandable graphs and tables. He worked with staff to fine tune the information for presentation to the Board and community."

Brian Lee, General Manager, San Lorenzo Valley Water District

- **City of Sacramento – Water, Sewer and Stormwater Impact Fees:** Updated citywide impact fees for each utility, including the City's downtown area combined storm-sewer system as well as the separated systems.
- **Pajaro Sunny Mesa CSD, Monterey – Water Rate Study:** The CSD has nine separate water systems, each with separate rates. This study developed a uniform and combined rate structure for the CSD that met CSD policy objectives and Prop 218 requirements for fairness and equity.
- **City of Santa Paula – Water and Sewer Rate Study:** This study included meeting future funding requirements, evaluating issues surrounding the City's purchase of its wastewater treatment plant, drought impacts, and generally improving rate design to be fairer and more equitable. Residential sewer rates were restructured to create volumetric charges based on average winter water use on a customer-by-customer basis.
- **City of Sausalito – Sewer Rate Study:** This study restructured sewer rates from a fixed charge to a combination of fixed and volumetric rates based on average winter water use. At that time, the Marin County Grand Jury was investigating sewer rates countywide and commended the City for the actions it took to restructure these rates and recommended other agencies follow suit.
- **San Francisco PUC – Solid Waste Electric Utility Rate Studies:** As the prime contractor, NBS teamed with Navigant and R3 Consulting to complete rate studies for the PUC that updated solid waste and electric utility rates.
- **San Lorenzo Valley Water District – Water and Sewer Cost of Service and Rate Design Studies:** Two separate studies addressed the cost of service and then rate design issues, including a long-term funding plan for capital projects. Rate design included restructuring tiered rates combined with a set of rate stabilization (drought) rates that would automatically be implemented if rate revenue in any month fell 10 percent or more below projected revenues
- **City of Yuba City – Water and Sewer Rate Study:** Comprehensive update addressing long-term revenue goals, water conservation, and adequate funding for capital improvements. Prepared financial plan alternatives, projected net revenues, developed reserve policies, cost-of-service analyses, and alternative rate designs including water conservation rates.

TEAM RESUME

ALICE BOU | Utility Rate Consultant

EDUCATION

- Bachelor of Arts, University of California San Diego, La Jolla

HIGHLIGHTS

- Two decades of financial, accounting and risk management experience
- Extensive experience in financial reporting, risk management analysis, budget management and development of accounting policies and procedures
- In-depth experience as a finance manager, consultant and controller in private industry
- Supports project teams completing public utility rate and fee studies in performing large-scale data analysis, financial modeling and rate analysis

"It has been a pleasure working with you on our rate study. I greatly appreciate your prompt responses and quality work to quickly make requested model changes."

Cammie Morin
Finance Director
Suisun-Solano Water Authority

BIOGRAPHY

Alice Bou is a Consultant in our Utility Rate and Fee group. She is an accomplished finance professional with proven success in the oversight of management accounting and business analysis. Alice has two decades of experience working in accounting and financial management, performing data analysis, variance analysis, budgeting and forecasting, financial modeling, and managerial reporting. She has also developed detailed procedures and systems documentation with a focus on productivity, data integrity and functionality to promote transparency of all finance and accounting functions across all departments of the entire organization. Alice's diverse experience is essential to the work performed by NBS.

As a member of the NBS team, Alice assists in the preparation of financial plans, cost of service, rate, and fee design analysis for our public utility clients. She reviews financial statements, budgets, capital improvement plans, operational data, and customer billing information for use in public utility rate and fee studies. Alice adds value to our team with her exceptional strategic financial planning and analytical skills.

RELEVANT PROJECT EXPERIENCE

- **City of Sausalito – Sewer Rate Study:** Developed a comprehensive financial plan to address the City's increasing operating and maintenance costs as well as the need to finance $8.6 million in planned capital improvements over the 5-year rate period. Due to the deteriorating condition of the City's sewer system, the overall goal was to identify equitable sewer charges that addressed sewer upgrades and services and develop rates that balanced the use of outstanding bond proceeds, cash reserves, and additional revenue generated from rate increases.
- **City of Davis – Sewer Rate and System Capacity Fee Study:** Established sewer capacity fees for the City that reflect the cost of sewer system infrastructure that is available to serve new development. Many factors were considered in the study, including the allocation of the $268 million in existing system assets, the cost of planned capital improvements, and adjustments for outstanding debt and cash reserves. The assigned EDU's per residential type of use were calculated based on the City's most recent sewer rate study and average winter water use.

RELEVANT PROJECT EXPERIENCE | CONTINUED

- **City of Redding – Water, Sewer, and Solid Waste Rate Study:** Performed an update of the City's rate studies for its water, sewer, and solid waste utilities, which included updating long-term financial plans to incorporate funding capital improvements estimated at $97.2 million and reviewing alternative rate structures. Although all three utilities were financially sound, rate increases were necessary to ensure the continued financial health of the City's utilities by generating sufficient revenue needed to meet projected capital funding requirements, providing revenue stability, and providing equity in rates among customer classes. In addition, the cost-of-service analysis for the solid waste utility examined specific allocation factors for each customer class and determined how costs are divided into various types of service (e.g., collection, disposal, and transfer station).
- **City of Santa Paula – Water and Sewer Rate Study:** Completed water and sewer rate studies that included development of sustainable financial plans that focused on balancing the capital improvement needs of the utilities against the financial impact on customers. Worked with the City to develop several capital funding alternatives that balanced the use of cash reserves and rate increases to fund all obligations. The financial plans were then incorporated into the cost-of-service and rate design analyses to develop several rate alternatives for the City's consideration.
- **Suisun-Solano Water Authority – Water Rate Study:** Conducted a comprehensive water rate study for the Authority which consisted of a long-term financial plan that includes the projection of revenues and expenditures on a cash-flow basis to help determine the amount of rate revenue required to maintain reserves at the recommended levels. Worked with Authority staff to develop a plan to fund over $20 million in necessary capital improvement projects, with a combination of new debt issuances, existing cash reserves, and rate adjustments.
- **Mill Valley – Sewer Rate Study:** In the process of preparing a long-term financial plan reflecting the City's growing concerns about shortfalls due to increased capital improvement costs and its current sewer rate structure, specifically the equitable assignment of costs to commercial customers (i.e., restaurants). Sewer rates will be evaluated to improve revenue stability in the light of current economic conditions as well as recent drought and continuing water conservation efforts. Water consumption data will be used to update commercial rates to assess how consumption has changed in the last few years and how projected water conservation might impact future consumption.
- **LADWP – Water Temperature Zone Analysis:** LADWP currently has a four-tiered water-budget based volumetric rate structure that assigns water budgets to each customer based on lot size and temperature zone. As part of LADWP's Interim Rate Review, evaluated the findings of previous temperature zone assignments to determine potential customer bill impacts of modifying the existing temperature zones. Prepared an analysis of temperature zone impacts on water customers, including a thorough review of the temperature data as well as recent trends related to the number of customers, water use, and water bills by zone, tier, and lot size over the last five years. The primary focus of this study was to see if recent changes in temperature data as defined by LADWP's current temperature zones warranted changing the customers assigned to each temperature zone, or the criteria used to define each zone.
- **Ironhouse Sanitary District – Wastewater Rate and Capacity Fee Study:** Assisted in the analysis of the District's customer data to confirm the proportionality of current sewer rates to the cost of providing service. This process involved an in-depth examination of the water consumption data for customers from multiple water agencies to complete a cost-of-service analysis and determine updated EDU assignments for non-residential customers based on water usage and strength characteristics.

TEAM RESUME

JORDAN TAYLOR | Utility Rate Consultant

EDUCATION

- Master of Business Administration, Finance, University of Redlands
- Bachelor of Science, Chemistry, University of Utah, Salt Lake City

HIGHLIGHTS

- Extensive experience in large-scale data analysis
- Advanced Excel user with the essential skills for complex data analysis and alternative scenario analysis
- More than ten years of accounting experience for large and small businesses
- Experienced consultant with water, sewer and solid waste rate structures
- Experienced consultant with budget management, financial planning and reserve fund analysis

"Jordan has been great to work with on our Five-Year Water and Wastewater Rate Study. She is professional and very responsive to our requests from making last minute updates to the rate model to brainstorming alternative solutions with us."

Sunny Wang
Water Resources Manager
City of Santa Monica

BIOGRAPHY

Jordan Taylor is a Consultant at NBS in our Utility Rate group. She brings more than ten years of experience in finance, accounting, budget planning and system auditing. Jordan graduated with high honors in her Master's program and spent most of her studies focusing on large-scale financial analysis and data management.

Jordan provides analysis and support on water and sewer utility rate studies for cities and special districts in California. She performs various financial analyses, data management, and utility customer data analysis for utility rate and capacity fee studies. Jordan's diverse knowledge of managerial accounting is essential to the work performed by NBS.

RELEVANT PROJECT EXPERIENCE

- **Costa Mesa Sanitary District – Solid Waste Rate Study:** This comprehensive rate study included development of a long-term financial plan that evaluated funding options to reduce the annual operating deficit over a five-year period. An evaluation of the District's solid waste rates, and updated rates were calculated for the three cart sizes that are used by customers in the District and a five-year rate schedule was adopted.
- **Hidden Valley Lakes Community Services District – Water/Sewer Rates & Capacity Fee Study:** Completed an updated water and sewer cost of service study, based on a previous 2015 study conducted by NBS. A key part of this study was addressing significant capital improvement projects and drought-related changes in water consumption patterns. Major tasks included reviewing financial/rate setting policies, preparing financial plans, updating the cost-of-service analysis, and evaluating alternative rate designs.
- **Idyllwild Water District – Water and Sewer Rate Study:** Prepared water and sewer rate studies, which included developing long-term financial plans that allowed the District to begin funding capital improvement programs for both utilities, and maintain adequate reserves to meet established reserve fund policies. Updated the water rate structure to provide more revenue stability for the District, and implement a cost-based tiered volumetric rate.
- **Ironhouse Sanitary District – Sewer Rate/Capacity Fee Study:** Developed a long-term financial plan that provides sufficient funding to meet annual operating and capital improvement costs, ensuring the District maintains adequate reserve funds while balancing capital outlays. Developed cost of service-based rates that are proportional to the cost of service. A key component was obtaining water consumption data for customers and conducting an analysis to determine updated EDU assignments for non-residential customers based on water usage and strength characteristics of wastewater discharged.

RELEVANT PROJECT EXPERIENCE | CONTINUED

- **City of Yuba City – Water and Sewer Rate Study Updates:** Perform annual updates of the City's most recent comprehensive Water and Sewer Financial Plan and Rate Study. Key objectives of the annual updates are to evaluate annual financial status and determine if the City needs to implement the previously approved rate increases, or if a lower increase is possible.
- **City of Lincoln – Sewer and Solid Waste Rate Study:** Prepared long-term financial plans for the City's Sewer and Solid Waste utilities, which included evaluating debt financing alternatives for sewer collection system and wastewater treatment plant improvements. Since this was the City's first full cost-of-service analysis for solid waste, Jordan and the project team developed all relevant data necessary to complete the study, including allocating collection, disposal, organics collection, and general and administrative costs.
- **City of McFarland – Water and Sewer Rate Study:** Developed long-term financial plans for the City's water and sewer utilities that would adequately fund operating, maintenance, and high-priority capital improvement needs, which included expanding the wastewater treatment plant and constructing a new water well. Worked with the project team to update the rate structures to reflect the cost of providing service to each customer class and current industry standards.
- **City of Morgan Hill – Wastewater Rate Study:** Prepared a financial plan for the 2018 wastewater rate study update, which included budget analysis, cash flow projections, and a detailed evaluation of capital funding options. The study evaluated debt financing alternatives to fund $87 million in capital improvements for pipeline replacement and a treatment plant expansion.
- **City of Sacramento – Development Impact Fee Study:** Conducted an extensive update of water, sewer, and storm drainage system capacity charges. This study addressed City policies and overall objectives in developing connection fee alternatives for the City to consider. Key tasks included preparing financial/rate setting policies, financial plans, projecting capital revenue requirements, cost-of-service analyses, and alternative fee methodologies.
- **City of Seal Beach – Water and Sewer Rate Study:** Prepared financial plans for the City's water and sewer utilities to ensure sufficient funding was available for operating, maintenance, capital improvement needs and to maintain appropriate reserve funds. Developed cash flow analyses and capital improvement program funding options that balanced the use of rate increases with potential debt financing to minimize the impact to ratepayers.
- **City of Santa Monica – Water and Wastewater Rate and Capital Facility Fee Study:** Developed long-term financial plans for the City's water and wastewater utilities that balanced meeting operating, maintenance, and capital needs along with maintaining adequate reserve funds. Worked with the project team to develop capital funding options for the City's $200 million Sustainable Water Infrastructure project by balancing outside debt financing, interfund loans, use of existing reserve fund balances, and rate increases. Developed updated rate structures which included collecting a greater percentage of revenue from fixed water meter charges, incorporating a modest fixed charge in the wastewater rate structure and developing tiered volumetric water rates based on the City's sources of water supply. Conducted a thorough analysis of water usage patterns and updated the wastewater discharge factors to reflect low water usage periods.

3 | REFERENCES

Below is a sampling of projects and references similar in scope and magnitude to the District's study.

CITY OF SACRAMENTO, CA

DEVELOPMENT IMPACT FEE UPDATE FOR WATER, SEWER AND COMBINED SEWER SYSTEM AND STORM DRAINAGE UTILITIES

Project Dates: February 2016 to 2020

Contact Information
Brett Ewart
Senior Engineer, Utilities Department
915 I Street
Sacramento, CA 95814
P: 916.808.1725
E: BEwart@cityofsacramento.org

NBS completed an extensive update of water, sewer, and storm drainage system capacity charges. This study addressed City policies and overall objectives in developing impact fee alternatives for the City to consider. The City had historically only considered incremental cost methodologies but wanted to evaluate combined buy-in and incremental methodologies for the water and sewer utilities. A full draft report was completed in 2018 but was shelved until the City was ready to revisit this study starting in 2019. The final report is now completed, and the City has begun its outreach effort to inform the public and build support among multiple stakeholder groups.

CITY OF DAVIS, CA

SEWER CAPACITY FEE STUDY

Project Dates: February 2019 to Present

Contact Information
Stan Gryczko
Assistant Director,
Public Works Department
1717 5th Street
Davis, CA 95616
P: 530.747.8292
E: SGryczko@cityofdavis.org

NBS completed a comprehensive update of wastewater system capacity charges. This study addressed City policies and overall objectives in developing connection fee alternatives. Key tasks included incorporating the assets from the recently constructed treatment plant, projecting capital improvement costs, and evaluating a combined buy-in and incremental cost methodology. A final report has been completed and the City is bringing the proposed capacity fees to the City Council for a vote this spring.

WESTLANDS WATER DISTRICT

EVALUATING LAND BASED ASSESSMENTS

Project Dates: 2017

Contact Information
Dan Pope
Chief Operating Officer
3130 N. Fresno Street
Fresno, CA 93703
P: 559.224.1523

Led an evaluation of possible land based assessments in the District, then prepared an Engineers Report to implement a benefit assessment for the District. *Work was performed in 2017 with assessments enacted in 2017.*

SAN BENITO COUNTY, CA

ANALYSIS OF STORMWATER REIMBURSEMENT FEE

Project Completed: 2020

Contact Information
Barbara Thompson
County Counsel
San Benito County
481 4th St #2
Hollister, CA 95023

P: 831.636.4040
E: BThompson@cosb.us

This analysis provided the County with a stormwater facilities reimbursement fee for the County's Enterprise Basin. The stormwater fee was established with the intent of reimbursing developers for stormwater basin facilities that were oversized at the County's request in order to serve future development. Those fees were based on reimbursement agreements with developers on a per-future-residential connection basis.

NBS' re-evaluation this stormwater facilities fee was needed because of (1) the County's intent of continuing to reimburse developers and (2) the fact that the original developer reimbursement agreements with the County have or will soon expire. The County wanted to update this fee to execute new reimbursement agreements and document the fee to be charged to future development served by the stormwater facilities. The County's outside legal counsel was Michael Colantuono.

MONTEREY ONE WATER (M1W)

OCEAN OUTFALL CAPACITY LEASE STUDY

Project Dates: April 2016 – September 2017

Contact Information
Paul Sciuto
General Manager
5 Harris Court #D
Monterey, CA 93940
P: 831.645.4600
E: Paul@my1water.org

Working jointly with M1W, NBS prepared a technical memorandum and developed the basis for a lease covering Cal-American Water's use of M1W's ocean outfall to dispose of Cal-Am's brine flows. These brine flows will be a by-product of Cal-Am's planned new desalinization water treatment plant. M1W provided engineering analysis, cost estimates, and various assumptions regarding the construction, operations, and planned capital improvements of the Outfall, which has land and ocean sections. Key factors and assumptions were evaluated for the purpose of discussions and negotiations with Cal-Am.

BIGHORN-DESERT VIEW WATER AGENCY

WATER RATE AND CAPACITY/CONNECTION FEE STUDY

Service Dates: 2020

Contact Information
Marina West
General Manager
622 Jemez Trail
Yucca Valley, CA 92284
P: 760.364.2315
E: mwest@bdvwa.org

NBS was hired by the Bighorn-Desert View Water Agency to tune up their water rates as well as their capacity/connection fees. Bighorn had experienced a large increase of agriculture customers over the past couple of years, and so it became apparent that a rate study was needed to address the increase in water sales and keep the Agency financially sound. NBS helped developed tiered water rates for both residential and agriculture customers in order to reflect the higher cost of water needed to serve customers using volumes of water and to encourage water conservation in their desert climate. NBS also developed new capacity fees for the Agency to address the increase in demand for new connections, as previous fees had not been updated since 2008.

Note this was the same Bighorn-Desert View Water Agency that was sued years ago. That suit started a new chapter in California's water landscape, putting water rates under the rules of Proposition 218 as a "property-related fee." Prior to this, many thought this was unthinkable.

CITY OF REDDING, CA

WATER, SEWER AND SOLID WASTE RATE, RATE UPDATE, AND IMPACT FEES

Years as client: Seven (7) years/Last project completed Jan 2020

Contact Information
Chuck Aukland
Public Works Director
or Ryan Bailey, PE
777 Cypress Ave.
Redding, CA 96001
P: 530.225.4170 (Chuck)
P: 530.224.6030 (Ryan)
E: caukland@ci.redding.ca.us
E: rbailey@ci.redding.ca.us

NBS just finished updating the extensive cost-of-service study of water, sewer, and solid waste rates originally prepared in 2013. A key part of these studies was working with a Citizens Advisory Group that reviews and provides recommendations to the City Council. Major tasks included reviewing financial/rate setting policies, preparing financial plans, revenue requirements, cost-of-service analysis, and developing alternative rate designs. NBS also updated the City's capacity fees in 2017 and completed the update of the rates in January 2020 – the fourth study for the City since 2013 and the result of their confidence in NBS' ability to effectively conduct these studies.

<u>Project dates for studies:</u>
2013 Rate & Capacity Fee Study: March 2012 – August 2013
2016 Rate Update Study: January 2016 – November 2016
2017 Impact Fee Study: July 2017 – December 2017
2019 Rate Study Update: January 2019 – January 2020

4 | PROJECT WORK PLAN & SCHEDULE

Since August 2014 when the Board adopted the moratorium on the issuance of Water Availability and Water Will Serve Letters, new development has been required to either bring in their own new source of water or participate in a District water resource project. That most likely would have been purchasing a portion of a new groundwater well. But as Camrosa moves to being more self-reliant, the future water portfolio for the District is shifting. A more equitable and long-range approach for the District would be to establish an in-lieu fee that reflects the future water resource supplies for the District. This workplan shows the tasks to implement an in-lieu fee.

TASK 1. ASSEMBLE FINANCIAL/PLANNING DOCUMENTS AND KICKOFF MEETING

Prior to the kickoff meeting, NBS will review Camrosa financial, water delivery, and planning documents. These will include the Draft Facilities Master Plan, the Amended Urban Water Management Plan, and the FY 2020-2021 Operating and Capital Budget. The District will also provide related documents that describe future water supply availability and their costs.

After reviewing those documents, NBS will meet with District staff for a kickoff meeting to better understand those documents and confirm the District goals of the project. Any additional information that is needed will be identified.

TASK 2. IDENTIFY EXISTING AND POTENTIAL WATER RESOURCE SUPPLIES

The Amended Urban Water Management Plan describes current water supplies as well as future projects that could be implemented to meet future demands. For these available water sources, the expected water quality, amount of water available, and the respective costs will be estimated. Since some groundwater wells in the District now require wellhead treatment, the need for future wellhead treatment should also be evaluated. Since cost information is coming from sources prepared over the last few years, all costs will be put on an equivalent basis, escalated to 2021 costs.

TASK 3. IDENTIFY THE MOST LIKELY FUTURE WATER SUPPLIES

The District's goal is to develop a low-cost combination of future water supplies and also move the District towards greater self-reliance. This involves matching the water supplies to the demands based on location, water quality, and what water source is available to each demand. The Amended Urban Water Management Plan document shows that the District anticipates moving to more groundwater in the future. Working with the District, NBS will identify the most likely blend of future water supplies. This blend will be the basis of the water resource in-lieu fee.

TASK 4. PREPARE THE WATER RESOURCE IN-LIEU FEE

The water resource in-lieu fee is estimated by dividing the infrastructure costs (and/or any upfront costs of an agreement) by the amount of water that will be provided by the projects. The fee will be based on the cost of developing the new water supplies to meet planned demand through 2035. The fee will comply with the Mitigation Fee Act.

TASK 5. IMPLEMENTATION

NBS will prepare draft and final in-lieu fee study reports that include proposed fees for the next five years, although the planning period will be through 2035. An executive summary will present the purpose and results of the report in no more than three pages. Tables, graphs, and charts will be used as appropriate, but the emphasis will be on providing a clear, concise, and understandable report that will provide the District with a thorough administrative record that addresses:

- Findings and recommendations.
- Overall study methodology, with reference to the Mitigation Fee Act.
- Supporting justification in the form of calculation tables that general public can easily follow.
- Appropriate figures and tables summarizing key aspects and results of the study.

We propose public meetings consisting of one workshop with the Board to review the in-lieu fee and the process to implement the fee, one (1) meeting to present the final study and recommendations, and a presentation at one (1) public hearing.

In addition to the on-site meetings listed below, we expect to have regular phone conversations with District staff to discuss how the study is proceeding and to get input from Staff, and prior to the public meetings to review and discuss the study's initial results and work products. Additional meetings/presentations can be provided as needed. For budgeting purposes, we have assumed:

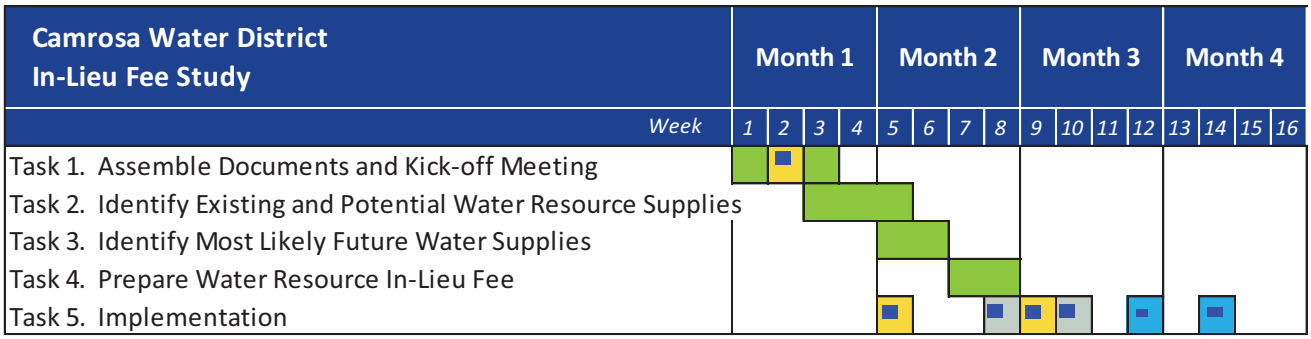
- Four (4) meetings with District staff, including the kick-off meeting.
- Three (3) public meetings with the Board of Directors, including the public hearing.
- Preparation of all presentation material to present an overview and results of the studies and recommendations, answer questions, and ensure staff-prepared Mitigation Fee Act materials are adequately clear and acceptable in terms of their representation of the results of the studies.

NBS can also support the District during the implementation process, helping answer questions, preparing Frequently Asked Questions (FAQs), or helping develop the board resolutions.

Schedule

The following is an overview of our proposed project schedule. We will discuss a detailed schedule with District Staff at the kick-off meeting, along with the expected timing for individual tasks and revise as needed.

PROJECT SCHEDULE FOR THE CAMROSA WATER DISTRICT



1. *The timing of presentations is estimated here, and will be scheduled as needed. The number of presentations can be adjusted as District staff sees necessary.*

Active Item work
Draft and Final Technical Memo/Reports
Meeting with District Staff (estimated, to be scheduled as needed)
Public Presentations (estimated, to be scheduled as needed)

5 | COST PROPOSAL

Our professional fees are based on our understanding of District's needs and the effort we believe is necessary to complete the scope of services described in our proposal. Work will be performed on a time and materials basis, at the hourly labor rates show in the budget table below, with a not-to-exceed fee of $44,280. ***Additional services requested***, such as additional public meetings or additional rate or fee alternatives, can be provided based on these hourly labor rates. All tasks would be mutually agreed upon by NBS and District prior to proceeding.

PROJECT BUDGET - Camrosa Water District In-Lieu Fee Study					
Rate Study Tasks	Consultant Labor (Hours)			Grand Totals	
	Project Manager (Highstreet)	Technical Advisor (Clumpner)	Consultants (Bou, Taylor)	Consultant Labor (Hrs.)	Consultant Costs ($)
Hourly Rates	***$255***	***$255***	***$175***		
Task 1 -- Assemble Documents and Kickoff Meeting	8.0	-	16.0	24.0	$4,840
Task 2 – Identify Existing and Potential Water Resource Suppli	16.0	-	24.0	40.0	$8,280
Task 3 – Identify the Future Water Supplies	24.0	4.0	16.0	44.0	$9,940
Task 4 – Prepare the Water Resource In-Lieu Fee	16.0	4.0	24.0	44.0	$9,300
Task 5 – Implementation	24.0		16.0	40.0	$8,920
Subtotal, Labor	*88.0*	*8.0*	*96.0*	*192.0*	*$41,280*
Reimbursable Expenses Allowance					*$3,000*
GRAND TOTAL NOT TO EXCEED					**$44,280**

Reimbursable expensese would be for travel for workshops/public meetings if in person meetings were requested.

Hourly Rates

We applied the following hourly rates to derive the overall not-to-exceed pricing for the requested scope of services. Our hourly rates are inclusive of all costs associated with professional time, such as travel, document production, and incidentals. The following rates will apply for the duration of our contract:

Title	Hourly Rate
Director/Principal Consultant	$255
Consultant	$175

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Memorandum

June 10, 2021

To: Board of Directors

From: Ian Prichard, Assistant General Manager

Subject: **Marz Farms, Inc.**

Objective: Discuss new proposal for out-of-bounds service from Marz Farms, Inc.

Action Required: No action necessary; for information only.

Discussion: At the January 14, 2021 meeting, the Board authorized the General Manager to renew an agreement for out-of-bounds potable service with Marz Farms, Inc. (agreement attached for reference). The agreement provides for interruptible potable service at the out-of-bounds price without requiring capital connection fees or mitigation fees. The agreement was originally signed in 2020 and is renewable every year.

Jorge Reyes, Operations and Administrative Coordinator at Marz Farms, recently contacted staff to propose a different arrangement. Marz Farms would like to annex into the Camrosa service area, and Mr. Reyes proposes paying connection fees in return for a five-year agreement for out-of-bounds service while Camrosa pursues annexation.

The Marz Farms property in question is directly adjacent to the Camrosa service area and is not currently within any water agency's service area; it lies in a "white space" between Camrosa, the City of Camarillo, and Pleasant Valley County Water District. Annexing the property would require redrawing the District's boundary and approval from the Ventura County Local Agency Formation Commission (LAFCo). Staff initially explored annexation with LAFCo in 2019 ahead of the agreement with Marz Farms. Conditions for annexation presented by LAFCo seemed onerous for what at the time was an exploratory arrangement with Marz Farms. Receiving potable water at that property has been beneficial to Marz Farms and they seek to make the connection permanent through annexation.

Staff will present the annexation process and the details of Marz Farms' proposal for Board discussion.

Camrosa Water District

RENEWAL
of
Agreement for "Commercial/Industrial/Public Out of Bounds" Water Service

On February 6, 2020, Camrosa Water District (CWD) and Marz Farms, Inc. (Marz) entered into an "Agreement for 'Commercial/Industrial/Public Out of Bounds' Water Service." By that agreement, under the auspices of Ordinance 40, and in accordance with the terms and conditions described below, CWD agreed to extend potable water service outside its service area to Marz for the purpose of agricultural irrigation.

The purpose of this agreement is to renew that agreement. The term of this renewal agreement is one year from February 6, 2021, 2021 (the "effective date"), renewable annually upon approval by both parties.

A. Standard Rules and Regulations Apply
    1. This agreement is made in addition to CWD's Ordinance 40, Rules and Regulations Governing the Provision of Water and Sanitary Services; unless expressly conditioned or modified by the following terms, all rules and regulations contained in Ordinance 40 apply.

B. Place of Use
    1. Marz Farms intends to use potable water for agricultural irrigation on the following parcels, which are contiguous and considered a "single operation," which, for the purposes of this agreement, is defined as contiguous agricultural parcels under the management of Marz Farms, Inc.:
        a) 234-0-030-140
        b) 234-0-030-320
        c) 234-0-030-330
        d) 234-0-030-340
    2. Additional parcels may be added under this agreement if approved by the General Manager and provided that:
        a) The parcels are contiguous with any of those listed in Section B.1.
        b) The additional parcels are inspected by CWD and determined thereby to be part of the "single operation" constituted by the parcels listed in Section B.1.

C. Intent of Use
    1. Marz Farms agrees that the potable water served under this agreement is dedicated to agricultural irrigation, will be used for the sole purpose of agricultural irrigation, and is not intended to supply or induce development.
    2. Any other use than for the irrigation of agricultural crops will result in discontinuation of service and/or termination of this agreement.
    3. Marz Farms intends to use the potable water provided by this agreement to supplement nonpotable water use on its property. As such, specific construction specifications apply, as detailed in Section D.

D. Restrictions on Use
    1. Surplus Water/Out of Bounds Service is interruptible. CWD may interrupt water service due to supply shortages, impacts on in-bounds customers, State-mandated cutbacks or conservation regulations, emergencies, or other eventualities determined by the CWD General Manager to necessitate curtailment of out-of-bounds service.
    2. CWD may limit the time of use of water service provided by this agreement.
    3. CWD may reduce or limit the flow and/or volume of water service provided by this agreement.
    4. Any restrictions described above will be communicated to Marz Farms whenever possible at least 24 hours ahead of restriction, via email and phone, to the following representative(s) of Marz Farms:
        a) Jorge Reyes: 805.312.3358; Jorge.Reyes@marzfarms.com
        b) Roberto Martinez: 805.797.7967; Robmartinez@Marzfarms.com

E. Construction Specifications
    1. Marz Farms agrees to abide by CWD specifications for the construction of the potable water service and all aboveground and belowground appurtenances. These include:
        a) Connection to the CWD system will be performed by a District-approved contractor, under CWD supervision, using CWD's Construction Specifications and Standard Drawings, available at https://www.camrosa.com/engineering-2/#specs and upon request of CWD.
        b) Specifically regarding the introduction of potable water into an earthen reservoir, Marz Farms agrees that the air gap between the highest point of the earthen reservoir's berm and the bottom of the potable water pipe be two times the potable water pipe's diameter.
        c) A reduced-pressure zone device must be installed on the Marz Farms side of the meter service, per CWD specifications.

F. Cost of Service
    1. Water Capital Improvement Fee: Water Capital Improvement Fees represent the cost of the physical meter as well as the cost of buying into the existing CWD system to support the maximum flow rate of the required meter service. Because out-of-bounds water is considered interruptible, only the meter fee portion of the Water Capital Improvement Fees, as defined by Camrosa specifications at the time of construction/meter purchase, will be applied.
    2. Out of Bounds commodity rate: Marz Farms agrees to pay the "Commercial/Industrial/Public Out of Bounds" potable water service rate, as defined by the CWD Schedule of Rates & Charges, including the applicable monthly meter service charge.
    3. Water service will be metered and billed on a monthly billing cycle as described by Ordinance 40.
    4. Calleguas Municipal Water District Tier 2 pricing
        a) CWD's potable water supply is a blend of local groundwater produced by CWD and water purchased from Calleguas Municipal Water District (CMWD) ("imported water"). CMWD provides two pricing tiers, Tier 1 and Tier 2. Tier 1 is based on the ninetieth percentile (90%) of a retailer's ten-year rolling average; Tier 2 charges are inflated by a factor determined in CMWD's annual budgeting process.

b) Should CWD's imported water purchases exceed its Tier 1 allocation and incur Tier 2 pricing, Tier 2 charges will be distributed amongst all current "Commercial/Industrial/Public Out of Bounds" water services.
c) Marz Farms agrees to pay its pro-rata share of all CMWD Tier 2 charges.

G. Inspection
1. CWD reserves the right to inspect the parcels listed in Section B.1 to confirm adherence with the intent, terms, requirements, and conditions described above and/or any restrictions or limitations placed on the water service since the effective date of this agreement.

H. Discontinuation/Termination
1. Water service may be discontinued and/or this agreement terminated for violation of any of the terms, requirements, or conditions described herein and/or for violation of any restrictions or limitations placed on the water service since the effective date of this agreement.
2. The CWD General Manager may discontinue service and/or terminate this agreement at his/her sole discretion.
3. Either party may terminate this agreement with a written thirty (30) day notice.

The undersigned representatives of CWD and Marz Farms hereby agree to the provision of "Commercial/Industrial/Public Out of Bounds" water service to Marz Farms in accordance with the terms described above.

Tony Stafford

3-23-21

Tony Stafford, General Manager
Camrosa Water District
7385 Santa Rosa Road
Camarillo, CA 93012
805.388.0226

Date

3.18.21

Adelio Martinez
Marz Farms, Inc.
400 Camarillo Ranch Road #107
Camarillo, CA 93012

Date

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Memorandum

June 10, 2021

To: Board of Directors

From: General Manager

Subject: **Closed Session Conference with Legal Counsel – Pending Litigation**

Objective: To confer with and receive advice from counsel regarding pending litigation.

Action Required: No action necessary; for information only.

Discussion: Pending litigation may be discussed in closed session pursuant to paragraph (1) of subdivision (d) of Government Code section 54956.9.

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Board Memorandum

June 10, 2021

To: Board of Directors

From: General Manager

Subject: **Closed Session Conference with Legal Counsel – Personnel Matters**

Objective: To confer with and receive advice from counsel regarding personnel matters.

Action Required: No action necessary; for information only.

Discussion: Personnel matters may be discussed in closed session pursuant to Government Code section 54957.

CAMROSA WATER DISTRICT
BUILDING WATER SELF-RELIANCE

Read File

The following material is provided to members of the Board for information only and is not formally a part of the published agenda.

A. 2021 Board Calendar

2021 Camrosa Board Calendar

JANUARY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

FEBRUARY						
S	M	T	W	T	F	S
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21	22	23	24	25	26	27
28						

MARCH						
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28	29	30	31			

APRIL						
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MAY						
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30	31					

JUNE						
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27	28	29	30			

JULY						
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AUGUST						
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SEPTEMBER						
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OCTOBER						
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

NOVEMBER						
S	M	T	W	T	F	S
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28	29	30				

DECEMBER						
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26	27	28	29	30	31	

2021 Observed Holidays

- January 1st - New Year's Day
- February 15th - President's Day
- May 31st - Memorial Day
- July 5th - Independence Day (Observed)
- September 6th - Labor Day
- November 11th - Veteran's Day
- November 25th & 26th - Thanksgiving
- December 23rd & 24th - Christmas
- December 31st - New Year's Eve

2021 Conferences

- CASA Winter Conf. (**Virtual Event**) - Jan. 27th - 28th
- ACWA Spring Conf. (Monterey) - May 4th - 7th
- CASA 66th Annual Conf. (San Diego) - Aug. 11th - 13th
- ACWA Fall Conf. (Pasadena) - Nov. 30th - Dec. 3rd

2021 AWA Meetings

- *"Water Issues" Third Tuesday (except Apr., Aug., Dec.)*
- Waterwise Breakfast (See yellow on calendar)
- AWA Board Meetings (See orange on calendar)
- ***August - DARK (No Meetings or Events)***
- September 30th - Reagan Library Reception
- October 21st - Annual Symposium
- December 9th - Holiday Mixer

2021 VCSDA Meetings

- February 2nd - Annual Dinner
- April 6th
- June 1st
- August 3rd
- October 5th
- December 7th

Camrosa Water District
7385 Santa Rosa Road
Camarillo, CA 93012

Note: Board of Directors meetings are highlighted in RED. Board Meetings are held on the **2nd & 4th Thursday** of each month at 5pm unless indicated.

Calleguas Board Meetings are held 1st & 3rd Wednesday - 5:00 PM