



**Operating & Capital Budget  
FISCAL YEAR  
2021-2022**

# 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*

Marcus Pimentel  
CSMFO President

*Michael Manno*

Michael Manno, Chair  
Recognition Committee

*Dedicated Excellence in Municipal Financial Reporting*



## List of Acronyms and Abbreviations

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

## Glossary

The 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.

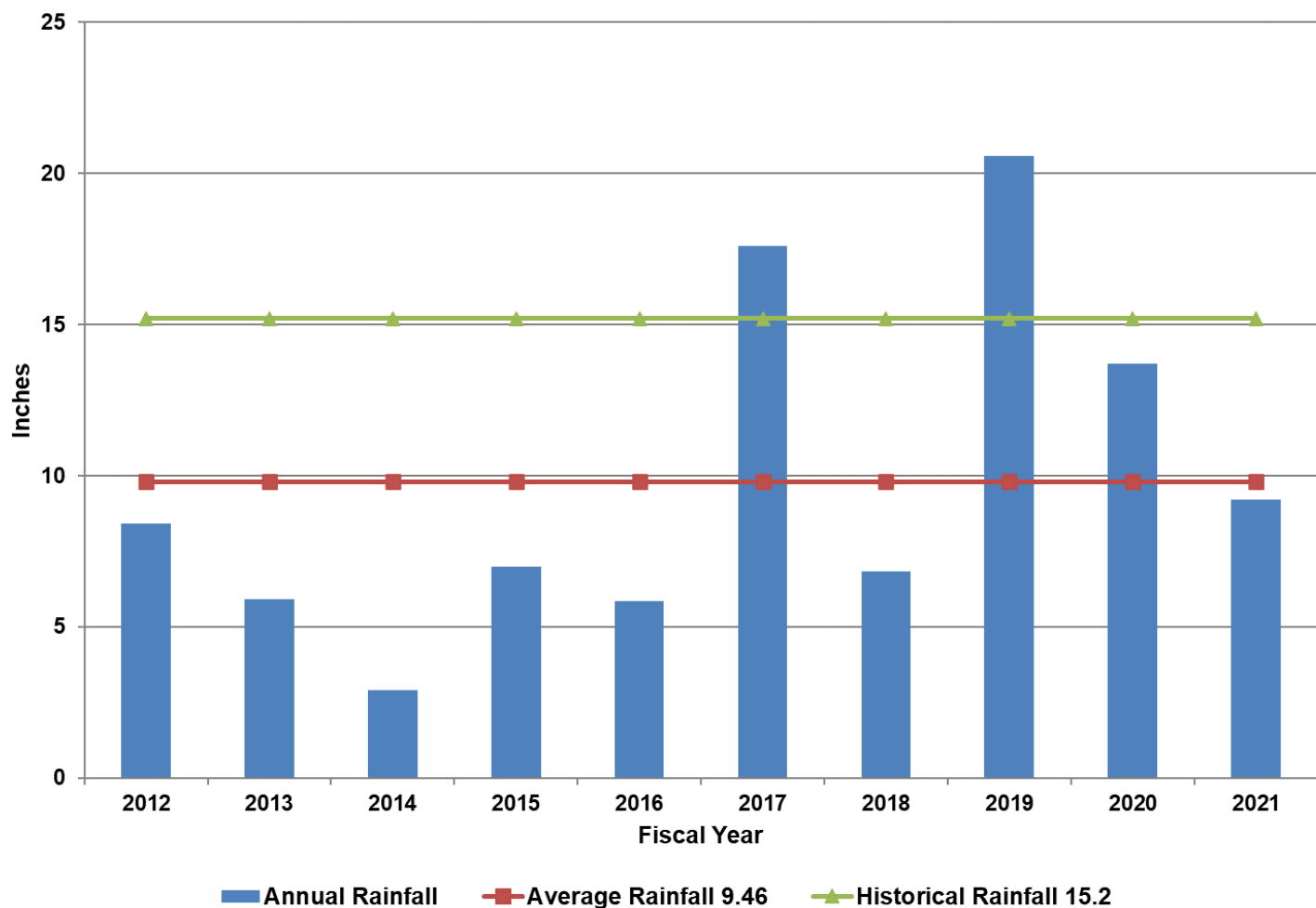
### California's Variable Weather

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.

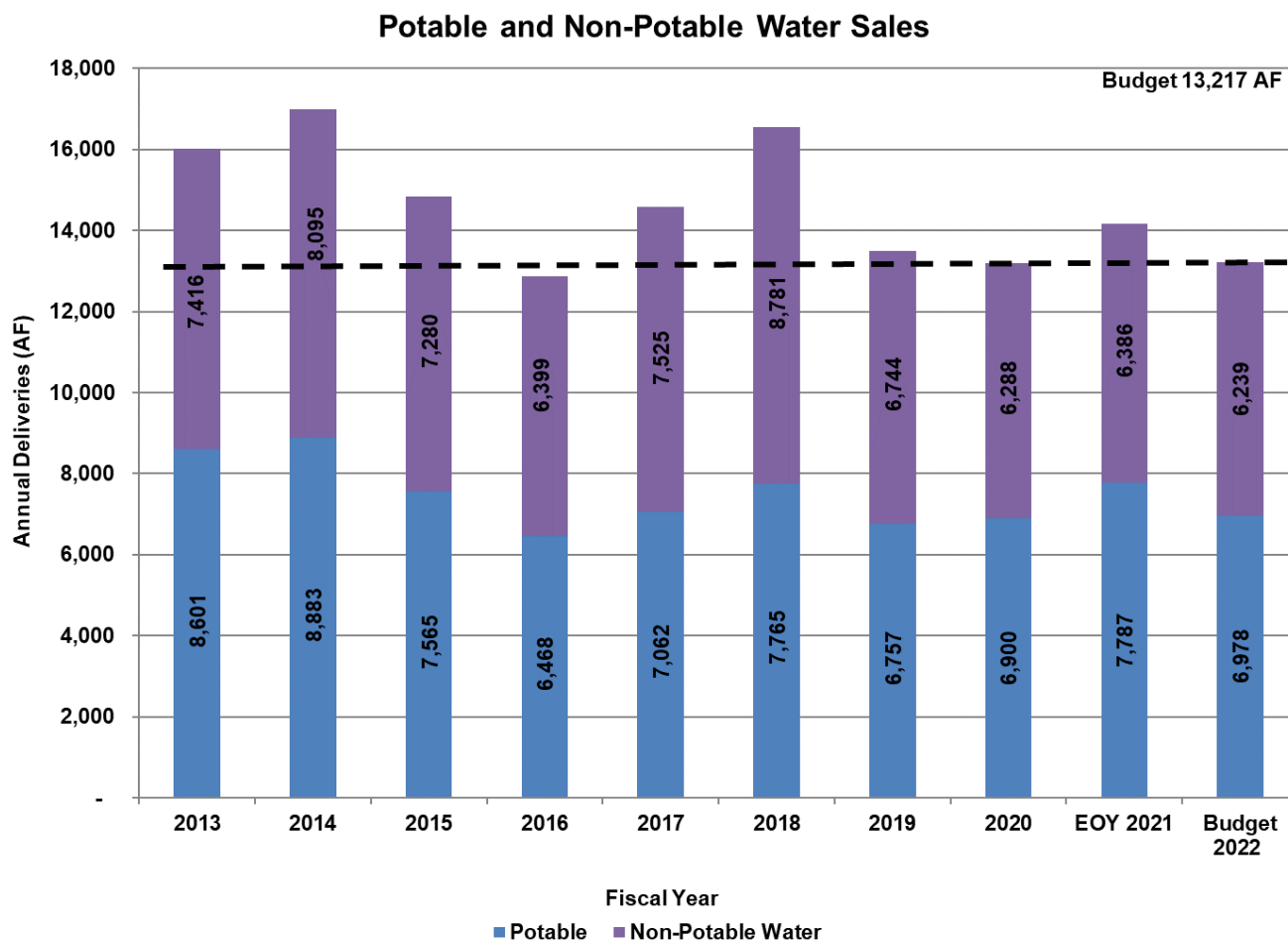
Locally, rainfall through April 30 was 9.21 inches, recorded from the Leisure Village CIMIS station, which is less than the ten-year average rainfall for the District of 9.46 inches a year and below the historical average of 15.2 inches a year. Despite wide variability in rainfall over the last ten years, water demand in the Camrosa service area seems to have stabilized.

**Average Rainfall Fiscal Years 2012-2021**





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

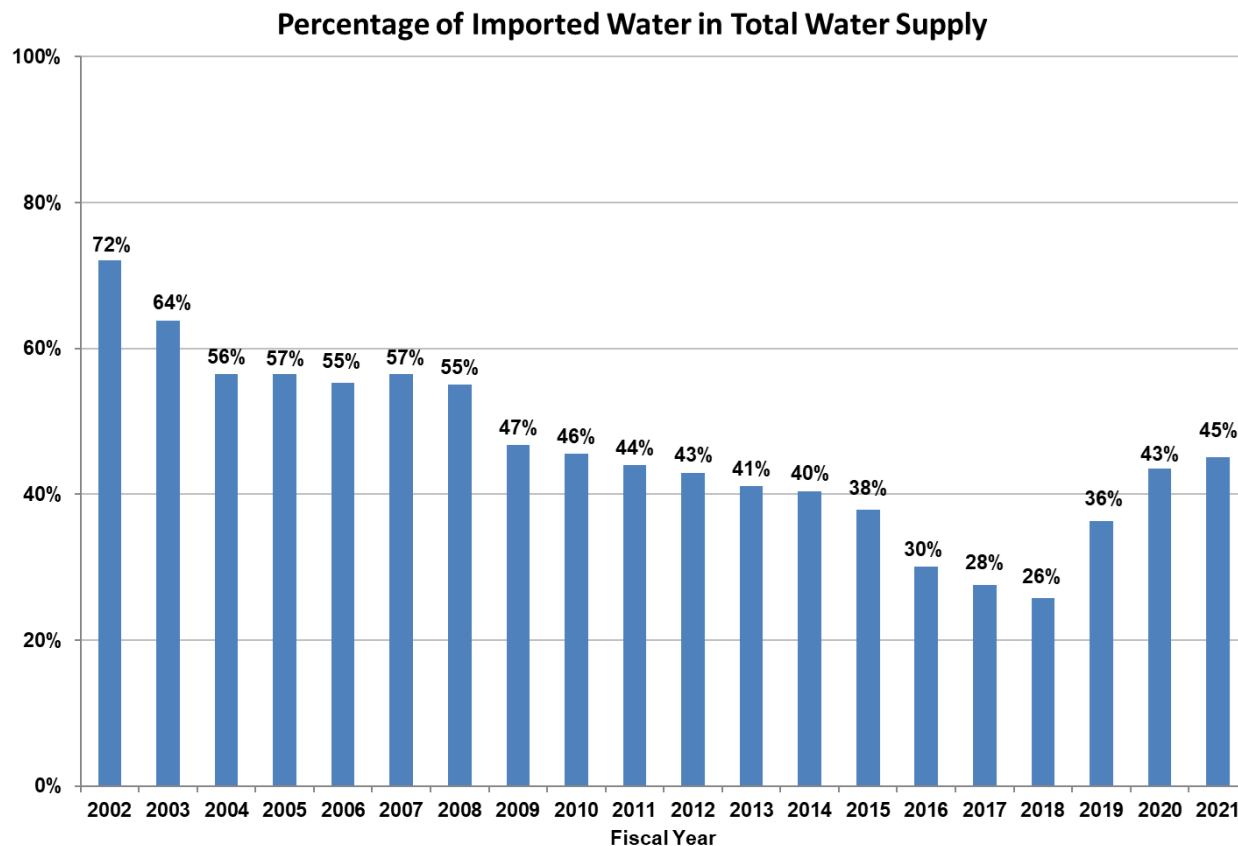
State Water Project (SWP) water, imported from the Sacramento-San Joaquin Delta by Metropolitan Water District of Southern California (MWD) and delivered via Calleguas Municipal Water District (CMWD), is the most expensive water in Camrosa's supply portfolio. It has been the strategy of the District 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)

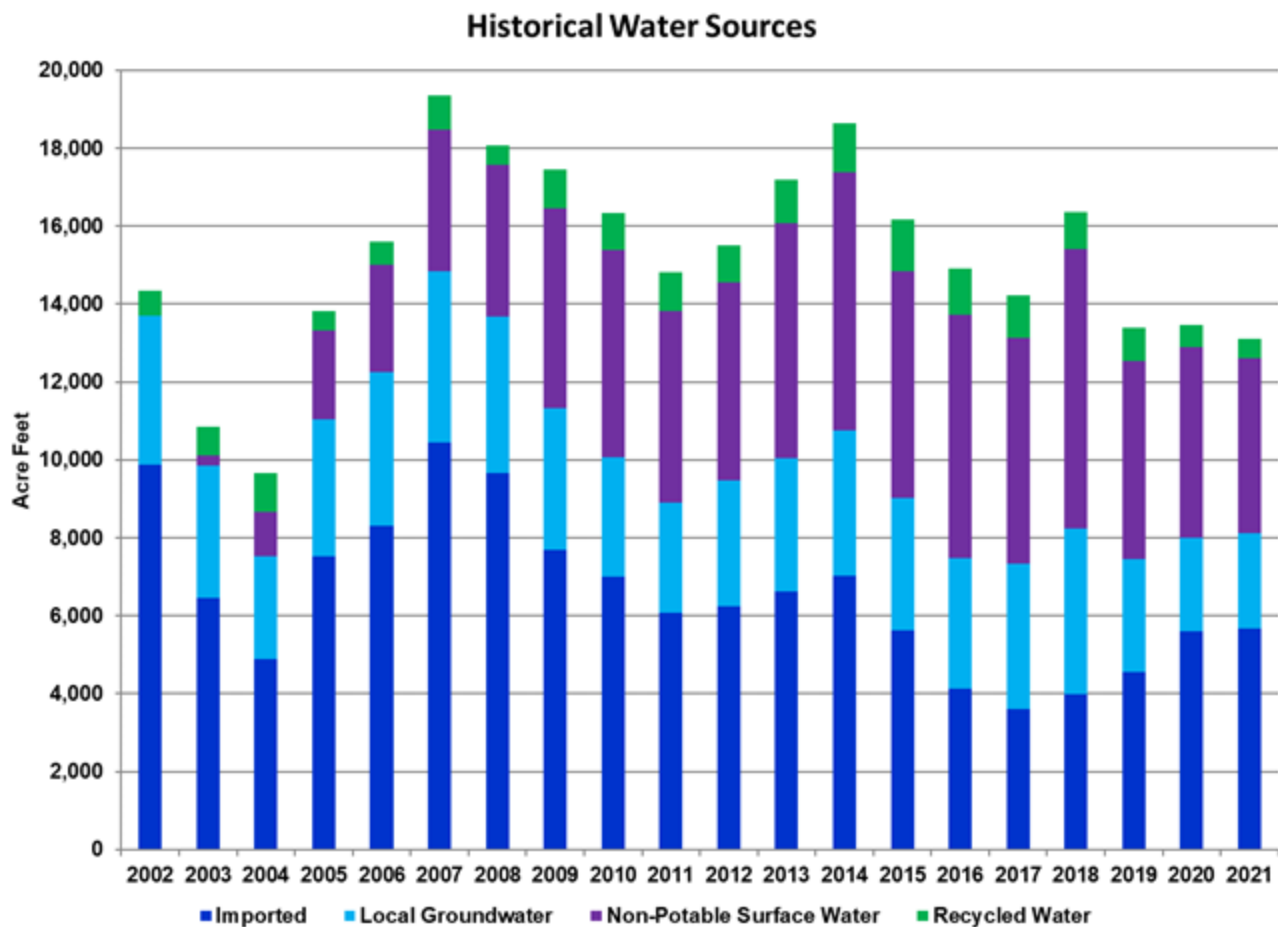
for 1,2,3,-Trichloropropane (TCP), a synthetic organic compound that was an impurity in certain soil fumigants used in agriculture, of 5 ppt. Upon testing, it was discovered above the MCL in three of the wellfield's four wells, which were promptly removed from service. The fourth well was taken offline 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.



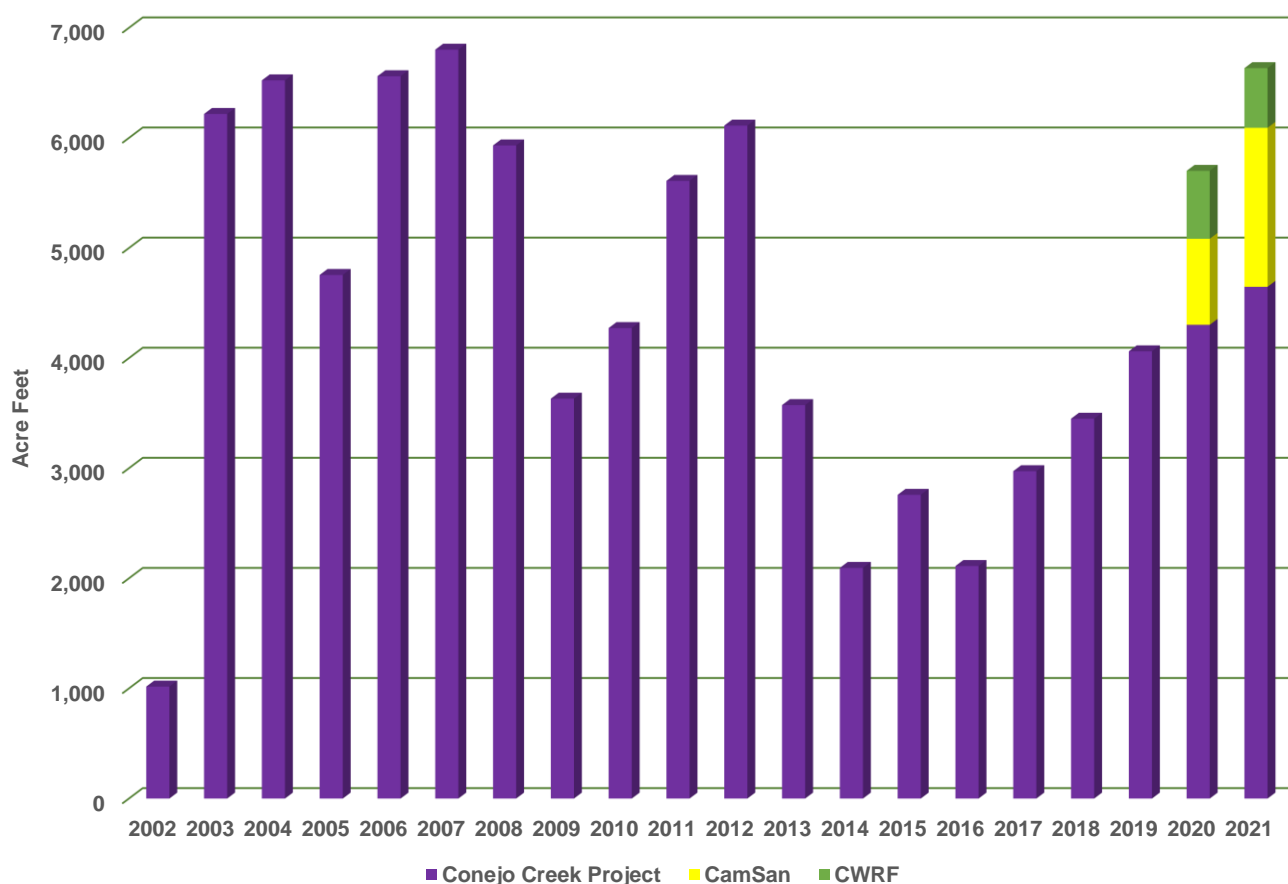
**Figure 4 – Historical Water Sources**



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 CWRP water to PVCWD, which is an operational benefit for the District. Recycled water does not accrue pumping credits as creek water does. It is unknown how long CamSan will continue to have excess recycled water as the City of Camarillo expands its recycled water distribution system, but in the meantime, it is clearly a beneficial project for both agencies. This interconnection also increases Camrosa revenue (see page 34 of the main budget document), improves Camrosa operations, and contributes to regional water supply resilience.

### Historical Water Deliveries to Pleasant Valley CWD

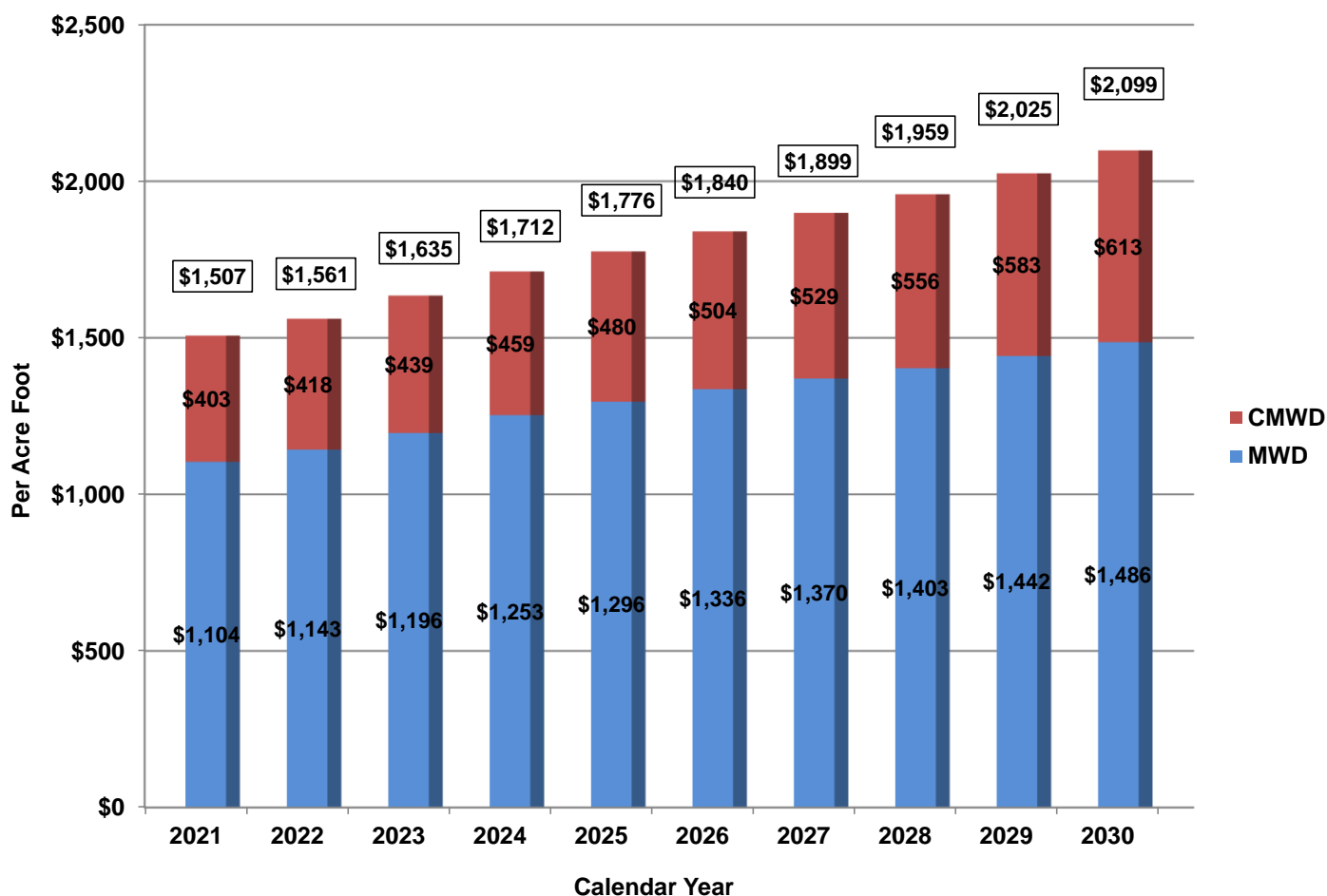


**Figure 5 – Historical Water Deliveries to Pleasant Valley CWD**

The expectation that 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.

### Projected Cost of Imported Water



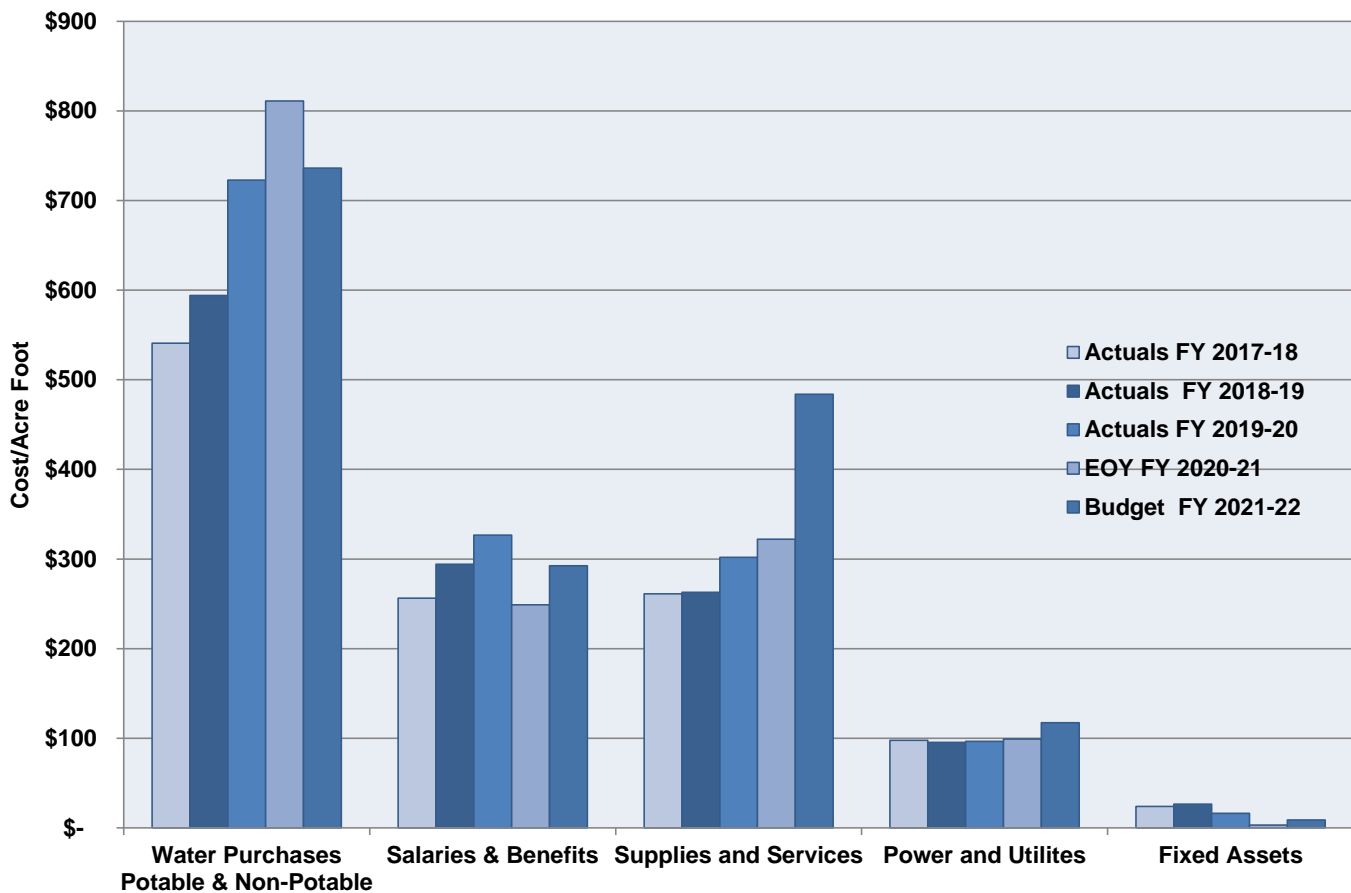
**Figure 6 – Projected Cost of Import Water**

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.

### Cost/AF Delivered by Major Cost Center (Potable & Non-Potable)



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

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

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

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

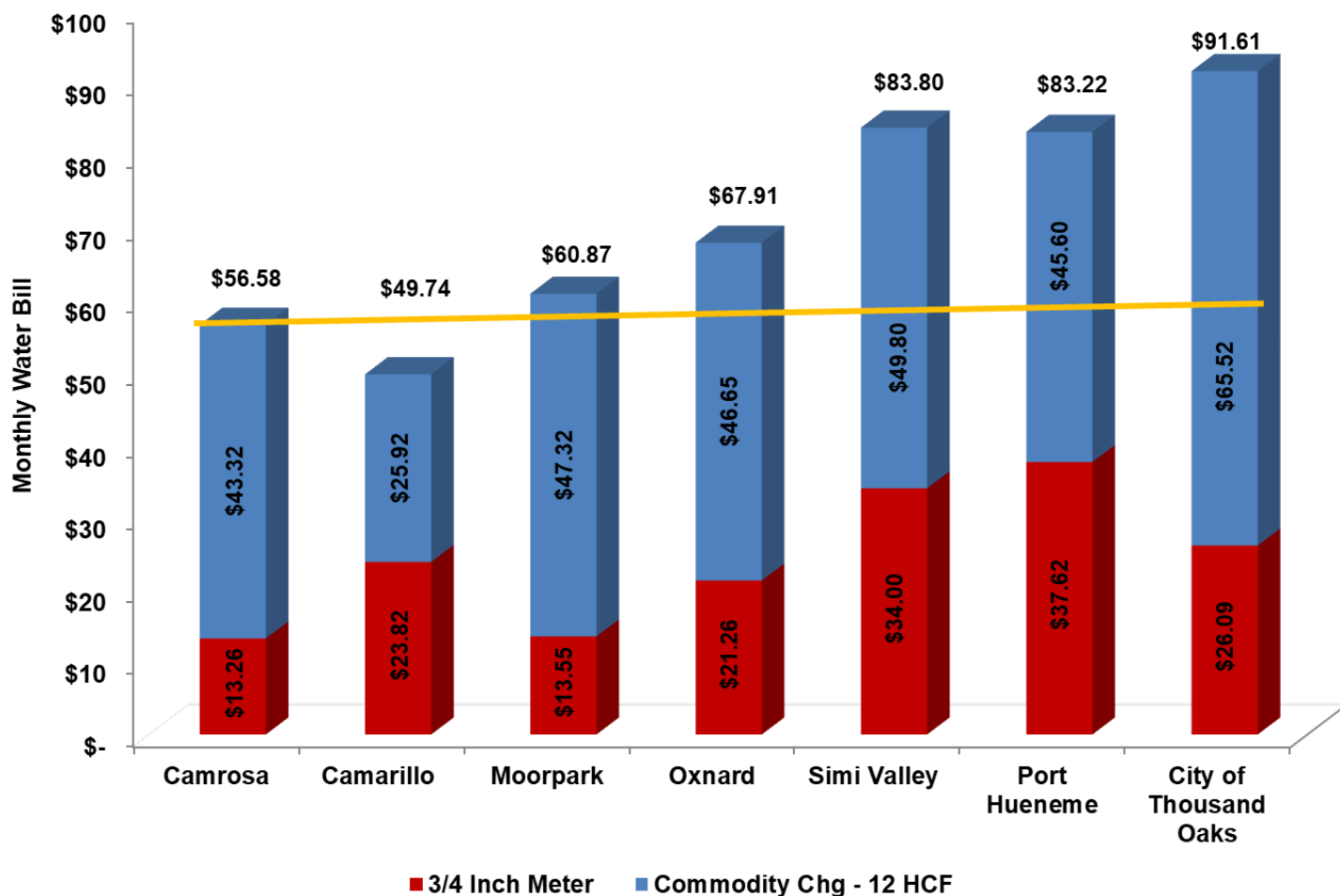


Figure 8 – Water Rate Comparison

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

### Sewer Rate Comparison

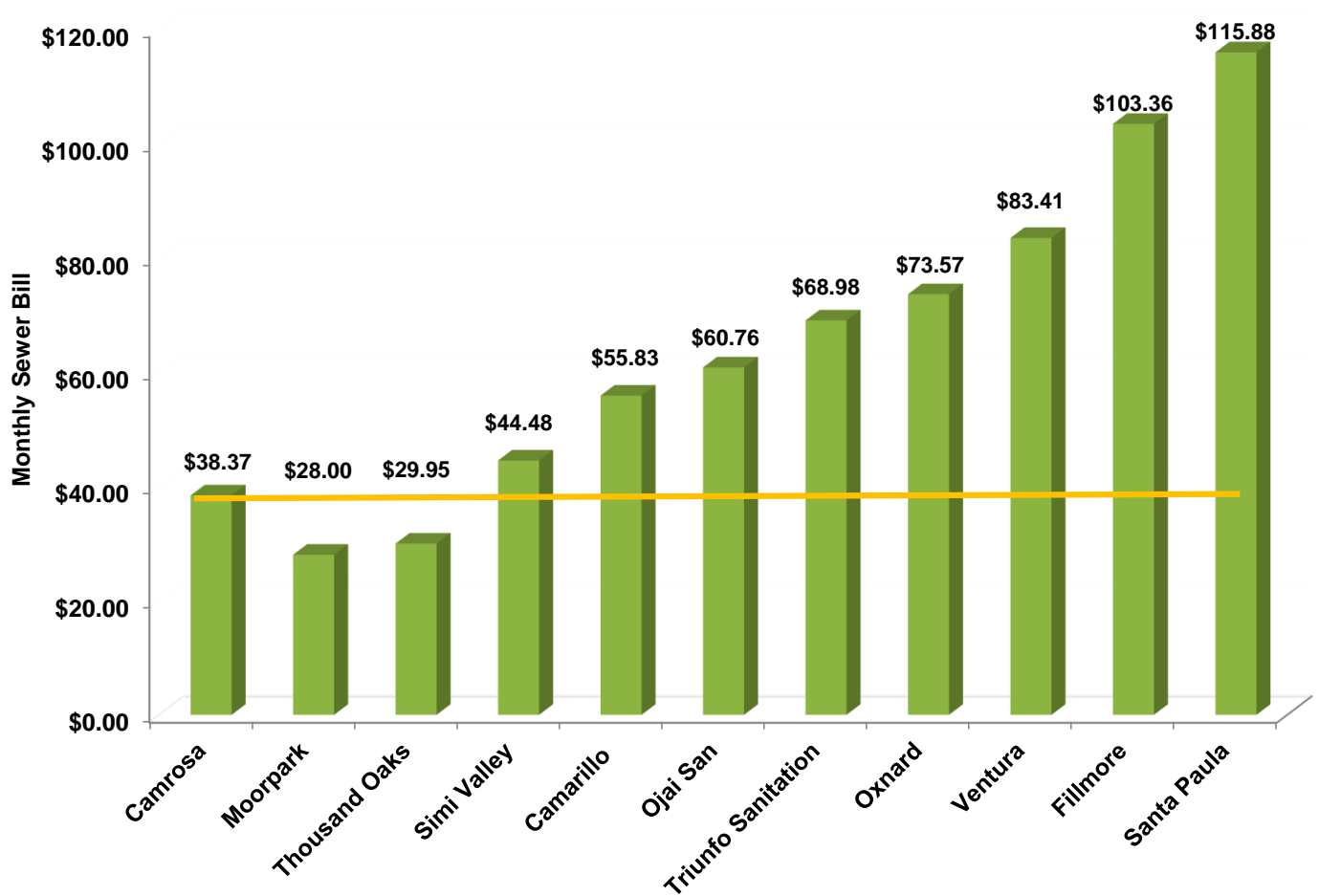


Figure 9 – Sewer Rate Comparison



## Effective Asset Management

Camrosa Water District was established in 1962; some of what became the District's infrastructure predates even that. As the system ages, the value of the system decreases through depreciation while the costs of keeping the system functioning increase. An asset management plan that supports the development, security, preservation, renewal, and replacement of the District's assets is included in the comprehensive rate study, to ensure adequate reserves are set aside to utilize for the investment in the aging infrastructure. Such projects include replacing pipeline segments, maintaining and upgrading treatment facilities, 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" and low-income rate assistance programs that seem designed to test the limits of Proposition 218.

## 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."*



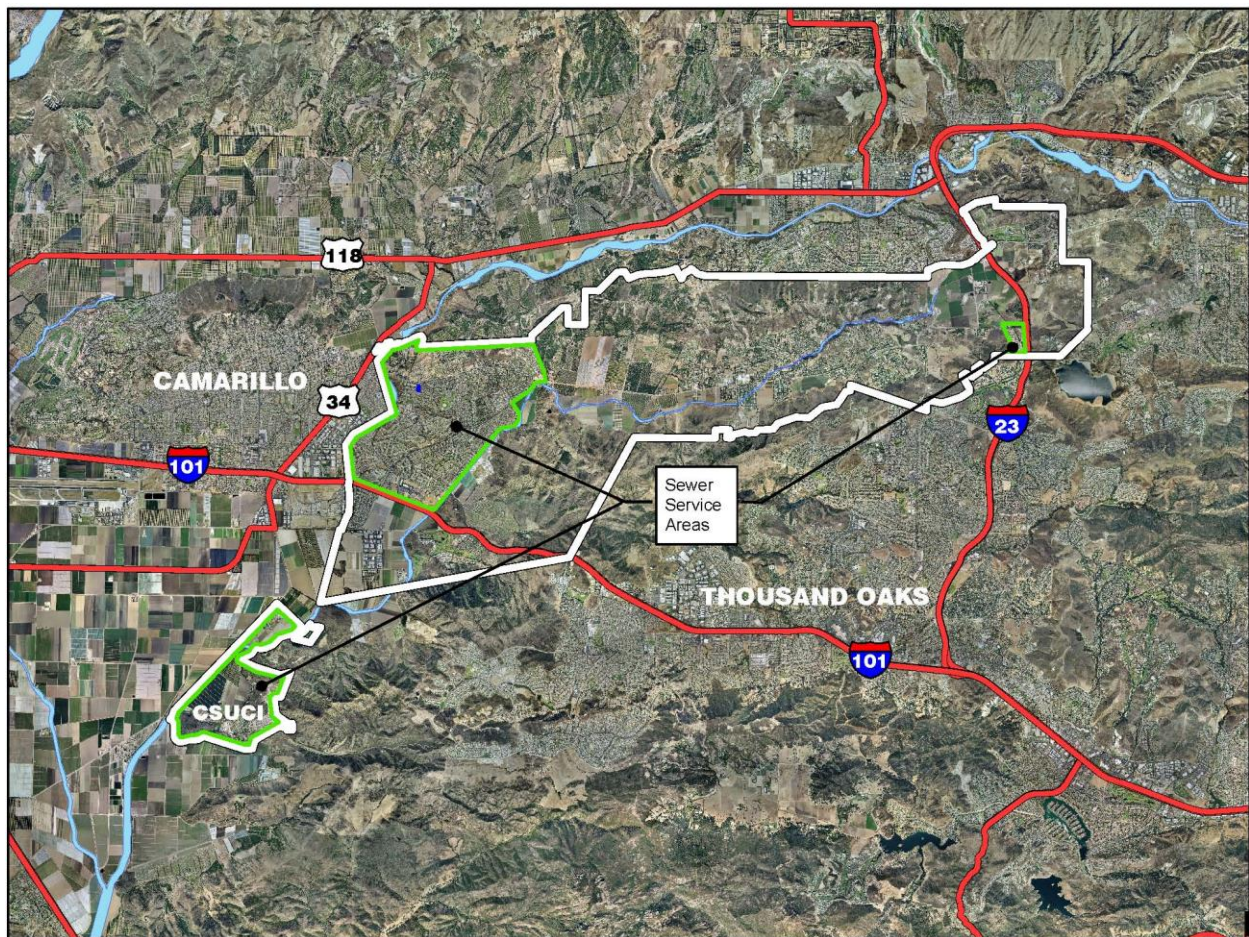
## Profile of the District

### 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.

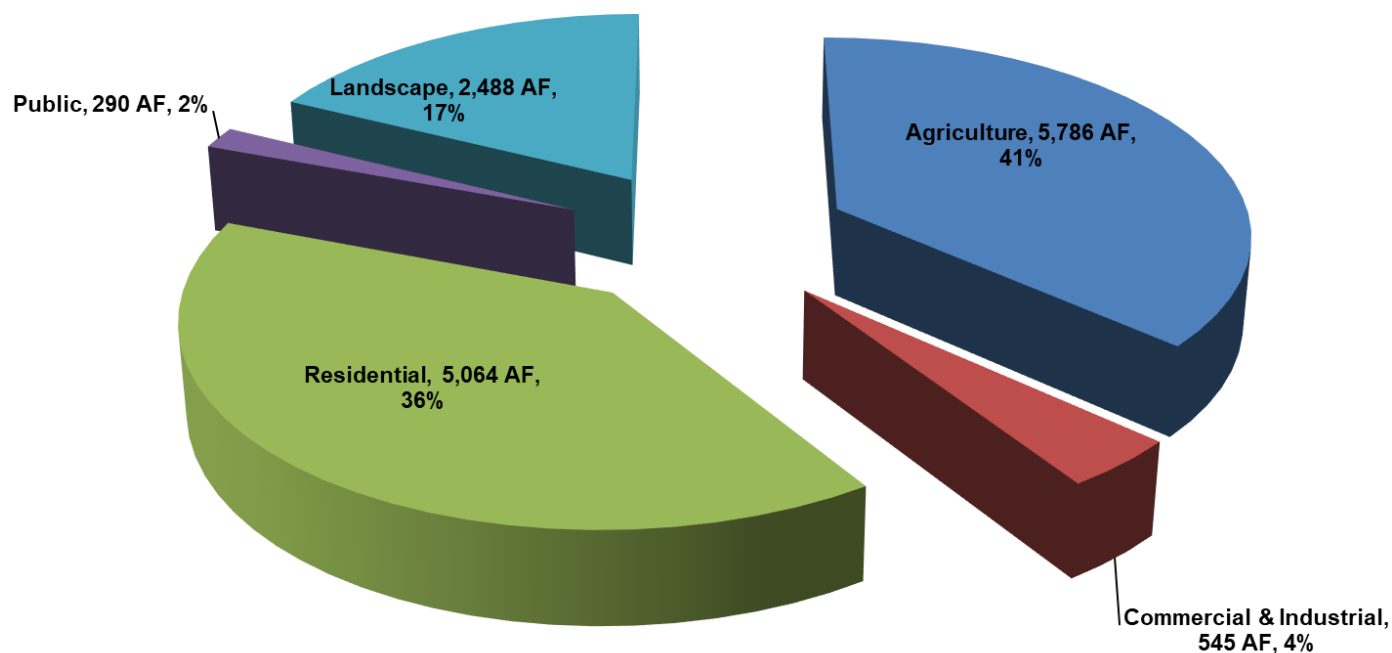
Potable water is a blend of imported State Water Project (SWP) water from the Sacramento-San Joaquin Delta and local groundwater; non-potable surface water is a combination of diverted surface water and local groundwater; and recycled water is tertiary-treated product from the Camrosa Water Reclamation 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.

<u>Director</u>	<u>Title</u>	<u>Division</u>	<u>Expiration of Term</u>	<u>Occupation</u>
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

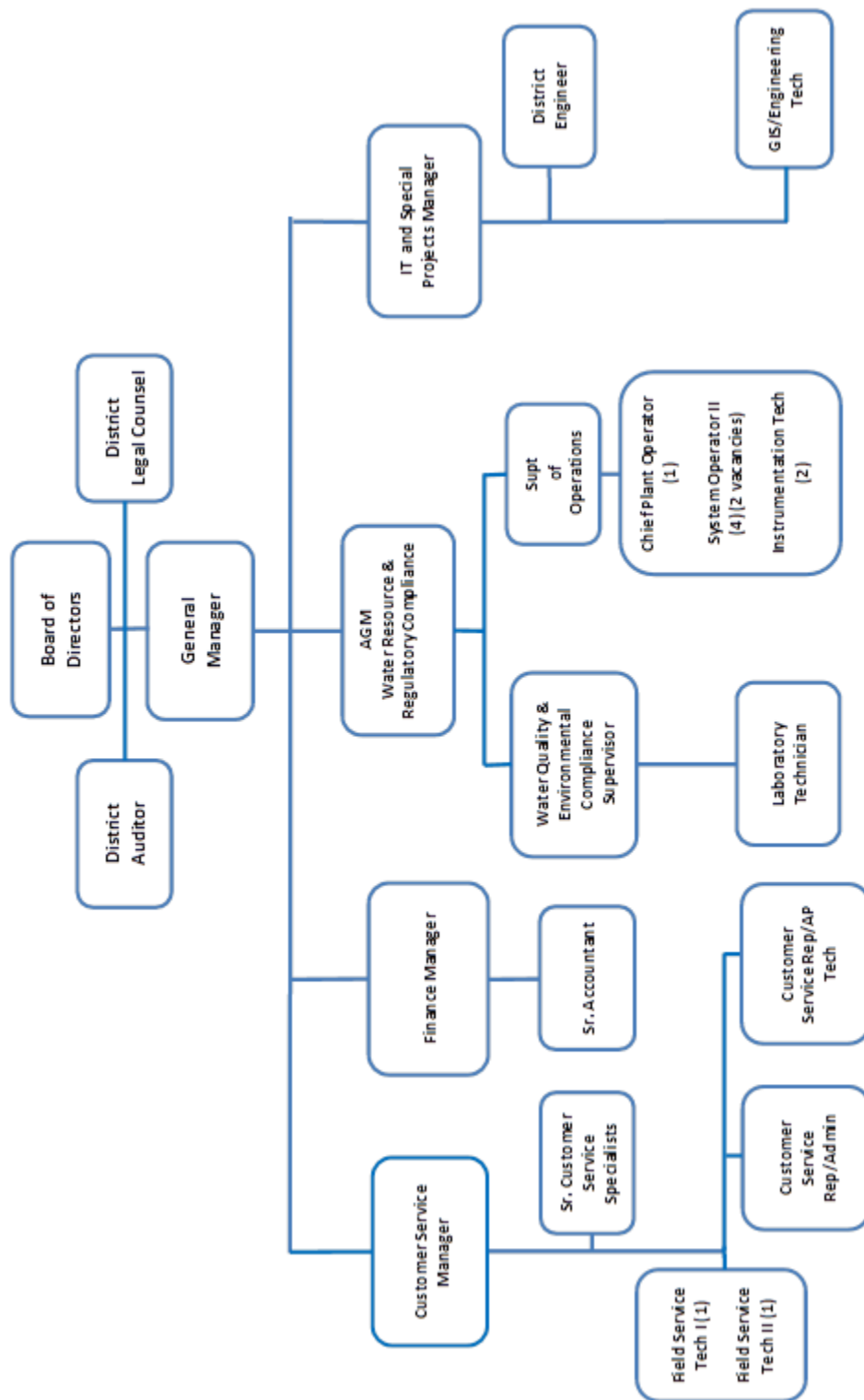
## General Manager

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 Employer contribution rate of 10.34 percent for Classic Members will be collected as a percentage of payroll. The District will pay 6 percent of the 7 percent employee contributions for Classic Members and employees will be responsible for the remaining 1 percent. 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 June 26, 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.



## 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 31<sup>st</sup>) invested in the State's Local Agency Investment Fund (LAIF). (Appendix #6).

### Debt Policy

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

### Budget Policy

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

### 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

**Resolution No: 21-09**

A Resolution of the Board of Directors  
of Camrosa Water District

**Adopting the Operating and Capital Budget  
for Fiscal Year 2021-2022**

**Whereas**, Staff and Management of the Camrosa Water District have developed a one-year operating and capital budget for Fiscal Year 2021-2022; and

**Whereas**, the budget includes projections of operating and capital revenues and expenditures as well as changes in cash reserves in all District funds for Fiscal Year 2021-2022; and

**Whereas**, on June 10, 2021, the proposed draft budget for Fiscal Year 2021-2022 was presented and reviewed at a regular meeting of the Board of Directors of the District; and

**Whereas**, the final budget for Fiscal Year 2021-2022 was presented and considered by the Board of Directors at a regular meeting of June 24, 2021; and

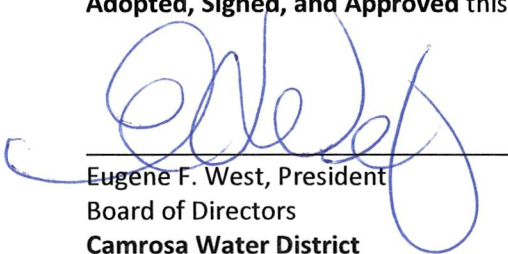
**Whereas**, the Board of Directors has determined that the proposed budget is consistent with the effective delivery of services by the District; and

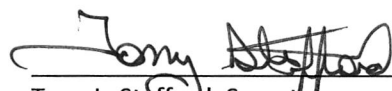
**Whereas**, the Board of Directors has determined that the budget shows that with necessary Board action there will be sufficient District revenues and financial reserves to meet the District's financial obligations over the next fiscal year; and

**Whereas**, it is the desire of the Board of Directors to adopt the Operating and Capital Budget for Fiscal Year 2021-2022.

**Now, Therefore, Be It Resolved** by the Camrosa Water District Board of Directors that the Operating and Capital Budget for Fiscal Year 2021-2022, attached hereto, is hereby approved and adopted.

**Adopted, Signed, and Approved** this 24<sup>th</sup> day of June, 2021.

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

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

## Budget Summary

Budget Summary	Actuals FY 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
<b>Revenues</b>								
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	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 22,413,762</b>	<b>\$ 20,313,897</b>	<b>\$ 22,541,863</b>	<b>\$ 24,337,743</b>	<b>\$ 25,729,783</b>	<b>\$ 24,541,900</b>	<b>\$ 204,157</b>	<b>0.84%</b>
<b>Operating Expenses</b>								
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%
<b>Total Production</b>	<b>\$ 9,237,705</b>	<b>\$ 9,000,799</b>	<b>\$ 10,731,318</b>	<b>\$ 12,107,410</b>	<b>\$ 12,813,236</b>	<b>\$ 11,184,059</b>	<b>\$ (923,351)</b>	<b>-7.63%</b>
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%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 3,740,012</b>	<b>\$ 3,877,592</b>	<b>\$ 4,308,257</b>	<b>\$ 4,010,445</b>	<b>\$ 3,529,417</b>	<b>\$ 3,864,263</b>	<b>\$ (146,182)</b>	<b>-3.65%</b>
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%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 1,353,653</b>	<b>\$ 1,209,398</b>	<b>\$ 1,824,152</b>	<b>\$ 2,841,269</b>	<b>\$ 2,093,943</b>	<b>\$ 3,522,372</b>	<b>\$ 681,103</b>	<b>23.97%</b>
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%
<b>Total Supplies &amp; Services</b>	<b>\$ 2,537,960</b>	<b>\$ 2,340,713</b>	<b>\$ 2,227,144</b>	<b>\$ 2,882,102</b>	<b>\$ 2,561,598</b>	<b>\$ 2,971,876</b>	<b>\$ 89,774</b>	<b>3.11%</b>
<b>Total Expenses</b>	<b>\$ 16,869,330</b>	<b>\$ 16,428,502</b>	<b>\$ 19,090,871</b>	<b>\$ 21,841,226</b>	<b>\$ 20,998,194</b>	<b>\$ 21,542,570</b>	<b>\$ (298,656)</b>	<b>-1.37%</b>
<b>Net Operating Revenues</b>	<b>\$ 5,544,432</b>	<b>\$ 3,885,395</b>	<b>\$ 3,450,992</b>	<b>\$ 2,496,517</b>	<b>\$ 4,731,589</b>	<b>\$ 2,999,330</b>	<b>\$ 502,813</b>	<b>20.14%</b>
<b>Less: Non-Operating Expenses</b>								
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%
<b>Total Non-Operating Expenses</b>	<b>\$ 6,557,231</b>	<b>\$ 5,120,131</b>	<b>\$ 3,529,981</b>	<b>\$ 3,274,794</b>	<b>\$ 5,219,531</b>	<b>\$ 3,736,740</b>	<b>\$ 319,837</b>	<b>9.77%</b>
<b>Add: Non-Operating Revenues</b>								
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%
<b>Total Non-Operating Revenues</b>	<b>\$ 1,050,767</b>	<b>\$ 1,398,182</b>	<b>\$ 1,317,843</b>	<b>\$ 778,850</b>	<b>\$ 854,594</b>	<b>\$ 838,095</b>	<b>\$ 59,245</b>	<b>7.61%</b>
<b>Net Operating Results</b>	<b>\$ 37,968</b>	<b>\$ 163,446</b>	<b>\$ 1,238,854</b>	<b>\$ 573</b>	<b>\$ 366,652</b>	<b>\$ 100,685</b>	<b>\$ 100,112</b>	
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%
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 226,068</b>	<b>\$ 5,956,739</b>	<b>\$ 336,240</b>	<b>\$ -</b>	<b>\$ 1,368,678</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
	<b>\$ 264,036</b>	<b>\$ 6,120,185</b>	<b>\$ 1,575,094</b>	<b>\$ 573</b>	<b>\$ 1,735,330</b>	<b>\$ 100,685</b>	<b>\$ 100,112</b>	

\*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
<b>Revenues</b>								
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	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 18,992,265</b>	<b>\$ 16,897,640</b>	<b>\$ 18,935,908</b>	<b>\$ 20,472,099</b>	<b>\$ 21,880,935</b>	<b>\$ 20,464,100</b>	<b>\$ (7,999)</b>	<b>-0.04%</b>
<b>Operating Expenses</b>								
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%
<b>Total Production</b>	<b>\$ 9,228,380</b>	<b>\$ 8,972,416</b>	<b>\$ 10,717,210</b>	<b>\$ 12,085,910</b>	<b>\$ 12,803,945</b>	<b>\$ 11,162,567</b>	<b>\$ (923,343)</b>	<b>-7.64%</b>
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%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 2,431,008</b>	<b>\$ 2,520,434</b>	<b>\$ 2,858,529</b>	<b>\$ 2,606,789</b>	<b>\$ 2,294,121</b>	<b>\$ 2,511,770</b>	<b>\$ (95,019)</b>	<b>-3.65%</b>
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%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 697,289</b>	<b>\$ 674,103</b>	<b>\$ 979,417</b>	<b>\$ 1,793,026</b>	<b>\$ 1,121,099</b>	<b>\$ 2,281,681</b>	<b>\$ 488,655</b>	<b>27.25%</b>
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%
<b>Total Supplies &amp; Services</b>	<b>\$ 2,011,611</b>	<b>\$ 1,837,441</b>	<b>\$ 1,784,825</b>	<b>\$ 2,366,629</b>	<b>\$ 2,070,197</b>	<b>\$ 2,426,532</b>	<b>\$ 59,903</b>	<b>2.53%</b>
<b>Total Expenses</b>	<b>\$ 14,368,288</b>	<b>\$ 14,004,394</b>	<b>\$ 16,339,981</b>	<b>\$ 18,852,354</b>	<b>\$ 18,289,362</b>	<b>\$ 18,382,550</b>	<b>\$ (469,804)</b>	<b>-2.49%</b>
<b>Net Operating Revenues</b>	<b>\$ 4,623,977</b>	<b>\$ 2,893,246</b>	<b>\$ 2,595,927</b>	<b>\$ 1,619,745</b>	<b>\$ 3,591,573</b>	<b>\$ 2,081,550</b>	<b>\$ 461,805</b>	<b>28.51%</b>
<b>Less: Non-Operating Expenses</b>								
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%
<b>Total Non-Operating Expenses</b>	<b>\$ 5,498,881</b>	<b>\$ 3,986,881</b>	<b>\$ 2,862,831</b>	<b>\$ 2,367,865</b>	<b>\$ 4,093,081</b>	<b>\$ 2,811,052</b>	<b>\$ 350,816</b>	<b>14.82%</b>
<b>Add: Non-Operating Revenues</b>								
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%
<b>Total Non-Operating Revenues</b>	<b>\$ 933,109</b>	<b>\$ 1,161,311</b>	<b>\$ 1,164,319</b>	<b>\$ 748,308</b>	<b>\$ 814,826</b>	<b>\$ 804,639</b>	<b>\$ 56,331</b>	<b>7.53%</b>
<b>Net Operating Results</b>	<b>\$ 58,205</b>	<b>\$ 67,676</b>	<b>\$ 897,415</b>	<b>\$ 188</b>	<b>\$ 313,318</b>	<b>\$ 75,137</b>	<b>\$ 74,949</b>	
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	-	-	-
<b>\$ 183,993</b>	<b>\$ 4,600,829</b>	<b>\$ 336,240</b>	<b>\$ -</b>	<b>\$ 1,368,678</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Net Operating Results After Capital Fees &amp; Grants</b>								
<b>\$ 242,198</b>	<b>\$ 4,668,505</b>	<b>\$ 1,233,655</b>	<b>\$ 188</b>	<b>\$ 1,681,996</b>	<b>\$ 75,137</b>	<b>\$ 74,949</b>		
<b>Debt Ratio</b>	<b>3.70</b>	<b>5.44</b>	<b>2.49</b>	<b>2.76</b>	<b>6.85</b>	<b>3.38</b>		

\*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
<b>Revenues</b>								
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	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 13,366,027</b>	<b>\$ 11,960,520</b>	<b>\$ 12,908,757</b>	<b>\$ 14,287,549</b>	<b>\$ 14,956,018</b>	<b>\$ 14,365,100</b>	<b>\$ 77,551</b>	<b>0.54%</b>
<b>Operating Expenses</b>								
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%
<b>Total Production</b>	<b>\$ 6,647,395</b>	<b>\$ 7,055,094</b>	<b>\$ 8,655,053</b>	<b>\$ 9,698,322</b>	<b>\$ 10,463,879</b>	<b>\$ 8,999,190</b>	<b>\$ (699,132)</b>	<b>-7.21%</b>
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%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 1,580,155</b>	<b>\$ 1,638,282</b>	<b>\$ 1,903,781</b>	<b>\$ 1,694,412</b>	<b>\$ 1,491,179</b>	<b>\$ 1,632,651</b>	<b>\$ (61,761)</b>	<b>-3.64%</b>
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%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 470,086</b>	<b>\$ 404,996</b>	<b>\$ 608,650</b>	<b>\$ 1,043,146</b>	<b>\$ 655,643</b>	<b>\$ 1,341,076</b>	<b>\$ 297,930</b>	<b>28.56%</b>
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%
<b>Total Supplies &amp; Services</b>	<b>\$ 1,244,687</b>	<b>\$ 1,287,445</b>	<b>\$ 1,158,475</b>	<b>\$ 1,700,512</b>	<b>\$ 1,511,486</b>	<b>\$ 1,696,060</b>	<b>\$ (4,452)</b>	<b>-0.26%</b>
<b>Total Expenses</b>	<b>\$ 9,942,323</b>	<b>\$ 10,385,817</b>	<b>\$ 12,325,959</b>	<b>\$ 14,136,392</b>	<b>\$ 14,122,187</b>	<b>\$ 13,668,977</b>	<b>\$ (467,415)</b>	<b>-3.31%</b>
<b>Net Operating Revenues</b>	<b>\$ 3,423,704</b>	<b>\$ 1,574,703</b>	<b>\$ 582,798</b>	<b>151,157</b>	<b>833,831</b>	<b>\$ 696,123</b>	<b>\$ 544,966</b>	<b>360.53%</b>
<b>Less: Non-Operating Expenses</b>								
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	-
<b>Total Non-Operating Expenses</b>	<b>\$ 4,086,521</b>	<b>\$ 2,373,790</b>	<b>\$ 966,338</b>	<b>\$ 827,316</b>	<b>\$ 1,113,066</b>	<b>\$ 1,158,077</b>	<b>\$ 330,761</b>	<b>39.98%</b>
<b>Add: Non-Operating Revenues</b>								
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%
<b>Total Non-Operating Revenues</b>	<b>\$ 634,712</b>	<b>\$ 839,055</b>	<b>\$ 818,542</b>	<b>\$ 477,052</b>	<b>\$ 509,240</b>	<b>\$ 500,322</b>	<b>\$ 23,270</b>	<b>4.88%</b>
<b>Net Operating Results</b>	<b>\$ (28,105)</b>	<b>\$ 39,968</b>	<b>\$ 435,002</b>	<b>\$ (199,107)</b>	<b>\$ 230,005</b>	<b>\$ 38,368</b>	<b>\$ 237,475</b>	
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	-	-	-	-	-
	<b>\$ 183,993</b>	<b>\$ 3,735,514</b>	<b>\$ 83,056</b>	<b>\$ -</b>	<b>\$ 1,367,503</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 155,888</b>	<b>\$ 3,775,482</b>	<b>\$ 518,058</b>	<b>\$ (199,107)</b>	<b>\$ 1,597,508</b>	<b>\$ 38,368</b>	<b>\$ 237,475</b>	

\*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
<b>Revenues</b>								
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	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 5,626,238</b>	<b>\$ 4,937,120</b>	<b>\$ 6,027,151</b>	<b>\$ 6,184,550</b>	<b>\$ 6,924,917</b>	<b>\$ 6,099,000</b>	<b>\$ (85,550)</b>	<b>-1.38%</b>
<b>Operating Expenses</b>								
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%
<b>Total Production</b>	<b>\$ 2,580,985</b>	<b>\$ 1,917,322</b>	<b>\$ 2,062,157</b>	<b>\$ 2,387,588</b>	<b>\$ 2,340,066</b>	<b>\$ 2,163,377</b>	<b>\$ (224,211)</b>	<b>-9.39%</b>
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%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 850,853</b>	<b>\$ 882,152</b>	<b>\$ 954,748</b>	<b>\$ 912,377</b>	<b>\$ 802,942</b>	<b>\$ 879,119</b>	<b>\$ (33,258)</b>	<b>-3.65%</b>
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%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 227,203</b>	<b>\$ 269,107</b>	<b>\$ 370,767</b>	<b>\$ 749,880</b>	<b>\$ 465,456</b>	<b>\$ 940,605</b>	<b>\$ 190,725</b>	<b>25.43%</b>
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%
<b>Total Supplies &amp; Services</b>	<b>\$ 766,924</b>	<b>\$ 549,996</b>	<b>\$ 626,350</b>	<b>\$ 666,117</b>	<b>\$ 558,711</b>	<b>\$ 730,472</b>	<b>\$ 64,355</b>	<b>9.66%</b>
<b>Total Expenses</b>	<b>\$ 4,425,965</b>	<b>\$ 3,618,577</b>	<b>\$ 4,014,022</b>	<b>\$ 4,715,962</b>	<b>\$ 4,167,175</b>	<b>\$ 4,713,573</b>	<b>\$ (2,389)</b>	<b>-0.05%</b>
<b>Net Operating Revenues</b>	<b>\$ 1,200,273</b>	<b>\$ 1,318,543</b>	<b>\$ 2,013,129</b>	<b>\$ 1,468,588</b>	<b>\$ 2,757,742</b>	<b>\$ 1,385,427</b>	<b>\$ (83,161)</b>	<b>-5.66%</b>
<b>Less: Non-Operating Expenses</b>								
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%
<b>Total Non-Operating Expenses</b>	<b>\$ 1,412,360</b>	<b>\$ 1,613,091</b>	<b>\$ 1,896,493</b>	<b>\$ 1,540,549</b>	<b>\$ 2,980,015</b>	<b>\$ 1,652,975</b>	<b>\$ 112,426</b>	<b>7.30%</b>
<b>Add: Non-Operating Revenues</b>								
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%
<b>Total Non-Operating Revenues</b>	<b>\$ 298,397</b>	<b>\$ 322,256</b>	<b>\$ 345,777</b>	<b>\$ 271,256</b>	<b>\$ 305,586</b>	<b>\$ 304,317</b>	<b>\$ 33,061</b>	<b>12.19%</b>
<b>Net Operating Results</b>	<b>\$ 86,310</b>	<b>\$ 27,708</b>	<b>\$ 462,413</b>	<b>\$ 199,295</b>	<b>\$ 83,313</b>	<b>\$ 36,769</b>	<b>\$ (162,526)</b>	
Capital Fees	-	-	-	-	-	-	-	-
Mitigation & In-Lieu Fees	-	637,597	-	-	-	-	-	-
Grants	-	227,718	253,184	-	1,175	-	-	-
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 86,310</b>	<b>\$ 893,023</b>	<b>\$ 715,597</b>	<b>\$ 199,295</b>	<b>\$ 84,488</b>	<b>\$ 36,769</b>	<b>\$ (162,526)</b>	

\*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
<b>Revenues</b>								
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	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 3,421,497</b>	<b>\$ 3,416,257</b>	<b>\$ 3,605,955</b>	<b>\$ 3,865,644</b>	<b>\$ 3,848,848</b>	<b>\$ 4,077,800</b>	<b>\$ 212,156</b>	<b>5.49%</b>
<b>Operating Expenses</b>								
Salinity Management Pipeline-Calleguas	\$ 9,325	\$ 28,383	\$ 14,108	\$ 21,500	\$ 9,291	\$ 21,492	(8)	-0.04%
<b>Total Production</b>	<b>\$ 9,325</b>	<b>\$ 28,383</b>	<b>\$ 14,108</b>	<b>\$ 21,500</b>	<b>\$ 9,291</b>	<b>\$ 21,492</b>	<b>\$ (8)</b>	<b>-0.04%</b>
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%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 1,309,004</b>	<b>\$ 1,357,158</b>	<b>\$ 1,449,728</b>	<b>\$ 1,403,656</b>	<b>\$ 1,235,296</b>	<b>\$ 1,352,493</b>	<b>\$ (51,163)</b>	<b>-3.64%</b>
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%
<b>Total Outside Cont/Profess Services</b>	<b>\$ 656,364</b>	<b>\$ 535,295</b>	<b>\$ 844,735</b>	<b>\$ 1,048,243</b>	<b>\$ 972,844</b>	<b>\$ 1,240,691</b>	<b>\$ 192,448</b>	<b>18.36%</b>
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%
<b>Total Supplies &amp; Services</b>	<b>\$ 526,349</b>	<b>\$ 503,272</b>	<b>\$ 442,319</b>	<b>\$ 515,473</b>	<b>\$ 491,401</b>	<b>\$ 545,344</b>	<b>\$ 29,871</b>	<b>5.79%</b>
<b>Total Expenses</b>	<b>\$ 2,501,042</b>	<b>\$ 2,424,108</b>	<b>\$ 2,750,890</b>	<b>\$ 2,988,872</b>	<b>\$ 2,708,832</b>	<b>\$ 3,160,020</b>	<b>\$ 171,148</b>	<b>5.73%</b>
<b>Net Operating Revenues</b>	<b>\$ 920,455</b>	<b>\$ 992,149</b>	<b>\$ 855,065</b>	<b>\$ 876,772</b>	<b>\$ 1,140,016</b>	<b>\$ 917,780</b>	<b>\$ 41,008</b>	<b>4.68%</b>
<b>Less: Non-Operating Expenses</b>								
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%
<b>Total Non-Operating Expenses</b>	<b>\$ 1,058,350</b>	<b>\$ 1,133,250</b>	<b>\$ 667,150</b>	<b>\$ 906,929</b>	<b>\$ 1,126,450</b>	<b>\$ 925,688</b>	<b>\$ 18,759</b>	<b>2.07%</b>
<b>Add: Non-Operating Revenues</b>								
Interest Revenues	\$ 117,658	\$ 236,871	\$ 153,524	\$ 30,542	\$ 39,768	\$ 33,456	\$ 2,914	9.54%
<b>Total Non-Operating Revenues</b>	<b>\$ 117,658</b>	<b>\$ 236,871</b>	<b>\$ 153,524</b>	<b>\$ 30,542</b>	<b>\$ 39,768</b>	<b>\$ 33,456</b>	<b>\$ 2,914</b>	<b>9.54%</b>
<b>Net Operating Results</b>	<b>\$ (20,237)</b>	<b>\$ 95,770</b>	<b>\$ 341,439</b>	<b>\$ 385</b>	<b>\$ 53,334</b>	<b>\$ 25,548</b>	<b>\$ 25,163</b>	
Capital Fees	42,075	1,355,910	-	-	-	-	-	-
<b>Net Operating Results After Capital Fees &amp; Grants</b>	<b>\$ 21,838</b>	<b>\$ 1,451,680</b>	<b>\$ 341,439</b>	<b>\$ 385</b>	<b>\$ 53,334</b>	<b>\$ 25,548</b>	<b>\$ 25,163</b>	
<b>Debt Ratio</b>	<b>1.71</b>	<b>4.08</b>	<b>1.63</b>	<b>4.68</b>	<b>6.16</b>	<b>4.98</b>		

\*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.

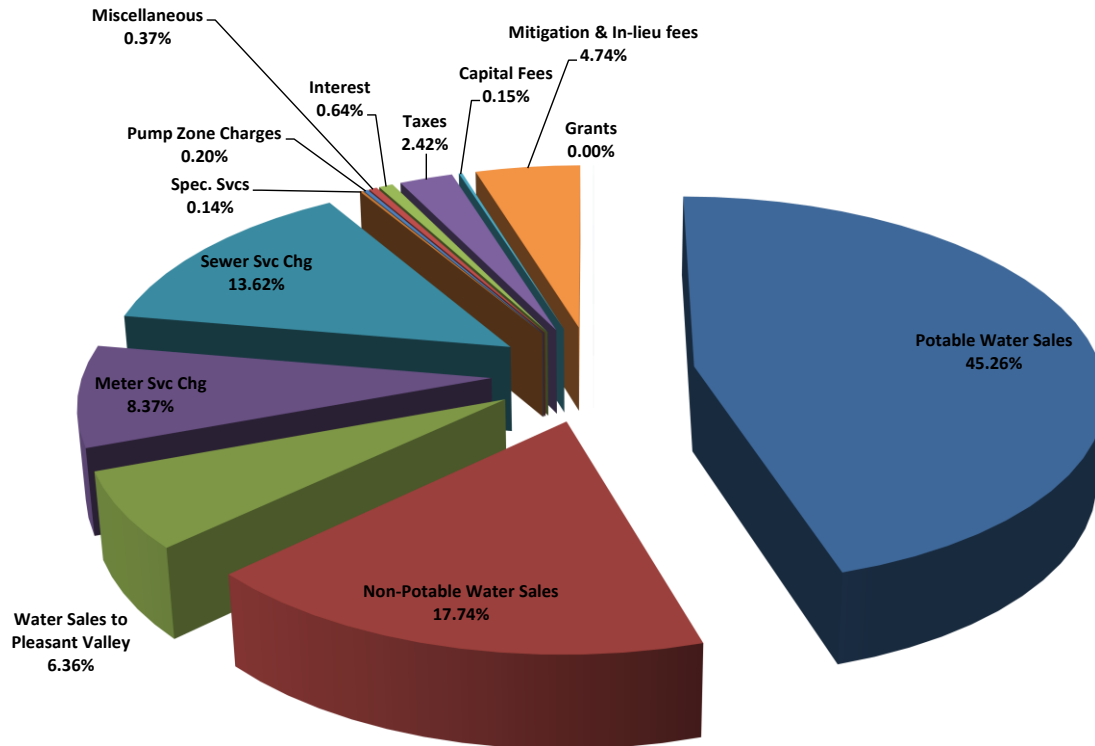
**Special Services** are various fees for turn-off/turn-on, late fees, and other miscellaneous administrative fees. Special Services revenues are budgeted at \$46,000. Revenue from Special Services is based upon our projected revenues for FY2020-21. The District is not budgeting for late fees for FY2021-22 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.

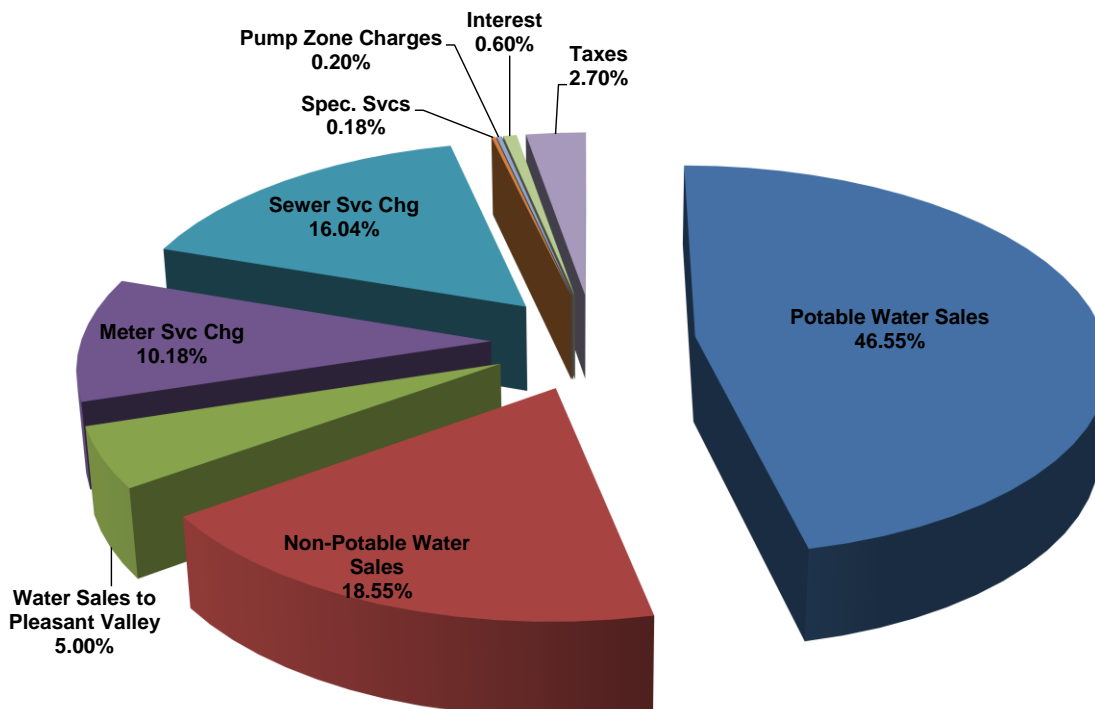
**Total Revenues** are expected to reach \$25,379,995 in June 2022. Total revenues are projected to be \$263,402 greater than FY2020-21 budget, which is a combination of the water and sewer rates to go into effect July 1, 2021 and a decrease in the annual water deliveries.

## 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.

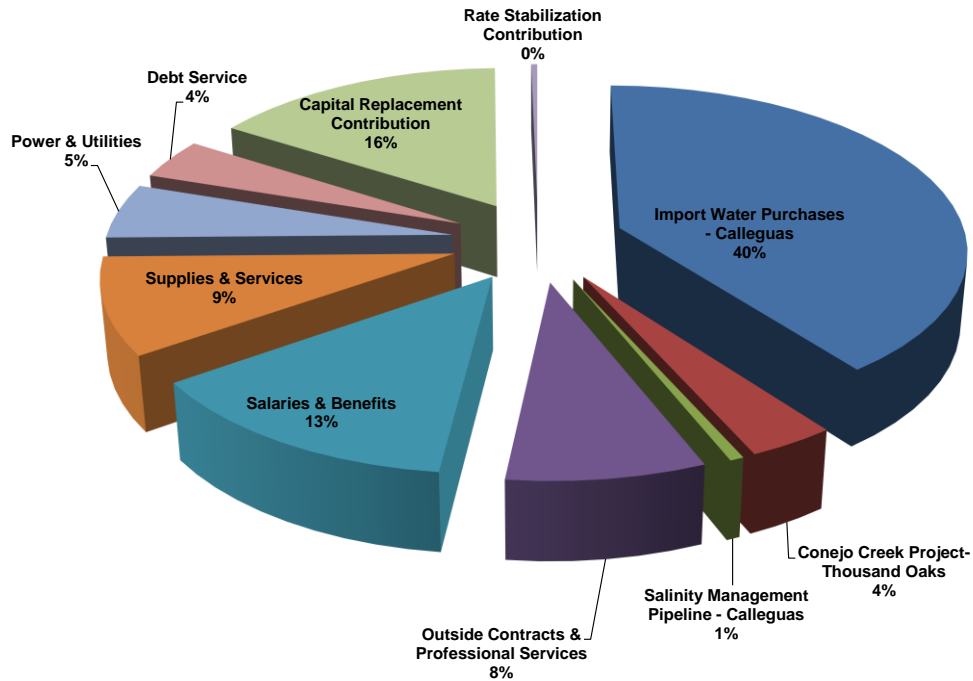
Salaries & Benefits and indirect support services are allocated to Water Operations (65 percent) and Wastewater Operations (35 percent), with the exception of the Water Quality Program, which is distributed 50:50 between the two programs. Non-operating revenues are allocated to the enterprise that generates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

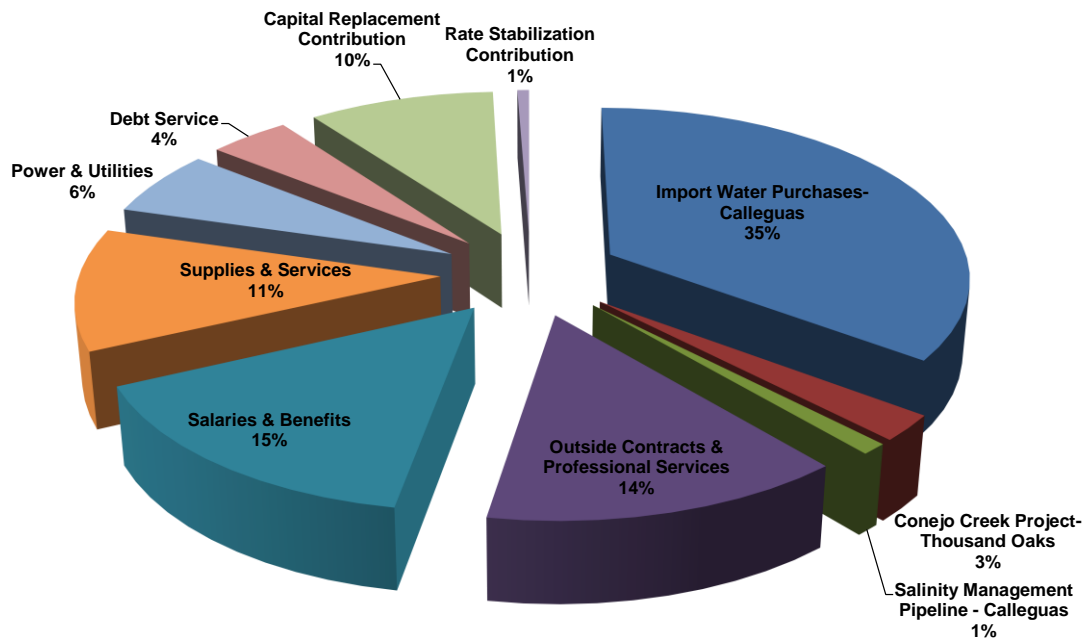
Debt Service costs are allocated to Water and Wastewater Operations based on the level of debt originally incurred in each enterprise.

## 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

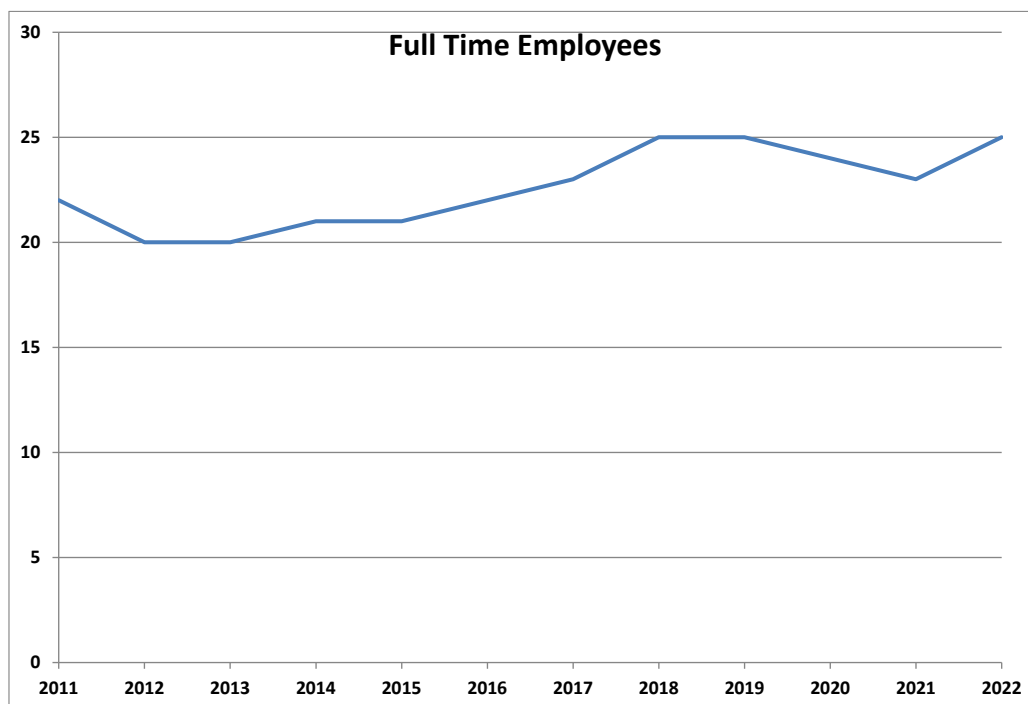
- Zero Lost Time Accidents
- Enhance staff training and certification
- Continue Succession Planning

## 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
<b>Salaries &amp; Benefits</b>									
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%
<b>Total Salaries &amp; Benefits</b>		<b>\$ 3,740,013</b>	<b>\$ 3,877,592</b>	<b>\$ 4,308,257</b>	<b>\$ 4,010,445</b>	<b>\$ 3,529,417</b>	<b>\$ 3,864,263</b>	<b>\$ (146,182)</b>	<b>-3.65%</b>
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 15,640	\$ 14,843	\$ 12,901	\$ 18,600	\$ 11,841	\$ 18,600	\$ -	0.00%
Professional Services	50230	-	-	-	-	-	10,000	10,000	-
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 15,640</b>	<b>\$ 14,843</b>	<b>\$ 12,901</b>	<b>\$ 18,600</b>	<b>\$ 11,841</b>	<b>\$ 28,600</b>	<b>\$ 10,000</b>	<b>53.76%</b>
<b>Services &amp; Supplies</b>									
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%
<b>Total Services &amp; Supplies</b>		<b>\$ 53,591</b>	<b>\$ 56,631</b>	<b>\$ 38,480</b>	<b>\$ 44,700</b>	<b>\$ 28,967</b>	<b>\$ 68,800</b>	<b>\$ 24,100</b>	<b>53.91%</b>
<b>Total Operating Expenditures</b>		<b>\$ 3,809,244</b>	<b>\$ 3,949,066</b>	<b>\$ 4,359,638</b>	<b>\$ 4,073,745</b>	<b>\$ 3,570,225</b>	<b>\$ 3,961,663</b>	<b>\$ (112,082)</b>	<b>-2.75%</b>
Fixed Assets	50600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 3,809,244</b>	<b>\$ 3,949,066</b>	<b>\$ 4,359,638</b>	<b>\$ 4,073,745</b>	<b>\$ 3,570,225</b>	<b>\$ 3,961,663</b>	<b>\$ (112,082)</b>	<b>-2.75%</b>

\*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
<b>Contracts &amp; Professional Services</b>									
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%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 96,396</b>	<b>\$ 48,349</b>	<b>\$ 167,995</b>	<b>\$ 269,605</b>	<b>\$ 76,330</b>	<b>\$ 519,605</b>	<b>\$ 250,000</b>	<b>92.73%</b>
<b>Services &amp; Supplies</b>									
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%
<b>Total Services &amp; Supplies</b>		<b>\$ 367,007</b>	<b>\$ 431,409</b>	<b>\$ 371,946</b>	<b>\$ 417,700</b>	<b>\$ 375,234</b>	<b>\$ 419,750</b>	<b>\$ 2,050</b>	<b>0.49%</b>
<b>Total Operating Expenses</b>		<b>\$ 463,403</b>	<b>\$ 479,758</b>	<b>\$ 539,941</b>	<b>\$ 687,305</b>	<b>\$ 451,564</b>	<b>\$ 939,355</b>	<b>\$ 252,050</b>	<b>-100.00%</b>
Fixed Assets	50600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 463,403</b>	<b>\$ 479,758</b>	<b>\$ 539,941</b>	<b>\$ 687,305</b>	<b>\$ 451,564</b>	<b>\$ 939,355</b>	<b>\$ 252,050</b>	<b>36.67%</b>

\*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-site 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
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 111,260	\$ 120,409	\$ 127,214	\$ 205,247	\$ 205,000	\$ 275,668	\$ 70,421	25.55%
	50230	-	-	65	-	53,000	-	-	-
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 111,260</b>	<b>\$ 120,409</b>	<b>\$ 127,279</b>	<b>\$ 205,247</b>	<b>\$ 258,000</b>	<b>\$ 275,668</b>	<b>\$ 70,421</b>	<b>25.55%</b>
<b>Services &amp; Supplies</b>									
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%
<b>Total Services &amp; Supplies</b>		<b>\$ 88,019</b>	<b>\$ 75,121</b>	<b>\$ 92,802</b>	<b>\$ 83,177</b>	<b>\$ 82,629</b>	<b>\$ 102,300</b>	<b>\$ 19,123</b>	<b>18.69%</b>
<b>Total Operating Expenses</b>		<b>\$ 199,279</b>	<b>\$ 195,530</b>	<b>\$ 220,081</b>	<b>\$ 288,424</b>	<b>\$ 340,629</b>	<b>\$ 377,968</b>	<b>\$ 89,544</b>	<b>31.05%</b>
Fixed Assets	50600	\$ 76,937	\$ 110,930	\$ 48,432	\$ 15,500	\$ 6,354	\$ 53,500	\$ 38,000	245.16%
<b>Total Expenses</b>		<b>\$ 276,216</b>	<b>\$ 306,460</b>	<b>\$ 268,513</b>	<b>\$ 303,924</b>	<b>\$ 346,983</b>	<b>\$ 431,468</b>	<b>\$ 127,544</b>	<b>41.97%</b>

\*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
<b>Contracts &amp; Professional Services</b>								
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%
<b>Total Contracts &amp; Professional Services</b>	<b>\$ 26,291</b>	<b>\$ 45,149</b>	<b>\$ 15,323</b>	<b>\$ 22,000</b>	<b>\$ 17,720</b>	<b>\$ 236,000</b>	<b>\$ 214,000</b>	<b>90.68%</b>
<b>Services &amp; Supplies</b>								
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%
<b>Total Services &amp; Supplies</b>	<b>\$ 1,377</b>	<b>\$ 1,946</b>	<b>\$ 658</b>	<b>\$ 9,600</b>	<b>\$ 66</b>	<b>\$ 2,100</b>	<b>\$ (7,500)</b>	<b>-78.13%</b>
<b>Total Operating Expenses</b>	<b>\$ 27,668</b>	<b>\$ 47,095</b>	<b>\$ 15,981</b>	<b>\$ 31,600</b>	<b>\$ 17,786</b>	<b>\$ 238,100</b>	<b>\$ 206,500</b>	<b>653.48%</b>
Fixed Assets	50600 \$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
<b>Total Expenses</b>	<b>\$ 27,668</b>	<b>\$ 47,095</b>	<b>\$ 15,981</b>	<b>\$ 31,600</b>	<b>\$ 17,786</b>	<b>\$ 238,100</b>	<b>\$ 206,500</b>	<b>653.48%</b>

\*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
<b>Contracts &amp; Professional Services</b>								
Outside Contracts	50220 \$ 35,899	\$ 27,141	\$ 7,173	\$ 31,050	\$ 2,700	\$ 18,100	\$ (12,950)	-41.71%
Professional Services	50230 1,191	-	-	-	-	-	-	-
<b>Total Contracts &amp; Professional Services</b>	<b>\$ 37,090</b>	<b>\$ 27,141</b>	<b>\$ 7,173</b>	<b>\$ 31,050</b>	<b>\$ 2,700</b>	<b>\$ 18,100</b>	<b>\$ (12,950)</b>	<b>-41.71%</b>
<b>Services &amp; Supplies</b>								
Materials & Supplies	50260 \$ 4,680	\$ 4,366	\$ 3,131	\$ 3,000	\$ 1,000	\$ 3,000	\$ -	0.00%
Dues & Subscriptions	50290 -	-	-	-	-	-	-	-
<b>Total Services &amp; Supplies</b>	<b>\$ 4,680</b>	<b>\$ 4,366</b>	<b>\$ 3,131</b>	<b>\$ 3,000</b>	<b>\$ 1,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ 41,770</b>	<b>\$ 31,507</b>	<b>\$ 10,304</b>	<b>\$ 34,050</b>	<b>\$ 3,700</b>	<b>\$ 21,100</b>	<b>\$ (12,950)</b>	<b>-38.03%</b>
Fixed Assets	50600 \$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>	<b>\$ 41,770</b>	<b>\$ 31,507</b>	<b>\$ 10,304</b>	<b>\$ 34,050</b>	<b>\$ 3,700</b>	<b>\$ 21,100</b>	<b>\$ (12,950)</b>	<b>-38.03%</b>

\*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
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 128,876	\$ 111,224	\$ 100,287	\$ 82,000	\$ 76,000	\$ 78,000	\$ (4,000)	-4.88%
Professional Services	50230	10,455	-	-	-	-	-	-	-
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 139,331</b>	<b>\$ 111,224</b>	<b>\$ 100,287</b>	<b>\$ 82,000</b>	<b>\$ 76,000</b>	<b>\$ 78,000</b>	<b>\$ (4,000)</b>	<b>-4.88%</b>
<b>Services &amp; Supplies</b>									
Materials & Supplies	50260	\$ -	\$ -	\$ 1,465	\$ 2,000	\$ 638	\$ 1,000	\$ (1,000)	-50.00%
Repair Parts & Equipment Maintenance	50270	-	-	-	-	-	-	-	-
<b>Total Services &amp; Supplies</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,465</b>	<b>\$ 2,000</b>	<b>\$ 638</b>	<b>\$ 1,000</b>	<b>\$ (1,000)</b>	<b>-50.00%</b>
<b>Total Operating Expenses</b>		<b>\$ 139,331</b>	<b>\$ 111,224</b>	<b>\$ 101,752</b>	<b>\$ 84,000</b>	<b>\$ 76,638</b>	<b>\$ 79,000</b>	<b>\$ (5,000)</b>	<b>-5.95%</b>
Fixed Assets	50600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 139,331</b>	<b>\$ 111,224</b>	<b>\$ 101,752</b>	<b>\$ 84,000</b>	<b>\$ 76,638</b>	<b>\$ 79,000</b>	<b>\$ (5,000)</b>	<b>-5.95%</b>

\*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
<b>Contracts &amp; Professional Services</b>									
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	-
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 29,765</b>	<b>\$ 46,021</b>	<b>\$ 76,978</b>	<b>\$ 88,800</b>	<b>\$ 80,800</b>	<b>\$ 98,000</b>	<b>\$ 9,200</b>	<b>10.36%</b>
<b>Services &amp; Supplies</b>									
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%
<b>Total Services &amp; Supplies</b>		<b>\$ 30,686</b>	<b>\$ 49,839</b>	<b>\$ 30,321</b>	<b>\$ 59,150</b>	<b>\$ 53,570</b>	<b>\$ 71,150</b>	<b>\$ 12,000</b>	<b>20.29%</b>
<b>Total Operating Expenses</b>		<b>\$ 60,451</b>	<b>\$ 95,860</b>	<b>\$ 107,299</b>	<b>\$ 147,950</b>	<b>\$ 134,370</b>	<b>\$ 169,150</b>	<b>\$ 21,200</b>	<b>14.33%</b>
Fixed Assets	50600	\$ 39,236	\$ 16,831	\$ 5,725	97,310	4,033	24,000	\$ (73,310)	-75.34%
<b>Total Expenses</b>		<b>\$ 99,687</b>	<b>\$ 112,691</b>	<b>\$ 113,024</b>	<b>\$ 245,260</b>	<b>\$ 138,403</b>	<b>\$ 193,150</b>	<b>\$ (52,110)</b>	<b>-21.25%</b>

\*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 CWRP
- Completed design for Pump Station No. 2's emergency standby generator
- Completed design for Reservoir 1B's standby generator and communication building
- Painted CWRP 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 CWRP'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
<b>Contracts &amp; Professional Services</b>									
Outside Contracts	50220	\$ 201,173	\$ 236,553	\$ 260,359	\$ 298,000	\$ 298,000	\$ 306,000	\$ 8,000	2.68%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 201,173</b>	<b>\$ 236,553</b>	<b>\$ 260,359</b>	<b>\$ 298,000</b>	<b>\$ 298,000</b>	<b>\$ 306,000</b>	<b>\$ 8,000</b>	<b>2.68%</b>
<b>Services &amp; Supplies</b>									
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%
<b>Total Services &amp; Supplies</b>		<b>\$ 186,961</b>	<b>\$ 155,921</b>	<b>\$ 143,795</b>	<b>\$ 168,100</b>	<b>\$ 162,600</b>	<b>\$ 168,100</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>		<b>\$ 388,134</b>	<b>\$ 392,474</b>	<b>\$ 404,154</b>	<b>\$ 466,100</b>	<b>\$ 460,600</b>	<b>\$ 474,100</b>	<b>\$ 8,000</b>	<b>1.72%</b>
Fixed Assets	50600	\$ -	\$ 149,705	\$ 143,354	\$ 32,500	\$ 32,500	\$ 30,000	\$ (2,500)	-7.69%
<b>Total Expenses</b>		<b>\$ 388,134</b>	<b>\$ 542,179</b>	<b>\$ 547,508</b>	<b>\$ 498,600</b>	<b>\$ 493,100</b>	<b>\$ 504,100</b>	<b>\$ 5,500</b>	<b>1.10%</b>

\*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
<b>Production</b>									
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%
<b>Total Production</b>		<b>\$ 6,647,395</b>	<b>\$ 7,055,094</b>	<b>\$ 8,655,053</b>	<b>\$ 9,698,322</b>	<b>\$ 10,463,879</b>	<b>\$ 8,999,190</b>	<b>\$ (699,132)</b>	<b>-7.21%</b>
<b>Contracts &amp; Professional Services</b>									
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%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 225,807</b>	<b>\$ 188,991</b>	<b>\$ 354,970</b>	<b>\$ 706,900</b>	<b>\$ 384,315</b>	<b>\$ 821,450</b>	<b>\$ 114,550</b>	<b>16.20%</b>
<b>Services &amp; Supplies</b>									
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%
<b>Total Services &amp; Supplies</b>		<b>\$ 996,456</b>	<b>\$ 1,029,305</b>	<b>\$ 930,121</b>	<b>\$ 1,438,975</b>	<b>\$ 1,277,475</b>	<b>\$ 1,418,975</b>	<b>\$ (20,000)</b>	<b>-1.39%</b>
<b>Total Operating Expenditures</b>		<b>\$ 7,869,658</b>	<b>\$ 8,273,390</b>	<b>\$ 9,940,144</b>	<b>\$ 11,844,197</b>	<b>\$ 12,125,669</b>	<b>\$ 11,239,615</b>	<b>\$ (604,582)</b>	<b>-5.10%</b>
Fixed Assets	50600	\$ 18,780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 7,888,438</b>	<b>\$ 8,273,390</b>	<b>\$ 9,940,144</b>	<b>\$ 11,844,197</b>	<b>\$ 12,125,669</b>	<b>\$ 11,239,615</b>	<b>\$ (604,582)</b>	<b>-5.10%</b>

\*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
<b>Production</b>									
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%
<b>Total Production</b>		<b>\$ 2,580,985</b>	<b>\$ 1,917,322</b>	<b>\$ 2,062,157</b>	<b>\$ 2,387,588</b>	<b>\$ 2,340,066</b>	<b>\$ 2,163,377</b>	<b>\$ (224,211)</b>	<b>-9.39%</b>
<b>Contracts &amp; Professional Services</b>									
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%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 35,951</b>	<b>\$ 69,718</b>	<b>\$ 136,602</b>	<b>\$ 439,500</b>	<b>\$ 215,000</b>	<b>\$ 460,950</b>	<b>\$ 21,450</b>	<b>4.88%</b>
<b>Services &amp; Supplies</b>									
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%
<b>Total Services &amp; Supplies</b>		<b>\$ 542,110</b>	<b>\$ 311,711</b>	<b>\$ 415,562</b>	<b>\$ 424,700</b>	<b>\$ 342,700</b>	<b>\$ 474,700</b>	<b>\$ 50,000</b>	<b>11.77%</b>
<b>Total Operating Expenses</b>		<b>\$ 3,159,046</b>	<b>\$ 2,298,751</b>	<b>\$ 2,614,321</b>	<b>\$ 3,251,788</b>	<b>\$ 2,897,766</b>	<b>\$ 3,099,027</b>	<b>\$ (152,761)</b>	<b>-4.70%</b>
Fixed Assets	50600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Total Expenses</b>		<b>\$ 3,159,046</b>	<b>\$ 2,298,751</b>	<b>\$ 2,614,321</b>	<b>\$ 3,251,788</b>	<b>\$ 2,897,766</b>	<b>\$ 3,099,027</b>	<b>\$ (152,761)</b>	<b>-4.70%</b>

\*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
<b>Production</b>									
Salinity Management Pipeline-Calleguas	50011	\$ 9,325	\$ 28,383	\$ 14,108	\$ 21,500	\$ 9,291	\$ 21,492	\$ (8)	-0.04%
<b>Total Production</b>		<b>\$ 9,325</b>	<b>\$ 28,383</b>	<b>\$ 14,108</b>	<b>\$ 21,500</b>	<b>\$ 9,291</b>	<b>\$ 21,492</b>	<b>\$ (8)</b>	<b>-0.04%</b>
<b>Contracts &amp; Professional Services</b>									
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%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 434,950</b>	<b>\$ 301,000</b>	<b>\$ 564,285</b>	<b>\$ 679,567</b>	<b>\$ 673,238</b>	<b>\$ 680,000</b>	<b>\$ 433</b>	<b>0.06%</b>
<b>Services &amp; Supplies</b>									
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%
<b>Total Contracts &amp; Professional Services</b>		<b>\$ 267,071</b>	<b>\$ 224,464</b>	<b>\$ 198,862</b>	<b>\$ 231,000</b>	<b>\$ 236,718</b>	<b>\$ 242,000</b>	<b>\$ 11,000</b>	<b>4.76%</b>
<b>Total Operating Expense</b>		<b>\$ 711,346</b>	<b>\$ 553,847</b>	<b>\$ 777,255</b>	<b>\$ 932,067</b>	<b>\$ 919,247</b>	<b>\$ 943,492</b>	<b>\$ 11,425</b>	<b>1.23%</b>
Fixed Assets	50600	\$ 213,654	\$ -	\$ 16,519	\$ 3,500	\$ 3,500	\$ 11,100	\$ 7,600	217.14%
<b>Total Expenses</b>		<b>\$ 925,000</b>	<b>\$ 553,847</b>	<b>\$ 793,774</b>	<b>\$ 935,567</b>	<b>\$ 922,747</b>	<b>\$ 954,592</b>	<b>\$ 19,025</b>	<b>2.03%</b>

\*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
<b>Total Fixed Assets</b>			<b>\$ 118,600</b>

Potable	34,463
Non-Potable	31,812
Wastewater	52,325
<b>Total Fixed Assets</b>	<b>\$ 118,600</b>

## Fixed Asset FY 2021-22 Summary

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### **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.

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### **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).

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### **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.

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### **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.

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### **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.

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### **100-22-06     \$ 5,600     BOD Incubator**

A BOD incubator is a low temperature incubator that operates at a constant 20°C. It is installed in the wastewater lab located at the CWRP 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.

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

\* 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.

### General Projects

#### **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 CWRP/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.

### Potable Projects

#### **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.

#### **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.

## Capital Projects Carryover Details (Continued)

### **600-20-02     \$4,275,000     Conejo Wellfield Treatment (1,2,3,-TCP)**

In 2018, the State Water Board implemented a new maximum contaminant limit (MCL) for 1,2,3,-Trichloropropane (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.

### **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.

### **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.

## Capital Projects Carryover Details (Continued)

### Wastewater Projects

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

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The existing effluent ponds at CRWF were originally lined with a "hydraulic" lining. As a result, there could be some leakage. In addition, the ponds accumulate sediment, which is problematic in promoting plant growth and can result in water loss and an accelerated chlorine residual loss. Pond 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.

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

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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.

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**900-18-02     \$1,858,000     Dewatering Press**

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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.

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**900-20-01     \$ 288,000     CWRf Emergency Generator Fuel Tank**

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This diesel fuel tank will provide long-term fuel supply for the Camrosa Water Reclamation Facility existing standby generator. The existing CWRf emergency standby generator (400KW) has an undersized 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.

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

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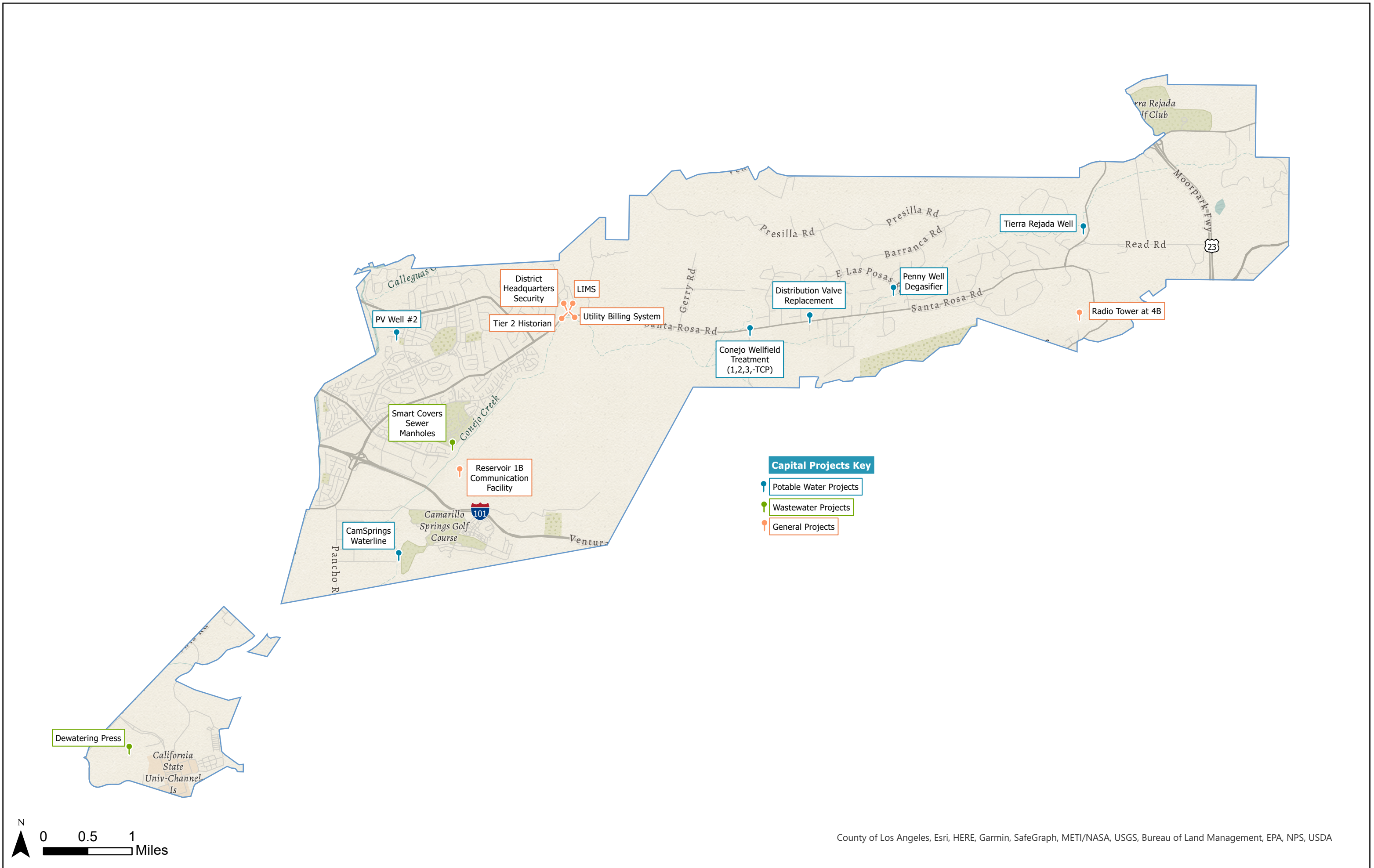
The Conejo Creek Diversion structure is a key component to providing non-potable water to our customers. This structure was designed with three submersible pumps that move water from the creek to our storage ponds. These specialized Flygt pumps are designed with high chrome wearplates and impellers to 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
<b>General Projects</b>				
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
<b>Total General Projects</b>	<b>\$ 315,000</b>	<b>\$ 1,184,000</b>	<b>\$ 1,499,000</b>	
<b>Potable Water Projects</b>				
650-15-01	4,467,000	-	4,467,000	PV Well #2
600-20-02	4,275,000	-	4,275,000	Conejo Wellfield Treatment (1,2,3,-TCP)
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
<b>Total Potable Projects</b>	<b>\$ 8,742,000</b>	<b>\$ 1,032,000</b>	<b>\$ 9,774,000</b>	
<b>Wastewater Projects</b>				
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
<b>Total Wastewater Projects</b>	<b>\$ 1,858,000</b>	<b>\$ 390,000</b>	<b>\$ 2,248,000</b>	
<b>Total CIPs</b>	<b>\$ 10,915,000</b>	<b>\$ 2,606,000</b>	<b>\$ 13,521,000</b>	

\* 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**

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Reservoir 1B is a main backbone node and vital communication hub for SCADA, AMR, and connectivity to the remote CWRP/RMWTP sites. During recent emergency conditions, such as the Easy and Hill Fires, SCE power to this site 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**

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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**

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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**

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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**

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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.

## Capital Projects FY 2021-22 (Continued)

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### **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

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### **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.

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### **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.

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### **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.

## Capital Projects FY 2021-22 (Continued)

### **650-22-04    \$ 350,000    CamSprings Waterline**

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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**

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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**

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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
<b>Unrestricted Reserves</b>									
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
<b>Total Rate Stabilization Fund</b>	<b>\$ 710,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 860,000</b>
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
<b>Total Potable Funds</b>	<b>\$ 13,733,676</b>	<b>\$ (1,432,192)</b>	<b>\$ (34,463)</b>	<b>\$ -</b>	<b>\$ 60,041</b>	<b>\$ -</b>	<b>\$ 275,000</b>	<b>\$ 38,368</b>	<b>\$ 12,640,430</b>
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
<b>Total Non-Potable Funds</b>	<b>\$ 4,731,955</b>	<b>\$ (369,408)</b>	<b>\$ (31,812)</b>	<b>\$ -</b>	<b>\$ 32,330</b>	<b>\$ -</b>	<b>\$ 1,520,000</b>	<b>\$ 36,769</b>	<b>\$ 5,919,834</b>
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
<b>Total Wastewater Funds</b>	<b>\$ 2,242,827</b>	<b>\$ (804,400)</b>	<b>\$ (52,325)</b>	<b>\$ -</b>	<b>\$ 49,738</b>	<b>\$ -</b>	<b>\$ 605,000</b>	<b>\$ 25,548</b>	<b>\$ 2,066,388</b>
New Demand Mitigation Fee (Comstock Housing, Inc)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Demand Mitigation Fee (Vtra. County Office of Education)	-	-	-	-	-	-	-	-	\$ -
<b>Total Mitigation Fees</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Water Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Project Fund	-	-	-	-	-	-	-	-	\$ -
<b>Total Bond Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Pension Liability Reserve Fund	\$142,109	\$ -	\$ -	\$ (142,109)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Unrestricted Reserves</b>	<b>\$ 21,560,567</b>	<b>\$ (2,606,000)</b>	<b>\$ (118,600)</b>	<b>\$ (142,109)</b>	<b>\$ 142,109</b>	<b>\$ 150,000</b>	<b>\$ 2,400,000</b>	<b>\$ 100,685</b>	<b>\$ 21,486,652</b>
<b>Restricted Assets</b>									
CSUCI Recycleline Repayment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant Receivable RMWTP	-	-	-	-	-	-	-	-	\$ -
Grant Receivable PV Well	83,822	-	-	-	-	-	-	-	\$ 83,822
Grant Receivable CamSan Recycle Line	56,399	-	-	-	-	-	-	-	\$ 56,399
<b>Total Receivables</b>	<b>\$ 140,221</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,221</b>
Debt Reserves 2011A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Reserves 2012	-	-	-	-	-	-	-	-	\$ -
Debt Reserves 2016	879,529	-	-	-	-	-	-	-	\$ 879,529
<b>Total Restricted Assets</b>	<b>\$ 879,529</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 879,529</b>
<b>CIP</b>									
Potable Water Capital Replacements	\$ 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
<b>Total CIP</b>	<b>\$ 6,744,713</b>	<b>\$ 2,606,000</b>	<b>\$ 118,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,469,313</b>
<b>Bonds</b>									
Water Improvements	\$ 3,565,236	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,565,236
Wastewater Improvements	-	-	-	-	-	-	-	-	\$ -
<b>Total Bond CIP</b>	<b>\$ 3,565,236</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,565,236</b>
<b>Total Restricted Assets</b>	<b>\$ 11,329,699</b>	<b>\$ 2,606,000</b>	<b>\$ 118,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,054,299</b>
<b>Total Reserves minus Receivables</b>	<b>\$ 32,750,045</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (142,109)</b>	<b>\$ 142,109</b>	<b>\$ 150,000</b>	<b>\$ 2,400,000</b>	<b>\$ 100,685</b>	<b>\$ 35,400,730</b>

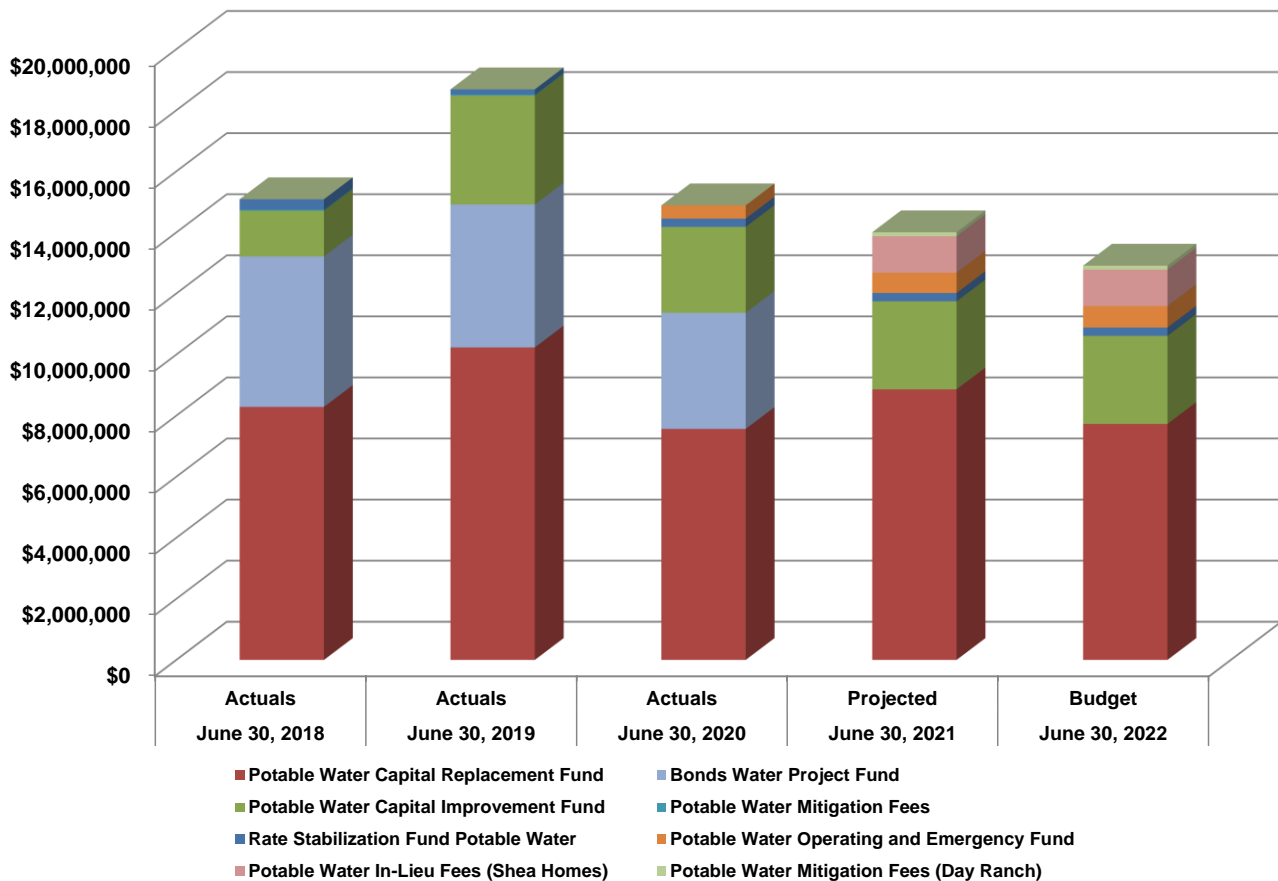


## Reserves (Continued)

	Actuals FY 2016-17	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Projected FY 2020-21	Projected FY 2021-22
<b>Unrestricted Reserves</b>						
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
<b>Total Rate Stabilization Fund</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ 625,000</b>	<b>\$ 710,000</b>	<b>\$ 860,000</b>
Potable Water Capital Replacement Fund (PWCIF)	\$ 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
<b>Total Potable Funds</b>	<b>\$ 6,602,373</b>	<b>\$ 9,782,281</b>	<b>\$ 13,799,266</b>	<b>\$ 10,812,811</b>	<b>\$ 13,733,676</b>	<b>\$ 12,640,430</b>
Non-Potable Water Capital Replacement Fund (NPWCIF)	\$ 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
<b>Total Non-Potable Funds</b>	<b>\$ 973,446</b>	<b>\$ 1,033,309</b>	<b>\$ 2,430,288</b>	<b>\$ 3,364,938</b>	<b>\$ 4,731,955</b>	<b>\$ 5,919,834</b>
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
<b>Total Wastewater Funds</b>	<b>\$ 5,111,072</b>	<b>\$ 5,340,119</b>	<b>\$ 7,139,417</b>	<b>\$ 4,228,230</b>	<b>\$ 2,242,827</b>	<b>\$ 2,066,388</b>
New Demand Mitigation Fee (Comstock Housing, Inc)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Demand Mitigation Fee (Vtra. County Office of Education)	-	34,249	34,249	-	-	\$ -
<b>Total Mitigation Fees</b>	<b>\$ -</b>	<b>\$ 34,249</b>	<b>\$ 34,249</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Water Project Fund	\$ 5,750,000	\$ 4,928,000	\$ 4,680,000	\$ 3,802,829	\$ -	\$ -
Wastewater Project Fund	926,998	635,337	617,863	-	-	\$ -
<b>Total Bond Funds</b>	<b>\$ 6,676,998</b>	<b>\$ 5,563,337</b>	<b>\$ 5,297,863</b>	<b>\$ 3,802,829</b>	<b>\$ -</b>	<b>\$ -</b>
Pension Liability Reserve Fund	-	-	-	-	\$142,109	\$ -
<b>Total Unrestricted Reserves</b>	<b>\$ 19,888,889</b>	<b>\$ 22,278,295</b>	<b>\$ 29,226,083</b>	<b>\$ 22,833,808</b>	<b>\$ 21,560,567</b>	<b>\$ 21,486,652</b>
<b>Restricted Assets</b>						
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
<b>Total Receivables</b>	<b>\$ 1,061,087</b>	<b>\$ 932,083</b>	<b>\$ 788,605</b>	<b>\$ 280,514</b>	<b>\$ 140,221</b>	<b>\$ 140,221</b>
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
<b>Total Restricted Assets</b>	<b>\$ 1,640,045</b>	<b>\$ 1,640,045</b>	<b>\$ 1,640,045</b>	<b>\$ 879,529</b>	<b>\$ 879,529</b>	<b>\$ 879,529</b>
<b>CIP</b>						
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
<b>Total CIP</b>	<b>\$ 5,616,625</b>	<b>\$ 5,543,575</b>	<b>\$ 4,607,703</b>	<b>\$ 6,129,232</b>	<b>\$ 6,744,713</b>	<b>\$ 9,469,313</b>
<b>Bonds</b>						
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	-	\$ -
<b>Total Bond CIP</b>	<b>\$ 612,223</b>	<b>\$ 1,175,119</b>	<b>\$ 1,026,078</b>	<b>\$ 1,333,761</b>	<b>\$ 3,565,236</b>	<b>\$ 3,565,236</b>
<b>Total Restricted Assets</b>	<b>\$ 8,929,980</b>	<b>\$ 9,290,822</b>	<b>\$ 8,062,431</b>	<b>\$ 8,623,036</b>	<b>\$ 11,329,699</b>	<b>\$ 14,054,299</b>
<b>Total Reserves minus Receivables</b>	<b>\$ 27,757,782</b>	<b>\$ 30,637,034</b>	<b>\$ 36,499,909</b>	<b>\$ 31,176,330</b>	<b>\$ 32,750,045</b>	<b>\$ 35,400,730</b>

## Reserve Accounts (Continued)

### Potable Water - Unrestricted Reserves



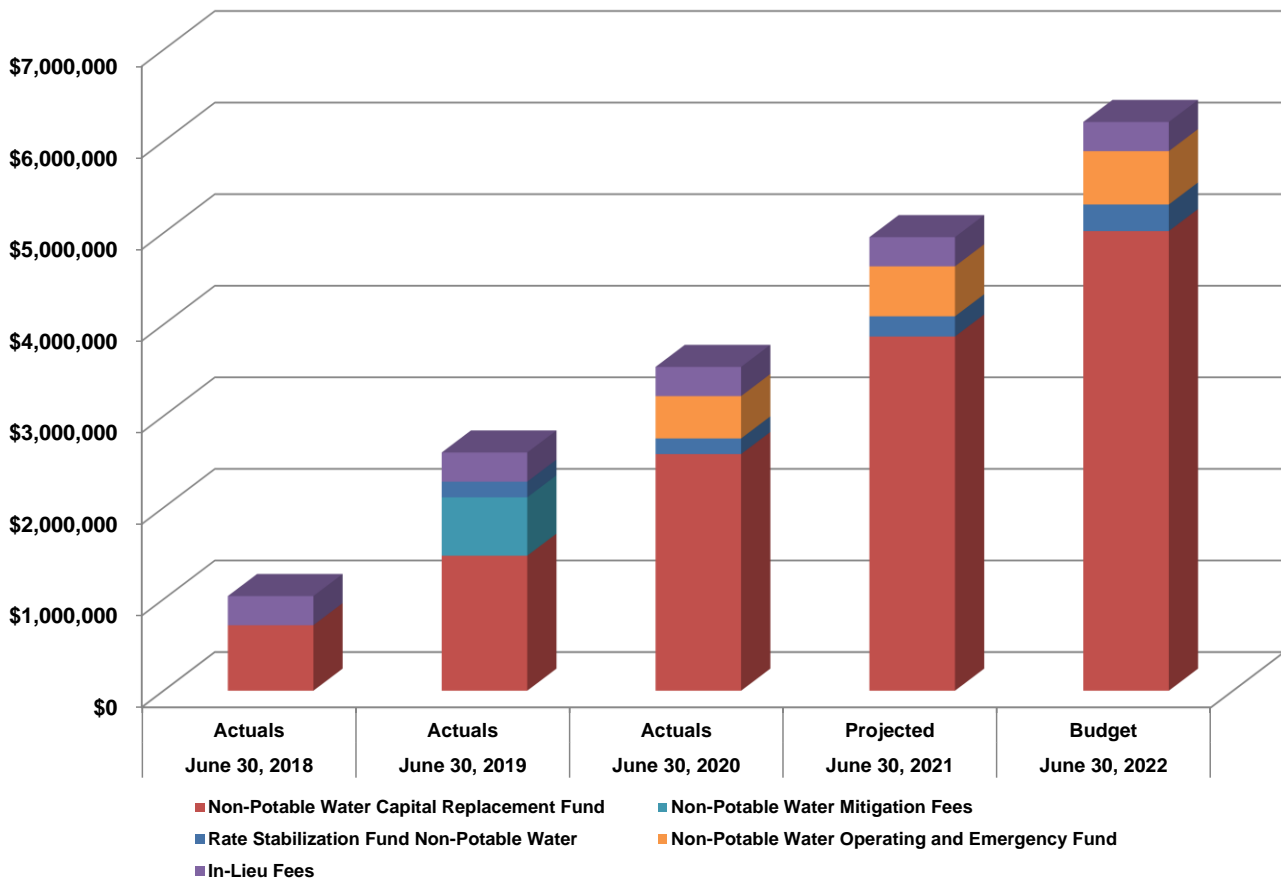
**Figure 14 – Unrestricted Potable Water Reserves**

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

In 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)

### Non-Potable Water - Unrestricted Reserves



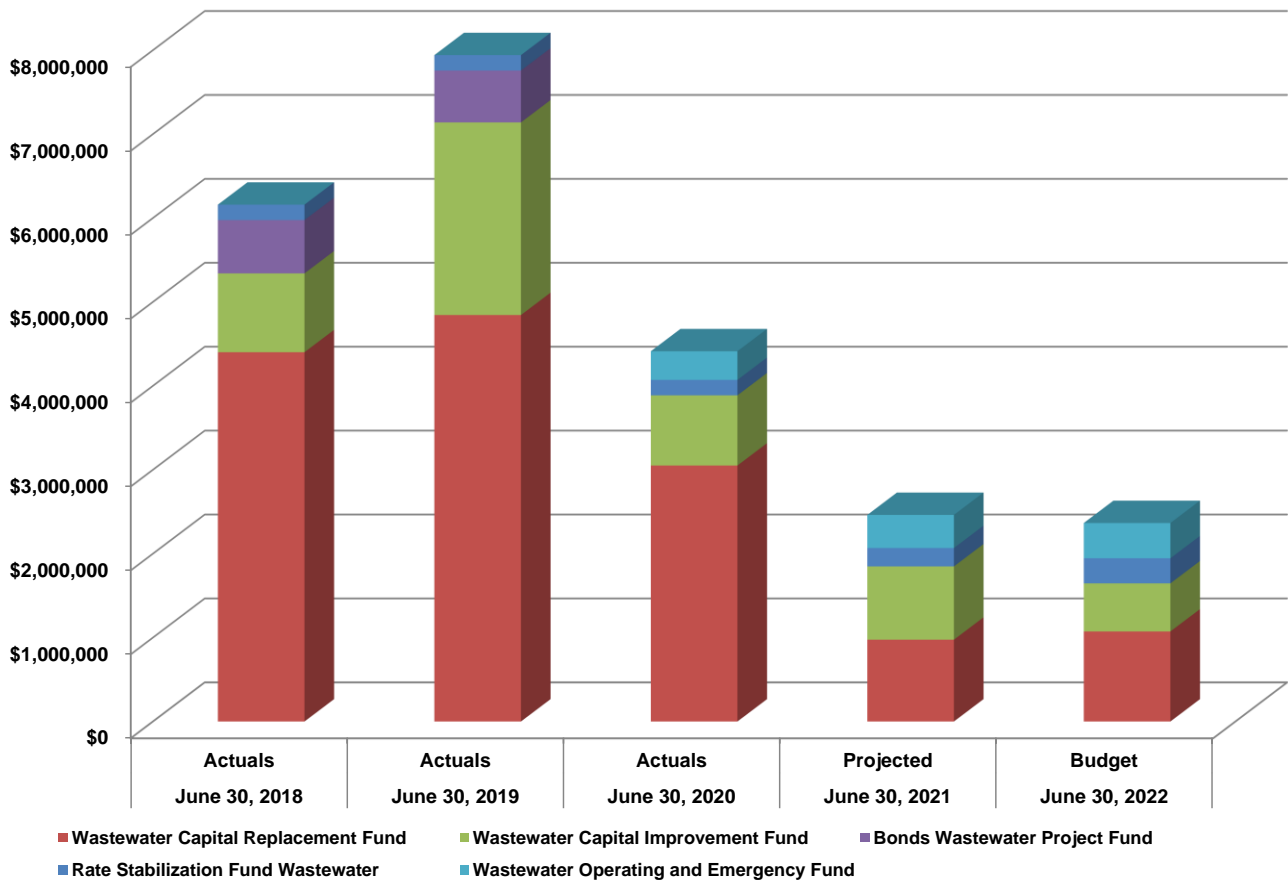
**Figure 15 – Unrestricted Non-Potable Water Reserves**

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

In 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)

### Wastewater - Unrestricted Reserves



**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.

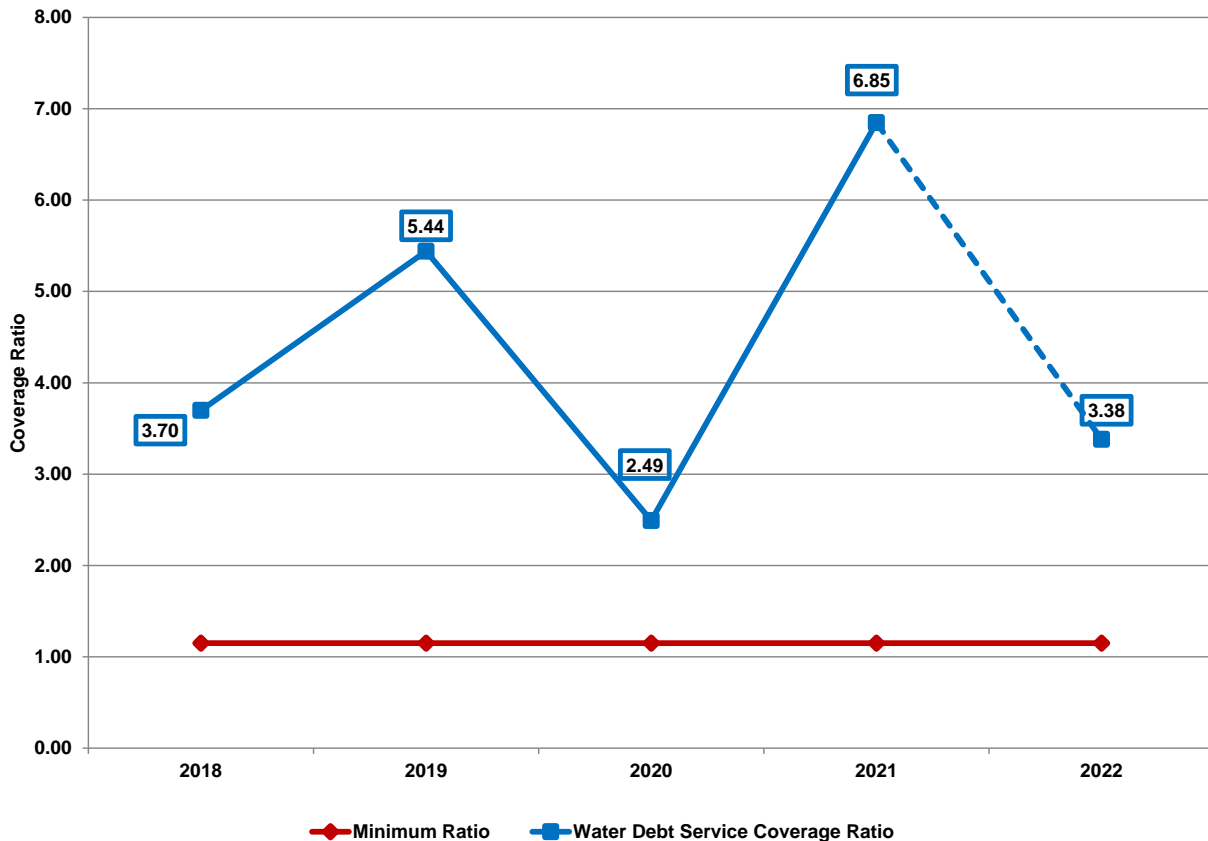
The following pages illustrate the District's actual debt service coverage. Over the past several years, a concerted effort has been made to improve debt service ratios to stay well above the 1.15 percent debt service ratio required by bond covenants.



## Water Debt Service Ratio

	Actuals FY 2017-18	Actuals FY2018-19	Actuals FY 2019-20	Projections FY 2020-21	Budget FY 2021-22
<b>Revenues</b>					
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	-
<b>Total Revenues</b>	<b>\$ 20,041,848</b>	<b>\$ 22,369,158</b>	<b>\$ 20,110,052</b>	<b>\$ 24,063,264</b>	<b>\$ 21,268,739</b>
<b>Expenses</b>					
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
<b>Total Expenses</b>	<b>\$ 14,368,288</b>	<b>\$ 14,004,394</b>	<b>\$ 16,339,981</b>	<b>\$ 18,289,362</b>	<b>\$ 18,382,550</b>
<b>Net Operating Revenues</b>	<b>\$ 5,673,560</b>	<b>\$ 8,364,764</b>	<b>\$ 3,770,071</b>	<b>\$ 5,773,902</b>	<b>\$ 2,886,189</b>
Debt Service	1,533,881	1,536,881	1,512,831	843,081	853,681
<b>Debt Service Coverage Ratio</b>	<b>3.70</b>	<b>5.44</b>	<b>2.49</b>	<b>6.85</b>	<b>3.38</b>

## Water Debt Coverage Ratio

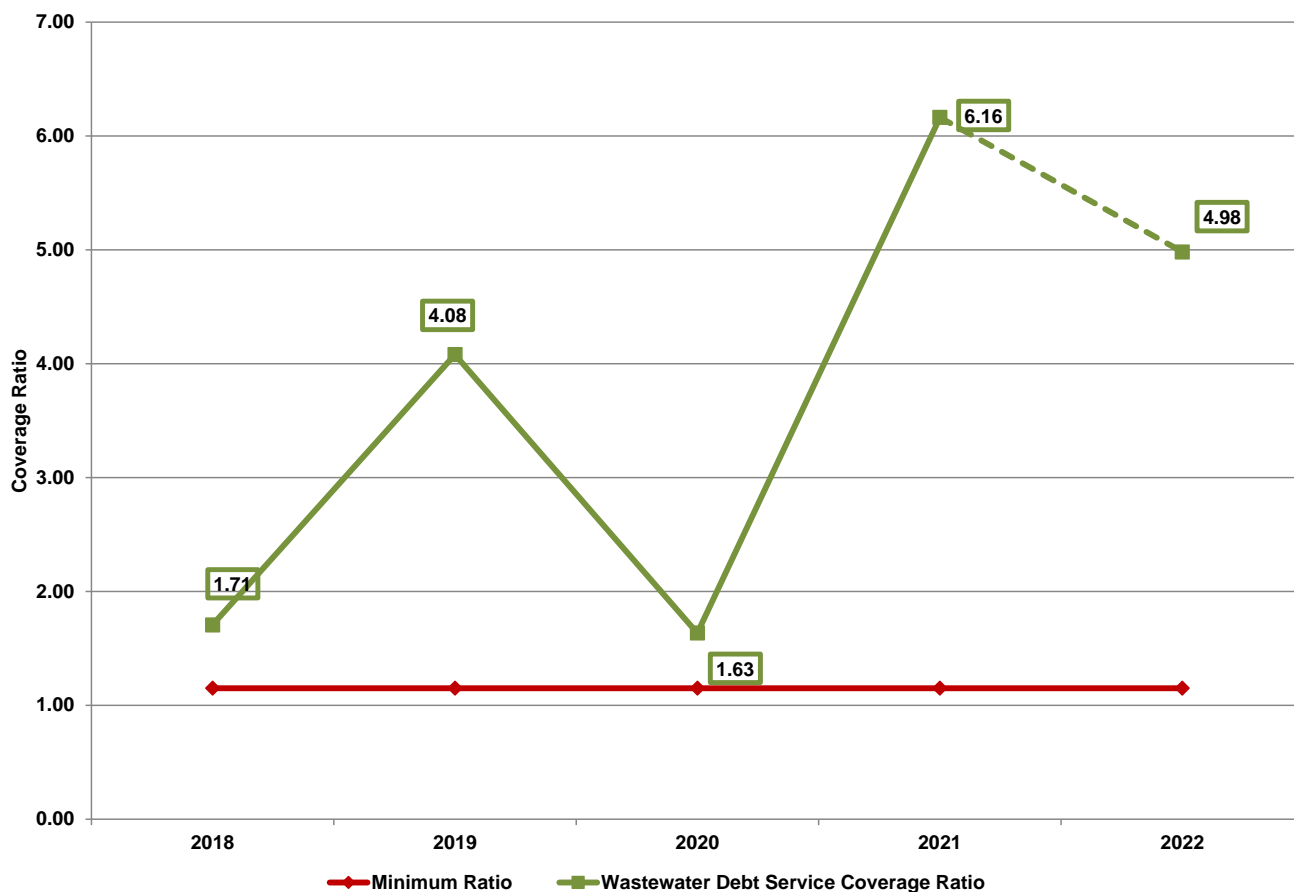


**Figure 17 – Historical Debt Service Coverage Ratios – Water**

## Wastewater Debt Service Ratio

	Actuals FY 2017-18	Actuals FY 2018-19	Actuals FY 2019-20	Projections FY 2020-21	Budget FY 2021-22
<b>Revenues</b>					
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	-	-	-
<b>Total Revenues</b>	<b>\$ 3,581,230</b>	<b>\$ 5,009,038</b>	<b>\$ 3,759,480</b>	<b>\$ 3,888,616</b>	<b>\$ 4,111,256</b>
<b>Expenses</b>					
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
<b>Total Expenses</b>	<b>\$ 2,501,042</b>	<b>\$ 2,424,108</b>	<b>\$ 2,750,890</b>	<b>\$ 2,708,832</b>	<b>\$ 3,160,020</b>
<b>Net Operating Revenues</b>	<b>\$ 1,080,188</b>	<b>\$ 2,584,930</b>	<b>\$ 1,008,590</b>	<b>\$ 1,179,784</b>	<b>\$ 951,236</b>
Debt Service	633,350	633,250	617,150	191,450	190,950
<b>Debt Service Coverage Ratio</b>	<b>1.71</b>	<b>4.08</b>	<b>1.63</b>	<b>6.16</b>	<b>4.98</b>

### Wastewater Debt Coverage Ratio



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

## Five-Year Capital Outlay

The District has incorporated a five-year capital outlay forecast into the 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
<b>Potable Water Facilities</b>									
1	<a href="#">Sampling Stations</a>			500,000					\$ 500,000
2	<b>Reservoir Rehabilitation Program</b>								
3	<a href="#">Res 4C Hydro-pneumatic Pump Station</a>			1,655,000					\$ 1,655,000
4	<a href="#">Res 4C Tank Replacement</a>			2,440,000					\$ 2,440,000
5	<a href="#">Res 3A Tank Replacement - Potable</a>						220,000	4,170,000	\$ 4,390,000
5	<a href="#">Res 4A Tank Replacement</a>								\$ -
6	<a href="#">New Potable reservoir (1C)</a>			495,000	3,382,500	3,000,000			\$ 6,877,500
6	<a href="#">Res 2A Increase Tank Size</a>								\$ -
7	<a href="#">Res 3B Tank Replacement - Potable Water</a>								\$ -
7	<a href="#">Res 3C Tank Replacement</a>								\$ -
8	<a href="#">Res 2B Tank Replacement (Shea Upsize)</a>								\$ -
8	<a href="#">Res 4B Tank Replacement</a>								\$ -
7	<b>New Pump Station Program</b>								
8	<a href="#">Pump Station 1 to 2 @ MS#8</a>				97,200	900,000			\$ 997,200
9	<a href="#">Pump Station 2 to 3D at MS#6</a>						97,200	900,000	\$ 997,200
9	<a href="#">Pump Station 2 to 3</a>								\$ -
10	<a href="#">Pump Station 3 to 4A</a>								\$ -
10	<b>Pump Station Replacement Program</b>								
11	<a href="#">3D Pump Station 5</a>					600,000			\$ 600,000
12	Pump Station 1&2 - Mechanical					350,000			\$ 350,000
13	<b>Potable Pipeline Replacement Program</b>								
14	<a href="#">Distribution Valve Replacement</a>	200,000		200,000	200,000	200,000	200,000	200,000	\$ 1,200,000
15	<a href="#">Cam Springs Waterline</a>	350,000							\$ 350,000
16	<a href="#">Pipeline Replacement</a>				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	<b>New Well Design Program</b>								
19	<a href="#">Penny Well Degaser</a>	362,000							\$ 362,000
20	<a href="#">PV Well #2</a>		1,355,000						\$ 1,355,000
21	<a href="#">Tierra Rejada Well</a>	120,000							\$ 120,000
22	<a href="#">CSCUI Back-up Well</a>			1,000,000					\$ 1,000,000
23	<a href="#">2 Monitoring Wells (PV Basin)</a>					540,000			\$ 540,000
24	SR #3 Utilization						100,000		\$ 100,000
25	<b>Well Rehabilitation Program</b>								
26	<a href="#">Conejo Wellfield Treatment</a>		4,150,000						\$ 4,150,000
27	<a href="#">Well Rehabilitation Program</a>				400,000		200,000		\$ 600,000
28	<b>Meter Station Replacement Program</b>								
29	<a href="#">Meter Station 11 &amp; Pressure Relief Station Rehabilitation</a>			290,000					\$ 290,000
30	<a href="#">Meter Station Replacement Program</a>				200,000				\$ 200,000
31	<b>VFD Replacement Program</b>								
32	<a href="#">VFD Replacement Program</a>			30,000	30,000	30,000	30,000		\$ 120,000
33	<b>Total Potable Water Facilities</b>	\$ 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
<b>Non-Potable Water Facilities</b>									
1	<a href="#">Pond Improvements</a>			110,000	1,500,000				\$ 1,610,000
2	<b>Reservoir Rehabilitation Program</b>								
3	<a href="#">New Tank &amp; Site rehabilitation (AG3)</a>				80,000	295,000			\$ 375,000
4	<a href="#">Yucca Tank Replacement</a>						135,000	425,000	\$ 560,000
5	Ag 2 tank recoating							150,000	\$ 150,000
6	<b>Pump Station Replacement Program</b>								
7	<a href="#">PS#4 Auxiliary Pump</a>			65,000					\$ 65,000
8	PS#4 Booster #3 Pump and VFD Replacement								\$ -
9	<a href="#">Pump Station Replacement Program (PS4 then Pond Station)</a>			420,000		425,000			\$ 845,000
10	<b>Non-Potable Pipeline Replacement Program</b>								
11	<a href="#">Non-Potable Pipeline Replacement Program</a>			60,000	90,000	390,000		390,000	\$ 930,000
12	<b>Well Rehabilitation Program</b>								
13	<a href="#">Santa Rosa Well #10 Well Rehabilitation</a>			230,000					\$ 230,000
14	<a href="#">NP Well Rehabilitation Program</a>					250,000		250,000	\$ 500,000
15	<a href="#">VFD Replacement Program</a>			50,000	50,000	50,000	50,000	50,000	\$ 250,000
16	<a href="#">MCC Replacement Program</a>			300,000	520,000	240,000			\$ 1,060,000
17	<b>Total Non-Potable Water Facilities</b>	\$ 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
<b>Wastewater Facilities</b>									
1	<a href="#">CWRF PLC Replacement</a>			175,000	700,000				\$ 875,000
2	<a href="#">Dewatering Press</a>	300,000							\$ 300,000
3	<a href="#">Smart Covers Sewer Manholes</a>	90,000							\$ 90,000
4	<a href="#">Effluent Line Replacement</a>			295,000	1,500,000				\$ 1,795,000
5	<a href="#">Amonia Injection (Sequential Chlorination)</a>		200,000						\$ 200,000
6	<b>Sewer Lift MCC &amp; Rehabilitation</b>								
7	<a href="#">Sewer Lift 4 MCC &amp; Rehabilitation</a>			360,000					\$ 360,000
8	<a href="#">Sewer Lift MCC &amp; Rehabilitation ( 3&amp; 2)</a>				360,000	360,000			\$ 720,000
9	<b>Collection System Replacement</b>			60,000	90,000	1,125,000		1,125,000	\$ 2,400,000
10	<a href="#">Calleguas Creek Sewer line</a>				36,000	337,200			\$ 373,200
11	<a href="#">Bar Screen Replacement</a>				400,000				\$ 400,000
12	<a href="#">Calle Bodega &amp; Mission Oaks line</a>		24,000	245,000					\$ 269,000
13	<b>Total Wastewater Facilities</b>	\$ 390,000	\$ 224,000	\$ 1,135,000	\$ 3,086,000	\$ 1,822,200	\$ 0	\$ 1,125,000	\$ 7,782,200

### General Replacements/Fixed Assets

<b>General Projects</b>									
1	<a href="#">Reservoir 1B Comm Facility</a>	155,000							\$ 155,000
2	<a href="#">District Headquarters Security</a>	300,000							\$ 300,000
3	<a href="#">Utility Billing System</a>	504,000							\$ 504,000
4	<a href="#">UIMS</a>	90,000							\$ 90,000
5	<a href="#">Tier 2 Historian</a>	65,000							\$ 65,000
6	<a href="#">Radio Tower @ 4B</a>	70,000							\$ 70,000
7	Fixed Assets	118,600		250,000	250,000	250,000	250,000	250,000	\$ 1,368,600
8	<b>Total General Projects</b>	\$ 1,302,600	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 2,552,600
<b>Total Capital Projects</b>									
		\$ 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 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
<b>Operating Revenue</b>						
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
<b>Total Operating Revenue</b>	<b>\$ 14,365,100</b>	<b>\$ 15,266,600</b>	<b>\$ 16,482,100</b>	<b>\$ 16,668,500</b>	<b>\$ 16,668,500</b>	<b>\$ 17,712,600</b>
<b>Non-Operating Revenue</b>						
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
<b>Total Non-Operating Revenue</b>	<b>\$ 500,322</b>	<b>\$ 500,300</b>	<b>\$ 500,300</b>	<b>\$ 500,300</b>	<b>\$ 500,300</b>	<b>\$ 500,300</b>
<b>Total Potable Program Revenue</b>	<b>\$ 14,865,422</b>	<b>\$ 15,766,900</b>	<b>\$ 16,982,400</b>	<b>\$ 17,168,800</b>	<b>\$ 17,168,800</b>	<b>\$ 18,212,900</b>
<b>Potable Program Expenditures</b>						
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
<b>Total Potable Program Expenses</b>	<b>\$ 13,668,977</b>	<b>\$ 13,611,012</b>	<b>\$ 14,327,840</b>	<b>\$ 14,593,856</b>	<b>\$ 14,767,001</b>	<b>\$ 15,480,484</b>
<b>Rate Stabilization Contribution</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CalPERS UAL Contribution</b>	<b>\$ 60,041</b>	<b>\$ 61,842</b>	<b>\$ 63,697</b>	<b>\$ 65,608</b>	<b>\$ 67,577</b>	<b>\$ 69,604</b>
<b>Capital Replacement Contribution</b>	<b>\$ 275,000</b>	<b>\$ 465,000</b>	<b>\$ 1,090,000</b>	<b>\$ 880,000</b>	<b>\$ 700,000</b>	<b>\$ 1,045,000</b>
<b>Debt Service Obligation</b>						
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
<b>Total Debt Services</b>	<b>823,036</b>	<b>1,593,988</b>	<b>1,467,909</b>	<b>1,597,161</b>	<b>1,600,514</b>	<b>1,599,271</b>
<b>Net Operating Results less Debt Service</b>	<b>\$ 38,368</b>	<b>\$ 35,057</b>	<b>\$ 32,954</b>	<b>\$ 32,174</b>	<b>\$ 33,708</b>	<b>\$ 18,541</b>

Table 1 – Projected Potable Water Operations



## Potable Water Program Reserves

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

The 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
<b>Source of Funds</b>						
Capital Replacement Contribution	275,000	465,000	1,090,000	880,000	700,000	1,045,000
Transfer In Non-Potable	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 275,000</b>	<b>\$ 465,000</b>	<b>\$ 1,090,000</b>	<b>\$ 880,000</b>	<b>\$ 700,000</b>	<b>\$ 1,045,000</b>
<b>Use of Fund</b>						
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
Transfer To Potable Water Capital Improvement	-	-	-	379,513	417,200	5,070,000
<b>Total Uses</b>	<b>\$ 1,466,655</b>	<b>\$ 604,500</b>	<b>\$ 1,004,500</b>	<b>\$ 1,824,013</b>	<b>\$ 2,311,700</b>	<b>\$ 5,354,500</b>
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
<b>Net Cumulative Fund Balance</b>	<b>\$ 7,667,149</b>	<b>\$ 7,527,649</b>	<b>\$ 7,613,149</b>	<b>\$ 6,669,136</b>	<b>\$ 5,057,436</b>	<b>\$ 747,936</b>

**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
<b>Source of Funds</b>						
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	-	-	-	-
<b>Total Sources</b>	<b>\$ -</b>	<b>15,083,822</b>	<b>-</b>	<b>379,513</b>	<b>417,200</b>	<b>5,070,000</b>
<b>Use of Fund</b>						
Improvement Projects	-	11,095,000	3,538,200	5,040,000	417,200	5,070,000
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ 11,095,000</b>	<b>\$ 3,538,200</b>	<b>\$ 5,040,000</b>	<b>\$ 417,200</b>	<b>\$ 5,070,000</b>
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	-	-
<b>Net Cumulative Fund Balance</b>	<b>\$ 4,209,865</b>	<b>8,198,687</b>	<b>4,660,487</b>	<b>-</b>	<b>-</b>	<b>-</b>

Table 3 – Projected Potable Capital Improvement Fund

## Non-Potable Water Program Operating Budget

### Assumptions:

- **Water Revenue.** Both the commodity and meter service charge revenue projections incorporate the adopted rates through July 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
<b>Operating Revenue</b>						
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
<b>Total Operating Revenue</b>	<b>\$ 6,099,000</b>	<b>\$ 6,191,200</b>	<b>\$ 6,624,800</b>	<b>\$ 7,052,400</b>	<b>\$ 7,062,800</b>	<b>\$ 7,149,000</b>
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
<b>Non-Operating Revenue</b>	<b>\$ 304,317</b>	<b>\$ 304,317</b>	<b>\$ 304,317</b>	<b>\$ 304,317</b>	<b>\$ 304,317</b>	<b>\$ 304,317</b>
<b>Total Non-Potable Program Revenue</b>	<b>\$ 6,403,317</b>	<b>\$ 6,495,517</b>	<b>\$ 6,929,117</b>	<b>\$ 7,356,717</b>	<b>\$ 7,367,117</b>	<b>\$ 7,453,317</b>
<b>Non-Potable Program Expenditures</b>						
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
<b>Total Non-Potable Program Expenses</b>	<b>\$ 4,713,573</b>	<b>\$ 4,897,572</b>	<b>\$ 5,050,893</b>	<b>\$ 5,193,876</b>	<b>\$ 5,318,819</b>	<b>\$ 5,467,537</b>
<b>Rate Stabilization Contribution</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<b>CalPERS UAL Contribution</b>	<b>\$ 32,330</b>	<b>\$ 33,300</b>	<b>\$ 34,299</b>	<b>\$ 35,328</b>	<b>\$ 36,388</b>	<b>\$ 37,479</b>
<b>Capital Replacement Contribution</b>	<b>\$ 1,520,000</b>	<b>\$ 1,440,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,990,000</b>	<b>\$ 1,900,000</b>	<b>\$ 1,860,000</b>
<b>Debt Service Obligation</b>						
2011A/2016 Water and Wastewater Project	30,645	30,818	30,654	30,870	31,105	31,060
<b>Total Debt Services</b>	<b>\$ 30,645</b>	<b>\$ 30,818</b>	<b>\$ 30,654</b>	<b>\$ 30,870</b>	<b>\$ 31,105</b>	<b>\$ 31,060</b>
<b>Net Operating Results less Debt Service</b>	<b>\$ 36,769</b>	<b>\$ 23,827</b>	<b>\$ 33,271</b>	<b>\$ 26,643</b>	<b>\$ 30,805</b>	<b>\$ 57,240</b>

**Table 4 – Projected Non-Potable Water Operations**

## Non-Potable Water Program Reserves

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

The following tables depict the Non-Potable Water contributions to the 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
<b>Source of Funds</b>						
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	-	-	-	-
<b>Total Sources</b>	<b>\$ 1,520,000</b>	<b>\$ 1,496,399</b>	<b>\$ 1,700,000</b>	<b>\$ 1,990,000</b>	<b>\$ 1,900,000</b>	<b>\$ 1,860,000</b>
<b>Use of Fund</b>						
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	-	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 401,220</b>	<b>\$ 1,313,000</b>	<b>\$ 2,318,000</b>	<b>\$ 1,728,000</b>	<b>\$ 263,000</b>	<b>\$ 1,343,000</b>
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
<b>Net Cumulative Fund Balance</b>	<b>\$ 4,986,472</b>	<b>\$ 5,169,871</b>	<b>\$ 4,551,871</b>	<b>\$ 4,813,871</b>	<b>\$ 6,450,871</b>	<b>\$ 6,967,871</b>

**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 \$1,510,000 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
<b>Operating Revenue</b>						
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
<b>Total Operating Revenue</b>	<b>\$4,077,800</b>	<b>\$4,504,700</b>	<b>\$4,856,500</b>	<b>\$4,891,400</b>	<b>\$4,900,300</b>	<b>\$5,110,200</b>
<b>Non-Operating Revenue</b>						
Interest Income	33,456	33,500	33,500	33,500	33,500	33,500
<b>Total Non-Operating Revenue</b>	<b>\$ 33,456</b>	<b>\$ 33,500</b>	<b>\$ 33,500</b>	<b>\$ 33,500</b>	<b>\$ 33,500</b>	<b>\$ 33,500</b>
<b>Total Wastewater Program Revenue</b>	<b>\$4,111,256</b>	<b>\$4,538,200</b>	<b>\$4,890,000</b>	<b>\$4,924,900</b>	<b>\$4,933,800</b>	<b>\$5,143,700</b>
<b>Wastewater Program Expenditures</b>						
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
<b>Total Wastewater Program Expenses</b>	<b>3,160,020</b>	<b>3,034,976</b>	<b>3,113,252</b>	<b>3,193,509</b>	<b>3,277,546</b>	<b>3,363,881</b>
<b>Rate Stabilization Contribution</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CalPERS UAL Contribution</b>	<b>\$ 49,738</b>	<b>\$ 51,230</b>	<b>\$ 52,767</b>	<b>\$ 54,350</b>	<b>\$ 55,981</b>	<b>\$ 57,660</b>
<b>Capital Replacement Contribution</b>	<b>\$ 605,000</b>	<b>\$ 1,245,000</b>	<b>\$ 1,515,000</b>	<b>\$ 1,480,000</b>	<b>\$ 1,395,000</b>	<b>\$ 1,510,000</b>
<b>Debt Service Obligation</b>						
2011A\2016 Water and Wastewater Project	190,950	192,025	192,900	194,200	193,113	194,750
<b>Total Debt Services</b>	<b>\$ 190,950</b>	<b>\$ 192,025</b>	<b>\$ 192,900</b>	<b>\$ 194,200</b>	<b>\$ 193,113</b>	<b>\$ 194,750</b>
<b>Net Operating Results less Debt Service</b>	<b>\$ 25,548</b>	<b>\$ 14,969</b>	<b>\$ 16,081</b>	<b>\$ 2,840</b>	<b>\$ 12,161</b>	<b>\$ 17,409</b>

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
<b>Source of Funds</b>						
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	-	-	-
<b>Total Sources</b>	<b>\$ 605,000</b>	<b>\$ 1,245,000</b>	<b>\$ 1,619,486</b>	<b>\$ 1,480,000</b>	<b>\$ 1,395,000</b>	<b>\$ 1,510,000</b>
<b>Use of Fund</b>						
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
<b>Total Uses</b>	<b>\$ 556,725</b>	<b>\$ 977,500</b>	<b>\$ 3,173,500</b>	<b>\$ 1,909,700</b>	<b>\$ 87,500</b>	<b>\$ 1,212,500</b>
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
<b>Net Cumulative Fund Balance</b>	<b>\$ 1,022,843</b>	<b>\$ 1,290,343</b>	<b>\$ (263,671)</b>	<b>\$ (693,371)</b>	<b>\$ 614,129</b>	<b>\$ 911,629</b>

**Table 7 – Projected Wastewater Capital Replacement Fund**

## Wastewater Program Reserves (Continued)

- **Developer Contributions.** The Wastewater Capital Improvement Fund receives revenue from development projects. The District is not projecting any upcoming development contributing connection fees due to the uncertainty of the current economic conditions, as well as the proposed developments are small in nature.
- **Fund Balance.** The capital improvement projects will have 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
<b>Source of Funds</b>						
Developer Contributions	-	-	-	-	-	-
<b>Total Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Use of Fund</b>						
Improvement Projects	300,000	469,000				
Transfer To Capital Replacement	-	-	104,486	-	-	-
<b>Total Uses</b>	<b>\$ 300,000</b>	<b>\$ 469,000</b>	<b>\$ 104,486</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Net Annual Cash Balance	(300,000)	(469,000)	(104,486)	-	-	-
Beginning Unrestricted Fund Balance	873,486	573,486	104,486	-	-	-
<b>Net Cumulative Fund Balance</b>	<b>\$ 573,486</b>	<b>\$ 104,486</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Table 8 – Projected Wastewater Capital Improvement Fund

## Appendices

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

	Object Code	FY2019-20 Budget
<b>Transfer In</b>		
JPA Member Assessment		\$ 372,075
Replenishment Fee		
<b>TOTAL TRANSFER FEE</b>		<b>\$ 372,075</b>
<b>Administrative Fees</b>		
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
<b>TOTAL ADMINISTRATIVE FEES</b>		<b>\$ 372,075</b>

2021-22 Budget

Activity Code	FY 2020-21		FY 2021-22		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	Waste/Water Services 57	Program Totals
	District Budget Combined		District Budget Combined													
Water Purchases	\$ 50010	\$ 8,944,278	\$ 7,868,165										\$ 7,215,372	\$ 652,793		\$ 7,868,165
	\$ 50012	\$ 791,376	\$ 981,107										\$ 981,107			\$ 981,107
	\$ 50011	\$ 635,632	\$ 618,672										\$ 618,672			\$ 618,672
	\$ 50011	\$ 230,417	\$ 262,690										\$ 241,198	\$ 21,492		\$ 262,690
	\$ CamSan	\$ 30,000	\$ -													\$ -
	\$ 50020	\$ 1,475,707	\$ 1,453,425										\$ 561,513	\$ 891,912		\$ 1,453,425
Pumping Power	\$	\$ 12,107,410	\$ 11,184,059										\$8,999,190	\$ 2,163,377	\$ 21,492	\$ 11,184,059
Salaries & Benefits:																
	\$ 50100	\$ 2,748,561	\$ 2,681,273													\$ 2,681,273
	\$ 50110	\$ 76,008	\$ 70,712													\$ 70,712
	\$ 50120	\$ 112,320	\$ 70,720													\$ 70,720
	\$ 50130	\$ 28,123	\$ 29,602													\$ 29,602
	\$ 50140	\$ 1,045,433	\$ 1,011,956													\$ 1,011,956
	\$	\$ 4,010,445	\$ 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
	\$ 50230	\$ 433,772	\$ 754,405		\$10,000	\$510,405	\$0	\$20,000	\$0	\$0	\$30,000	\$0	\$75,000	\$75,000	\$34,405	\$ 754,405
Services & Supplies	\$	\$ 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
	\$ 50200	\$ 93,500	\$ 98,500		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,500	\$55,000	\$0	\$15,000	\$ 98,500
	\$ 50210	\$ 55,177	\$ 66,800		\$0	\$0	\$66,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 66,800
	\$ 50240	\$ 465,000	\$ 465,000		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$380,000	\$75,000	\$10,000	\$ 465,000
	\$ 50250	\$ 31,850	\$ 31,850		\$0	\$2,000	\$0	\$850	\$0	\$0	\$1,500	\$2,000	\$20,000	\$4,500	\$1,850	\$ 31,850
	\$ 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
	\$ 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
	\$ 50280	\$ 45,000	\$ 45,000		\$0	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 45,000
	\$ 50290	\$ 51,250	\$ 53,250		\$7,000	\$42,750	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000	\$ 53,250
	\$ 50300	\$ 16,500	\$ 16,500		\$9,200	\$7,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 16,500
	\$ 50310	\$ 28,000	\$ 52,300		\$52,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 52,300
	\$ 50330	\$ 125,000	\$ 120,000		\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 120,000
	\$ 50340	\$ 8,500	\$ 7,500		\$0	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 7,500
	\$ 50350	\$ 195,075	\$ 214,925		\$300	\$60,850	\$0	\$0	\$0	\$0	\$26,000	\$3,100	\$74,975	\$3,200	\$46,500	\$ 214,925
	\$ 50360	\$ 107,000	\$ 110,000		\$0	\$110,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 110,000
		\$ -	\$ -	\$ -		\$88,800	\$419,750	\$102,300	\$2,100	\$3,000	\$1,000	\$71,150	\$168,100	\$1,418,975	\$474,700	\$242,000
	\$	\$ 2,882,102	\$ 2,971,875													\$ 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

[illegible]



Code	50220	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57	
		\$	2,438,097	\$	2,767,968										
Outside Contracts															
Air Conditioner Maintenance		\$	4,500	\$	4,500						4,500				\$2,767,968
Air Compressor Maintenance		\$	13,500	\$	13,500						1,500	6,000	3,000	3,000	13,500
Analyzer Maintenance (HACH)		\$	-	\$	-							6,000		6,000	12,000
Analyzer 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
BIS-Out of Scope		\$	-	\$	-										-
Computer Security Endpoint Detection & Response-Ankura		\$	-	\$	58,000										58,000
Consumer Confidence Rpt		\$	500	\$	500							500			500
Engineering Support Services		\$	-	\$	-										-
Converting ASBuilt's to GIS		\$	3,000	\$	3,000										3,000
County Cross-Connection Program		\$	-	\$	30,000										30,000
County ShapeFile Updates		\$	3,400	\$	3,400							15,000	15,000		30,000
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
Distribution Maintenance		\$	190,000	\$	190,000							160,000	30,000		190,000
DOT Random Survey		\$	1,000	\$	1,000										1,000
Educational video series		\$	-	\$	-										-
Employment Background/Physical		\$	2,200	\$	2,200										2,200
Facility Tour contracts (tent, bus, sound)		\$	10,000	\$	-						10,000		1,000		-
General Labor		\$	11,000	\$	11,000							20,000	20,000		11,000
Grounds Cleaning		\$	40,000	\$	40,000										40,000
Hepatitis Shots		\$	400	\$	400							40,000			400
Hydrant Repair/Maint.		\$	40,000	\$	40,000										40,000
Incode Out of Scope		\$	8,000	\$	8,000										8,000
Info Send		\$	64,000	\$	60,000				60,000						60,000
Info Send-Insert Mailing		\$	6,700	\$	3,700										3,700
Information Systems Support & Maintenance		\$	15,000	\$	15,000										15,000
Inspection Services		\$	15,000	\$	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
Landscaping		\$	23,000	\$	24,000										24,000
Leak Detection		\$	60,000	\$	60,000							40,000	20,000		60,000
Maintenance Support - Adobe Stock & Create		\$	600	\$	600										600
Maintenance Support - Acronics Enterprise Backup		\$	600	\$	6,500										6,500
Maintenance Support - AMR (Aclara)		\$	14,700	\$	14,700										14,700
Maintenance Support- ArcGIS Desktop Basic (ESRI)		\$	15,000	\$	14,000										14,000
Maintenance Support- CIS		\$	42,606	\$	45,000										45,000
Maintenance Support- DigSmart Tickeling Annual Maint		\$	4,000	\$	4,000										4,000
Maintenance Support - Eagle Aerial		\$	8,500	\$	8,500										8,500
Maintenance Support-Fortnite 24/7 Router/Firewall Support		\$	3,000	\$	8,300										8,300
Maintenance Support - Granicus		\$	7,500	\$	-										-
Maintenance Support - Hosted DNS		\$	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
Maintenance Support - O365 G3 Subscription		\$	-	\$	7,200										7,200
Maintenance Support - Output Director		\$	6,000	\$	-										-
Maintenance Support- Tyler Software		\$	15,848	\$	17,000										17,000
Maintenance Support-ACAD (DLT/GDMS)		\$	1,750	\$	1,300										1,300
Maintenance Support-Canva (graphic design web site subscription)		\$	240	\$	240										240
Maintenance Support-Hootsuite (social media management tool)		\$	228	\$	228										228
Maintenance Support--SCADA Rockwell PLC Software		\$	3,600	\$	7,700										7,700
Maintenance Support-SCADA Software		\$	18,375	\$	25,000										25,000
Maintenance Support-SCADA TeamViewer		\$	2,400	\$	2,400										2,400
Maintenance Support- SCADA Win 911 Software		\$	1,500	\$	1,600										1,600
Maintenance Support - Thinking2 (website)		\$	1,500	\$	1,500										1,500
Maintenance Support- Acherny (Open Text)		\$	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										150,000
Meter Reading Services		\$	20,000	\$	15,000										15,000
Metroscan CoreLogic		\$	1,800	\$	150										150
Offsite Water Quality Testing		\$	60,000	\$	60,000										60,000
Painting/Industrial Cleaning		\$	95,000	\$	95,000										95,000
Pest		\$	13,000	\$	13,000										13,000
Printing& Mailing		\$	7,950	\$	-										-
Production Copying		\$	500	\$	500										500
Production Meter Calibration and Repair		\$	15,000	\$	15,000										15,000
Public Hearing Notice Advertisement		\$	1,000	\$	1,000										1,000
Public Outreach Events		\$	2,500	\$	2,500										2,500
Raise valve stackings		\$	210,000	\$	210,000										210,000

Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57
Reservoir Cleaning	\$ 90,000	\$ 90,000										30,000	90,000
Road Repair/Maint.	\$ 70,000	\$ 70,000								70,000	60,000		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
School Assembly	\$ 2,000	\$ -											-
Security Service	\$ 48,000	\$ -											-
Sewer Lift Maintenance	\$ 10,000	\$ 10,000											10,000
Sludge Pressing	\$ 80,000	\$ 80,000											80,000
Sludge Removal	\$ 75,000	\$ 75,000											75,000
TO Sewer Disposal Services	\$ 13,000	\$ 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	15,000
Uniforms/Rug and Towel Service	\$ 22,000	\$ 22,000	15,000	7,000						101,000			22,000
Vehicle Lease	\$ 95,000	\$ 101,000			3,400								101,000
SSL Wildcard Certificates (Comodo)	\$ 3,000	\$ 3,400											3,400
Underground Utility Locating	\$ -	\$ 60,000											-
Virus Protection (Sophos)	\$ 8,000	\$ -											-
VRSD	\$ 140,000	\$ 140,000											140,000
Wastewater Treatment Plant Operator	\$ -	\$ -									2,500		-
Water Softener	\$ 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	\$75,000	\$75,000	\$34,000
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		\$ 2,500	\$ 2,500		2,500									2,500
Investment Policy Review		\$ -	\$ 250,000		250,000									250,000
Master Plan		\$ -	\$ 50,000		50,000									50,000
Rate Consultant		\$ -	\$ 93,000		93,000							75,000	75,000	93,000
Salts and Nutrient Management Plan		\$ 150,000	\$ 150,000											150,000
Santa Rosa Basin GSA		\$ -	\$ 30,000							30,000				30,000
Sampling Station Renovation PDR		\$ 5,000	\$ -		-									-
Tech/Env. Services		\$ 40,567	\$ 34,000											34,000
TMDL		\$ 20,800	\$ -											-
TNI Compliance		\$ 125,000	\$ -		-									-
UWMP		\$ -	\$ -											-
Pipeline Maintenance	50240	\$ 465,000	\$ 465,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$380,000	\$75,000	\$10,000
Unscheduled Leak Repairs		\$ 465,000	\$ 465,000									380,000	75,000	10,000
Small Tools & Equipment	50250	\$ 31,850	\$ 31,850	\$0	\$2,000	\$0	\$850		\$0	\$1,500	\$2,000	\$20,000	\$4,500	\$1,000
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
Misc		\$ 750	\$ -											-
RMWTP-Hand Tools	001	\$ 5,000	\$ 5,000									5,000		5,000

Code	50260	Combined		Combined	5	10	11	12	22	24	25	26	52	53	57
		\$	\$	\$	\$0	\$24,350	\$0	\$1,250	\$3,000	\$1,000	\$34,650	\$79,000	\$419,000	\$42,000	\$671,750
Materials & Supplies		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Argon Gas/Welding Gas		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Art Calendar Contest Supplies		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
BluePrint/Plotting Supplies/Svcs.		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Business Cards		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Check Stock/Tax Forms		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Chemicals (Ammonia, Alum, Reagents, Misc)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Distilled Water Svc		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Door Hangers		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Equip/Glassware		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Flags		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Fuel		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Materials		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Postage Charges		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Kitchen/Restroom Supplies		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Office Supplies		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Parcel Service		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Petroleum Lubricants		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Pipe Supplies		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Print Cartridges (Ssi,Laser,Epson color)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Pump Packing/Hoses		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reagents		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Recertification Samples		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Reference Materials		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RMWTP- Cartridge Filters	001	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RMWTP-Chemicals	001	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RMWTP-Reagents	001	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RMWTP-Supplies and Materials	001	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Salt/Chlorine		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Supplies/Parts		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Tour Materials		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Underground Service Alert Supplies		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Water Efficient Devices		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

Code	5	10	11	12	22	24	25	26	52	53	57
Repair Parts & Equipment Maintenance											
BluePrint/Plotting Supplies/Svcs.											
Calibrate Balances											
Cerify Hoods											
Control Valves											
Electrical/Instrumentation											
General Repairs											
Generators Maintenance											
Hydrants											
Information System Support & Maintenance											
Instrument Repairs-Lab											
Metals analyzer maintenance											
Metering Repair & Equipment Maintenance											
Printer Maintenance											
Motor Repair											
Pump Repair											
RMWTP											
Site Rehab (well,etc)											
Telephone Maintenance											
Tractor/Forklift Maintenance											
Vehicle maintenance											
VFDs											
Legal Services											
Legal Counsel											
Legal Conset-Special Counsel											
Dues & Subscriptions											
ACWA											
AWA											
AWWA											
CASA											
CMUA											
CSDA											
CWEA											
IT Knowledge Base											
Memberships											
Recertifications											
VCSDA											
Water Reuse											
WCVC											
Conference & Travel											
ACWA											
AWA											
CASA											
CSMFO/GFOA/Tyler											
General Meetings											
SWRCB/Legislature											
VCSDA											
WaterReuse											

Code	Combined	Combined	5	10	11	12	22	24	25	26	52	53	57
<b>Safety &amp; Training</b>	\$ 28,000	\$ 52,300	\$52,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Awards Banquet	\$ 5,000	\$ 5,000	5,000										\$52,300
Education Courses	\$ 3,000	\$ 26,000	26,000										5,000
Safety Lunchrooms	\$ 6,000	\$ 6,000	6,000										26,000
Safety Shoes	\$ 3,000	\$ 3,600	3,600										6,000
Technical Seminars/Safety Training	\$ 11,000	\$ 11,700	11,700										3,600
													11,700
<b>Board Expense</b>	\$ 125,000	\$ 120,000	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Directors Fees	\$ 120,000	\$ 120,000		120,000									120,000
Election Costs	\$ 5,000	\$ -											-
<b>Bad Debt</b>	\$ 8,500	\$ 7,500	\$0	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500
Bad Debt	\$ 8,500	\$ 7,500		7,500									7,500
<b>Fees and Charges</b>	\$ 195,075	\$ 214,925	\$300	\$60,850	\$0	\$0	\$0	\$0	\$26,000	\$3,100	\$74,975	\$3,200	\$214,925
Annual ELAP Accreditation Fee	\$ 20,000	\$ 26,000							26,000				26,000
Annual Waste Disch Perm.	\$ 27,000	\$ 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
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
MWRPCA	\$ 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 Thks)	\$ 15,500	\$ 15,500								1,500			15,500
Ventura Co. Generator Permits	\$ 11,000	\$ 11,000											11,000
Ventura Co. Watershed	\$ 5,500	\$ 5,500										3,000	5,500
Wilmington Trustee Fees	\$ 3,000	\$ 4,750		4,750							2,500		4,750
<b>Insurance</b>	\$ 107,000	\$ 110,000	\$0	\$110,000	\$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
<b>TOTAL</b>	<b>\$ 4,324,660</b>	<b>\$ 11,235,000</b>	<b>\$ 15,559,660</b>

## 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
<b>TOTAL</b>	<b>\$ 4,080,373</b>	<b>\$ 9,570,000</b>	<b>\$ 13,650,373</b>

## 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
<b>TOTAL</b>	<b>\$ 4,041,301</b>	<b>\$ 9,303,600</b>	<b>\$ 13,344,901</b>

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
<b>TOTAL</b>	<b>\$ 39,072</b>	<b>\$ 266,400</b>	<b>\$ 305,472</b>

## 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
<b>TOTAL</b>	<b>\$ 244,288</b>	<b>\$ 1,665,000</b>	<b>\$ 1,909,288</b>



## Resolution No: 19-13

A Resolution of the Board of Directors  
of Camrosa Water District

### Adopting a Statement of Reserve Policy

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

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

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

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

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

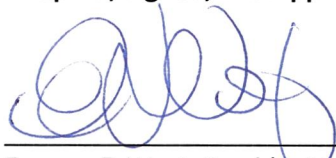
**Now, Therefore, Be It Resolved** by the Camrosa Water District Board of Directors that the attached Statement of Reserve Policy is adopted and made effective this date; and,

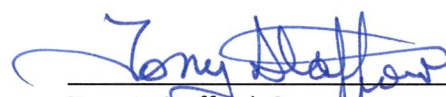
**Be It Further Resolved** that contributions to reserves shall be established at levels that will accumulate necessary funds to:

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

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

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

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

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

## **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.

## **Classification of Reserves:**

Two primary classifications of reserves are established, each with several categories to earmark reserves for specific purposes identified in the policy above.

**Restricted Assets** There are three primary categories of restricted assets as follows:

- a. *Debt Covenant Reserves* are established in accordance with covenants of specific debt issuance instruments.
- b. *Specific Agreement Reserves* are established in accordance with agreements between the District and other agencies.
- c. *CIP Reserves* are funds earmarked for near-term expenditure under the approved Capital Improvement Plan (CIP) for the current fiscal year.

These reserves may only be used for the specific purposes outlined in the debt issuance instrument, the agreement with another agency or the annual CIP and may not be used to meet reserve levels required for other purposes.

**Designated Reserves** are established by the Board to meet purposes other than those identified to restricted assets. The categories of reserves that fall under this classification are:

- a. ***Capital Improvement Fund (CIF)*** – Capital cost recovery fees collected from developers to obtain entitlement to existing water and wastewater capacity and to fund construction of capacity expansion are segregated in the CIF.  
Applicable Funds: Potable, Non-Potable and Wastewater Capital Improvement Funds.
- b. ***Capital Replacement Fund (CRF)*** – 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.  
Applicable Funds: Potable, Non-Potable and Wastewater Capital Replacement Funds.
- c. ***Rate Stabilization Fund (RSF)*** – Funds operate as a buffer to water and wastewater rates during any period where there is an unexpected increase in operating costs or decrease in revenues. For example, in the event of an unexpected rate increase from Calleguas/MWD and the District chooses not to pass the increase on to its customers immediately, this fund could cover the shortfall in revenue. In addition, in a severe drought or extremely wet conditions, it is reasonable to expect that water sales could fluctuate significantly. The Rate Stabilization Fund will absorb these types of fluctuations in operations and help stabilize rates. A secondary purpose is to assure minimum debt service coverage of the District's bond covenants. In calculating debt service coverage, contributions from the RSF will be treated as revenue.  
Applicable Funds: Potable, Non-Potable and Wastewater Rate Stabilization Fund.

- 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.

Designated Reserves may also be used at the discretion of the Board to meet unanticipated financial needs such equipment failures, damage caused by natural disaster or other emergencies requiring funds beyond annual revenues. Funds contained in the Rate Stabilization Funds may be used to manage rates and rate increases and to offset sudden and unanticipated losses in revenue, such as reduced water and wastewater sales. These funds may be used to compensate for losses resulting from sudden increases in wholesale water rates and increases in water and wastewater operating costs and may be used to meet the minimum debt service coverage required in accordance with specific debt covenants. The contribution to and utilization of the Water and Wastewater Rate Stabilization Fund may be budgeted in the District's Annual Budget, or utilized in an unanticipated financial need.

### **Levels of Reserve Funds:**

Adequate levels of reserves are critical to the successful and stable short- and long-term operation of the District. Sufficient reserve fund balances will ensure that customers experience both stable rates for service and the security that the District can respond to short-term emergencies. Sufficient reserves will provide the overall financial strength to the District to protect its bonding capacity and to finance and construct the infrastructure necessary to renew existing systems and expand service levels to meet future needs. Rates and fees should be maintained at a level to ensure the balance within the various reserve funds are sufficient to meet the specified needs for the reserve funds without generating funds surplus to the District's needs.

- a. ***Restricted Assets*** – Reserves required by debt agreements and funds designated to fund the current year CIP will be maintained at 100% of level required by each reserve category. Funds in these reserve accounts will not be used to meet the required reserve fund balance for any other category of reserves.
- b. ***Capital Replacement (CRF)*** – At the beginning of each budget year, each reserve fund balance should be a minimum of 5% of the projected capital asset replacement value to determine the target level for the Capital Replacement Reserves.
- c. ***Capital Improvement (CIF)*** – The CIF is used for new development and is development driven as are the costs incurred; therefore, no minimum or maximum.
- d. ***Rate Stabilization Fund (RSF)*** – 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. Rate Stabilization funds can be used to balance the budget. The scheduled target will be 10% of the prior year's rate revenue. Rate revenue is defined as revenue generated from the commodity charges only.
- e. ***Operating and Emergency Reserves (OER)*** – The minimum target OER balance shall be the 45-Day average of operating expense budget (excluding wholesale water costs).

### **Review:**

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



**Resolution No: 21-04**

A Resolution of the Board of Directors  
of Camrosa Water District

**Adopting a District Investment Policy**

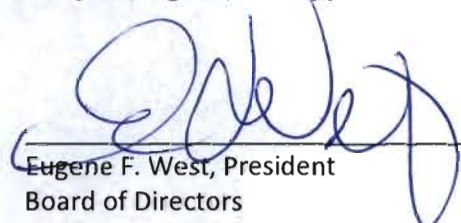
**Whereas,** The Board of Directors has established a District Investment Policy to provide guidelines for the prudent investment of the District's temporarily idle cash; and,

**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 11<sup>th</sup> 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 District's investments to anticipate and respond appropriately to a significant reduction of creditworthiness of any of the issuers. The relative health of issuers shall be evaluated by the Investment Committee at least annually.

Interest rate risk will be mitigated by:

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



## **ELIGIBLE INVESTMENT INSTRUMENTS**

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

## **INVESTMENT CONSTRAINTS**

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

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

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

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

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

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

## **RESPONSIBILITIES**

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

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

The internal controls structure shall address the following:

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

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

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

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

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

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

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

### **REPORTING**

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

### **ANNUAL REVIEW**

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



## ADDENDUM

### GLOSSARY:

#### U.S. GOVERNMENT SECURITIES

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

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

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

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

#### FINANCIAL INTERMEDIARIES

##### CERTIFICATES OF DEPOSIT

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

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

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

##### RELATED INSTRUMENTS

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

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

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

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

*Resolution No: 16-18*

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

***Establishing a Debt Management Policy***

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

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

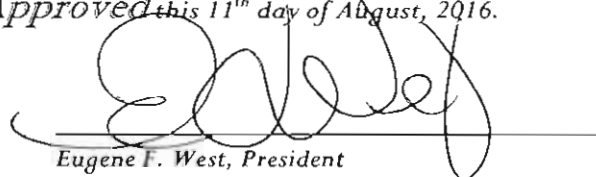
*Whereas*, the purpose of the debt management policy is to assist the District in pursuit of the following equally important objectives:

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

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

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

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



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

ATTEST:



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

# **Debt Management Policy**

**Adopted August 11, 2016**

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# **Debt Management Policy**

## **Policy Statement**

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

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

## **Purpose and Use of Debt**

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

## **Purpose of Policy**

The purpose of this debt management policy is to:

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



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

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

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

## **Types of Debt**

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

## **General Provisions**

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

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

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

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

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

## **Conditions for Debt Issuance**

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

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

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

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

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

## **Debt Capacity**

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

## Financing Criteria

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

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

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

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

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

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

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

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

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

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

## **Refinancing Outstanding Debt**

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

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

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

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

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

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

### **Outstanding Debt Limitations**

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

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

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

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

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

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

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

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

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

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

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

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

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

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



## GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The gross spread comprises three components:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

*Resolution No: 17-02*

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

***Establishing a Budget Policy***

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

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

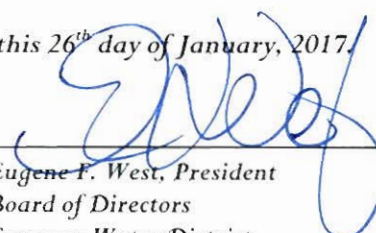
*Whereas*, the main reasons for establishing a budget policy is to:

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


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

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

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

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

ATTEST:

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

## **Budget Policy**

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

The main reasons for establishing a budget policy is to:

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

### **1.1 Purpose**

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

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

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

### **3.1 Balanced Budget**

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



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

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

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

#### **5.1 Budget Process**

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

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

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

#### **7.1 Capital Budget**

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



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

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

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

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

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

### **10.1 Budgetary Control**

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



**Board of Directors**  
Al E. Fox  
Division 1  
Jeffrey C. Brown  
Division 2  
Timothy H. Hoag  
Division 3  
Eugene F. West  
Division 4  
Terry L. Foreman  
Division 5  
**General Manager**  
Tony L. Stafford

**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 14<sup>th</sup> 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 District's 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 Camrosa 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%
<b>Total Ten Largest Customers</b>		<b>4,625</b>	<b>4,316,696</b>	<b>22.89%</b>
All Other Customers		<u>8,563</u>	<u>14,545,675</u>	<u>77.11%</u>
<b>Total Water Revenue for District</b>		<b>13,188</b>	<b>\$ 18,862,371</b>	<b>100.00%</b>

**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/AvalonBay Communities	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%
<b>Total Ten Largest Wastewater Customers</b>	<b>3,729</b>	<b>\$ 1,497,605</b>	<b>41.88%</b>
All Other Customers	<u>5,200</u>	<u>2,078,358</u>	<u>58.12%</u>
<b>Total Wastewater Revenue for District</b>	<b>8,929</b>	<b>\$ 3,575,963</b>	<b>100.00%</b>