



CITY OF THOUSAND OAKS
WASTEWATER RATE STUDY
November 17, 2011

Final Edition

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WASTEWATER REVENUE REQUIREMENT ANALYSIS

Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

SECTION 1. SUMMARY OF FINDINGS

NBS has prepared a study of the wastewater rates imposed by the City of Thousand Oaks (the City or Utility). This study finds:

THE UTILITY'S RECURRING REVENUES ARE SUFFICIENT TO COVER RECURRING EXPENSES.

Under its adopted budget and implicit levels of service, annual operating expenditures and debt service payments for the Utility total just over \$17.2 million, for Fiscal Year 2011/12. Annual revenues that may be applied toward these expenditures currently total over \$18.2 million, including the Utility's primary revenue source: \$16.9 million from the prevailing schedule of wastewater rates. Under current conditions, the Utility is projected to run a surplus of approximately \$1 million in Fiscal Year 2011/12.

THE UTILITY SHOULD MAINTAIN AN OPERATING RESERVE.

The City should maintain an Operating Reserve for the Utility. An Operating Reserve is intended to promote financial viability in the event of any short-term fluctuation in revenues and/or expenditures. Such fluctuations might be caused by the natural inflow and outflow of cash during billing cycles, natural variability in demand-based revenue streams (e.g., variable charges), and – particularly in periods of economic distress – changes or trends in age of receivables. This study has recommended an Operating Reserve equal to 16.4% of the Utility's budgeted annual operating expenses. This reserve target is equal to a two-month (or 60 day) cash cushion for normal operations.

In addition, the City has also been holding approximately \$1.39 million within the Operating Fund, which is set aside as an "Agency Liability Allowance" that is to be used for catastrophic events. The total Operating Reserve that is recommended through this study for the Wastewater Utility is the 60 days of operating expenses, plus the \$1.39 million for catastrophic events. Under these requirements for Fiscal Year 2011/12, the total minimum Operating Reserve is approximately \$3.64 million.

LONGER-TERM FUNDING FOR FUTURE CAPITAL INVESTMENT MUST BE PLANNED.

It has become a best management practice in the utility industry to collect annually from user rates sufficient funds to set aside in a Capital Replacement Reserve for ongoing and future system repair, rehabilitation, and replacement. The minimum level of annual funding should target an amount equal to the Utility's annual depreciation expense, net of other forms of capital investment, such as annual debt service on currently leveraged assets. Current annual depreciation for the Utility is approximately \$4.8 million: the total amount to be generated by user rates. With Fiscal Year 2011/2012 debt service at roughly \$2.4 million, this yields a net contribution to the Capital Replacement Reserve of \$2.4 million: resource available to fund currently planned capital projects or future investments to sustain infrastructure for safe, reliable utility service.

The City has planned over \$22.8 million in capital improvement projects for the Utility between Fiscal Years 2011/12 and 2015/16. The most significant expenses are expected to occur in the next fiscal year, with the cost of projects totaling over \$8.3 million. The pacing of the projects is projected to remain fairly level from year to year beginning in Fiscal Year 2013/14 and beyond, at approximately \$3 million on an annual basis. With healthy cash reserves held by the Utility and considering the level of spending that is expected to occur in future years, this capital program can be funded without additional rate revenue and without debt financing through the end of Fiscal Year 2012/13. In consultation with City Staff, it is

planned that existing capital reserves will be drawn down over the next two years and the Utility will begin contributing to the Capital Reserve again in Fiscal Year 2013/14.

Given the conditions described above, this study finds no cause for immediate increases to rates, reductions to operations, or deferral of the capital program. The forecast finds the following pattern of annual rate increases for the Wastewater Utility:

Fiscal Year Ending	Revenue from Rates	Annual Change Needed	Average Monthly Bill, Single Family Residence
Prevailing, 2011	\$15,396,164	0.00%	\$25.45
Projected Need, 2012	\$16,924,800	0.00%	\$25.45
Projected Need, 2013	\$16,911,200	0.00%	\$25.45
Projected Need, 2014	\$16,930,225	6.40%	\$27.08
Projected Need, 2015	\$16,968,318	6.40%	\$28.81
Projected Need, 2016	\$17,025,586	6.40%	\$30.66

Please turn to the next section for full discussion of these findings.

SECTION 2. INTRODUCTION TO THE STUDY

A. PROJECT ORIGIN AND PURPOSE

In 2011, NBS Government Finance Group (NBS or Consultants) performed a Wastewater Rate Study for the City of Thousand Oaks (City or Utility).

The chief purposes in conducting this study were to provide an assessment of the financial condition of the Utility and, if necessary, develop an analytical justification for the Utility's rates, with particular emphasis on necessary funding levels for day to day operating expenses and the near and long - term capital improvement and replacement needs of the Utility. As the primary source of revenue for the Utility, wastewater rates are to be relied upon to meet the City's obligations pertaining to the ongoing provision of safe and reliable sewer collection and wastewater treatment services to its community of customers.

B. APPROACH

The financial and rate assessments conducted during this study follow a "revenue requirements" methodology, substantially derived from the recommended approach directed by the American Water Works Association in its Manual of Water Supply Practices, M1: Principles of Water Rates, Fees, and Charges. The manual is recognized in the industry as the authority on best management practices for water and wastewater utility financial planning. A revenue requirements analysis forms the basis for a long-range financial plan and multi-year rate adjustment strategy for the Utility. It also enables the City to set utility rate structures that are rooted in the "costs-of-service" and which fully recover the total costs of operating the Utility: capital improvement and replacement, operations, maintenance, management, fiscal policy achievement, cash reserve management, and debt repayment. Linking utility rate levels to a financial plan such as this helps to enable not only sound financial performance for the Utility, but also, a clear and reasonable relationship between the costs imposed on wastewater customers and the costs incurred to provide them the service.

The following elements of the revenue requirements analysis together form a complete portrayal of the Utility's financial obligations and yield a long-term financial plan for its future financial management:

- *Operating Forecast* – Identifies future annual non-capital costs associated with the operation, maintenance, and management of the system.
- *Capital Financing Analysis* – Defines a strategy for funding the Utility's capital improvement program, including an analysis of available resources from rate revenues, debt financing, and any special resources that may be readily available (e.g., grants, developer participation, etc.). Includes any planned or recommended accumulation and use of dedicated reserves for capital projects, such as those which are intentionally designed to fund system rehabilitation and replacement.
- *Cash Flow and Reserve Analysis* – Forecasts cash flow and fund balance activity in the Utility's reserves: both existing and recommended as part of the study's framework of guiding policies.

Tests for satisfaction of actual or recommended minimum fund balance policies, including operating, capital, and debt reserves where appropriate.

- *Sufficiency Testing* – Evaluates the sufficiency of Utility revenues in meeting all obligations, including cash uses such as operating expenses, debt service, capital outlays, and reserve contributions, as well as any coverage requirements associated with long-term debt.
- *Strategy Development* – Designs a forward-looking strategy for adjusting Utility resources to fully fund all utility obligations on a periodic or annual basis over the selected planning horizon.

From this foundation, wastewater rates can be adjusted to meet the defined annual funding targets within the planning horizon. It is important to note that this analysis considers the Utility’s revenue requirements from a “needs-driven” perspective. Consultants have compiled financial data for the Utility, forecasted near- and long-term needs, incorporated financial management policies, and established the full annual cost of service for the Utility, which must be recovered primarily from wastewater rates paid by the users of the system. This analysis has not presumed the City could forego any of the costs identified, in order to influence the rate outcomes. Instead, the rates presented here are driven by identified needs; rates do not define the needs that can be met.

C. DATA SOURCES AND ASSUMPTIONS

This study has relied upon current and, where applicable, historical information substantively provided by the City, such as audited financial statements and up-to-date budget performance. Consultants have also tapped industry sources and our industry experience for certain assumptions. All data sources and assumptions are described in the annotations shown in the technical analysis included as an Appendix to this report.

Please note that all figures in this report and its supportive analysis are stated in forecasted, future values: Various economic factors have been applied to revenue and cost estimates derived from Authority data to account for natural or expected levels of inflation. This enables the projection of corresponding revenue streams in the amount necessary in those future years. Projection assumptions are clearly labeled and visible in the Appendix to this report.

D. GUIDING POLICIES

In the analysis of revenue requirements and development of a long-term financial plan for the Utility, NBS assumed and/or recommended certain financial management policies. These policies are intended to promote financial integrity and resource stability for the Utility, which in turn helps to foster the sustainability of service to the Utility’s customers. Most of the assumed and/or recommended policies focus on the management of cash: the dedication of reserves for specific purposes essential to the long-term provision of on-demand service, including the accumulation and expenditure of those resources and the monitoring of minimum thresholds in certain reserves. The following sub-sections describe the policies guiding the financial analysis.

Revenue Sufficiency

The Utility will target a financial strategy that provides revenues sufficient to meet its current and forecasted requirements and obligations. The requirements and obligations of the Utility can include: annual expenses to operate, maintain, and manage the Utility; capital expenditures related to Utility infrastructure, facilities, and equipment; repayment of outstanding debt; satisfaction of legal covenants; and attainment of targeted financial performance metrics set by law and/or policy.

The Utility is managed as an enterprise fund, which means that the entirety of its obligations is met wholly by resources generated from its operations. The Utility is not to be funded by resources external to its operations (e.g., general City revenues, revenues from another utility, et al.), unless attained via promissory note or like mechanism. In this manner, only those users of the Utility fund the ongoing operations, and no subsidy from non-users is relied upon.

To enable prudent segregation of cash collected and accumulated for intended purposes, the City currently accounts for the Wastewater Utility across six funds:

- Fund 621, Operating Fund
- Fund 622, Capital Programs (Developer Fees) Fund
- Fund 623, Capital Facilities Replacement Fund
- Fund 624, Capital Programs (Service Charges) Fund
- Fund 628, Wastewater Revenue Bond Fund
- Fund 629, Asset Replacement Fund (used for vehicle and equipment replacement)

It is recommended that the City combine funds 623 and 624, for simplification since the two funds are used for the same purpose.

Operating Reserve

The City should maintain for the Utility an Operating Reserve. An Operating Reserve is intended to promote financial viability in the event of any short-term fluctuation in revenues and/or expenditures. Such fluctuations might be caused by the natural inflow and outflow of cash during billing cycles, natural variability in demand-based revenue streams (e.g., variable charges), and – particularly in periods of economic distress – changes or trends in age of receivables.

This study has recommended an Operating Reserve equal to 16.4% of the Utility's budgeted annual operating expenses. This reserve target is equal to a two-month (or 60 day) cash cushion for normal operations. The minimum threshold for the Operating Reserve should be targeted as of the start of each fiscal year. The balance of the Operating Reserve should be expected to fluctuate throughout the year due to the natural variability of revenues and expenditures, but outside of extreme circumstances, it should be evaluated and reestablished annually.

For the Wastewater Utility, the City has also been holding approximately \$1.3 million within the Operating Fund, which is set aside as an "Agency Liability Allowance" that is to be used for catastrophic events.

The total Operating Reserve that has been programmed into the analysis for the Wastewater Utility is the 60 days of operating expenses, plus the \$1.3 million for catastrophic events. In Fiscal Year 2011/12, the total Operating Reserve is set to approximately \$3.64 million.

Annual Funding of a Capital Replacement Reserve

It has become a best management practice in the utility industry to collect annually from user rates sufficient funds to set aside in a Capital Replacement Reserve for ongoing and future system repair, rehabilitation, and replacement. The minimum level of annual funding should target an amount equal to the Utility's annual depreciation expense, net of other forms of capital investment, such as annual debt service on currently leveraged assets. Depreciation measures the financial erosion of a given asset over its useful life, using its original, historical cost. As referenced in the formal financial reporting for the Utility (e.g., Statement of Revenues, Expenses, and Changes in Net Assets), the current annual depreciation for the Utility is approximately \$5 million: the total amount to be generated by user rates. With Fiscal Year 2011/2012 debt service principal at roughly \$2.6 million, this yields a net contribution to the Capital Replacement Reserve of \$2.4 million: resource available to fund currently planned capital projects or future investments to sustain infrastructure for safe, reliable utility service.

It is important to note that depreciation is not equal to the future replacement cost of the system, but serves simply as a starting point for addressing long-term needs. If ratepayers can generate revenues at this level and pace, they will have reserved a partial cash resource that can be applied toward the future replacement cost of the asset. By reserving some cash resource for ongoing system reinvestment, the City avoids burdening any single generation of users with the cost of asset replacement and causing unnecessary spikes in rate levels

A Capital Replacement Reserve is not a "minimum" reserve threshold akin to the Operating Reserve discussed previously. Instead, it is an active pool of cash, with regular contributions from rate revenues and regular outlays in line with an adopted Capital Improvement Program. The Reserve is a cash resource: funds may be used immediately for replacement-related projects or reserved for expenditures anticipated in future years. A regularly-funded Capital Replacement Reserve can be viewed as one means by which a utility finances its capital program on a "pay-as-you-go" cash basis, minimizing or eliminating reliance on debt financing.

Due to the fact that wastewater rates have had the capacity to contribute to capital reserves on an annual basis in the past, the City is currently holding healthy reserves that are sufficient to fund the planned capital improvements through Fiscal Year 2013, without the need to adjust rates. The City will simply draw down the existing capital reserve over the next two years and then begin contributing to it again, at the level described herein, in Fiscal Year 2013/14.

The Utility currently utilizes two funds for capital reserves, Fund 623, the Capital Facilities Replacement Fund and Fund 624, the Capital Programs (Service Charges) Fund. It is recommended through this study that the City combine the balance of both funds and use one fund as the Capital Replacement Reserve, for simplification. The Capital Replacement Reserve is most appropriately held in the one new fund; however, City administrators may structure this as they find appropriate and manageable.

E. PREVAILING WASTEWATER RATES AND DEMOGRAPHICS

By the end of Fiscal Year 2010/11, the Utility expected to generate approximately \$15.4 million in annual revenue from rates paid by customers of the wastewater system. Table 1 lists the City's prevailing schedule of monthly wastewater rates. This structure is comprised of a flat charge, per service unit depending on the type of user. The service unit charge is made up of an Operation and Maintenance component of \$17.60, a Capital Replacement component of \$1.00 and a Capital Improvement component of \$6.85 for each service unit. Any customers outside of the City limits are charged an additional \$0.45 per service unit for wastewater service on a monthly basis. This is to cover the additional property tax expense for infrastructure located outside the City limits.

Table 1. Prevailing Monthly Wastewater Rate

Service Unit Rate Elements:	
Operation and Maintenance	\$17.60
Capital Replacements	1.00
Capital Improvement	6.85
Total Service Unit Rate	\$25.45
Single Family Residential Monthly Rate	\$25.45
Minimum Monthly Service Charge (for all other users)	\$25.45
Monthly Surcharge on Accounts Outside City Limits	\$0.45
<i>(surcharge is per service unit)</i>	

The most common type of user served by the City of Thousand Oaks is the single family residence. All customers in this class are billed a flat charge of \$25.45 per month. Table 2 shows the number of connections for each type of user in the Wastewater Utility.

Table 2. Demographics of Wastewater Customers

User Type	Water and Wastewater Customers	Wastewater Only Customers	Total Wastewater Customers
Residential	15,502	20,903	36,405
Commercial	541	722	1,263
Multi-Family	168	64	232
Total Wastewater Customers	16,211	21,689	37,900
Inside City Limits	15,850	19,999	35,849
Outside City Limits	361	1,690	2,051
Total Wastewater Customers	16,211	21,689	37,900

F. PREVAILING CONNECTION FEES AND PROJECTED REVENUE

By the end of Fiscal Year 2010/11, the Utility expected to generate over \$1.5 million in revenue from connection fees paid by newcomers to the wastewater system or by current customers who are expanding capacity in their existing connection. Connection Fees, otherwise known as Development Impact Fees are charged by the City to ensure that new and modified connections to the system reimburse and/or mitigate a portion of the capital investments made and planned by the City which benefit or are necessary to accommodate increased demand for wastewater collection and treatment services.

Table 3 lists the City's prevailing schedule of wastewater connection fees, which were effective on December 1, 2009.

Table 3. Prevailing Wastewater Connection Fees

Customer Class	Fee
Single Family Detached/Single Family Detached Condominium	\$9,959.00
Condominium/Townhouse, Mobile Home	\$7,967.20
Apartment, Duplex, Granny Flat, Secondary Unit (per dwelling unit)	\$7,967.20
General, Commercial (1)	\$497.95
Bakery/Restaurant (2)	\$1,244.88
Mortuary/Market (2)	\$995.90
Schools (1)	\$333.63
Deemed Complete Vesting Maps from 7/5/1996 to 3/31/1999 (3)	\$7,927.00
Deemed Complete Vesting Maps prior to 7/5/1996 (3)	\$6,419.00

(1) Per fixture unit, 20 fixture unit minimum

(2) Per fixture unit, 10 fixture unit minimum

(3) \$396.35 per general, commercial fixture unit

The City is projecting the pattern of revenues shown in Table 4, from Wastewater Connection Fees over the next five years. The revenue figures equate to approximately ten new residential connections per year and approximately 786 to 1,100 new commercial fixture units per year. The revenues shown below have been programmed into total revenue for the utility, as shown on page 3 of the Appendix to this report.

Table 4. Estimated Revenue from Wastewater Connection Fees

Estimated Wastewater Connection Fees	2012	2013	2014	2015	2016
Residential Connection Fees	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Commercial Connection Fees	400,000	400,000	500,000	500,000	600,000
Total: Est. Wastewater Connection Fees	\$500,000	\$500,000	\$600,000	\$600,000	\$700,000

SECTION 3. WASTEWATER RATE STUDY

A. OPERATING REQUIREMENTS

Operating requirements relate to the typically recurring, annual expenses associated with activities that manage/administer, maintain, and operate the wastewater system to meet the City's regulatory and other programmatic obligations. Examples of operating expenses include personnel, services, supplies, treatment costs and minor equipment.

In a self-sufficient program, annual operating requirements should be fully satisfied by the annual, recurring revenue sources of the Utility to avoid a "structural deficit." Running a structural deficit means that the program's cash reserves – which are typically held as a resource for capital investments or emergency – must be drawn upon to meet annual expenses. A short-term draw upon reserves to meet operating requirements may be acceptable, if not planned – typically through periods of unstable or unforeseen conditions – but it is not a sustainable condition. Thus, this analysis has presumed that all projected operating requirements of the Utility will be met by a recurring revenue stream: rates paid by the customers of the wastewater system.

Table 5 illustrates the current operating expenditures for the Utility and projected expenditures from that starting point. In Fiscal Year 2010/11, corresponding to the City's existing adopted budget (year-to-date performance, projected to year-end) and service level at the time of this writing, operating expenses were just under \$12 million. A detailed list and projection of operating costs can be viewed on pages 5 to 17 of the Appendix to this report.

Table 5. Annual Operating Expenditures

Fiscal Year Ending	Annual Operating Expenditures
2011	\$11,984,934
2012	\$13,665,432
2013	\$13,841,343
2014	\$14,321,155
2015	\$14,817,945
2016	\$15,332,326

For the items listed in the Utility's budget, the level of expenditure (and thus, implied levels of service) observed at the start of the planning horizon – Fiscal Years 2011/12 and 2012/13 – are assumed to continue through the forecast period. This means that spending is assumed to follow a linear progression, varying only by applied economic factors estimating cost inflation. No deviation – discrete reductions or expansions caused by efficiency findings or changes to levels of service – have been assumed at this time.

Future cost escalation assumptions include minor near-term growth in customers, that is phased in beginning in Fiscal Year 2013/14 to an annual rate consistent with growth projections documented in the City's Wastewater Interceptor Master Plan, which is 0.45% at the annual maximum. General cost inflation

is assumed at 3.0% per year, labor cost inflation is assumed at a flat rate of 4.0% per year and energy cost inflation is assumed at a flat rate of 3.0% per year, in all years of the forecast. These inflation factors were developed drawing upon historical, industry trends in long-term cost escalation, but also in consultation with City staff, factoring in recent and/or expected local conditions from other planning efforts.

B. DEBT SERVICE

The Wastewater Utility is currently obligated to three outstanding debt issues: a revenue bond and two state revolving loan funds. The bond and loan proceeds were primarily used to fund the expansion and upgrade of the City’s Hill Canyon Wastewater Treatment Plant. The City will continue making annual principal and interest payments on these debt issues until they are paid off, which is scheduled to occur in Fiscal Years 2018/19 through 2022/23. Tables 6, 7 and 8, show the scheduled debt service payments that are due until each debt issue is paid in full.

**Table 6. Annual Debt Service Payments
2010 Wastewater Refunding Revenue Bonds**

Fiscal Year Ending	Principal Payments Due	Interest Payments Due	Total Annual Debt Service	Ending Balance
2011	\$1,020,000	\$377,463	\$1,397,463	\$12,567,594
2012	\$1,035,000	\$359,463	\$1,394,463	\$11,173,131
2013	\$1,065,000	\$333,138	\$1,398,138	\$9,774,994
2014	\$1,090,000	\$306,263	\$1,396,263	\$8,378,731
2015	\$1,115,000	\$281,425	\$1,396,425	\$6,982,306
2016	\$1,160,000	\$238,488	\$1,398,488	\$5,583,819
2017	\$1,220,000	\$178,988	\$1,398,988	\$4,184,831
2018	\$1,280,000	\$116,488	\$1,396,488	\$2,788,344
2019	\$1,335,000	\$62,794	\$1,397,794	\$1,390,550
2020	\$1,370,000	\$20,550	\$1,390,550	\$0

**Table 7. Annual Debt Service Payments
SWRCB State Revolving Fund, Agreement No. 8816-550-0**

Fiscal Year Ending	Principal Payments Due	Interest Payments Due	Annual Service Charge	Total Annual Debt Service	Ending Balance
2011	\$120,087	\$16,666	\$11,904	\$148,657	\$1,189,124
2012	\$122,969	\$14,985	\$10,703	\$148,657	\$1,040,468
2013	\$125,920	\$13,263	\$9,474	\$148,657	\$891,811
2014	\$128,942	\$11,500	\$8,215	\$148,657	\$743,154
2015	\$132,037	\$9,695	\$6,925	\$148,657	\$594,497
2016	\$135,206	\$7,847	\$5,605	\$148,657	\$445,840
2017	\$138,450	\$5,954	\$4,253	\$148,657	\$297,183
2018	\$141,773	\$4,015	\$2,868	\$148,657	\$148,526
2019	\$145,045	\$2,031	\$1,450	\$148,526	\$0

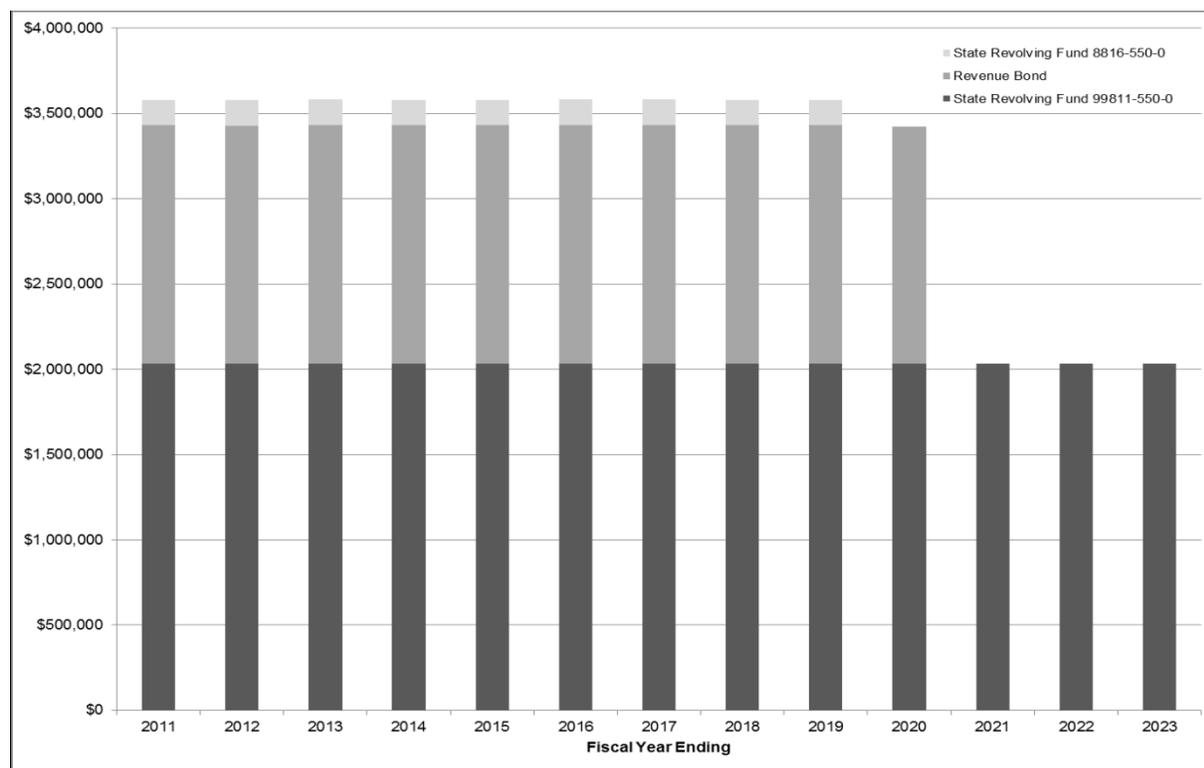
**Table 8. Annual Debt Service Payments
SWRCB State Revolving Fund, Agreement No. 99811-550-0**

Fiscal Year Ending	Principal Payments Due	Interest Payments Due	Annual Service Charge	Total Annual Debt Service	Ending Balance
2011	\$1,439,383	\$375,100	\$220,647	\$2,035,130	\$24,421,762
2012	\$1,478,247	\$350,630	\$206,253	\$2,035,130	\$22,386,632
2013	\$1,518,159	\$325,500	\$191,471	\$2,035,130	\$20,351,502
2014	\$1,559,150	\$299,692	\$176,289	\$2,035,130	\$18,316,372
2015	\$1,601,247	\$273,186	\$160,698	\$2,035,130	\$16,281,241
2016	\$1,644,480	\$245,965	\$144,885	\$2,035,330	\$14,245,911
2017	\$1,688,881	\$218,009	\$128,240	\$2,035,130	\$12,210,781
2018	\$1,734,481	\$189,298	\$111,352	\$2,035,130	\$10,175,651
2019	\$1,781,312	\$159,811	\$94,007	\$2,035,130	\$8,140,521
2020	\$1,829,407	\$129,529	\$76,194	\$2,035,130	\$6,105,391
2021	\$1,878,801	\$98,429	\$57,900	\$2,035,130	\$4,070,260
2022	\$1,929,529	\$66,490	\$39,112	\$2,035,130	\$2,035,130
2023	\$1,981,626	\$33,688	\$19,816	\$2,035,130	\$0

Table 9 shows a graphical representation of the annual debt service payments that are due, in total for the bond issue and two State Revolving Fund loans. The table illustrates when the bond issue and loans will be paid in full. State Revolving Fund, Agreement No. 8816-550-0 will be paid in full first, during Fiscal Year 2018/19, followed by the Revenue Bond that will be paid in full in 2019/20 and the second State Revolving Fund, Agreement No. 99811-550-0 that will be paid in full in 2022/23.

(continued on the following page)

Table 9. Total Annual Debt Service Payments



C. CAPITAL REQUIREMENTS AND PROJECTED FINANCING

The Utility has an adopted five-year Capital Improvement Program (CIP). Between Fiscal Years 2011/12 and 2015/16, the City of Thousand Oaks has identified numerous capital projects totaling nearly \$22.8 million, which will be funded solely from cash held in the Utility’s capital reserves. Several projects will be funded from reserves set aside for rehabilitation and replacement, in combination with reserves held for expansions or improvement, i.e. developer impact fees.

Rehabilitation and replacement projects represent burdens solely attributable to existing connections to the wastewater system, a cost ultimately to be borne by wastewater rates, either through direct, “pay-as-you-go” funding or when possible, by using accumulated cash reserves originally funded by rates in prior years. Projects that are strictly related to system rehabilitation and replacement will be funded out of the accumulated capital reserve funds, which have been held in Funds 623 and 624. Roughly 81% (\$18.4 million) of the \$22.8 million in projects are scheduled to be funded from the accumulated capital reserves. Expansions and improvements may – depending on the individual project – be recovered from a mixture of existing users and future connections. When eventually recovered from future connections, upfront connection fees and/or financing through developer agreements – not rates – can be used to fund the project. Roughly 19% (\$4.4 million) in capital projects are scheduled to be funded from accumulated developer impact fees.

Table 10 summarizes total spending called for by the five-year Capital Improvement Program.

Table 10. Adopted Five-Year Capital Improvement Program

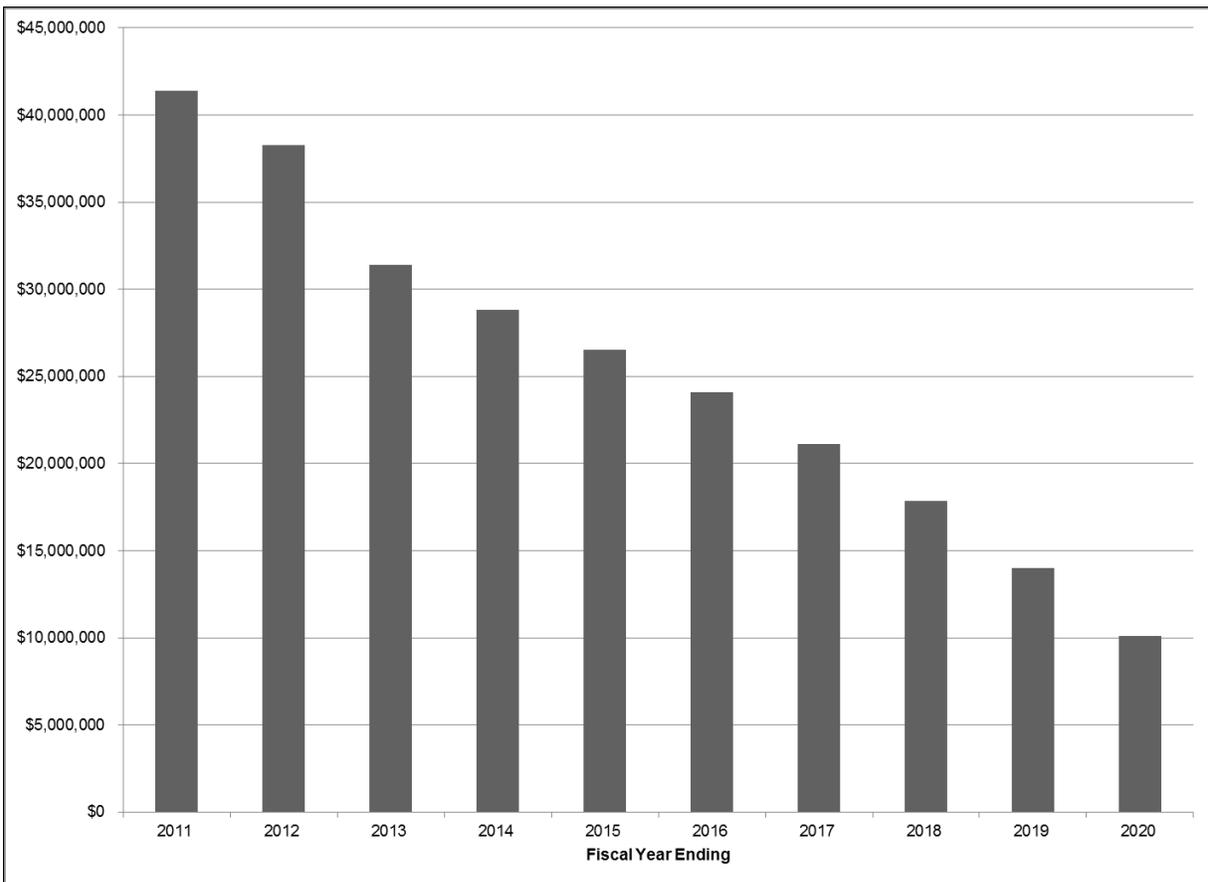
Project No.	Project Description	2012	2013	2014	2015	2016
Wastewater Projects						
CI4270	Interceptor CIP Phase III - Unit E2	\$ 400,000	\$ 3,600,000	\$ -	\$ -	\$ -
CI5060	HCTP Cogen Facility Expansion/Buyout	\$ -	\$ -	\$ 520,000	\$ -	\$ -
CI5062	TMDL Implementation	\$ 500,000	\$ -	\$ 500,000	\$ 1,500,000	\$ 1,500,000
CI5064	Interceptor CIP Phase IV - Units A1 & Y2	\$ -	\$ -	\$ -	\$ -	\$ -
CI5066	Wastewater Lift Station Upgrades	\$ -	\$ 250,000	\$ -	\$ -	\$ -
CI5149	HCTP Secondary Access	\$ -	\$ -	\$ -	\$ -	\$ -
CI5150	Wastewater Flowmeter Installation	\$ 75,000	\$ -	\$ -	\$ -	\$ -
CI5187	HCTP Facilities Information Management System Upgrade	\$ 1,160,000	\$ 540,000	\$ -	\$ -	\$ -
CI5188	Biosolids Dewatering/Drying Improvements	\$ 250,000	\$ 1,050,000	\$ 700,000	\$ -	\$ -
CI5194	Digester Equipment Replacement and Upgrade	\$ 700,000	\$ 830,000	\$ 540,000	\$ -	\$ -
CI5206	HCTP Operation/Administration Building Upgrades	\$ -	\$ 400,000	\$ -	\$ -	\$ -
CI5217	Wastewater Pipe Relining Program 2011-12	\$ 500,000	\$ -	\$ -	\$ -	\$ -
CI5218	Wastewater Pipe Relining Program 2012-13	\$ -	\$ 500,000	\$ -	\$ -	\$ -
CI5219	Wastewater Pipe Relining Program 2013-14	\$ -	\$ -	\$ 505,000	\$ -	\$ -
CI5220	Wastewater Pipe Relining Program 2014-15	\$ -	\$ -	\$ -	\$ 510,000	\$ -
CI5221	Wastewater Pipe Relining Program 2015-16	\$ -	\$ -	\$ -	\$ -	\$ 515,000
CI5222	Sewer Utility Hole Rehabilitation 2011-12	\$ 250,000	\$ -	\$ -	\$ -	\$ -
CI5223	Sewer Utility Hole Rehabilitation 2012-13	\$ -	\$ 250,000	\$ -	\$ -	\$ -
CI5224	Sewer Utility Hole Rehabilitation 2013-14	\$ -	\$ -	\$ 252,500	\$ -	\$ -
CI5225	Sewer Utility Hole Rehabilitation 2014-15	\$ -	\$ -	\$ -	\$ 255,000	\$ -
CI5226	Sewer Utility Hole Rehabilitation 2015-16	\$ -	\$ -	\$ -	\$ -	\$ 257,600
MI2024	Wastewater Collection System Miscellaneous Repairs	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
MI2026	HCTP Wetlands Mitigation Bank	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -
MI2055	HCTP - Miscellaneous Repairs	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
MI2056	HCTP Equipment Replacement	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
MI2077	High Maintenance Repair Projects - Wastewater Lines	\$ 300,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000
Subtotal: Wastewater Projects Cost Estimate Per Year		\$ 4,735,000	\$ 8,320,000	\$ 3,727,500	\$ 2,975,000	\$ 2,982,600
Facility Projects						
CI5131	Municipal Service Center (MSC) Expansion	\$ 77,500	\$ -	\$ -	\$ -	\$ -
CI5209	MSC Facility Enhancements	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -
Subtotal: Facility Projects Cost Estimate Per Year		\$ 87,500	\$ 10,000	\$ 10,000	\$ -	\$ -
Total: Cost Estimate Per Year		\$ 4,822,500	\$ 8,330,000	\$ 3,737,500	\$ 2,975,000	\$ 2,982,600

While the five-year schedule of capital improvement projects totals \$22.8 million, if leveled over that period, it represents an annualized expenditure of approximately \$4.6 million. This value may be readily compared to the minimum level of capital contribution from rates described in Section 2.D for the Capital Replacement Reserve: \$5 million, equivalent to the annual depreciation expense for the Utility, or \$2.4 million, equivalent to the annual depreciation expense for the utility, net of the year's debt principal payments due. While best management practices in the industry would recommend that rates bear at least a utility's annual depreciation expense as a benchmark for regular capital reserve contributions, the currently adopted plan runs slightly higher than that mark, in the near term. However, it should be noted when examining Table 10 that the projects scheduled in the CIP are heavily front-loaded in the five-year period. Funding needs peak by the second year of the forecast, and begin to taper off in the third year. Average spending is expected to remain at approximately \$3 million in years beyond the current planning period. With healthy cash reserves, the City has the ability to fully fund its adopted CIP, without adjustments to rates in the near term. In the long term, the reduced level of Capital Replacement Reserve Funding of approximately \$2.7 million annually is forecasted to be sufficient to fund the planned level of capital expenditures, through Fiscal Year 2019/20.

D. CASH FLOW PERFORMANCE

The Utility began Fiscal Year 2010/11 with a total cash balance across all funds of \$44.4 million, of which, \$15.6 million was in the Operating Fund, \$1.4 million was in the Developer Fees Fund, \$23.8 million was in the Capital Replacement Reserve, \$1.3 million in the Revenue Bond Debt Reserve Fund and \$2.2 million in the Asset Replacement Fund. These amounts represent the total cash available to fund the Utility if revenues received during the Fiscal Year are insufficient in meeting actual expenditures when they occur. With no change to revenues and/or expenditures over the next two years, the total cash balance of the Utility across all funds will begin to decline and \$31.4 million is projected to remain at the end of Fiscal Year 2012/13. At that time, the City may choose to adjust rates in order to stop the declining cash balance, however if there is no adjustment to rates, cash will continue to be depleted. Table 11 graphs this cash flow projection, identifying the total cash balance across all funds in each fiscal year, at the current projected level of revenue and expenditures, with no adjustment to rates.

Table 11. Cash Flow Performance at Prevailing Revenue and Expenditure Levels



E. TOTAL REVENUE REQUIREMENT

After compiling and forecasting the complete array of obligations facing the Utility, outlays were compared to forecasted resources, comprised primarily of rate revenues at their current levels and including the minor amount of future growth in customers described earlier in Section 3.A.

When comparing Utility obligations with available resources, this study has examined rate revenue sufficiency from two perspectives: cash sufficiency and debt coverage sufficiency. The latter refers to the ability of a utility to meet bond covenants which might require its revenue stream to produce a cushion above annual debt service. The Utility's existing Revenue Bond issue bond issue specifies a coverage ratio that it is required to maintain over and above the annual operating expenses and debt service payments due on the bond, and that requirement is 25%. The two state revolving loan funds that the Utility is also currently obligated to, do not specify coverage requirements that the Utility is required to maintain.

Because the Utility currently is meeting the debt coverage requirement of 25% for the Revenue Bond, it is cash sufficiency alone that drives rate revenue requirements: cash resources against cash obligations. Cash resources in this test include rate revenue, miscellaneous operating revenue, and interest earnings in the Operating Fund. Cash obligations include operating expenses, debt service, specific contributions toward a Capital Replacement Reserve, pay-as-you-go cash funding of a capital improvement program, and additions to the Operating Reserve required to achieve the minimum reserve balance described in Section 2.D. If these cash obligations exceed resources available and cannot be reduced to eliminate the deficiency, a rate increase is required to fully fund the needs of the Utility.

In Fiscal Year 2010/11, the Utility faced over \$15.8 million in total obligations, comprised of approximately \$12 million in operating expenses, \$3.6 million in debt service payments and just over \$268,000 in one-time capital expenditures. (There was no reserve contribution, or direct capital program cash-funding from rates.) Rate revenues and other available resources were projected at just over \$16 million, yielding a surplus of approximately \$333,600. This surplus represents an equivalent contribution to cash reserves.

In Fiscal Year 2011/12, the Utility is projected to incur just over \$17.5 million in total cash requirements, comprised of approximately \$13.7 in operating expenditures, \$3.6 million in debt service payments and a need to start building the Operating Reserve toward 16.4% of annual operating expenses, programmed by this analysis to be roughly \$276,000. Compared against projected rate revenues and other available resources totaling over \$18.2 million, a cash surplus of nearly \$740,000 is projected to remain.

As introduced in Section 2.D, the ongoing funding of a Capital Replacement Reserve should be a continued practice of the Utility. However, since the Utility currently has a healthy balance in its capital reserves, in the near term those reserves may be used to fund capital projects and the balance may be drawn down. It is not recommended that the City continue this practice indefinitely, but that it return to its prior practice of including an annual contribution to a Capital Replacement Reserve that is equal to the current level of depreciation (at the time that the practice is resumed) net of other forms of capital investment, such as annual debt service on currently leveraged assets. Table 10 reflects that this practice resume in Fiscal Year 2013/14.

Table 12 compares total revenue from current sources against total cash obligations, illustrating the difference between resources and requirements. These outcomes can also be viewed in summary on Page 36 of the Appendix to this report.

Table 12. Total Revenue Requirement Compared to Prevailing/Projected Revenues

Fiscal Year Ending	Total Revenue Requirement, All Cash Obligations					Current Resources Including Prevailing Rates	Cash Flow Surplus (Deficit)
	Operating Expenditures (1)	Existing Debt Service	Operating Reserve Funding	Capital Replacement Reserve Funding	Total Obligations		
2011	\$12,253,266	\$3,581,250	\$0	\$0	\$15,834,516	\$16,168,074	\$333,559
2012	\$13,666,532	\$3,578,250	\$276,246	\$0	\$17,521,028	\$18,260,221	\$739,193
2013	\$13,842,443	\$3,581,925	\$28,917	\$0	\$17,453,284	\$18,145,103	\$691,819
2014	\$14,322,288	\$3,580,050	\$78,873	\$1,276,399	\$19,257,609	\$18,174,075	(\$1,083,534)
2015	\$14,819,112	\$3,580,212	\$81,664	\$1,974,529	\$20,455,516	\$18,214,069	(\$2,241,447)
2016	\$15,333,528	\$3,582,474	\$84,556	\$2,802,264	\$21,802,822	\$18,312,127	(\$3,490,695)

(1) Includes minor one-time capital expenditures.

F. PROJECTED WASTEWATER RATE REVENUE

The Utility presently operates within the capacity of its current-year revenue sources. With annual operations projected at \$17.5 million for the current fiscal year against annual revenues of over \$18.2 million, no structural deficit is evident. The City has planned over \$28 million in capital projects over the next five years and with healthy cash reserves held by the Utility, this capital program can be funded without additional rate revenue, in the immediate two year period and without debt financing.

Given the conditions described throughout this report, this study finds no cause for an *immediate* increase to rates, reductions to operations, or deferral of the capital program. However, if the Utility returns to prior practices of making annual contributions to the Capital Replacement Reserve, rate adjustments will be needed later in the forecast period. The forecast finds the following pattern of annual rate increases for the Wastewater Utility:

(continued on the following page)

Table 13. Projected Wastewater Rates and Revenue

Rate Revenue and Rates	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Projected Revenue from Rates	\$15,396,164	\$16,924,800	\$16,911,200	\$18,013,760	\$19,209,765	\$20,508,782
Annual Change	0.00%	0.00%	0.00%	6.40%	6.40%	6.40%
Service Unit Rate Elements:						
Operation and Maintenance	\$17.60	\$17.60	\$17.60	\$18.73	\$19.92	\$21.20
Capital Replacements	\$1.00	\$1.00	\$1.00	\$1.06	\$1.13	\$1.20
Capital Improvement	<u>\$6.85</u>	<u>\$6.85</u>	<u>\$6.85</u>	<u>\$7.29</u>	<u>\$7.75</u>	<u>\$8.25</u>
Total Service Unit Rate	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Single Family Residential Monthly Rate	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Minimum Monthly Service Charge (all other users)	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Monthly Surcharge on Accounts Outside City Limits	\$0.45	\$0.45	\$0.45	\$0.48	\$0.51	\$0.54

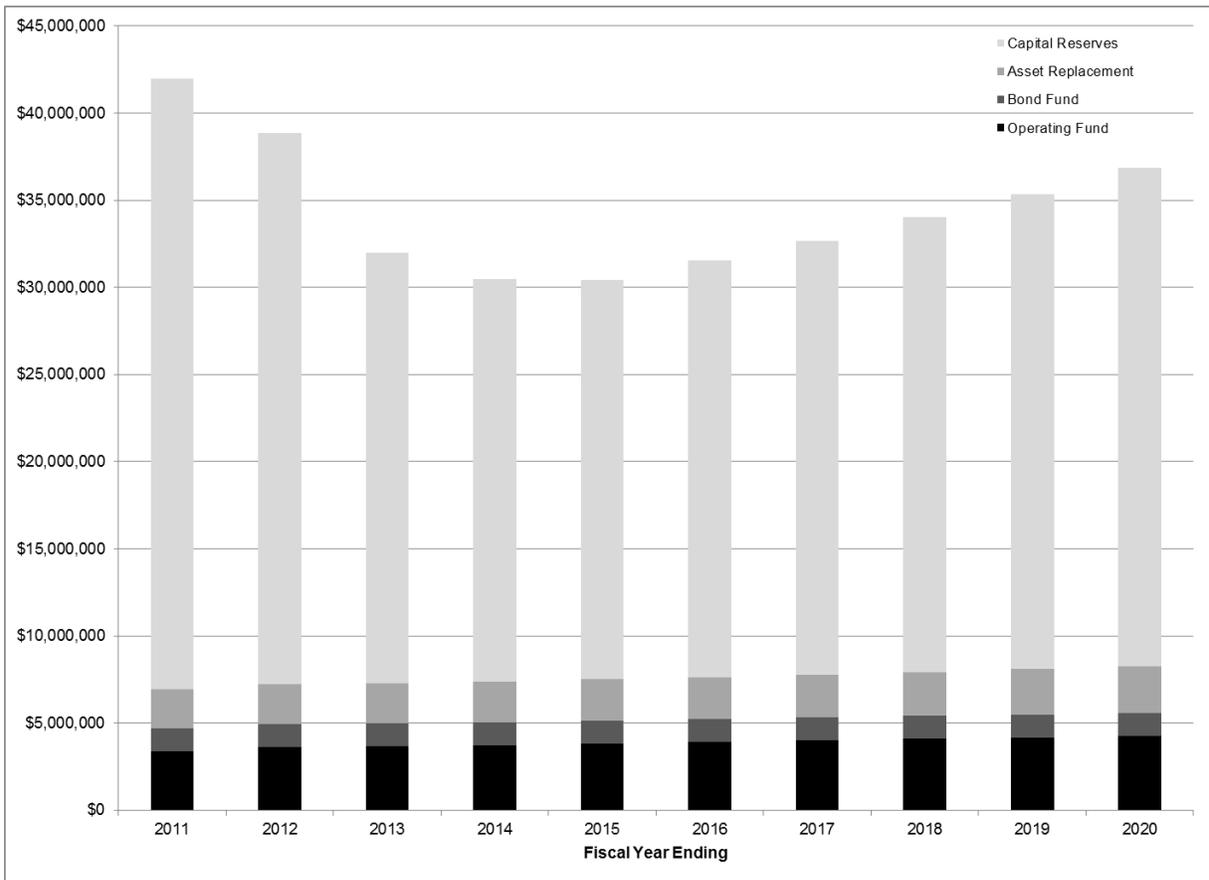
G. CASH FLOW PERFORMANCE AFTER PROJECTED RATE REVENUE

Under the projected wastewater rates introduced in Section F, which project that rate adjustments will be needed beginning in Fiscal Year 2013/14; increased revenue has a positive effect on the cash flow projection for the Utility. Table 14 illustrates the total cash balance across all funds by fiscal year under the rate revenue strategy presented in this report. It is programmed into the analysis that the Operating Fund will be held at 16.4% of annual operating expenses, plus the \$1.3 million for catastrophic events, for a total of \$3.64 million beginning in Fiscal Year 2011/12, with minor additions in subsequent years to keep pace with annual expenses. The Revenue Bond Reserve Fund will continue to be held at the required level of \$1.3 million, throughout the remaining life of the bond issue and will be used to make the final debt service payment. The Asset Replacement Fund that is used for vehicle and equipment replacement expenses is programmed in this analysis to remain at approximately \$2.3 million and will continue to accumulate interest earnings each year; however the balance will available to be spent as needed along the way.

The cash that remains, which is by far the most significant portion of the total cash balance for the Utility is the sum of all capital resources – the Capital Reserve which has been held in Funds 623 and 624, and the balance of the Developer Fees Fund. The combined balance in these funds at the start of the planning period is over \$34 million, and in the near term that balance will be drawn down as the City spends those funds on its planned Capital Improvement Program, without adjustments to rates. The chart reflects that the rate increases presented in Section F are implemented and the balance of the Capital Replacement Reserve will begin to increase again in Fiscal Year 2015/16.

(continued on the following page)

Table 14. Cash Flow Performance After Projected Rates



H. WASTEWATER RATE STRUCTURE

The City's current Wastewater Rate structure consists of a flat charge per service unit, which varies depending on the type of customer. There are three customer groups that the City has defined in the rate structure which are Residential, Commercial and Industrial. The Residential user category includes single family or detached dwelling units, condominiums/townhouses, apartments, mobile homes, congregate care facilities and hotel/motel units with kitchens. Residential users are charged one service unit, which equates to a flat rate of \$25.45 per dwelling unit. Commercial and Industrial (with non-regulated or normal volume discharge) users are assigned adjustment factors, that are used to establish an equivalency to the flow and strength of the wastewater discharged by a Residential user. Wastewater customers that are outside of the City's boundaries are billed a surcharge of \$0.45 per month, per service unit. Table 15 shows the projected wastewater service charges, by user type, if the rate increases are adopted, as shown.

Table 15. Projected Wastewater Service Charges

User Type	Adjustment Factor	Prevailing Monthly Charge	Projected Monthly Charge Assuming Rate Adjustments are Adopted				
			2011/12	2012/13	2013/14	2014/15	2015/16
Projected Annual Adjustments		0.00%	0.00%	0.00%	6.40%	6.40%	6.40%
All Residential, per unit	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Commercial (10+ plumbing fixture units):							
Bakery	2.50	\$63.63	\$63.63	\$63.63	\$67.70	\$72.03	\$76.64
Retail/Professional	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Restaurant, Cafeteria	2.50	\$63.63	\$63.63	\$63.63	\$67.70	\$72.03	\$76.64
School	0.67	\$17.05	\$17.05	\$17.05	\$18.14	\$19.30	\$20.54
Service Station	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Church	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Medical	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Mortuary	2.00	\$50.90	\$50.90	\$50.90	\$54.16	\$57.62	\$61.31
Market	2.00	\$50.90	\$50.90	\$50.90	\$54.16	\$57.62	\$61.31
Major Retail	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Hotel/Motel, without kitchen	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Laundromat	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
All Others	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Industrial:							
Non-regulated or normal volume discharge	1.00	\$25.45	\$25.45	\$25.45	\$27.08	\$28.81	\$30.66
Regulated industrial waste	(1)	(1)	(1)	(1)	(1)	(1)	(1)

(1) Determined by Public Works Director and based on the estimated flow and strength of the discharge.

SECTION 4. RECOMMENDATIONS AND NEXT STEPS

NBS recommends that the City of Thousand Oaks adopt the financial plan as presented and continue implementing the currently adopted Wastewater Rate schedule as shown in Table 1 of this report. The Utility presently operates within the capacity of its current-year revenue sources, with projected annual revenues exceeding the cost of annual operations. The City also has the ability to fund the planned Capital Improvement Program for the Wastewater Utility, without additional rate revenue, or debt financing, in the immediate two year period.

Given the conditions described throughout this report, this study finds no cause for an *immediate* increase to rates, reductions to operations, or deferral of the capital program. However, when the Utility returns to prior practices of making annual contributions to the Capital Replacement Reserve, rate adjustments are projected to be needed at that time. NBS recommends that the City continue the current practice of reviewing Wastewater Rates every two years, to ensure all forecasted operational planned capital obligations of the Utility will continue to be met in a manner that is fiscally sustainable.

TECHNICAL APPENDIX

The following Appendix show the details of the Revenue Requirements analysis as presented in this report for the Wastewater Utility.

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]. For example, "2011" refers to the 2010/2011 fiscal year.

FORECASTING ASSUMPTION:

THE FIGURES CALCULATED IN THIS EXHIBIT HAVE BEEN OVERRIDDEN BY CITY STAFF

Economic Variables	2011	2012	2013	2014	2015	2016	2017	2018	2019
Customer Growth (1)	0.00%	0.00%	0.00%	0.11%	0.23%	0.34%	0.45%	0.45%	0.45%

CUSTOMER STATISTICS:

Current Number of Customers, by Class (2)	2011	2012	2013	2014	2015	2016	2017	2018	2019
Residential	36,332	36,332	36,332	36,373	36,455	36,578	36,742	36,908	37,074
Commercial	1,127	1,127	1,127	1,128	1,131	1,135	1,140	1,145	1,150
Multi-Family	229	229	229	229	230	231	232	233	234
Total: Number of Customers	37,688	37,688	37,688	37,730	37,815	37,943	38,114	38,285	38,457

Increase in Number of Customers Over Prior Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Residential	0	-	-	41	82	123	165	165	166
Commercial	0	-	-	1	3	4	5	5	5
Multi-Family	0	-	-	0	1	1	1	1	1
Total: Increase in Number of Customers	-	-	-	42	85	128	171	172	172

CONNECTION FEE REVENUE ESTIMATE:

Economic Variable	2011	2012	2013	2014	2015	2016	2017	2018	2019
Annual Construction Cost Inflation (3)	N/A	2.09%	2.09%	2.09%	2.09%	2.09%	4.52%	4.52%	4.52%

Connection Fees by Class (4)	2011	2012	2013	2014	2015	2016	2017	2018	2019
Residential	\$ 10,168	\$ 10,381	\$ 10,598	\$ 10,820	\$ 11,046	\$ 11,277	\$ 11,787	\$ 12,320	\$ 12,877
Commercial (5)	\$ 10,168	\$ 10,381	\$ 10,598	\$ 10,820	\$ 11,046	\$ 11,277	\$ 11,787	\$ 12,320	\$ 12,877
Multi-Family (6)	\$ 8,134	\$ 8,305	\$ 8,478	\$ 8,656	\$ 8,837	\$ 9,022	\$ 9,429	\$ 9,856	\$ 10,302

Estimated Annual Connection Fee Revenue	2011	2012	2013	2014	2015	2016	2017	2018	2019
Residential	\$ -	\$ -	\$ -	\$ 442,232	\$ 903,981	\$ 1,387,450	\$ 1,940,117	\$ 2,036,979	\$ 2,138,676
Commercial	\$ -	\$ -	\$ -	\$ 13,718	\$ 28,041	\$ 43,038	\$ 60,181	\$ 63,186	\$ 66,341
Multi-Family	\$ -	\$ -	\$ -	\$ 2,230	\$ 4,558	\$ 6,996	\$ 9,783	\$ 10,271	\$ 10,784
Estimated Annual Connection Fee Revenue (7)	\$ -	\$ -	\$ -	\$ 458,179	\$ 936,580	\$ 1,437,484	\$ 2,010,081	\$ 2,110,436	\$ 2,215,801

- The Customer Growth Rate was derived from the 2002 Wastewater Interceptor Master Plan. Page 2-2 states that average wastewater flow to the Hill Canyon Plant will eventually increase by 18%. To be conservative, this figure was reduced by 50% and spread across 20 years to get an annual growth rate of 0.45%. This was phased into the analysis over the four year period of 2014 to 2017. No growth was estimated through the end of Fiscal Year 2012/13, due to current economic conditions.
- The source of the Current Number of Customers by Class, for Fiscal Year 2010/11 is the Utility Billing System Statistics Report (as of 1/19/2011) provided by City Staff.
- The Annual Construction Cost Inflation of 4.52% was calculated by averaging the annual change in the Los Angeles Construction Cost Index for 2001-2010, from the Engineering News Record. This inflationary factor was applied to costs in 2017 and beyond. In the near term, 2011-2016, a reduced inflationary of 2.09% factors was used, due to the current economic conditions. The 2.09% is the change in the Los Angeles Construction Cost Index for July 2009 to July 2010.
- The fees for all years beyond Fiscal Year 2010/11 are estimated based on the 10 average annual change in the Construction Cost Index for Los Angeles.
- Minimum fee for a General Commercial Customer (minimum of 20 fixture units)
- Rate per Dwelling Unit for an Apartment, Granny Flat, Secondary Unit, Condominium/Townhouse or Mobile Home.
- The Total Estimated Annual Plant Investment Fee Revenue has not been factored into the Operating Revenue Forecast, as these figures were overridden by City Staff estimates.

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

FORECASTING ASSUMPTIONS:

Economic Variables	2011	2012	2013	2014	2015	2016	2017	2018	2019
1 Customer Growth (1)	0.00%	0.00%	0.00%	0.11%	0.23%	0.34%	0.45%	0.45%	0.45%
2 General Cost Inflation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
3 Labor Cost Inflation	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
4 General Cost Inflation plus Customer Growth	3.00%	3.00%	3.00%	3.11%	3.23%	3.34%	3.45%	3.45%	3.45%
5 Energy Cost Inflation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6 Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
7 No Escalation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8 Refer to Exhibit 5	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Rate Revenue Policy	2011	2012	2013	2014	2015	2016	2017	2018	2019
9 Adopted Rate Increase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
10 Rate Increase plus Customer Growth	0.00%	0.00%	0.00%	0.11%	0.23%	0.34%	0.45%	0.45%	0.45%
11 Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

OPERATING REVENUE FORECAST (2):

621 - WASTEWATER - OPERATING FUND REVENUE	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
FEDERAL HIGHWAY ADMINISTR	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PLAN CHECKING/FILING FEE, IMPROVEMENT (3)	1	\$ 1,059	\$ 3,000	\$ 1,000	\$ 1,001	\$ 1,003	\$ 1,007	\$ 1,011	\$ 1,016	\$ 1,020
PLAN CHECKING/FILING FEE, CHANGE ORDER	1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PLAN CHECKING/FILING FEE, TIME EXTENSION	1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INSPECTION FEES,	1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INSPECTION FEES, LATERAL	1	\$ 38	\$ 100	\$ 100	\$ 100	\$ 100	\$ 101	\$ 101	\$ 102	\$ 102
INSPECTION FEES, MAIN LINE	1	\$ 1,198	\$ 3,000	\$ 3,000	\$ 3,003	\$ 3,010	\$ 3,020	\$ 3,034	\$ 3,048	\$ 3,061
INSPECTION FEES, FIXTURE UNIT (3)	1	\$ 80,078	\$ 10,000	\$ 10,000	\$ 10,011	\$ 10,034	\$ 10,068	\$ 10,113	\$ 10,158	\$ 10,204
OTHER WATER SALES, RECLAIMED WATER	10	\$ 116,499	\$ 590,000	\$ 480,000	\$ 480,540	\$ 481,621	\$ 483,247	\$ 485,421	\$ 487,606	\$ 489,800
SERVICE CHARGES	10	\$ (991,000)	\$ -							
SERVICE CHARGES, SERVICE CHGS RESIDENTIAL	10	\$ 7,784,502	\$ 8,700,000	\$ 8,700,000	\$ 8,709,788	\$ 8,729,385	\$ 8,758,846	\$ 8,798,261	\$ 8,837,853	\$ 8,877,624
SERVICE CHARGES, SERVICE CHGS COMMERCIAL	10	\$ 2,265,418	\$ 2,200,000	\$ 2,200,000	\$ 2,202,475	\$ 2,207,431	\$ 2,214,881	\$ 2,224,848	\$ 2,234,859	\$ 2,244,916
SERVICE CHARGES, SERVICE CHGS INDUSTRIAL	10	\$ 678,881	\$ 678,800	\$ 678,800	\$ 679,564	\$ 681,093	\$ 683,391	\$ 686,467	\$ 689,556	\$ 692,659
SERVICE CHARGES, MULTI-FAMILY	10	\$ 849,797	\$ 370,000	\$ 370,000	\$ 370,416	\$ 371,250	\$ 372,503	\$ 374,179	\$ 375,863	\$ 377,554
SERVICE CHARGES, OTHER CHARGES	10	\$ 77,816	\$ 61,100	\$ 61,100	\$ 61,169	\$ 61,306	\$ 61,513	\$ 61,790	\$ 62,068	\$ 62,347
SERVICE CHARGE - ASC, RESIDENTIAL	10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SERVICE CHARGE - ASC, COMMERCIAL	10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SERVICE CHARGE - ASC, INDUSTRIAL	10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SERVICE CHARGE - ASC, OTHER	10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONNECTION FEES, CONNECT FEES COMMERCIAL	1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL REVENUES	7	\$ 39,410	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000
INTEREST APPORTIONMENT (4)	Ref Ex 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET FAIR VALUE INVESTMENT	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER-SPECL EVENTS	7	\$ 4,495	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS REVENUE	7	\$ 3,372	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
WASTEWATER, TRANS IN WASTEWATER GEN'L	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL REVENUES	7	\$ 3,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER	7	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER	7	\$ 2,756	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GREASE DIVERSION (5)	7	\$ 85,193	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
WW FRAPPO RECYCLING	7	\$ 54,057	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
OTHER	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER	7	\$ 373	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: WASTEWATER OPERATING FUND REVENUE		\$ 11,057,261	\$ 13,028,500	\$ 12,916,500	\$ 12,930,567	\$ 12,958,733	\$ 13,001,076	\$ 13,057,725	\$ 13,114,628	\$ 13,171,788

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

622 - CAPITAL PROGRAMS (DEVELOPER FEES) REVENUE	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
FEMA	7	\$ 5,851	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HOMELAND SECURITY	7	\$ (2,246)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONNECTION FEES, CONNECT FEES RESIDENTIAL (3)	Ref Ex 1A	\$ 691,979	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
CONNECTION FEES, CONNECT FEES COMMERCIAL (3)	Ref Ex 1A	\$ 859,904	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
CAPITAL IMPROVEMENT FEE	7	\$ 3,972	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER - MISCELLANEOUS, INT & PENALTIES ON AR	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTEREST INCOME (4)	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTEREST APPORTIONMENT (4)	Ref Ex 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET FAIR VALUE INVESTMENT	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER	7	\$ 15,425	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS REVENUE	7	\$ 4,497	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WASTEWATER, OPER TRANS IN FROM FD 628	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL PROGRAMS (DEVELOPER FEES) REVENUE		\$ 1,579,382	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000

623 - CAPITAL FACILITIES REPLACEMENT REVENUE	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
OTHER	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SERVICE CHARGES	7	\$ (56,000)	\$ -							
SERVICE CHARGES, SERVICE CHGS RESIDENTIAL	10	\$ 442,266	\$ 400,000	\$ 400,000	\$ 400,450	\$ 401,351	\$ 402,706	\$ 404,518	\$ 406,338	\$ 408,167
SERVICE CHARGES, SERVICE CHGS COMMERCIAL	10	\$ 128,717	\$ 100,000	\$ 100,000	\$ 100,113	\$ 100,338	\$ 100,676	\$ 101,129	\$ 101,585	\$ 102,042
SERVICE CHARGES, SERVICE CHGS INDUSTRIAL	10	\$ 38,573	\$ 40,000	\$ 40,000	\$ 40,045	\$ 40,135	\$ 40,271	\$ 40,452	\$ 40,634	\$ 40,817
SERVICE CHARGES, MULTI-FAMILY	10	\$ 48,284	\$ 21,200	\$ 21,200	\$ 21,224	\$ 21,272	\$ 21,343	\$ 21,439	\$ 21,536	\$ 21,633
SERVICE CHARGES, OTHER CHARGES	10	\$ 4,425	\$ 2,000	\$ 2,000	\$ 2,002	\$ 2,007	\$ 2,014	\$ 2,023	\$ 2,032	\$ 2,041
INTEREST APPORTIONMENT (4)	Ref Ex 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET FAIR VALUE INVESTMENT	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER	7	\$ 83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER	7	\$ 912	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL FACILITIES REPLACEMENT REVENUE		\$ 607,261	\$ 563,200	\$ 563,200	\$ 563,834	\$ 565,102	\$ 567,009	\$ 569,561	\$ 572,124	\$ 574,699

624 - CAPITAL PROGRAMS SERVICE CHARGES REVENUE	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
OTHER	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SERVICE CHARGES	7	\$ (412,000)	\$ -							
SERVICE CHARGES, SERVICE CHGS RESIDENTIAL	10	\$ 3,029,498	\$ 3,226,000	\$ 3,226,000	\$ 3,229,629	\$ 3,236,896	\$ 3,247,820	\$ 3,262,436	\$ 3,277,117	\$ 3,291,864
SERVICE CHARGES, SERVICE CHGS COMMERCIAL	10	\$ 881,707	\$ 705,000	\$ 705,000	\$ 705,793	\$ 707,381	\$ 709,769	\$ 712,963	\$ 716,171	\$ 719,394
SERVICE CHARGES, SERVICE CHGS INDUSTRIAL	10	\$ 264,223	\$ 260,000	\$ 260,000	\$ 260,293	\$ 260,878	\$ 261,759	\$ 262,937	\$ 264,120	\$ 265,308
SERVICE CHARGES, MULTI-FAMILY	10	\$ 330,745	\$ 145,600	\$ 145,600	\$ 145,764	\$ 146,092	\$ 146,585	\$ 147,244	\$ 147,907	\$ 148,573
SERVICE CHARGES, OTHER CHARGES	10	\$ 30,311	\$ 15,100	\$ 1,500	\$ 1,502	\$ 1,505	\$ 1,510	\$ 1,517	\$ 1,524	\$ 1,531
SERVICE CHARGE SURCHARGE, RESIDENTIAL	7	\$ 300,456	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
INTEREST APPORTIONMENT (4)	Ref Ex 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET FAIR VALUE INVESTMENT	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER	7	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS REVENUE	7	\$ 565	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WASTEWATER, OPER TRANS IN FROM FD 628	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL PROGRAMS SERVICE CHARGES REVENUE		\$ 4,425,547	\$ 4,651,700	\$ 4,638,100	\$ 4,642,980	\$ 4,652,752	\$ 4,667,443	\$ 4,687,096	\$ 4,706,838	\$ 4,726,669

OTHER REVENUES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
625 - Wastewater ARRA Projects										
ARRA Funds	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
628 - Wastewater Revenue Bonds										
INTEREST APPORTIONMENT (3)	Ref Ex 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET FAIR VALUE INVESTMENT	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
629 - Asset Replacement	7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: OTHER REVENUES		\$ -								

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

WASTEWATER REVENUE SUMMARY	2011	2012	2013	2014	2015	2016	2017	2018	2019
TOTAL: WASTEWATER SERVICE CHARGE (RATE) REVENUE	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 16,930,225	\$ 16,968,318	\$ 17,025,586	\$ 17,102,201	\$ 17,179,161	\$ 17,256,467
TOTAL: DEVELOPER FEES REVENUE	\$ 1,579,382	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
TOTAL: RECLAIMED WATER SALES	\$ 116,499	\$ 590,000	\$ 480,000	\$ 480,540	\$ 481,621	\$ 483,247	\$ 485,421	\$ 487,606	\$ 489,800
TOTAL: OTHER WASTEWATER REVENUE	\$ 577,406	\$ 728,600	\$ 726,600	\$ 726,616	\$ 726,648	\$ 726,695	\$ 726,759	\$ 726,823	\$ 726,888
GRAND TOTAL: WASTEWATER REVENUE	\$ 17,669,451	\$ 18,743,400	\$ 18,617,800	\$ 18,737,381	\$ 18,776,587	\$ 18,935,528	\$ 19,014,382	\$ 19,093,590	\$ 19,173,155

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

OPERATING EXPENSE FORECAST (2):

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
GENERAL ADMINISTRATION										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 141,356	\$ 130,243	\$ 130,243	\$ 135,453	\$ 140,871	\$ 146,506	\$ 152,366	\$ 158,461	\$ 164,799
OVERTIME	3	\$ 32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 2,014	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 4,696	\$ 3,467	\$ 3,467	\$ 3,606	\$ 3,750	\$ 3,900	\$ 4,056	\$ 4,218	\$ 4,387
RETIREMENT, PERS - EMPLOYEE	3	\$ 10,684	\$ 9,739	\$ 9,739	\$ 10,129	\$ 10,534	\$ 10,955	\$ 11,393	\$ 11,849	\$ 12,323
DEFINED-BENEFIT PLAN	3	\$ (2)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 70	\$ 74	\$ 76	\$ 79	\$ 82	\$ 85	\$ 89	\$ 92	\$ 96
RETIREMENT, PERS - EMPLOYER	3	\$ 18,406	\$ 20,660	\$ 21,705	\$ 22,573	\$ 23,476	\$ 24,415	\$ 25,392	\$ 26,407	\$ 27,464
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 6,189	\$ 5,825	\$ 5,955	\$ 6,193	\$ 6,441	\$ 6,699	\$ 6,967	\$ 7,245	\$ 7,535
MEDICARE	3	\$ 2,219	\$ 1,971	\$ 1,971	\$ 2,050	\$ 2,132	\$ 2,217	\$ 2,306	\$ 2,398	\$ 2,494
EMPLOYEE INSURANCE, MEDICAL	3	\$ 8,631	\$ 8,612	\$ 8,612	\$ 8,956	\$ 9,315	\$ 9,687	\$ 10,075	\$ 10,478	\$ 10,897
EMPLOYEE INSURANCE, DENTAL	3	\$ 2,396	\$ 2,477	\$ 2,539	\$ 2,641	\$ 2,746	\$ 2,856	\$ 2,970	\$ 3,089	\$ 3,213
EMPLOYEE INSURANCE, VISION	3	\$ 171	\$ 178	\$ 182	\$ 189	\$ 197	\$ 205	\$ 213	\$ 221	\$ 230
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 271	\$ 267	\$ 267	\$ 278	\$ 289	\$ 300	\$ 312	\$ 325	\$ 338
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 41	\$ 46	\$ 46	\$ 48	\$ 50	\$ 52	\$ 54	\$ 56	\$ 58
EMPLOYEE INSURANCE, L.T.D.	3	\$ 1,052	\$ 1,094	\$ 1,094	\$ 1,138	\$ 1,183	\$ 1,231	\$ 1,280	\$ 1,331	\$ 1,384
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 6,717	\$ 5,100	\$ 5,100	\$ 5,304	\$ 5,516	\$ 5,737	\$ 5,966	\$ 6,205	\$ 6,453
COMPENSATORY TIME - 12/31	3	\$ -	\$ 378	\$ 378	\$ 393	\$ 409	\$ 425	\$ 442	\$ 460	\$ 478
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 34	\$ 36	\$ 36	\$ 37	\$ 39	\$ 40	\$ 42	\$ 44	\$ 46
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ 15	\$ 38	\$ 38	\$ 39	\$ 40	\$ 42	\$ 43	\$ 44	\$ 45
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 5,133	\$ 5,569	\$ 5,569	\$ 5,792	\$ 6,023	\$ 6,264	\$ 6,515	\$ 6,776	\$ 7,047
TEMPORARY HELP, TEMPORARY AGENCY SERVICES	3	\$ 266	\$ 8,100	\$ 500	\$ 520	\$ 541	\$ 562	\$ 585	\$ 608	\$ 633
CONTRACTED SERVS(PRIVATE), OTHER	3	\$ 689	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, TELEPHONE - MODIFICATIONS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 416	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ 2,513	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ 36	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ 1,332	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
SUPPLIES & EQUIPMENT, COMPUTER SOFTWARE LICENSE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUPPLIES & EQUIPMENT, EMPLOYEE SUPPLIES	2	\$ 1,166	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
SUPPLIES & EQUIPMENT, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS, REFERENCE BOOKS	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
MATERIALS, COPIER SUPPLIES/MATERIALS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT LESS THAN \$5000	2	\$ 677	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
VEHICLE EXPENSE, FUEL	5	\$ 612	\$ 900	\$ 900	\$ 927	\$ 955	\$ 983	\$ 1,013	\$ 1,043	\$ 1,075
VEHICLE EXPENSE, PARTS AND MATERIALS	2	\$ 201	\$ 300	\$ 350	\$ 361	\$ 371	\$ 382	\$ 394	\$ 406	\$ 418
VEHICLE EXPENSE, LABOR	3	\$ 2,073	\$ 2,000	\$ 2,200	\$ 2,288	\$ 2,380	\$ 2,475	\$ 2,574	\$ 2,677	\$ 2,784
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 3,561	\$ 3,000	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ -	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
POSTAGE/SHIPPING	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
EQUIPMENT REPAIRS & MAINT, TYPEWRITERS	2	\$ -	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56	\$ 58	\$ 60
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ 210	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
EQUIPMENT/BUILDING RENTAL	2	\$ -	\$ 2,700	\$ 2,700	\$ 2,781	\$ 2,864	\$ 2,950	\$ 3,039	\$ 3,130	\$ 3,224
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUPPLIES & EQUIPMENT, EMPLOYEE SUPPLIES	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SVS- OTH AGYS, PROPERTY TAX ADMIN. FEES	2	\$ 197	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
TRAINING, MILEAGE	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
TRAINING, REGISTRATION	2	\$ 250	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM)	2	\$ 595	\$ 3,000	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582
TRAINING, MEETINGS	2	\$ 101	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
TRAINING, SPECIALIZED TRAINING	2	\$ 854	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 711	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
SUBTOTAL: GENERAL ADMINISTRATION EXPENSES		\$ 226,584	\$ 232,224	\$ 226,117	\$ 234,897	\$ 244,021	\$ 253,501	\$ 263,352	\$ 273,589	\$ 284,226

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
BUSINESS MANAGEMENT										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 86,480	\$ 99,767	\$ 99,767	\$ 103,758	\$ 107,908	\$ 112,224	\$ 116,713	\$ 121,382	\$ 126,237
PERMANENT EMPLOYEES, OVERTIME	3	\$ 2,401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 2,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 1,225	\$ 1,336	\$ 1,336	\$ 1,389	\$ 1,445	\$ 1,503	\$ 1,563	\$ 1,625	\$ 1,690
PERMANENT EMPLOYEES, STAND-BY/BILINGUAL	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DESIGNATED PART TIME (DPT, REGULAR PAY	3	\$ 867	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RETIREMENT, PERS - EMPLOYEE	3	\$ 6,619	\$ 7,428	\$ 7,428	\$ 7,725	\$ 8,034	\$ 8,355	\$ 8,690	\$ 9,037	\$ 9,399
RETIREMENT, DEFINED-BENEFIT PLAN	3	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 52	\$ 65	\$ 66	\$ 69	\$ 71	\$ 74	\$ 77	\$ 80	\$ 84
RETIREMENT, PERS - EMPLOYER	3	\$ 11,408	\$ 15,756	\$ 16,553	\$ 17,215	\$ 17,904	\$ 18,620	\$ 19,365	\$ 20,139	\$ 20,945
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 3,883	\$ 4,443	\$ 4,542	\$ 4,724	\$ 4,913	\$ 5,109	\$ 5,313	\$ 5,526	\$ 5,747
MEDICARE	3	\$ 1,064	\$ 1,216	\$ 1,216	\$ 1,265	\$ 1,315	\$ 1,368	\$ 1,423	\$ 1,479	\$ 1,539
EMPLOYEE INSURANCE, MEDICAL	3	\$ 8,808	\$ 11,335	\$ 11,335	\$ 11,788	\$ 12,260	\$ 12,750	\$ 13,260	\$ 13,791	\$ 14,342
EMPLOYEE INSURANCE, DENTAL	3	\$ 1,985	\$ 2,540	\$ 2,603	\$ 2,707	\$ 2,815	\$ 2,928	\$ 3,045	\$ 3,167	\$ 3,294
EMPLOYEE INSURANCE, VISION	3	\$ 144	\$ 187	\$ 192	\$ 200	\$ 208	\$ 216	\$ 225	\$ 234	\$ 243
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 180	\$ 211	\$ 211	\$ 219	\$ 228	\$ 237	\$ 247	\$ 257	\$ 267
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 32	\$ 40	\$ 40	\$ 42	\$ 43	\$ 45	\$ 47	\$ 49	\$ 51
EMPLOYEE INSURANCE, L.T.D.	3	\$ 722	\$ 902	\$ 902	\$ 938	\$ 976	\$ 1,015	\$ 1,055	\$ 1,097	\$ 1,141
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, UNEMPLOYMENT	3	\$ 4,725	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, SICK LEAVE	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 512	\$ 500	\$ 500	\$ 520	\$ 541	\$ 562	\$ 585	\$ 608	\$ 633
COMPENSATORY TIME - 12/31	3	\$ -	\$ 186	\$ 186	\$ 193	\$ 201	\$ 209	\$ 218	\$ 226	\$ 235
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 31	\$ 32	\$ 32	\$ 33	\$ 35	\$ 36	\$ 37	\$ 39	\$ 40
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 2,277	\$ 2,345	\$ 2,345	\$ 2,439	\$ 2,536	\$ 2,638	\$ 2,743	\$ 2,853	\$ 2,967
TRAINING, SPECIALIZED TRAINING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TEMPORARY HELP, TEMPORARY AGENCY SERVICES	2	\$ 6,797	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEGAL, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL, OTHER	2	\$ -	\$ -	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SVS- OTH AGYS, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER CONSULT/CONTRACTUAL, CITY COST ALLOCATION	2	\$ 1,719,702	\$ 1,988,600	\$ 2,008,600	\$ 2,068,858	\$ 2,130,924	\$ 2,194,851	\$ 2,260,697	\$ 2,328,518	\$ 2,398,373
UTILITIES, TELEPHONE - MODIFICATIONS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 108	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ 28	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, STATIONERY/ENVELOPES	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ 66	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUPPLIES & EQUIPMENT, OTHER	2	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS, REFERENCE BOOKS	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
EQUIPMENT LESS THAN \$5000	2	\$ 23	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 8	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
POSTAGE/SHIPPING	2	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INSURANCE (OTHER TN EMPLY, GENERAL LIABILITY CLAIMS	2	\$ -	\$ 10,500	\$ 10,500	\$ 10,815	\$ 11,139	\$ 11,474	\$ 11,818	\$ 12,172	\$ 12,538
INSURANCE (OTHER TN EMPLY, PROPERTY	2	\$ 174,948	\$ 184,000	\$ 193,000	\$ 198,790	\$ 204,754	\$ 210,896	\$ 217,223	\$ 223,740	\$ 230,452
TRAINING, MILEAGE	2	\$ 12	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
TRAINING, REGISTRATION	2	\$ 19	\$ 300	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM	2	\$ -	\$ 900	\$ 900	\$ 927	\$ 955	\$ 983	\$ 1,013	\$ 1,043	\$ 1,075
TRAINING, MEETINGS	2	\$ 4	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
TRAINING, SPECIALIZED TRAINING	2	\$ 103	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 126	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
ADVERTISING (NT RECRUITME	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TAXES	2	\$ 25,411	\$ 26,000	\$ 26,000	\$ 26,780	\$ 27,583	\$ 28,411	\$ 29,263	\$ 30,141	\$ 31,045
BAD DEBT EXPENSE	2	\$ 43,166	\$ 53,000	\$ 53,000	\$ 54,590	\$ 56,228	\$ 57,915	\$ 59,652	\$ 61,442	\$ 63,285
SUBTOTAL: BUSINESS MANAGEMENT EXPENSES		\$ 2,106,190	\$ 2,413,089	\$ 2,445,554	\$ 2,520,413	\$ 2,597,578	\$ 2,677,119	\$ 2,759,112	\$ 2,843,631	\$ 2,930,756

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
DEVELOPMENT SERVICES										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 235,916	\$ 205,826	\$ 205,826	\$ 214,059	\$ 222,621	\$ 231,526	\$ 240,787	\$ 250,419	\$ 260,436
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 1,807	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 2,982	\$ 2,859	\$ 2,859	\$ 2,973	\$ 3,092	\$ 3,216	\$ 3,345	\$ 3,478	\$ 3,618
DESIGNATED PART TIME (DPT, REGULAR PAY	3	\$ 47,136	\$ 45,329	\$ 45,329	\$ 47,142	\$ 49,028	\$ 50,989	\$ 53,029	\$ 55,150	\$ 57,356
DESIGNATED PART TIME (DPT, COMPENSATORY TIME	3	\$ 1,483	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TEMPORARY/HOURLY EEMPL, REGULAR PAY	3	\$ 3,288	\$ 15,000	\$ 15,000	\$ 15,600	\$ 16,224	\$ 16,873	\$ 17,548	\$ 18,250	\$ 18,980
RETIREMENT, PERS - EMPLOYEE	3	\$ 18,788	\$ 16,421	\$ 16,421	\$ 17,078	\$ 17,761	\$ 18,471	\$ 19,210	\$ 19,979	\$ 20,778
RETIREMENT, DEFINED-BENEFIT PLAN	3	\$ 2,680	\$ 2,583	\$ 2,583	\$ 2,686	\$ 2,794	\$ 2,906	\$ 3,022	\$ 3,143	\$ 3,268
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 138	\$ 134	\$ 138	\$ 144	\$ 149	\$ 155	\$ 161	\$ 168	\$ 175
RETIREMENT, PERS - EMPLOYER	3	\$ 32,363	\$ 34,834	\$ 36,595	\$ 38,059	\$ 39,581	\$ 41,164	\$ 42,811	\$ 44,523	\$ 46,304
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 12,402	\$ 11,247	\$ 11,498	\$ 11,958	\$ 12,436	\$ 12,934	\$ 13,451	\$ 13,989	\$ 14,549
MEDICARE	3	\$ 3,706	\$ 3,345	\$ 3,345	\$ 3,479	\$ 3,618	\$ 3,763	\$ 3,913	\$ 4,070	\$ 4,232
EMPLOYEE INSURANCE, MEDICAL/RETIRES	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, MEDICAL	3	\$ 18,450	\$ 17,721	\$ 17,721	\$ 18,430	\$ 19,167	\$ 19,934	\$ 20,731	\$ 21,560	\$ 22,423
EMPLOYEE INSURANCE, DENTAL	3	\$ 8,218	\$ 8,202	\$ 8,407	\$ 8,743	\$ 9,093	\$ 9,457	\$ 9,835	\$ 10,228	\$ 10,638
EMPLOYEE INSURANCE, VISION	3	\$ 592	\$ 602	\$ 617	\$ 642	\$ 667	\$ 694	\$ 722	\$ 751	\$ 781
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 439	\$ 401	\$ 401	\$ 417	\$ 434	\$ 451	\$ 469	\$ 488	\$ 507
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 112	\$ 112	\$ 112	\$ 116	\$ 121	\$ 126	\$ 131	\$ 136	\$ 142
EMPLOYEE INSURANCE, L.T.D.	3	\$ 1,936	\$ 1,872	\$ 1,872	\$ 1,947	\$ 2,025	\$ 2,106	\$ 2,190	\$ 2,278	\$ 2,369
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 3,748	\$ 3,200	\$ 3,200	\$ 3,328	\$ 3,461	\$ 3,600	\$ 3,744	\$ 3,893	\$ 4,049
COMPENSATORY TIME - 12/31	3	\$ -	\$ 314	\$ 314	\$ 327	\$ 340	\$ 353	\$ 367	\$ 382	\$ 397
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 201	\$ 173	\$ 173	\$ 180	\$ 187	\$ 195	\$ 202	\$ 210	\$ 219
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ 81	\$ 81	\$ 81	\$ 83	\$ 86	\$ 89	\$ 91	\$ 94	\$ 97
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	2	\$ 18,545	\$ 17,640	\$ 17,640	\$ 18,169	\$ 18,714	\$ 19,276	\$ 19,854	\$ 20,450	\$ 21,063
DESIGN & ENGINEERING	2	\$ 1,434	\$ 10,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ -	\$ 8,000	\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742	\$ 9,004	\$ 9,274	\$ 9,552
CONTRACTED SVS- OTH AGVS, OTHER	2	\$ -	\$ 20,000	\$ 12,500	\$ 12,875	\$ 13,261	\$ 13,659	\$ 14,069	\$ 14,491	\$ 14,926
LAND	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTANGIBLES, PERMANENT EASEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, TELEPHONE - MODIFICATIONS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 199	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ 278	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ 157	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
SUPPLIES & EQUIPMENT, COMPUTER SOFTWARE LICENSE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUPPLIES & EQUIPMENT, OTHER	2	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS, REFERENCE BOOKS	2	\$ 50	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56	\$ 58	\$ 60
MATERIALS, SAFETY SUPPLIES & APPAREL	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT LESS THAN \$5000	2	\$ 666	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 106	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ 887	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
POSTAGE/SHIPPING	2	\$ 20	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRAINING, MILEAGE	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
TRAINING, REGISTRATION	2	\$ 455	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM	2	\$ 186	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
TRAINING, MEETINGS	2	\$ 140	\$ 300	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358
TRAINING, SPECIALIZED TRAINING	2	\$ 455	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 488	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
SUBTOTAL: DEVELOPMENT SERVICES		\$ 420,616	\$ 435,746	\$ 430,482	\$ 447,121	\$ 464,407	\$ 482,367	\$ 501,028	\$ 520,415	\$ 540,559

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
PUBLIC IMPROVEMENTS										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 101,045	\$ 81,333	\$ 81,333	\$ 84,586	\$ 87,970	\$ 91,489	\$ 95,148	\$ 98,954	\$ 102,912
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 2,004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 1,542	\$ 1,459	\$ 1,459	\$ 1,517	\$ 1,578	\$ 1,641	\$ 1,707	\$ 1,775	\$ 1,846
TEMPORARY/HOURLY EMPL, REGULAR PAY	3	\$ -	\$ 7,100	\$ 7,100	\$ 7,384	\$ 7,679	\$ 7,987	\$ 8,306	\$ 8,638	\$ 8,984
RETIREMENT, PERS - EMPLOYEE	3	\$ 7,679	\$ 6,083	\$ 6,083	\$ 6,326	\$ 6,579	\$ 6,843	\$ 7,116	\$ 7,401	\$ 7,697
RETIREMENT, DEFINED-BENEFIT PLAN	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 47	\$ 41	\$ 42	\$ 44	\$ 45	\$ 47	\$ 49	\$ 51	\$ 53
RETIREMENT, PERS - EMPLOYER	3	\$ 13,226	\$ 12,903	\$ 13,556	\$ 14,098	\$ 14,662	\$ 15,249	\$ 15,859	\$ 16,493	\$ 17,153
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 4,450	\$ 3,638	\$ 3,720	\$ 3,869	\$ 4,024	\$ 4,184	\$ 4,352	\$ 4,526	\$ 4,707
MEDICARE	3	\$ 1,575	\$ 1,194	\$ 1,194	\$ 1,242	\$ 1,291	\$ 1,343	\$ 1,397	\$ 1,453	\$ 1,511
EMPLOYEE INSURANCE, MEDICAL/RETIREES	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, MEDICAL	3	\$ 7,114	\$ 7,615	\$ 7,615	\$ 7,920	\$ 8,236	\$ 8,566	\$ 8,908	\$ 9,265	\$ 9,635
EMPLOYEE INSURANCE, DENTAL	3	\$ 1,578	\$ 1,283	\$ 1,315	\$ 1,368	\$ 1,422	\$ 1,479	\$ 1,538	\$ 1,600	\$ 1,664
EMPLOYEE INSURANCE, VISION	3	\$ 111	\$ 91	\$ 94	\$ 98	\$ 102	\$ 106	\$ 110	\$ 114	\$ 119
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 189	\$ 158	\$ 158	\$ 164	\$ 171	\$ 178	\$ 185	\$ 192	\$ 200
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 28	\$ 25	\$ 25	\$ 26	\$ 27	\$ 28	\$ 29	\$ 30	\$ 32
EMPLOYEE INSURANCE, L.T.D.	3	\$ 836	\$ 739	\$ 739	\$ 769	\$ 799	\$ 831	\$ 865	\$ 899	\$ 935
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 3,866	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
COMPENSATORY TIME - 12/31	3	\$ -	\$ 387	\$ 387	\$ 402	\$ 419	\$ 435	\$ 453	\$ 471	\$ 490
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 28	\$ 40	\$ 40	\$ 42	\$ 43	\$ 45	\$ 47	\$ 49	\$ 51
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ 38	\$ 38	\$ 38	\$ 39	\$ 40	\$ 42	\$ 43	\$ 44	\$ 45
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 2,497	\$ 812	\$ 812	\$ 844	\$ 878	\$ 913	\$ 950	\$ 988	\$ 1,027
DESIGN & ENGINEERING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, TELEPHONE - MODIFICATIONS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 238	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ 101	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, COMPUTER SOFTWARE LICENSE	2	\$ -	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
SUPPLIES & EQUIPMENT, OTHER	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
MATERIALS, SAFETY SUPPLIES & APPAREL	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
EQUIPMENT LESS THAN \$5000	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
VEHICLE EXPENSE, FUEL	5	\$ -	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
VEHICLE EXPENSE, PARTS AND MATERIALS	2	\$ -	\$ 600	\$ 600	\$ 618	\$ 637	\$ 656	\$ 675	\$ 696	\$ 716
VEHICLE EXPENSE, LABOR	3	\$ -	\$ 1,300	\$ 1,300	\$ 1,352	\$ 1,406	\$ 1,462	\$ 1,521	\$ 1,582	\$ 1,645
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
POSTAGE/SHIPPING	2	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, COMPUTER REPAIR & SERVICE	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
COMPUTER SOFTWARE MAINT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ASSET REPLACEMENT FUNDING - PUBLIC IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
USE OF ASSET REPLACEMENT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRAINING, MILEAGE	2	\$ -	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
TRAINING, REGISTRATION	2	\$ 110	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM)	2	\$ -	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
TRAINING, MEETINGS	2	\$ 11	\$ 300	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358
TRAINING, SPECIALIZED TRAINING	2	\$ -	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 194	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
SUBTOTAL: PUBLIC IMPROVEMENTS		\$ 148,508	\$ 131,639	\$ 132,410	\$ 137,652	\$ 143,102	\$ 148,768	\$ 154,660	\$ 160,785	\$ 167,153

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
ENGINEERING SERVICES										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 276,414	\$ 316,880	\$ 317,471	\$ 330,170	\$ 343,377	\$ 357,112	\$ 371,396	\$ 386,252	\$ 401,702
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 988	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 2,427	\$ 2,585	\$ 2,585	\$ 2,688	\$ 2,796	\$ 2,908	\$ 3,024	\$ 3,145	\$ 3,271
DESIGNATED PART TIME (DPT, REGULAR PAY	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DESIGNATED PART TIME (DPT, COMPENSATORY TIME	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TEMPORARY/HOURLY EMLP, REGULAR PAY	3	\$ 3,505	\$ 15,000	\$ 15,000	\$ 15,600	\$ 16,224	\$ 16,873	\$ 17,548	\$ 18,250	\$ 18,980
RETIREMENT, PERS - EMPLOYEE	3	\$ 20,732	\$ 23,724	\$ 23,768	\$ 24,719	\$ 25,707	\$ 26,736	\$ 27,805	\$ 28,917	\$ 30,074
RETIREMENT, DEFINED-BENEFIT PLAN	3	\$ 245	\$ 700	\$ 700	\$ 728	\$ 757	\$ 787	\$ 819	\$ 852	\$ 886
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 134	\$ 161	\$ 165	\$ 172	\$ 178	\$ 186	\$ 193	\$ 201	\$ 209
RETIREMENT, PERS - EMPLOYER	3	\$ 35,735	\$ 50,325	\$ 52,969	\$ 55,088	\$ 57,291	\$ 59,583	\$ 61,966	\$ 64,445	\$ 67,023
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 12,020	\$ 14,190	\$ 14,534	\$ 15,115	\$ 15,720	\$ 16,349	\$ 17,003	\$ 17,683	\$ 18,390
MEDICARE	3	\$ 4,363	\$ 4,981	\$ 4,990	\$ 5,190	\$ 5,397	\$ 5,613	\$ 5,838	\$ 6,071	\$ 6,314
EMPLOYEE INSURANCE, MEDICAL	3	\$ 11,349	\$ 14,197	\$ 14,197	\$ 14,765	\$ 15,355	\$ 15,970	\$ 16,608	\$ 17,273	\$ 17,964
EMPLOYEE INSURANCE, DENTAL	3	\$ 4,375	\$ 5,634	\$ 5,775	\$ 6,006	\$ 6,246	\$ 6,496	\$ 6,756	\$ 7,026	\$ 7,307
EMPLOYEE INSURANCE, VISION	3	\$ 309	\$ 406	\$ 417	\$ 434	\$ 451	\$ 469	\$ 488	\$ 507	\$ 528
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 500	\$ 604	\$ 604	\$ 628	\$ 653	\$ 679	\$ 707	\$ 735	\$ 764
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 81	\$ 100	\$ 100	\$ 104	\$ 108	\$ 112	\$ 117	\$ 122	\$ 127
EMPLOYEE INSURANCE, L.T.D.	3	\$ 2,261	\$ 2,882	\$ 2,888	\$ 3,004	\$ 3,124	\$ 3,249	\$ 3,379	\$ 3,514	\$ 3,654
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, UNEMPLOYMENT	3	\$ 2,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 8,188	\$ 6,800	\$ 6,800	\$ 7,072	\$ 7,355	\$ 7,649	\$ 7,955	\$ 8,273	\$ 8,604
COMPENSATORY TIME - 12/31	3	\$ -	\$ 452	\$ 452	\$ 470	\$ 489	\$ 508	\$ 529	\$ 550	\$ 572
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 101	\$ 119	\$ 119	\$ 124	\$ 129	\$ 134	\$ 139	\$ 145	\$ 151
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 14,586	\$ 16,283	\$ 16,283	\$ 16,934	\$ 17,612	\$ 18,316	\$ 19,049	\$ 19,811	\$ 20,603
DESIGN & ENGINEERING	2	\$ -	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
OTHER PROFESSIONAL/CONTRACTURAL SERVICES	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SVS- OTH AGYS, PERMITS & INSPECTIONS	2	\$ -	\$ 5,000	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970
UTILITIES, TELEPHONE - MODIFICATIONS	2	\$ -	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 143	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ 2	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ -	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ 540	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
SUPPLIES & EQUIPMENT, COMPUTER SOFTWARE LICENSE	2	\$ 132	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
SUPPLIES & EQUIPMENT, OTHER	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
MATERIALS, SAFETY SUPPLIES & APPAREL	2	\$ -	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
EQUIPMENT LESS THAN \$5000	2	\$ -	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
VEHICLE EXPENSE, FUEL	5	\$ 1,058	\$ 1,200	\$ 1,200	\$ 1,236	\$ 1,273	\$ 1,311	\$ 1,351	\$ 1,391	\$ 1,433
VEHICLE EXPENSE, PARTS AND MATERIALS	2	\$ 679	\$ 2,000	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
VEHICLE EXPENSE, LABOR	3	\$ 1,530	\$ 1,200	\$ 1,200	\$ 1,248	\$ 1,298	\$ 1,350	\$ 1,404	\$ 1,460	\$ 1,518
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 8	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ -	\$ 300	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358
POSTAGE/SHIPPING	2	\$ -	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
COMPUTER SOFTWARE MAINT	2	\$ -	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
USE OF ASSET REPLACEMENT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRAINING, MILEAGE	2	\$ 60	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
TRAINING, REGISTRATION	2	\$ 845	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM	2	\$ 23	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
TRAINING, MEETINGS	2	\$ 305	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
TRAINING, SPECIALIZED TRAINING	2	\$ 44	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 367	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
ASSET REPLACEMENT FUNDING - ENGINEERING SERVICES	2	\$ 4,766	\$ 4,766	\$ 4,766	\$ 4,909	\$ 5,056	\$ 5,208	\$ 5,364	\$ 5,525	\$ 5,691
SUBTOTAL: ENGINEERING SERVICES		\$ 411,408	\$ 505,489	\$ 508,783	\$ 528,857	\$ 549,725	\$ 571,419	\$ 593,973	\$ 617,419	\$ 641,794

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]. For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
INSPECTION										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 132,200	\$ 116,836	\$ 116,836	\$ 121,509	\$ 126,370	\$ 131,425	\$ 136,682	\$ 142,149	\$ 147,835
PERMANENT EMPLOYEES, OVERTIME	3	\$ 4,984	\$ 5,500	\$ 5,500	\$ 5,720	\$ 5,949	\$ 6,187	\$ 6,434	\$ 6,692	\$ 6,959
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 1,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 1,219	\$ 1,110	\$ 1,110	\$ 1,154	\$ 1,201	\$ 1,249	\$ 1,299	\$ 1,350	\$ 1,405
RETIREMENT, PERS - EMPLOYEE	3	\$ 9,982	\$ 8,763	\$ 8,763	\$ 9,114	\$ 9,478	\$ 9,857	\$ 10,251	\$ 10,662	\$ 11,088
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 79	\$ 74	\$ 76	\$ 79	\$ 82	\$ 85	\$ 89	\$ 92	\$ 96
RETIREMENT, PERS - EMPLOYER	3	\$ 17,195	\$ 18,590	\$ 19,530	\$ 20,311	\$ 21,124	\$ 21,969	\$ 22,847	\$ 23,761	\$ 24,712
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 5,778	\$ 5,231	\$ 5,347	\$ 5,561	\$ 5,783	\$ 6,015	\$ 6,255	\$ 6,505	\$ 6,766
MEDICARE	3	\$ 1,239	\$ 968	\$ 968	\$ 1,007	\$ 1,047	\$ 1,089	\$ 1,132	\$ 1,178	\$ 1,225
EMPLOYEE INSURANCE, MEDICAL	3	\$ 16,480	\$ 14,987	\$ 14,987	\$ 15,586	\$ 16,210	\$ 16,858	\$ 17,533	\$ 18,234	\$ 18,963
EMPLOYEE INSURANCE, DENTAL	3	\$ 2,230	\$ 2,117	\$ 2,170	\$ 2,257	\$ 2,347	\$ 2,441	\$ 2,539	\$ 2,640	\$ 2,746
EMPLOYEE INSURANCE, VISION	3	\$ 159	\$ 154	\$ 157	\$ 163	\$ 170	\$ 177	\$ 184	\$ 191	\$ 199
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 196	\$ 186	\$ 186	\$ 193	\$ 201	\$ 209	\$ 218	\$ 226	\$ 235
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 48	\$ 46	\$ 46	\$ 48	\$ 50	\$ 52	\$ 54	\$ 56	\$ 58
EMPLOYEE INSURANCE, L.T.D.	3	\$ 1,092	\$ 1,063	\$ 1,063	\$ 1,106	\$ 1,150	\$ 1,196	\$ 1,244	\$ 1,293	\$ 1,345
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 1,259	\$ 1,300	\$ 1,300	\$ 1,352	\$ 1,406	\$ 1,462	\$ 1,521	\$ 1,582	\$ 1,645
COMPENSATORY TIME - 12/31	3	\$ -	\$ 165	\$ 165	\$ 172	\$ 178	\$ 186	\$ 193	\$ 201	\$ 209
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 39	\$ 22	\$ 22	\$ 23	\$ 24	\$ 25	\$ 26	\$ 27	\$ 28
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ 594	\$ 478	\$ 478	\$ 492	\$ 507	\$ 522	\$ 538	\$ 554	\$ 571
OTHER COMPENSATION/ALLOWA, MEALS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 939	\$ 958	\$ 958	\$ 996	\$ 1,036	\$ 1,078	\$ 1,121	\$ 1,166	\$ 1,212
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 1,313	\$ 2,200	\$ 2,200	\$ 2,266	\$ 2,334	\$ 2,404	\$ 2,476	\$ 2,550	\$ 2,627
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, OTHER	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
MATERIALS, SAFETY SUPPLIES & APPAREL	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
MATERIALS, OTHER	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
EQUIPMENT LESS THAN \$5000	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
POSTAGE/SHIPPING	2	\$ 6	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
COMPUTER SOFTWARE MAINT	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
TRAINING, MILEAGE	2	\$ 104	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
TRAINING, REGISTRATION	2	\$ 150	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM)	2	\$ 99	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
TRAINING, MEETINGS	2	\$ -	\$ 300	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358
TRAINING, SPECIALIZED TRAINING	2	\$ 138	\$ 1,200	\$ 1,200	\$ 1,236	\$ 1,273	\$ 1,311	\$ 1,351	\$ 1,391	\$ 1,433
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ -	\$ 400	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	\$ 464	\$ 478
SUBTOTAL: INSPECTION EXPENSES		\$ 198,537	\$ 186,448	\$ 187,562	\$ 194,981	\$ 202,694	\$ 210,712	\$ 219,049	\$ 227,717	\$ 236,729

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
MSC FACILITY ADMINISTRATION										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 210,928	\$ 174,633	\$ 175,172	\$ 182,179	\$ 189,466	\$ 197,045	\$ 204,926	\$ 213,124	\$ 221,648
PERMANENT EMPLOYEES, OVERTIME	3	\$ 831	\$ 500	\$ 600	\$ 624	\$ 649	\$ 675	\$ 702	\$ 730	\$ 759
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 3,389	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 3,137	\$ 2,937	\$ 2,937	\$ 3,054	\$ 3,177	\$ 3,304	\$ 3,436	\$ 3,573	\$ 3,716
PERMANENT EMPLOYEES, STAND-BY/BILINGUAL	3	\$ 163	\$ 163	\$ 163	\$ 170	\$ 176	\$ 183	\$ 191	\$ 198	\$ 206
TEMPORARY/HOURLY EML, REGULAR PAY	3	\$ 6,588	\$ 5,000	\$ 5,000	\$ 5,200	\$ 5,408	\$ 5,624	\$ 5,849	\$ 6,083	\$ 6,327
TEMPORARY/HOURLY EML, OVERTIME	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RETIREMENT, PERS - EMPLOYEE	3	\$ 15,658	\$ 13,089	\$ 13,129	\$ 13,654	\$ 14,200	\$ 14,768	\$ 15,359	\$ 15,973	\$ 16,612
RETIREMENT, DEFINED-BENEFIT PLAN	3	\$ 461	\$ 525	\$ 525	\$ 546	\$ 568	\$ 591	\$ 614	\$ 639	\$ 664
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 144	\$ 128	\$ 131	\$ 136	\$ 142	\$ 147	\$ 153	\$ 159	\$ 166
RETIREMENT, PERS - EMPLOYER	3	\$ 26,970	\$ 27,765	\$ 29,259	\$ 30,429	\$ 31,647	\$ 32,912	\$ 34,229	\$ 35,598	\$ 37,022
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 9,102	\$ 7,814	\$ 8,013	\$ 8,334	\$ 8,667	\$ 9,014	\$ 9,374	\$ 9,749	\$ 10,139
MEDICARE	3	\$ 3,310	\$ 2,715	\$ 2,722	\$ 2,831	\$ 2,944	\$ 3,062	\$ 3,184	\$ 3,312	\$ 3,444
EMPLOYEE INSURANCE, MEDICAL	3	\$ 23,318	\$ 22,084	\$ 22,084	\$ 22,967	\$ 23,886	\$ 24,841	\$ 25,835	\$ 26,869	\$ 27,943
EMPLOYEE INSURANCE, DENTAL	3	\$ 4,757	\$ 4,377	\$ 4,486	\$ 4,665	\$ 4,852	\$ 5,046	\$ 5,248	\$ 5,458	\$ 5,676
EMPLOYEE INSURANCE, VISION	3	\$ 334	\$ 314	\$ 322	\$ 335	\$ 348	\$ 362	\$ 377	\$ 392	\$ 407
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 381	\$ 344	\$ 346	\$ 360	\$ 374	\$ 389	\$ 405	\$ 421	\$ 438
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 86	\$ 79	\$ 79	\$ 82	\$ 85	\$ 89	\$ 92	\$ 96	\$ 100
EMPLOYEE INSURANCE, L.T.D.	3	\$ 1,700	\$ 1,587	\$ 1,592	\$ 1,656	\$ 1,722	\$ 1,791	\$ 1,862	\$ 1,937	\$ 2,014
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, UNEMPLOYMENT	3	\$ 688	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, SICK LEAVE	3	\$ 159	\$ 160	\$ 160	\$ 166	\$ 173	\$ 180	\$ 187	\$ 195	\$ 202
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 9,001	\$ 2,900	\$ 2,900	\$ 3,016	\$ 3,137	\$ 3,262	\$ 3,393	\$ 3,528	\$ 3,669
COMPENSATORY TIME - 12/31	3	\$ -	\$ 540	\$ 540	\$ 562	\$ 584	\$ 607	\$ 632	\$ 657	\$ 683
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 82	\$ 68	\$ 68	\$ 71	\$ 74	\$ 76	\$ 80	\$ 83	\$ 86
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ 521	\$ 385	\$ 385	\$ 397	\$ 408	\$ 421	\$ 433	\$ 446	\$ 460
OTHER COMPENSATION/ALLOWA, MEALS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 6,687	\$ 4,639	\$ 4,639	\$ 4,825	\$ 5,018	\$ 5,218	\$ 5,427	\$ 5,644	\$ 5,870
TEMPORARY HELP, TEMPORARY AGENCY SERVICE	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TEMPORARY HELP, TEMPORARY AGENCY SERVICES	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVS(PRIVATE), JANITORIAL	2	\$ 2,270	\$ 5,000	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970
CONTRACTED SERVS(PRIVATE), FIRE PROTECTION SYSTEMS	2	\$ -	\$ 300	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358
CONTRACTED SERVS(PRIVATE), ELEVATOR MAINTENANCE	2	\$ 347	\$ 450	\$ 450	\$ 464	\$ 477	\$ 492	\$ 506	\$ 522	\$ 537
CONTRACTED SERVS(PRIVATE), SECURITY	2	\$ 2,933	\$ 3,500	\$ 3,500	\$ 3,605	\$ 3,713	\$ 3,825	\$ 3,939	\$ 4,057	\$ 4,179
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ 26,375	\$ 12,500	\$ 12,500	\$ 12,875	\$ 13,261	\$ 13,659	\$ 14,069	\$ 14,491	\$ 14,926
CONTRACTED SVS- OTH AGYS, PERMITS & INSPECTIONS	2	\$ 462	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
CONTRACTED SVS- OTH AGYS, OTHER	2	\$ -	\$ 500	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, TELEPHONE - BASIC	2	\$ 1,321	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
UTILITIES, TELEPHONE - LONG DIST	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, TELEPHONE - MODIFICATIONS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, TELEPHONE - MAINTENANCE	2	\$ 617	\$ 750	\$ 750	\$ 773	\$ 796	\$ 820	\$ 844	\$ 869	\$ 896
UTILITIES, TELEPHONE - DATA LINK	2	\$ 152	\$ 1,250	\$ 1,250	\$ 1,288	\$ 1,326	\$ 1,366	\$ 1,407	\$ 1,449	\$ 1,493
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 3,959	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
UTILITIES, WATER	2	\$ 2,139	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776
UTILITIES, WASTEWATER	9	\$ 307	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
UTILITIES, GAS	5	\$ 2,709	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
UTILITIES, ELECTRICITY	5	\$ 12,246	\$ 12,500	\$ 12,500	\$ 12,875	\$ 13,261	\$ 13,659	\$ 14,069	\$ 14,491	\$ 14,926
UTILITIES, RUBBISH	2	\$ -	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ 2,119	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
SUPPLIES & EQUIPMENT, FORMS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUPPLIES & EQUIPMENT, STATIONERY/ENVELOPES	2	\$ 628	\$ 600	\$ 600	\$ 618	\$ 637	\$ 656	\$ 675	\$ 696	\$ 716
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ 34	\$ 150	\$ 150	\$ 155	\$ 159	\$ 164	\$ 169	\$ 174	\$ 179
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ 982	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
MSC FACILITY ADMINISTRATION, CONTINUED										
SUPPLIES & EQUIPMENT, COMPUTER SOFTWARE LICENSE	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
SUPPLIES & EQUIPMENT, COMPUTER PAPER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUPPLIES & EQUIPMENT, EMPLOYEE SUPPLIES	2	\$ 1,506	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
SUPPLIES & EQUIPMENT, OTHER	2	\$ 208	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
MATERIALS, TOOLS	2	\$ 222	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
MATERIALS, MAINTENANCE/JANITORIAL	2	\$ 1,181	\$ 700	\$ 700	\$ 721	\$ 743	\$ 765	\$ 788	\$ 811	\$ 836
MATERIALS, REFERENCE BOOKS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS, TRAINING MATERIALS	2	\$ -	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56	\$ 58	\$ 60
MATERIALS, SAFETY SUPPLIES & APPAREL	2	\$ 83	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
MATERIALS, COPIER SUPPLIES/MATERIALS	2	\$ -	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56	\$ 58	\$ 60
MATERIALS, OTHER	2	\$ 268	\$ 750	\$ 750	\$ 773	\$ 796	\$ 820	\$ 844	\$ 869	\$ 896
EQUIPMENT LESS THAN \$5000	2	\$ 2,128	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
IMPROVMT NOT CAPITALIZED	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVMT NOT CAPITALIZED, LANDSCAPE IMPROVEMENT	2	\$ 366	\$ 750	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
VEHICLE EXPENSE, FUEL	5	\$ 1,086	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
VEHICLE EXPENSE, PARTS AND MATERIALS	2	\$ 1,224	\$ 2,500	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
VEHICLE EXPENSE, LABOR	3	\$ 2,343	\$ 3,000	\$ 3,000	\$ 3,120	\$ 3,245	\$ 3,375	\$ 3,510	\$ 3,650	\$ 3,796
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 992	\$ 450	\$ 450	\$ 464	\$ 477	\$ 492	\$ 506	\$ 522	\$ 537
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ -	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
POSTAGE/SHIPPING	2	\$ 62	\$ 50	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56	\$ 58	\$ 60
EQUIPMENT REPAIRS & MAINT, COPIER	2	\$ -	\$ 400	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	\$ 464	\$ 478
EQUIPMENT REPAIRS & MAINT, TYPEWRITERS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ 291	\$ 700	\$ 700	\$ 721	\$ 743	\$ 765	\$ 788	\$ 811	\$ 836
BUILDING REPAIRS & MAINT, BUILDING REPAIR/MATERIALS	2	\$ 5,979	\$ 7,000	\$ 7,000	\$ 7,210	\$ 7,426	\$ 7,649	\$ 7,879	\$ 8,115	\$ 8,358
BUILDING REPAIRS & MAINT, BLDG. REPAIRS/ELECTRICAL	2	\$ 2,208	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
BUILDING REPAIRS & MAINT, BUILDING REPAIR/PLUMBING	2	\$ 1,128	\$ 750	\$ 750	\$ 773	\$ 796	\$ 820	\$ 844	\$ 869	\$ 896
BUILDING REPAIRS & MAINT, BLDG. REPAIRS/CONTRACTORS	2	\$ 3,443	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776
COMPUTER SOFTWARE MAINT	2	\$ 5,700	\$ 10,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941
TRAINING, SPECIALIZED TRAINING	2	\$ 69	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPEND, OTHER OVER/SHORT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MEETING SUPPORT	2	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL FEES, COPIERS	2	\$ 572	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL FEES, OTHER	2	\$ 1,064	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
TRAINING, MILEAGE	2	\$ -	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
TRAINING, REGISTRATION	2	\$ 365	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM)	2	\$ 419	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
TRAINING, MEETINGS	2	\$ 133	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
TRAINING, SPECIALIZED TRAINING	2	\$ 54	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 176	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
ASSET REPLACEMENT FUNDING - MSC FACILITY ADMINISTRATION	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPEND, OTHER OVER/SHORT	2	\$ -	\$ 800	\$ 800	\$ 824	\$ 849	\$ 874	\$ 900	\$ 927	\$ 955
CHARGEBACKS, COST ALLOCATION	2	\$ -	\$ (16,661)	\$ (16,661)	\$ (17,161)	\$ (17,676)	\$ (18,206)	\$ (18,752)	\$ (19,315)	\$ (19,894)
LAND	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: MSC FACILITY ADMINISTRATION EXPENSES		\$ 421,279	\$ 358,535	\$ 361,291	\$ 374,878	\$ 388,985	\$ 403,630	\$ 418,834	\$ 434,620	\$ 451,009

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]. For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
WASTEWATER LINES										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 621,531	\$ 646,352	\$ 646,352	\$ 672,206	\$ 699,094	\$ 727,058	\$ 756,140	\$ 786,386	\$ 817,841
PERMANENT EMPLOYEES, OVERTIME	3	\$ 13,116	\$ 15,000	\$ 15,000	\$ 15,600	\$ 16,224	\$ 16,873	\$ 17,548	\$ 18,250	\$ 18,980
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 6,235	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 7,238	\$ 7,584	\$ 7,584	\$ 7,887	\$ 8,203	\$ 8,531	\$ 8,872	\$ 9,227	\$ 9,596
PERMANENT EMPLOYEES, STAND-BY/BILINGUAL	3	\$ 14,003	\$ 15,000	\$ 15,000	\$ 15,600	\$ 16,224	\$ 16,873	\$ 17,548	\$ 18,250	\$ 18,980
TEMPORARY/HOURLY EMLP, REGULAR PAY	3	\$ 1,578	\$ 10,000	\$ 10,000	\$ 10,400	\$ 10,816	\$ 11,249	\$ 11,699	\$ 12,167	\$ 12,653
RETIREMENT, PERS - EMPLOYEE	3	\$ 47,100	\$ 48,549	\$ 48,549	\$ 50,491	\$ 52,511	\$ 54,611	\$ 56,795	\$ 59,067	\$ 61,430
RETIREMENT, DEFINED-BENEFIT PLAN	3	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 495	\$ 540	\$ 554	\$ 576	\$ 599	\$ 623	\$ 648	\$ 674	\$ 701
RETIREMENT, PERS - EMPLOYER	3	\$ 81,160	\$ 102,988	\$ 108,198	\$ 112,526	\$ 117,027	\$ 121,708	\$ 126,576	\$ 131,639	\$ 136,905
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 27,210	\$ 28,939	\$ 29,584	\$ 30,767	\$ 31,998	\$ 33,278	\$ 34,609	\$ 35,993	\$ 37,433
MEDICARE	3	\$ 7,588	\$ 7,700	\$ 7,700	\$ 8,008	\$ 8,328	\$ 8,661	\$ 9,008	\$ 9,368	\$ 9,743
EMPLOYEE INSURANCE, MEDICAL/RETIRES	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, MEDICAL	3	\$ 79,699	\$ 86,448	\$ 86,448	\$ 89,906	\$ 93,502	\$ 97,242	\$ 101,132	\$ 105,177	\$ 109,384
EMPLOYEE INSURANCE, DENTAL	3	\$ 16,477	\$ 18,971	\$ 19,446	\$ 20,224	\$ 21,033	\$ 21,874	\$ 22,749	\$ 23,659	\$ 24,605
EMPLOYEE INSURANCE, VISION	3	\$ 1,175	\$ 1,377	\$ 1,411	\$ 1,467	\$ 1,526	\$ 1,587	\$ 1,651	\$ 1,717	\$ 1,785
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 1,200	\$ 1,297	\$ 1,297	\$ 1,349	\$ 1,403	\$ 1,459	\$ 1,517	\$ 1,578	\$ 1,641
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 290	\$ 335	\$ 335	\$ 348	\$ 362	\$ 377	\$ 392	\$ 408	\$ 424
EMPLOYEE INSURANCE, L.T.D.	3	\$ 5,124	\$ 5,878	\$ 5,878	\$ 6,113	\$ 6,358	\$ 6,612	\$ 6,876	\$ 7,151	\$ 7,438
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, UNEMPLOYMENT	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 3,452	\$ 3,500	\$ 3,500	\$ 3,640	\$ 3,786	\$ 3,937	\$ 4,095	\$ 4,258	\$ 4,429
COMPENSATORY TIME - 12/31	3	\$ -	\$ 690	\$ 690	\$ 718	\$ 746	\$ 776	\$ 807	\$ 839	\$ 873
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 67	\$ 90	\$ 90	\$ 94	\$ 97	\$ 101	\$ 105	\$ 109	\$ 114
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ 3,804	\$ 3,939	\$ 3,939	\$ 4,057	\$ 4,179	\$ 4,304	\$ 4,433	\$ 4,566	\$ 4,703
OTHER COMPENSATION/ALLOWA, MEALS	2	\$ 120	\$ 100	\$ 100	\$ 103	\$ 106	\$ 109	\$ 113	\$ 116	\$ 119
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 22,281	\$ 24,432	\$ 24,432	\$ 25,409	\$ 26,426	\$ 27,483	\$ 28,582	\$ 29,725	\$ 30,914
TEMPORARY HELP, TEMPORARY AGENCY SERVICE	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVS(PRIVATE), LANDSCAPING	2	\$ 2,220	\$ 3,000	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582
CONTRACTED SERVS(PRIVATE), SECURITY	2	\$ 900	\$ 3,500	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ 140,164	\$ 175,000	\$ 175,000	\$ 180,250	\$ 185,658	\$ 191,227	\$ 196,964	\$ 202,873	\$ 208,959
CONTRACTED SVS- OTH AGYS, PERMITS & INSPECTIONS	2	\$ 458	\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
CONTRACTED SVS- OTH AGYS, OTHER	2	\$ 6,895	\$ 10,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941
UTILITIES, TELEPHONE - BASIC	2	\$ 1,087	\$ 1,000	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739	\$ 1,791
UTILITIES, TELEPHONE - DATA LINK	2	\$ 2,470	\$ 3,500	\$ 3,500	\$ 3,605	\$ 3,713	\$ 3,825	\$ 3,939	\$ 4,057	\$ 4,179
UTILITIES, WATER	2	\$ 3,260	\$ 6,000	\$ 6,500	\$ 6,695	\$ 6,896	\$ 7,103	\$ 7,316	\$ 7,535	\$ 7,761
UTILITIES, ELECTRICITY	5	\$ 13,486	\$ 36,000	\$ 36,000	\$ 37,080	\$ 38,192	\$ 39,338	\$ 40,518	\$ 41,734	\$ 42,986
UTILITIES, RUBBISH	2	\$ 11,639	\$ 13,000	\$ 13,000	\$ 13,390	\$ 13,792	\$ 14,205	\$ 14,632	\$ 15,071	\$ 15,523
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ -	\$ 300	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358
OTHER SUPPLIES AND EQUIPMENT	2	\$ 32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS, SAND BASE/COLD MIX	2	\$ 7,870	\$ 6,500	\$ 6,500	\$ 6,695	\$ 6,896	\$ 7,103	\$ 7,316	\$ 7,535	\$ 7,761
MATERIALS, SLURRY	2	\$ 348	\$ 3,000	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582
MATERIALS, SOIL &DEBRIS DUMP CHARGE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS, TOOLS	2	\$ 3,423	\$ 3,500	\$ 3,500	\$ 3,605	\$ 3,713	\$ 3,825	\$ 3,939	\$ 4,057	\$ 4,179
MATERIALS, MAINTENANCE/JANITORIAL	2	\$ 22,136	\$ 22,000	\$ 22,000	\$ 22,660	\$ 23,340	\$ 24,040	\$ 24,761	\$ 25,504	\$ 26,269
MATERIALS, CHEMICAL SUPPLIES	2	\$ 9,142	\$ 20,000	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185	\$ 23,881
MATERIALS, WW TV COMPONENTS	2	\$ 6,713	\$ 3,000	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970
MATERIALS, SAFETY SUPPLIES & APPAREL	2	\$ 6,516	\$ 7,000	\$ 7,000	\$ 7,210	\$ 7,426	\$ 7,649	\$ 7,879	\$ 8,115	\$ 8,358
MATERIALS, OTHER	2	\$ 4,263	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776
EQUIPMENT LESS THAN \$5000	2	\$ 2,091	\$ 7,800	\$ 7,800	\$ 8,034	\$ 8,275	\$ 8,523	\$ 8,779	\$ 9,042	\$ 9,314
VEHICLE EXPENSE, FUEL	5	\$ 36,668	\$ 42,000	\$ 45,000	\$ 46,350	\$ 47,741	\$ 49,173	\$ 50,648	\$ 52,167	\$ 53,732
VEHICLE EXPENSE, PARTS AND MATERIALS	2	\$ 36,585	\$ 45,000	\$ 45,000	\$ 46,350	\$ 47,741	\$ 49,173	\$ 50,648	\$ 52,167	\$ 53,732
VEHICLE EXPENSE, LABOR	3	\$ 51,026	\$ 60,000	\$ 63,000	\$ 65,520	\$ 68,141	\$ 70,866	\$ 73,701	\$ 76,649	\$ 79,715
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 364	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
WASTEWATER LINES, CONTINUED										
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ 16	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
POSTAGE/SHIPPING	2	\$ 135	\$ 250	\$ 250	\$ 258	\$ 265	\$ 273	\$ 281	\$ 290	\$ 299
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ 747	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ 27,348	\$ 380,140	\$ 391,544	\$ 403,291	\$ 415,389	\$ 427,851	\$ 440,686	\$ 453,907
USE OF ASSET REPLACEMENT	2	\$ -	\$ (27,348)	\$ (261,682)	\$ (269,532)	\$ (277,618)	\$ (285,947)	\$ (294,525)	\$ (303,361)	\$ (312,462)
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS, MAINTENANCE/JANITORIAL	2	\$ 63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SVS- OTH AGYS, PERMITS/INSPECTION/LICENS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL FEES, OTHER	2	\$ -	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776
TRAINING, MILEAGE	2	\$ -	\$ 400	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	\$ 464	\$ 478
TRAINING, REGISTRATION	2	\$ 325	\$ 800	\$ 800	\$ 824	\$ 849	\$ 874	\$ 900	\$ 927	\$ 955
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM	2	\$ -	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
TRAINING, MEETINGS	2	\$ 210	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
TRAINING, SPECIALIZED TRAINING	2	\$ 3,336	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 2,933	\$ 3,000	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582
ASSET REPLACEMENT FUNDING - WASTEWATER LINES	2	\$ 63,775	\$ 45,908	\$ 45,619	\$ 46,988	\$ 48,397	\$ 49,849	\$ 51,345	\$ 52,885	\$ 54,471
SUBTOTAL: WASTEWATER LINES EXPENSES		\$ 1,402,349	\$ 1,564,867	\$ 1,698,914	\$ 1,760,832	\$ 1,825,045	\$ 1,891,641	\$ 1,960,708	\$ 2,032,340	\$ 2,106,633

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
INDUSTRIAL WASTE										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 198,453	\$ 199,420	\$ 199,420	\$ 207,397	\$ 215,693	\$ 224,320	\$ 233,293	\$ 242,625	\$ 252,330
PERMANENT EMPLOYEES, OVERTIME	3	\$ 307	\$ 800	\$ 800	\$ 832	\$ 865	\$ 900	\$ 936	\$ 973	\$ 1,012
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 1,756	\$ 1,795	\$ 1,795	\$ 1,867	\$ 1,941	\$ 2,019	\$ 2,100	\$ 2,184	\$ 2,271
TEMPORARY/HOURLY EMT, OVERTIME	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RETIREMENT, PERS - EMPLOYEE	3	\$ 14,939	\$ 14,960	\$ 14,960	\$ 15,558	\$ 16,181	\$ 16,828	\$ 17,501	\$ 18,201	\$ 18,929
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 112	\$ 120	\$ 123	\$ 128	\$ 133	\$ 138	\$ 144	\$ 150	\$ 156
RETIREMENT, PERS - EMPLOYER	3	\$ 25,740	\$ 31,733	\$ 33,338	\$ 34,672	\$ 36,058	\$ 37,501	\$ 39,001	\$ 40,561	\$ 42,183
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 8,666	\$ 8,931	\$ 9,131	\$ 9,496	\$ 9,876	\$ 10,271	\$ 10,682	\$ 11,109	\$ 11,554
MEDICARE	3	\$ 2,809	\$ 2,907	\$ 2,907	\$ 3,023	\$ 3,144	\$ 3,270	\$ 3,401	\$ 3,537	\$ 3,678
EMPLOYEE INSURANCE, MEDICAL	3	\$ 7,058	\$ 3,281	\$ 3,281	\$ 3,412	\$ 3,549	\$ 3,691	\$ 3,838	\$ 3,992	\$ 4,152
EMPLOYEE INSURANCE, DENTAL	3	\$ 3,704	\$ 4,350	\$ 4,459	\$ 4,637	\$ 4,823	\$ 5,016	\$ 5,216	\$ 5,425	\$ 5,642
EMPLOYEE INSURANCE, VISION	3	\$ 263	\$ 320	\$ 328	\$ 341	\$ 355	\$ 369	\$ 384	\$ 399	\$ 415
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 334	\$ 354	\$ 354	\$ 368	\$ 383	\$ 398	\$ 414	\$ 431	\$ 448
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 67	\$ 74	\$ 74	\$ 77	\$ 80	\$ 83	\$ 87	\$ 90	\$ 94
EMPLOYEE INSURANCE, L.T.D.	3	\$ 1,630	\$ 1,814	\$ 1,814	\$ 1,887	\$ 1,962	\$ 2,041	\$ 2,122	\$ 2,207	\$ 2,295
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, SICK LEAVE	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 3,006	\$ 2,500	\$ 2,500	\$ 2,600	\$ 2,704	\$ 2,812	\$ 2,925	\$ 3,042	\$ 3,163
COMPENSATORY TIME - 12/31	3	\$ -	\$ 171	\$ 171	\$ 178	\$ 185	\$ 192	\$ 200	\$ 208	\$ 216
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 115	\$ 83	\$ 83	\$ 86	\$ 90	\$ 93	\$ 97	\$ 101	\$ 105
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ 702	\$ 702	\$ 702	\$ 723	\$ 745	\$ 767	\$ 790	\$ 814	\$ 838
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 13,845	\$ 18,304	\$ 18,304	\$ 19,036	\$ 19,798	\$ 20,590	\$ 21,413	\$ 22,270	\$ 23,160
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ 26,033	\$ 38,000	\$ 39,000	\$ 40,170	\$ 41,375	\$ 42,616	\$ 43,895	\$ 45,212	\$ 46,568
CONTRACTED SVS- OTH AGYS, PERMITS & INSPECTIONS	2	\$ -	\$ 10,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941
UTILITIES, TELEPHONE - BASIC	2	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 1,114	\$ 3,600	\$ 3,600	\$ 3,708	\$ 3,819	\$ 3,934	\$ 4,052	\$ 4,173	\$ 4,299
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ 48	\$ 400	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	\$ 464	\$ 478
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ 25	\$ 400	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	\$ 464	\$ 478
SUPPLIES & EQUIPMENT, EMPLOYEE SUPPLIES	2	\$ -	\$ 300	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358
MATERIALS, SAFETY SUPPLIES & APPAREL	2	\$ -	\$ 600	\$ 600	\$ 618	\$ 637	\$ 656	\$ 675	\$ 696	\$ 716
MATERIALS, OTHER	2	\$ 2,062	\$ 3,000	\$ 3,200	\$ 3,296	\$ 3,395	\$ 3,497	\$ 3,602	\$ 3,710	\$ 3,821
EQUIPMENT LESS THAN \$5000	2	\$ 360	\$ 3,500	\$ 3,500	\$ 3,605	\$ 3,713	\$ 3,825	\$ 3,939	\$ 4,057	\$ 4,179
VEHICLE EXPENSE, FUEL	2	\$ 5,256	\$ 5,000	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970
VEHICLE EXPENSE, PARTS AND MATERIALS	2	\$ 2,491	\$ 12,000	\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742	\$ 9,004	\$ 9,274	\$ 9,552
VEHICLE EXPENSE, LABOR	3	\$ 6,910	\$ 5,000	\$ 5,000	\$ 5,200	\$ 5,408	\$ 5,624	\$ 5,849	\$ 6,083	\$ 6,327
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 403	\$ 600	\$ 600	\$ 618	\$ 637	\$ 656	\$ 675	\$ 696	\$ 716
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
POSTAGE/SHIPPING	2	\$ 144	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ -	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
EQUIPMENT \$5000 OR MORE	2	\$ 16,861	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
USE OF ASSET REPLACEMENT	2	\$ (16,861)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
POSTAGE/SHIPPING	2	\$ 49	\$ 200	\$ 200	\$ 206	\$ 212	\$ 219	\$ 225	\$ 232	\$ 239
TRAINING, MILEAGE	2	\$ 147	\$ 1,600	\$ 1,600	\$ 1,648	\$ 1,697	\$ 1,748	\$ 1,801	\$ 1,855	\$ 1,910
TRAINING, REGISTRATION	2	\$ 604	\$ 3,000	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377	\$ 3,478	\$ 3,582
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM)	2	\$ 6	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
TRAINING, MEETINGS	2	\$ -	\$ 400	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	\$ 464	\$ 478
TRAINING, SPECIALIZED TRAINING	2	\$ -	\$ 800	\$ 800	\$ 824	\$ 849	\$ 874	\$ 900	\$ 927	\$ 955
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 1,193	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
ASSET REPLACEMENT FUNDING - INDUSTRIAL WASTE	2	\$ 6,105	\$ 9,116	\$ 9,116	\$ 9,389	\$ 9,671	\$ 9,961	\$ 10,260	\$ 10,568	\$ 10,885
SUBTOTAL: INDUSTRIAL WASTE EXPENSES		\$ 337,355	\$ 395,635	\$ 394,760	\$ 409,591	\$ 424,987	\$ 440,969	\$ 457,559	\$ 474,782	\$ 492,662

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
HILL CANYON TREATMENT PLANT										
PERMANENT EMPLOYEES, REGULAR PAY	3	\$ 1,829,467	\$ 1,985,832	\$ 1,989,001	\$ 2,068,561	\$ 2,151,303	\$ 2,237,356	\$ 2,326,850	\$ 2,419,924	\$ 2,516,721
PERMANENT EMPLOYEES, OVERTIME	3	\$ 118,933	\$ 115,000	\$ 115,000	\$ 119,600	\$ 124,384	\$ 129,359	\$ 134,534	\$ 139,915	\$ 145,512
PERMANENT EMPLOYEES, COMPENSATORY TIME	3	\$ 17,494	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERMANENT EMPLOYEES, DEFERRED COMPENSATION	3	\$ 23,849	\$ 25,731	\$ 25,731	\$ 26,760	\$ 27,831	\$ 28,944	\$ 30,102	\$ 31,306	\$ 32,558
PERMANENT EMPLOYEES, STAND-BY/BILINGUAL	3	\$ 26,773	\$ 25,000	\$ 25,000	\$ 26,000	\$ 27,040	\$ 28,122	\$ 29,246	\$ 30,416	\$ 31,633
TEMPORARY/HOURLY EMPL, REGULAR PAY	3	\$ 87,783	\$ 128,000	\$ 128,000	\$ 133,120	\$ 138,445	\$ 143,983	\$ 149,742	\$ 155,732	\$ 161,961
TEMPORARY/HOURLY EMPL, OVERTIME	3	\$ 68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RETIREMENT, PERS - EMPLOYEE	3	\$ 139,239	\$ 148,976	\$ 149,214	\$ 155,183	\$ 161,390	\$ 167,845	\$ 174,559	\$ 181,542	\$ 188,803
RETIREMENT, DEFINED-BENEFIT PLAN	3	\$ 6,150	\$ 7,700	\$ 7,700	\$ 8,008	\$ 8,328	\$ 8,661	\$ 9,008	\$ 9,368	\$ 9,743
RETIREMENT, PERS SURVIVOR BEN PREM	3	\$ 1,082	\$ 1,260	\$ 1,291	\$ 1,343	\$ 1,396	\$ 1,452	\$ 1,510	\$ 1,571	\$ 1,634
RETIREMENT, PERS - EMPLOYER	3	\$ 239,914	\$ 316,022	\$ 332,533	\$ 345,834	\$ 359,668	\$ 374,054	\$ 389,017	\$ 404,577	\$ 420,760
RETIREMENT, POST EMPLOYMENT MED BEN	3	\$ 80,006	\$ 88,893	\$ 91,023	\$ 94,664	\$ 98,450	\$ 102,388	\$ 106,484	\$ 110,743	\$ 115,173
MEDICARE	3	\$ 28,598	\$ 29,305	\$ 29,350	\$ 30,524	\$ 31,745	\$ 33,015	\$ 34,335	\$ 35,709	\$ 37,137
EMPLOYEE INSURANCE, MEDICAL/RETIREES	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, MEDICAL	3	\$ 163,443	\$ 200,401	\$ 200,401	\$ 208,417	\$ 216,754	\$ 225,424	\$ 234,441	\$ 243,818	\$ 253,571
EMPLOYEE INSURANCE, DENTAL	3	\$ 40,781	\$ 49,683	\$ 50,925	\$ 52,962	\$ 55,080	\$ 57,284	\$ 59,575	\$ 61,958	\$ 64,436
EMPLOYEE INSURANCE, VISION	3	\$ 2,917	\$ 3,622	\$ 3,713	\$ 3,862	\$ 4,016	\$ 4,177	\$ 4,344	\$ 4,517	\$ 4,698
EMPLOYEE INSURANCE, LIFE INSURANCE	3	\$ 2,846	\$ 3,246	\$ 3,246	\$ 3,376	\$ 3,511	\$ 3,651	\$ 3,797	\$ 3,949	\$ 4,107
EMPLOYEE INSURANCE, EMPLOYEE ASSISTANCE PROGR	3	\$ 652	\$ 781	\$ 781	\$ 812	\$ 845	\$ 879	\$ 914	\$ 950	\$ 988
EMPLOYEE INSURANCE, L.T.D.	3	\$ 15,085	\$ 18,056	\$ 18,084	\$ 18,807	\$ 19,560	\$ 20,342	\$ 21,156	\$ 22,002	\$ 22,882
EMPLOYEE INSURANCE, WORKER'S COMPENSATION	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EMPLOYEE INSURANCE, UNEMPLOYMENT	3	\$ 1,959	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, SICK LEAVE	3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEAVE BUYOUT, VACATION BUYOUT	3	\$ 17,127	\$ 18,500	\$ 18,500	\$ 19,240	\$ 20,010	\$ 20,810	\$ 21,642	\$ 22,508	\$ 23,408
COMPENSATORY TIME - 12/31	3	\$ -	\$ 2,363	\$ 2,363	\$ 2,458	\$ 2,556	\$ 2,658	\$ 2,764	\$ 2,875	\$ 2,990
OTHER BENEFITS, FLEX PLAN ADMIN FEE	3	\$ 240	\$ 360	\$ 360	\$ 374	\$ 389	\$ 405	\$ 421	\$ 438	\$ 456
OTHER COMPENSATION/ALLOWA, EMPLOYEE APPAREL	2	\$ 8,125	\$ 8,226	\$ 8,226	\$ 8,473	\$ 8,727	\$ 8,989	\$ 9,258	\$ 9,536	\$ 9,822
OTHER COMPENSATION/ALLOWA, MEALS	2	\$ 493	\$ 500	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597
OTHER COMPENSATION/ALLOWA, CAFETERIA PLAN CASH BAC	3	\$ 60,111	\$ 57,646	\$ 57,646	\$ 59,952	\$ 62,350	\$ 64,844	\$ 67,438	\$ 70,135	\$ 72,941
LEGAL, FINES AND PENALTIES	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LEGAL, OTHER	2	\$ -	\$ 10,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941
CONTRACTED SERVS(PRIVATE), LANDSCAPING	2	\$ 22,686	\$ 75,000	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ 86,946	\$ 89,554
CONTRACTED SERVS(PRIVATE), JANITORIAL	2	\$ 18,624	\$ 31,000	\$ 31,000	\$ 31,930	\$ 32,888	\$ 33,875	\$ 34,891	\$ 35,937	\$ 37,016
CONTRACTED SERVS(PRIVATE), CONTRACT HVAC MAINTENAN	2	\$ 123,496	\$ 175,000	\$ 175,000	\$ 180,250	\$ 185,658	\$ 191,227	\$ 196,964	\$ 202,873	\$ 208,959
CONTRACTED SERVS(PRIVATE), FIRE PROTECTION SYSTEMS	2	\$ 944	\$ 5,000	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970
CONTRACTED SERVS(PRIVATE), SECURITY	2	\$ 635	\$ 15,000	\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883	\$ 17,389	\$ 17,911
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ 353,919	\$ 365,000	\$ 365,000	\$ 375,950	\$ 387,229	\$ 398,845	\$ 410,811	\$ 423,135	\$ 435,829
CONTRACTED SVS- OTH AGYS, PERMITS & INSPECTIONS	2	\$ 59,278	\$ 148,600	\$ 148,600	\$ 153,058	\$ 157,650	\$ 162,379	\$ 167,251	\$ 172,268	\$ 177,436
CONTRACTED SVS- OTH AGYS, VRSD/BIOSOLIDS	2	\$ 434,883	\$ 400,000	\$ 400,000	\$ 412,000	\$ 424,360	\$ 437,091	\$ 450,204	\$ 463,710	\$ 477,621
CONTRACTED SVS- OTH AGYS, OTHER	2	\$ 251,303	\$ 455,000	\$ 455,000	\$ 468,650	\$ 482,710	\$ 497,191	\$ 512,107	\$ 527,470	\$ 543,294
UTILITIES, TELEPHONE - BASIC	2	\$ 9,093	\$ 12,500	\$ 12,500	\$ 12,875	\$ 13,261	\$ 13,659	\$ 14,069	\$ 14,491	\$ 14,926
UTILITIES, TELEPHONE - MODIFICATIONS	2	\$ 255	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, TELEPHONE - MAINTENANCE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITIES, CELLULAR PHONES/PAGERS	2	\$ 3,425	\$ 2,500	\$ 2,500	\$ 2,575	\$ 2,652	\$ 2,732	\$ 2,814	\$ 2,898	\$ 2,985
UTILITIES, WATER	2	\$ 7,199	\$ 12,000	\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506	\$ 13,911	\$ 14,329
UTILITIES, GAS	5	\$ 20,754	\$ 25,000	\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 29,851
UTILITIES, ELECTRICITY	5	\$ 795,629	\$ 800,000	\$ 800,000	\$ 824,000	\$ 848,720	\$ 874,182	\$ 900,407	\$ 927,419	\$ 955,242
UTILITIES, RUBBISH	2	\$ 28,377	\$ 40,000	\$ 40,000	\$ 41,200	\$ 42,436	\$ 43,709	\$ 45,020	\$ 46,371	\$ 47,762
SUPPLIES & EQUIPMENT, GENERAL OFFICE SUPPLIES	2	\$ 375	\$ 4,500	\$ 4,500	\$ 4,635	\$ 4,774	\$ 4,917	\$ 5,065	\$ 5,217	\$ 5,373
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ 1,917	\$ 7,500	\$ 7,500	\$ 7,725	\$ 7,957	\$ 8,195	\$ 8,441	\$ 8,695	\$ 8,955
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ 7,889	\$ 5,000	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970
SUPPLIES & EQUIPMENT, COMPUTER SOFTWARE LICENSE	2	\$ 1,724	\$ 14,000	\$ 14,000	\$ 14,420	\$ 14,853	\$ 15,298	\$ 15,757	\$ 16,230	\$ 16,717
SUPPLIES & EQUIPMENT, EMPLOYEE SUPPLIES	2	\$ 3,089	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776
SUPPLIES & EQUIPMENT, OTHER	2	\$ 780	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

621 - WASTEWATER - OPERATING FUND EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
HILL CANYON TREATMENT PLANT, CONTINUED										
MATERIALS, MAINTENANCE/JANITORIAL	2	\$ 164,209	\$ 165,000	\$ 165,000	\$ 169,950	\$ 175,049	\$ 180,300	\$ 185,709	\$ 191,280	\$ 197,019
MATERIALS, CHEMICAL SUPPLIES	2	\$ 619,177	\$ 815,000	\$ 815,000	\$ 839,450	\$ 864,634	\$ 890,573	\$ 917,290	\$ 944,808	\$ 973,153
MATERIALS, SAFETY SUPPLIES & APPAREL	2	\$ 6,968	\$ 7,000	\$ 7,000	\$ 7,210	\$ 7,426	\$ 7,649	\$ 7,879	\$ 8,115	\$ 8,358
MATERIALS, OTHER	2	\$ 143,243	\$ 180,000	\$ 180,000	\$ 185,400	\$ 190,962	\$ 196,691	\$ 202,592	\$ 208,669	\$ 214,929
EQUIPMENT LESS THAN \$5000	2	\$ 87,517	\$ 75,000	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ 86,946	\$ 89,554
VEHICLE EXPENSE, FUEL	5	\$ 16,869	\$ 55,000	\$ 55,000	\$ 56,650	\$ 58,350	\$ 60,100	\$ 61,903	\$ 63,760	\$ 65,673
VEHICLE EXPENSE, PARTS AND MATERIALS	2	\$ 13,461	\$ 43,000	\$ 38,000	\$ 39,140	\$ 40,314	\$ 41,524	\$ 42,769	\$ 44,052	\$ 45,374
VEHICLE EXPENSE, LABOR	3	\$ 18,047	\$ 30,000	\$ 30,000	\$ 31,200	\$ 32,448	\$ 33,746	\$ 35,096	\$ 36,500	\$ 37,960
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ 5,323	\$ 4,000	\$ 4,000	\$ 4,120	\$ 4,244	\$ 4,371	\$ 4,502	\$ 4,637	\$ 4,776
PRINTING AND DUPLICATING, DUPLICATING (OUTSIDE)	2	\$ 148	\$ 1,250	\$ 1,250	\$ 1,288	\$ 1,326	\$ 1,366	\$ 1,407	\$ 1,449	\$ 1,493
POSTAGE/SHIPPING	2	\$ 2,053	\$ 2,000	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388
EQUIPMENT REPAIRS & MAINT, COMPUTER REPAIR & SERVICE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, TYPEWRITERS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
BUILDING REPAIRS & MAINT	2	\$ 13,619	\$ 10,000	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941
EQUIPMENT/BUILDING RENTAL	2	\$ -	\$ 2,800	\$ 2,800	\$ 2,884	\$ 2,971	\$ 3,060	\$ 3,151	\$ 3,246	\$ 3,343
EQUIPMENT \$5000 OR MORE	2	\$ 24,433	\$ 125,000	\$ 125,000	\$ 128,750	\$ 132,613	\$ 136,591	\$ 140,689	\$ 144,909	\$ 149,257
USE OF ASSET REPLACEMENT	2	\$ (24,433)	\$ (125,000)	\$ (125,000)	\$ (128,750)	\$ (132,613)	\$ (136,591)	\$ (140,689)	\$ (144,909)	\$ (149,257)
SUPPLIES & EQUIPMENT, MEETING SUPPORT	2	\$ 273	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUPPLIES & EQUIPMENT, COMPUTER SUPPLIES	2	\$ 245	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PRINTING AND DUPLICATING, DUPLICATING (INSIDE)	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
POSTAGE/SHIPPING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, COMPUTER REPAIR & SERVICE	2	\$ 2,460	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL FEES, COPIERS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL FEES, OTHER EQUIPMENT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RENTAL FEES, OTHER	2	\$ 14,793	\$ 20,000	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510	\$ 23,185	\$ 23,881
TRAINING, MILEAGE	2	\$ 12	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194
TRAINING, REGISTRATION	2	\$ 8,523	\$ 17,500	\$ 17,500	\$ 18,025	\$ 18,566	\$ 19,123	\$ 19,696	\$ 20,287	\$ 20,896
TRAINING, TRAVEL (AIR/HOTEL/PERDIEM)	2	\$ 7,047	\$ 12,500	\$ 12,500	\$ 12,875	\$ 13,261	\$ 13,659	\$ 14,069	\$ 14,491	\$ 14,926
TRAINING, MEETINGS	2	\$ 80	\$ 5,000	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970
MEMBERSHIP/DUES/SUBSCRIPT	2	\$ 26,949	\$ 46,000	\$ 46,000	\$ 47,380	\$ 48,801	\$ 50,265	\$ 51,773	\$ 53,327	\$ 54,926
ASSET REPLACEMENT FUNDING - HILL CANYON TREATMENT P	2	\$ 82,303	\$ 108,007	\$ 103,232	\$ 106,329	\$ 109,519	\$ 112,804	\$ 116,189	\$ 119,674	\$ 123,264
SUBTOTAL: HILL CANYON TREATMENT PLANT EXPENSES		\$ 6,292,729	\$ 7,441,760	\$ 7,455,470	\$ 7,711,933	\$ 7,977,401	\$ 8,252,198	\$ 8,536,658	\$ 8,831,128	\$ 9,135,966
621 - WASTEWATER - OPERATING FUND EXPENSES										
YEAR END ADJUSTMENTS										
EQUIPMENT \$5000 OR MORE	7	\$ (41,294)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VACATION BUYOUT	7	\$ 60,674	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: YEAR END ADJUSTMENTS		\$ 19,380	\$ -							
TOTAL: OPERATING FUND OPERATING EXPENSES		\$ 11,984,934	\$ 13,665,432	\$ 13,841,343	\$ 14,321,155	\$ 14,817,945	\$ 15,332,326	\$ 15,864,933	\$ 16,416,426	\$ 16,987,486

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

CAPITAL EXPENDITURE FORECAST (6):

622 - CAPITAL PROGRAMS (DEVELOPER FEES) EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
BUSINESS MANAGEMENT										
FINANCIAL, ARBITRAGE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL, FISCAL AGENT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL, OTHER	2	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL, ARBITRAGE	2	\$ 1,167	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL, FISCAL AGENT	2	\$ 1,017	\$ 1,100	\$ 1,100	\$ 1,133	\$ 1,167	\$ 1,202	\$ 1,238	\$ 1,275	\$ 1,313
DEBT SERVICE, INTEREST	Ref Ex 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE, PRINCIPAL	Ref Ex 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PUBLIC IMPROVEMENTS										
POSTAGE/SHIPPING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONSTRUCTION	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SVS- OTH AGYS, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER CONSULT/CONTRACTUAL, CITY COST ALLOCATION	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, DESIGN & ENGINEERING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL IMPROVEMENTS, DESIGN & ENGINEERING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ENGINEERING SERVICES										
POSTAGE/SHIPPING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONSTRUCTION	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ 17,064	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SVS- OTH AGYS, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, DESIGN & ENGINEERING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTANGIBLE ASSETS (EASEMENT FOR PROJECT #CI4269)	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MSC FACILITY ADMINISTRATION										
BUILDING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WASTEWATER LINES										
WASTEWATER FLOW METERS (PROJECT #CI5150)	2	\$ 5,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HILL CANYON TREATMENT PLANT										
MATERIALS, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
POSTAGE/SHIPPING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE PAYMENTS										
DEBT SERVICE, INTEREST	Ref Ex 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE, PRINCIPAL	Ref Ex 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL PROGRAMS (DEVELOPER FEES) EXPENSES		\$ 25,155	\$ 1,100	\$ 1,100	\$ 1,133	\$ 1,167	\$ 1,202	\$ 1,238	\$ 1,275	\$ 1,313

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

623 - CAPITAL FACILITIES REPLACEMENT EXPENSES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
<u>BUSINESS MANGAEMENT</u>										
OTHER CONSULT/CONTRACTUAL, CITY COST ALLOCATION	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>DEVELOPMENT SERVICES</u>										
LAND	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTANGIBLES, PERMANENT EASEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>PUBLIC IMPROVEMENTS</u>										
CONSTRUCTION	2	\$ 11,115	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>ENGINEERING SERVICES</u>										
CONSTRUCTION	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>MSC FACILITY ADMINISTRATION</u>										
BUILDING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>HILL CANYON TREATMENT PLANT</u>										
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ 17,356	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS, OTHER	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT LESS THAN \$5000	2	\$ 23,734	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
POSTAGE/SHIPPING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT REPAIRS & MAINT, OTHER	2	\$ 8,787	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ASSET REPLACEMENT FUNDING - HILL CANYON TREATMENT P	2	\$ 25,925	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
USE OF ASSET REPLACEMENT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL FACILITIES REPLACEMENT EXPENSES		\$ 86,916	\$ -							

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Operating Revenues and Expenses

EXHIBIT 1

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

624 - CAPITAL PROGRAMS SERVICE CHARGES	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
<u>BUSINESS MANGAEMENT</u>										
FINANCIAL, ARBITRAGE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL, OTHER	2	\$ 4,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER CONSULT/CONTRACTUAL, CITY COST ALLOCATION	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL, ARBITRAGE	2	\$ 583	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL, FISCAL AGENT	2	\$ 508	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE, INTEREST	Ref Ex 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE, PRINCIPAL	Ref Ex 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>DEVELOPMENT SERVICES</u>										
LAND	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTANGIBLES, PERMANENT EASEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>PUBLIC IMPROVEMENTS</u>										
POSTAGE/SHIPPING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONSTRUCTION	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, DESIGN & ENGINEERING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>ENGINEERING SERVICES</u>										
POSTAGE/SHIPPING	2	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONSTRUCTION	2	\$ 22,374	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVS(PRIVATE), OTHER	2	\$ 2,273	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONTRACTED SVS- OTH AGYS, OTHER	2	\$ 94,862	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, DESIGN & ENGINEERING	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>WASTEWATER LINES</u>										
WASTEWATER FLOW METERS (PROJECT #CI5150)	2	\$ 23,602	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>HILL CANYON TREATMENT PLANT</u>										
TELEMETRY DEPOSIT TO EDISON (PROJECT #NC0412)	2	\$ 7,116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>DEBT SERVICE PAYMENTS</u>										
DEBT SERVICE, INTEREST	Ref Ex 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE, PRINCIPAL	Ref Ex 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL PROGRAMS SERVICE CHARGES		\$ 156,260	\$ -							

General Note: All year labels should be read as "the fiscal year ending June 30, [year label]". For example, "2011" refers to the 2010/2011 fiscal year.

625 - ARRA PROJECTS	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
ENGINEERING SERVICES										
IMPROVEMENTS OTHER THAN B	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: ARRA PROJECT EXPENSES		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

629 - ASSET REPLACEMENT	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
WASTEWATER LINES										
USE OF ASSET REPLACEMENT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INDUSTRIAL WASTE										
USE OF ASSET REPLACEMENT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HILL CANYON TREATMENT PLANT										
USE OF ASSET REPLACEMENT	2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: ASSET REPLACEMENT EXPENSES		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ADDITIONAL EXPENDITURE FROM CIP PROJECTS	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
ANNUAL OPERATIONS AND MAINTENANCE EXPENDITURES	Ref Ex 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: ADDITIONAL EXPENDITURE FROM CIP PROJECTS		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

WASTEWATER EXPENSE SUMMARY	2011	2012	2013	2014	2015	2016	2017	2018	2019
TOTAL OPERATING EXPENSES	\$ 11,984,934	\$ 13,665,432	\$ 13,841,343	\$ 14,321,155	\$ 14,817,945	\$ 15,332,326	\$ 15,864,933	\$ 16,416,426	\$ 16,987,486
TOTAL ONE TIME CAPITAL EXPENDITURES	\$ 268,332	\$ 1,100	\$ 1,100	\$ 1,133	\$ 1,167	\$ 1,202	\$ 1,238	\$ 1,275	\$ 1,313
TOTAL: WASTEWATER OPERATING EXPENSES	\$ 12,253,266	\$ 13,666,532	\$ 13,842,443	\$ 14,322,288	\$ 14,819,112	\$ 15,333,528	\$ 15,866,171	\$ 16,417,701	\$ 16,988,800

DEPRECIATION EXPENSE FORECAST:

DEPRECIATION EXPENSE	2011	2012	2013	2014	2015	2016	2017	2018	2019
EXISTING DEPRECIATION EXPENSE (7)	\$ 4,833,994	\$ 4,833,994	\$ 4,833,994	\$ 4,833,994	\$ 4,833,994	\$ 4,833,994	\$ 4,833,994	\$ 4,833,994	\$ 4,833,994
FORECASTED ADDITIONS TO THE DEPRECIATION EXPENSE	\$ 163,282	\$ 242,382	\$ 500,952	\$ 697,452	\$ 761,052	\$ 904,956	\$ 964,956	\$ 1,024,956	\$ 1,084,956
TOTAL: ANNUAL DEPRECIATION EXPENSE	\$ 4,997,276	\$ 5,076,376	\$ 5,334,946	\$ 5,531,446	\$ 5,595,046	\$ 5,738,950	\$ 5,798,950	\$ 5,858,950	\$ 5,918,950

REPLACEMENT RESERVE FUNDING ASSUMPTIONS:

POLICY CHOICE	INPUT	2011	2012	2013	2014	2015	2016	2017	2018	2019
1 NO REPLACEMENT RESERVE FUNDING		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 ANNUAL DEPRECIATION EXPENSE		\$ 4,997,276	\$ 5,076,376	\$ 5,334,946	\$ 5,531,446	\$ 5,595,046	\$ 5,738,950	\$ 5,798,950	\$ 5,858,950	\$ 5,918,950
3 AMOUNT AT RIGHT (8)		\$ -	\$ -	\$ -	\$ 1,276,399	\$ 1,974,529	\$ 2,802,264	\$ 2,751,618	\$ 2,702,695	\$ 2,657,592
4 PERCENT OF ANNUAL DEPRECIATION EXPENSE	50%	\$ 2,498,638	\$ 2,538,188	\$ 2,667,473	\$ 2,765,723	\$ 2,797,523	\$ 2,869,475	\$ 2,899,475	\$ 2,929,475	\$ 2,959,475

REPLACEMENT RESERVE FUNDING CHOICE	BASIS	2011	2012	2013	2014	2015	2016	2017	2018	2019
EFFECTIVE ANNUAL FUNDING AMOUNT (9)	3	\$ -	\$ -	\$ -	\$ 1,276,399	\$ 1,974,529	\$ 2,802,264	\$ 2,751,618	\$ 2,702,695	\$ 2,657,592

- The Customer Growth Rate was derived from the 2002 Wastewater Interceptor Master Plan. Page 2-2 states that average wastewater flow to the Hill Canyon Plant will eventually increase by 18%. To be conservative, this figure was reduced by 50% and spread across 20 years to get an annual growth rate of 0.45%. This was phased into the analysis over the four year period of 2014 to 2017. No growth was estimated through the end of Fiscal Year 2012/13, due to current economic conditions.
- Fiscal Year 2010/11 actual revenue and expenditures are from the year to date detail reports, provided by City Staff to NBS on August 9, 2011. Fiscal Year 2011/12 and 2012/13 estimated operating revenues and expenses are from the City's updated budget reports, provided by City Staff to NBS on August 10, 2011.
- For Fiscal Year 2011/12 and 2012/13 both Residential and Commercial Connection Fees, the City's budgeted figures were included herein. For each Fiscal Year 2013/14 and beyond, estimated figures provided by City Staff via email on 3/22/2011 were factored into the analysis.
- Interest budgeted is not shown here because it is calculated in Exhibit 5 (Reserves).
- Per Finance Department this Grease Diversion Revenue was previously in Account #621-0000-486.00 and is now in Account #621-8250-449.65-00.
- The Capital Expenditures shown in this section of the forecast that are capitalized, were zeroed out here and placed in Exhibit 2 (CIP). The expenses shown here are one-time capital expenditures, per City Staff and are paid out of the Operating Fund (see Exhibit 8.A for cash flow).
- The Existing Depreciation Expense is reported in the Statement of Cash Flows for Proprietary Funds for Fiscal Year Ended June 30, 2010.
- This cell currently calculates to the annual depreciation expense net of the year's debt principal payment and planned, rate-funded CIP expenditures.
- In this iteration of the analysis, the Capital Replacement Reserve is being phased in to equal the annual depreciation expense net of the year's debt principal payment and planned, rate-funded CIP expenditures beginning in Fiscal Year 2013/14. Full funding of this level of Capital Replacement Reserve Funding is fully achieved in Fiscal Year 2016/17.

FORECASTING ASSUMPTIONS

Economic Variables	2011	2012	2013	2014	2015	2016	2017	2018	2019
Annual Construction Cost Inflation (1)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cumulative Construction Cost Multiplier from 2011	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Annual General Cost Inflation	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 2010/11 Capitalized Expenditures (2):

622 - CAPITAL PROGRAMS (DEVELOPER FEES) EXPENSES	2011	2012	2013	2014	2015	2016	2017	2018	2019
<u>PUBLIC IMPROVEMENTS</u>									
IMPROVEMENTS OTHER THAN B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, DESIGN & ENGINEERING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	\$ 994,704	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL IMPROVEMENTS, DESIGN & ENGINEERING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>ENGINEERING SERVICES</u>									
IMPROVEMENTS OTHER THAN B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, DESIGN & ENGINEERING	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	\$ 951,112	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTANGIBLE ASSETS (EASEMENT FOR PROJECT #CI4269)	\$ 1,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>MSC FACILITY ADMINISTRATION</u>									
BUILDING	\$ 25,096	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>WASTEWATER LINES</u>									
EQUIPMENT \$5000 OR MORE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>HILL CANYON TREATMENT PLANT</u>									
EQUIPMENT \$5000 OR MORE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL PROGRAMS (DEVELOPER FEES) EXPENSES	\$ 1,972,812	\$ -							

623 - CAPITAL FACILITIES REPLACEMENT EXPENSES	2011	2012	2013	2014	2015	2016	2017	2018	2019
<u>DEVELOPMENT SERVICES</u>									
LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTANGIBLES, PERMANENT EASEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>PUBLIC IMPROVEMENTS</u>									
IMPROVEMENTS OTHER THAN B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>ENGINEERING SERVICES</u>									
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>MSC FACILITY ADMINISTRATION</u>									
BUILDING	\$ 4,114	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>HILL CANYON TREATMENT PLANT</u>									
EQUIPMENT \$5000 OR MORE	\$ 76,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL FACILITIES REPLACEMENT EXPENSES	\$ 80,765	\$ -							

	2011	2012	2013	2014	2015	2016	2017	2018	2019
624 - CAPITAL PROGRAMS SERVICE CHARGES									
DEVELOPMENT SERVICES									
LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INTANGIBLES, PERMANENT EASEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PUBLIC IMPROVEMENTS									
IMPROVEMENTS OTHER THAN B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, DESIGN & ENGINEERING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	\$ 400,465	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ENGINEERING SERVICES									
IMPROVEMENTS OTHER THAN B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, DESIGN & ENGINEERING	\$ 27,212	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	\$ 2,682,821	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQUIPMENT \$5000 OR MORE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WASTEWATER LINES									
EQUIPMENT \$5000 OR MORE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HILL CANYON TREATMENT PLANT									
EQUIPMENT \$5000 OR MORE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: CAPITAL PROGRAMS SERVICE CHARGES	\$ 3,110,498	\$ -							
625 - ARRA PROJECTS									
ENGINEERING SERVICES									
IMPROVEMENTS OTHER THAN B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMPROVEMENTS OTHER THAN B, FACILITIES IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: ARRA PROJECT EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
629 - ASSET REPLACEMENT									
WASTEWATER LINES									
USE OF ASSET REPLACEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INDUSTRIAL WASTE									
USE OF ASSET REPLACEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HILL CANYON TREATMENT PLANT									
USE OF ASSET REPLACEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL: ASSET REPLACEMENT EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all 2010/11 Capitalized Expenditures	\$ 5,164,075	\$ -							

Five Year Capital Improvement Program Projects (3):

Wastewater Projects

No.	Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI4270	Interceptor CIP Phase III - Unit E2	\$ -	\$ 400,000	\$ 3,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5060	HCTP Cogen Facility Expansion/Buyout	\$ -	\$ -	\$ -	\$ 520,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5062	TMDL Implementation	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -
CI5064	Interceptor CIP Phase IV - Units A1 & Y2	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5066	Wastewater Lift Station Upgrades	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5149	HCTP Secondary Access	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5150	Wastewater Flowmeter Installation	\$ 125,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5187	HCTP Facilities Information Management System Upgrade	\$ -	\$ 1,160,000	\$ 540,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5188	Biosolids Dewatering/Drying Improvements	\$ -	\$ 250,000	\$ 1,050,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5194	Digester Equipment Replacement and Upgrade	\$ -	\$ 700,000	\$ 830,000	\$ 540,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5206	HCTP Operation/Administration Building Upgrades	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5217	Wastewater Pipe Relining Program 2011-12	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5218	Wastewater Pipe Relining Program 2012-13	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5219	Wastewater Pipe Relining Program 2013-14	\$ -	\$ -	\$ -	\$ 505,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5220	Wastewater Pipe Relining Program 2014-15	\$ -	\$ -	\$ -	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -
CI5221	Wastewater Pipe Relining Program 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 515,000	\$ -	\$ -	\$ -
CI5222	Sewer Utility Hole Rehabilitation 2011-12	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5223	Sewer Utility Hole Rehabilitation 2012-13	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5224	Sewer Utility Hole Rehabilitation 2013-14	\$ -	\$ -	\$ -	\$ 252,500	\$ -	\$ -	\$ -	\$ -	\$ -
CI5225	Sewer Utility Hole Rehabilitation 2014-15	\$ -	\$ -	\$ -	\$ -	\$ 255,000	\$ -	\$ -	\$ -	\$ -
CI5226	Sewer Utility Hole Rehabilitation 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 257,600	\$ -	\$ -	\$ -
MI2024	Wastewater Collection System Miscellaneous Repairs	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
MI2026	HCTP Wetlands Mitigation Bank	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MI2055	HCTP - Miscellaneous Repairs	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -
MI2056	HCTP Equipment Replacement	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
MI2077	High Maintenance Repair Projects - Wastewater Lines	\$ -	\$ 300,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (2,625,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--	Placeholder for Future Projects (5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Total: Current Cost Estimate Per Year		\$ -	\$ 4,735,000	\$ 8,320,000	\$ 3,727,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

Facility Projects

No.	Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI5131	Municipal Service Center (MSC) Expansion	\$ 826,000	\$ 77,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5209	MSC Facility Enhancements	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (826,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Current Cost Estimate Per Year		\$ -	\$ 87,500	\$ 10,000	\$ 10,000	\$ -				

FORECASTED CAPITAL IMPROVEMENT PROGRAM COSTS

Fiscal Year 2010/11 Budgeted Expenditures:

Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sum of all Capital Programs (Developer Fees) Expenses	\$ 1,972,812	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Capital Facilities Replacement Expenses	\$ 80,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Capital Programs Service Charges	\$ 3,110,498	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all ARRA Project Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Asset Replacement Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Current Project Costs	\$ 5,164,075	\$ -							

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Capital Improvement Plan Expenditures

EXHIBIT 2

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

Five Year Capital Improvement Program Projects:

No.	Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI4270	Interceptor CIP Phase III - Unit E2	\$ -	\$ 400,000	\$ 3,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5060	HCTP Cogen Facility Expansion/Buyout	\$ -	\$ -	\$ -	\$ 520,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5062	TMDL Implementation	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -
CI5064	Interceptor CIP Phase IV - Units A1 & Y2	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5066	Wastewater Lift Station Upgrades	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5149	HCTP Secondary Access	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5150	Wastewater Flowmeter Installation	\$ 125,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5187	HCTP Facilities Information Management System Upgrade	\$ -	\$ 1,160,000	\$ 540,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5188	Biosolids Dewatering/Drying Improvements	\$ -	\$ 250,000	\$ 1,050,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5194	Digester Equipment Replacement and Upgrade	\$ -	\$ 700,000	\$ 830,000	\$ 540,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5206	HCTP Operation/Administration Building Upgrades	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5217	Wastewater Pipe Relining Program 2011-12	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5218	Wastewater Pipe Relining Program 2012-13	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5219	Wastewater Pipe Relining Program 2013-14	\$ -	\$ -	\$ -	\$ 505,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5220	Wastewater Pipe Relining Program 2014-15	\$ -	\$ -	\$ -	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -
CI5221	Wastewater Pipe Relining Program 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 515,000	\$ -	\$ -	\$ -
CI5222	Sewer Utility Hole Rehabilitation 2011-12	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5223	Sewer Utility Hole Rehabilitation 2012-13	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5224	Sewer Utility Hole Rehabilitation 2013-14	\$ -	\$ -	\$ -	\$ 252,500	\$ -	\$ -	\$ -	\$ -	\$ -
CI5225	Sewer Utility Hole Rehabilitation 2014-15	\$ -	\$ -	\$ -	\$ -	\$ 255,000	\$ -	\$ -	\$ -	\$ -
CI5226	Sewer Utility Hole Rehabilitation 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 257,600	\$ -	\$ -	\$ -
MI2024	Wastewater Collection System Miscellaneous Repairs	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
MI2026	HCTP Wetlands Mitigation Bank	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MI2055	HCTP - Miscellaneous Repairs	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -
MI2056	HCTP Equipment Replacement	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
MI2077	High Maintenance Repair Projects - Wastewater Lines	\$ -	\$ 300,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (2,625,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--	Placeholder for Future Projects (5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Total: Future Cost Estimate Per Year		\$ -	\$ 4,735,000	\$ 8,320,000	\$ 3,727,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

No.	Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI5131	Municipal Service Center (MSC) Expansion	\$ 826,000	\$ 77,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5209	MSC Facility Enhancements	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (826,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Future Cost Estimate Per Year		\$ -	\$ 87,500	\$ 10,000	\$ 10,000	\$ -				

CAPITAL PROJECT DATA

Fiscal Year 2010/11 Budgeted Expenditures:

Description	Current Cost	Completion Year	Annual O&M Impact (\$)	Useful Life (Years)	For Capacity Fee/Impact Fee Calculation and Reserve Segregation Only		
					For Existing Needs (%)	For Future Needs (%)	Basis / Note
Sum of all Capital Programs (Developer Fees) Expenses	\$ 1,972,812	2011	\$ -	50	0%	100%	100% Funding from Capital Program Developer Fees Fund
Sum of all Capital Facilities Replacement Expenses	\$ 80,765	2011	\$ -	50	100%	0%	n/a
Sum of all Capital Programs Service Charges	\$ 3,110,498	2011	\$ -	50	100%	0%	n/a
Sum of all ARRA Project Expenses	\$ -	2011	\$ -	50	100%	0%	n/a
Sum of all Asset Replacement Expenses	\$ -	2011	\$ -	50	100%	0%	n/a
Total: Project Costs	\$ 5,164,075						

Five Year Capital Improvement Program Projects:

Wastewater Projects

No.	Description	Future Cost Estimate	Completion Year	Annual O&M Impact (\$)	Useful Life (Years)	For Capacity Fee/Impact Fee Calculation and Reserve Segregation Only		Basis / Note
						For Existing Needs (%)	For Future Needs (%)	
CI4270	Interceptor CIP Phase III - Unit E2	\$ 4,000,000	2013	\$ -	50	30%	70%	70% Funding from Capital Program Developer Fees Fund
CI5060	HCTP Cogen Facility Expansion/Buyout	\$ 520,000	2014	\$ -	50	45%	55%	55% Funding from Capital Program Developer Fees Fund
CI5062	TMDL Implementation	\$ 4,000,000	2016	\$ -	50	100%	0%	N/A
CI5064	Interceptor CIP Phase IV - Units A1 & Y2	\$ 2,000,000	2011	\$ -	50	80%	20%	20% Funding from Capital Program Developer Fees Fund
CI5066	Wastewater Lift Station Upgrades	\$ 250,000	2013	\$ -	25	100%	0%	N/A
CI5149	HCTP Secondary Access	\$ 500,000	2011	\$ -	25	80%	20%	20% Funding from Capital Program Developer Fees Fund
CI5150	Wastewater Flowmeter Installation	\$ 200,000	2012	\$ -	25	70%	30%	30% Funding from Capital Program Developer Fees Fund
CI5187	HCTP Facilities Information Management System Upgrade	\$ 1,700,000	2013	\$ -	25	80%	20%	20% Funding from Capital Program Developer Fees Fund
CI5188	Biosolids Dewatering/Drying Improvements	\$ 2,000,000	2014	\$ -	50	80%	20%	20% Funding from Capital Program Developer Fees Fund
CI5194	Digester Equipment Replacement and Upgrade	\$ 2,070,000	2014	\$ -	25	81%	19%	20% Funding from Capital Program Developer Fees Fund
CI5206	HCTP Operation/Administration Building Upgrades	\$ 400,000	2013	\$ -	50	80%	20%	20% Funding from Capital Program Developer Fees Fund
CI5217	Wastewater Pipe Relining Program 2011-12	\$ 500,000	2012	\$ -	25	100%	0%	N/A
CI5218	Wastewater Pipe Relining Program 2012-13	\$ 500,000	2013	\$ -	25	100%	0%	N/A
CI5219	Wastewater Pipe Relining Program 2013-14	\$ 505,000	2014	\$ -	25	100%	0%	N/A
CI5220	Wastewater Pipe Relining Program 2014-15	\$ 510,000	2015	\$ -	25	100%	0%	N/A
CI5221	Wastewater Pipe Relining Program 2015-16	\$ 515,000	2016	\$ -	25	100%	0%	N/A
CI5222	Sewer Utility Hole Rehabilitation 2011-12	\$ 250,000	2012	\$ -	25	100%	0%	N/A
CI5223	Sewer Utility Hole Rehabilitation 2012-13	\$ 250,000	2013	\$ -	25	100%	0%	N/A
CI5224	Sewer Utility Hole Rehabilitation 2013-14	\$ 252,500	2014	\$ -	25	100%	0%	N/A
CI5225	Sewer Utility Hole Rehabilitation 2014-15	\$ 255,000	2015	\$ -	25	100%	0%	N/A
CI5226	Sewer Utility Hole Rehabilitation 2015-16	\$ 257,600	2016	\$ -	25	100%	0%	N/A
MI2024	Wastewater Collection System Miscellaneous Repairs	\$ 1,250,000	Recurring	\$ -	25	100%	0%	N/A
MI2026	HCTP Wetlands Mitigation Bank	\$ 80,000	2013	\$ -	20	75%	25%	25% Funding from Capital Program Developer Fees Fund
MI2055	HCTP - Miscellaneous Repairs	\$ 300,000	Recurring	\$ -	20	100%	0%	N/A
MI2056	HCTP Equipment Replacement	\$ 1,250,000	Recurring	\$ -	20	100%	0%	N/A
MI2077	High Maintenance Repair Projects - Wastewater Lines	\$ 1,050,000	Recurring	\$ -	20	100%	0%	N/A
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (2,625,000)	2011	\$ -	50	80%	20%	Applied average funding percentages for applicable projects
--	Placeholder for Future Projects (5)	\$ 45,000,000	Recurring	\$ -	50	93%	7%	Applied average funding percentages from projects above
Total: Project Costs		\$ 67,740,100						

Facility Projects

No.	Description	Future Cost Estimate	Completion Year	Annual O&M Impact (\$)	Useful Life (Years)	For Capacity Fee/Impact Fee Calculation and Reserve Segregation Only		Basis / Note
						For Existing Needs (%)	For Future Needs (%)	
CI5131	Municipal Service Center (MSC) Expansion	\$ 903,500	2013	\$ -	50	78%	22%	22.14% Funding from Capital Program Developer Fees Fund
CI5209	MSC Facility Enhancements	\$ 30,000	2012	\$ -	50	0%	100%	100% Funding from Capital Program Developer Fees Fund
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (826,000)	2012	\$ -	50	78%	22%	Applied same percentage as project this applies to
Total: Project Costs		\$ 107,500						

FORECASTED O&M IMPACTS FROM CAPITAL PROJECTS

Fiscal Year 2010/11 Budgeted Expenditures:

Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sum of all Capital Programs (Developer Fees) Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Capital Facilities Replacement Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Capital Programs Service Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all ARRA Project Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Asset Replacement Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Additional Annual Expense	\$ -								

Five Year Capital Improvement Program Projects:

Wastewater Projects

No.	Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI4270	Interceptor CIP Phase III - Unit E2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5060	HCTP Cogen Facility Expansion/Buyout	-	-	-	-	-	-	-	-	-
CI5062	TMDL Implementation	-	-	-	-	-	-	-	-	-
CI5064	Interceptor CIP Phase IV - Units A1 & Y2	-	-	-	-	-	-	-	-	-
CI5066	Wastewater Lift Station Upgrades	-	-	-	-	-	-	-	-	-
CI5149	HCTP Secondary Access	-	-	-	-	-	-	-	-	-
CI5150	Wastewater Flowmeter Installation	-	-	-	-	-	-	-	-	-
CI5187	HCTP Facilities Information Management System Upgrade	-	-	-	-	-	-	-	-	-
CI5188	Biosolids Dewatering/Drying Improvements	-	-	-	-	-	-	-	-	-
CI5194	Digester Equipment Replacement and Upgrade	-	-	-	-	-	-	-	-	-
CI5206	HCTP Operation/Administration Building Upgrades	-	-	-	-	-	-	-	-	-
MI2024	Wastewater Collection System Miscellaneous Repairs	-	-	-	-	-	-	-	-	-
MI2026	HCTP Wetlands Mitigation Bank	-	-	-	-	-	-	-	-	-
MI2055	HCTP - Miscellaneous Repairs	-	-	-	-	-	-	-	-	-
MI2056	HCTP Equipment Replacement	-	-	-	-	-	-	-	-	-
MI2077	High Maintenance Repair Projects - Wastewater Lines	-	-	-	-	-	-	-	-	-
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	-	-	-	-	-	-	-	-	-
--	Placeholder for Future Projects (5)	-	-	-	-	-	-	-	-	-
Total: Additional Annual Expense		\$ -								

Facility Projects

No.	Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI5131	Municipal Service Center (MSC) Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5209	MSC Facility Enhancements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Additional Annual Expense		\$ -								

Grand Total: Additional Annual Expense (All Projects)	\$ -									
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ADDITIONAL DEPRECIATION LIABILITY FROM PROJECTS

Fiscal Year 2010/11 Budgeted Expenditures:

Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sum of all Capital Programs (Developer Fees) Expenses	\$ 39,456	\$ 39,456	\$ 39,456	\$ 39,456	\$ 39,456	\$ 39,456	\$ 39,456	\$ 39,456	\$ 39,456
Sum of all Capital Facilities Replacement Expenses	\$ 1,615	\$ 1,615	\$ 1,615	\$ 1,615	\$ 1,615	\$ 1,615	\$ 1,615	\$ 1,615	\$ 1,615
Sum of all Capital Programs Service Charges	\$ 62,210	\$ 62,210	\$ 62,210	\$ 62,210	\$ 62,210	\$ 62,210	\$ 62,210	\$ 62,210	\$ 62,210
Sum of all ARRA Project Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Asset Replacement Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Additional Annual Liability	\$ 103,282								

Five Year Capital Improvement Program Projects:

No.	Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI4270	Interceptor CIP Phase III - Unit E2	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
CI5060	HCTP Cogen Facility Expansion/Buyout	\$ -	\$ -	\$ -	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400
CI5062	TMDL Implementation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
CI5064	Interceptor CIP Phase IV - Units A1 & Y2	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
CI5066	Wastewater Lift Station Upgrades	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
CI5149	HCTP Secondary Access	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
CI5150	Wastewater Flowmeter Installation	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
CI5187	HCTP Facilities Information Management System Upgrade	\$ -	\$ -	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000	\$ 68,000
CI5188	Biosolids Dewatering/Drying Improvements	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
CI5194	Digester Equipment Replacement and Upgrade	\$ -	\$ -	\$ -	\$ 82,800	\$ 82,800	\$ 82,800	\$ 82,800	\$ 82,800	\$ 82,800
CI5206	HCTP Operation/Administration Building Upgrades	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
CI5217	Wastewater Pipe Relining Program 2011-12	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
CI5218	Wastewater Pipe Relining Program 2012-13	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
CI5219	Wastewater Pipe Relining Program 2013-14	\$ -	\$ -	\$ -	\$ 20,200	\$ 20,200	\$ 20,200	\$ 20,200	\$ 20,200	\$ 20,200
CI5220	Wastewater Pipe Relining Program 2014-15	\$ -	\$ -	\$ -	\$ -	\$ 20,400	\$ 20,400	\$ 20,400	\$ 20,400	\$ 20,400
CI5221	Wastewater Pipe Relining Program 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,600	\$ 20,600	\$ 20,600	\$ 20,600
CI5222	Sewer Utility Hole Rehabilitation 2011-12	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
CI5223	Sewer Utility Hole Rehabilitation 2012-13	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
CI5224	Sewer Utility Hole Rehabilitation 2013-14	\$ -	\$ -	\$ -	\$ 10,100	\$ 10,100	\$ 10,100	\$ 10,100	\$ 10,100	\$ 10,100
CI5225	Sewer Utility Hole Rehabilitation 2014-15	\$ -	\$ -	\$ -	\$ -	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200
CI5226	Sewer Utility Hole Rehabilitation 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,304	\$ 10,304	\$ 10,304	\$ 10,304
MI2024	Wastewater Collection System Miscellaneous Repairs	\$ -	\$ 10,000	\$ 20,000	\$ 30,000	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
MI2026	HCTP Wetlands Mitigation Bank	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
MI2055	HCTP - Miscellaneous Repairs	\$ -	\$ 3,000	\$ 6,000	\$ 9,000	\$ 12,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
MI2056	HCTP Equipment Replacement	\$ -	\$ 12,500	\$ 25,000	\$ 37,500	\$ 50,000	\$ 62,500	\$ 62,500	\$ 62,500	\$ 62,500
MI2077	High Maintenance Repair Projects - Wastewater Lines	\$ -	\$ 15,000	\$ 30,000	\$ 37,500	\$ 45,000	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
--	Placeholder for Future Projects (5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 120,000	\$ 180,000
Total: Additional Annual Liability		\$ 60,000	\$ 138,500	\$ 379,000	\$ 575,500	\$ 639,100	\$ 783,004	\$ 843,004	\$ 903,004	\$ 963,004

No.	Project Description	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI5131	Municipal Service Center (MSC) Expansion	\$ -	\$ -	\$ 18,070	\$ 18,070	\$ 18,070	\$ 18,070	\$ 18,070	\$ 18,070	\$ 18,070
CI5209	MSC Facility Enhancements	\$ -	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
--	Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Additional Annual Liability		\$ -	\$ 600	\$ 18,670						

Grand Total: Additional Annual Liability (All Projects)		\$ 163,282	\$ 242,382	\$ 500,952	\$ 697,452	\$ 761,052	\$ 904,956	\$ 964,956	\$ 1,024,956	\$ 1,084,956
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- (1) Per direction from the City's Public Works Director, no Construction Cost Inflation was applied to capital project costs.
- (2) Fiscal Year 2010/11 Capitalized Expenditures (actual) are from the Wastewater Capital Funds Expenditure Detail Monthly Report, provided by City Staff to NBS on August 9, 2011.
- (3) Capital Improvements and associated costs were provided by the City of Thousand Oaks in the Five Year Capital Improvement Program Budget (FY 2009/10 through FY 2013/14) and in the Fiscal Year 2010/11 Utility Capital Carryovers report provided by City Staff on 8/12/2011.
- (4) NBS assumes that the expenses listed in the Five Year Capital Improvement Program are embedded in the sum of all expenses shown in the Actual 2010/11 figures for each of the Capital Funds, so the total expenditures shown here are reduced by this amount.
- (5) The value of the placeholder projects, which is used to project capital spending in future years is set to \$3,000,000, per direction from the City's Public Works Director.

SUMMARY OF CAPITAL EXPENDITURES TO MEET EXISTING NEEDS (REPAIR/REPLACE):

Fiscal Year 2010/11 Budgeted Capitalized Expenditures:	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sum of all Capital Programs (Developer Fees) Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Capital Facilities Replacement Expenses	\$ 80,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Capital Programs Service Charges	\$ 3,110,498	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all ARRA Project Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Asset Replacement Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: Expenditures to Meet Existing Needs	\$ 3,191,263	\$ -							

Wastewater Projects	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI4270 Interceptor CIP Phase III - Unit E2	\$ -	\$ 120,000	\$ 1,080,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5060 HCTP Cogen Facility Expansion/Buyout	\$ -	\$ -	\$ -	\$ 234,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5062 TMDL Implementation	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -
CI5064 Interceptor CIP Phase IV - Units A1 & Y2	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5066 Wastewater Lift Station Upgrades	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5149 HCTP Secondary Access	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5150 Wastewater Flowmeter Installation	\$ 87,500	\$ 52,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5187 HCTP Facilities Information Management System Upgrade	\$ -	\$ 928,000	\$ 432,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5188 Biosolids Dewatering/Drying Improvements	\$ -	\$ 200,000	\$ 840,000	\$ 560,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5194 Digester Equipment Replacement and Upgrade	\$ -	\$ 564,760	\$ 669,644	\$ 435,672	\$ -	\$ -	\$ -	\$ -	\$ -
CI5206 HCTP Operation/Administration Building Upgrades	\$ -	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5217 Wastewater Pipe Relining Program 2011-12	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5218 Wastewater Pipe Relining Program 2012-13	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5219 Wastewater Pipe Relining Program 2013-14	\$ -	\$ -	\$ -	\$ 505,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5220 Wastewater Pipe Relining Program 2014-15	\$ -	\$ -	\$ -	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -
CI5221 Wastewater Pipe Relining Program 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 515,000	\$ -	\$ -	\$ -
CI5222 Sewer Utility Hole Rehabilitation 2011-12	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5223 Sewer Utility Hole Rehabilitation 2012-13	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5224 Sewer Utility Hole Rehabilitation 2013-14	\$ -	\$ -	\$ -	\$ 252,500	\$ -	\$ -	\$ -	\$ -	\$ -
CI5225 Sewer Utility Hole Rehabilitation 2014-15	\$ -	\$ -	\$ -	\$ -	\$ 255,000	\$ -	\$ -	\$ -	\$ -
CI5226 Sewer Utility Hole Rehabilitation 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 257,600	\$ -	\$ -	\$ -
MI2024 Wastewater Collection System Miscellaneous Repairs	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
MI2026 HCTP Wetlands Mitigation Bank	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MI2055 HCTP - Miscellaneous Repairs	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -
MI2056 HCTP Equipment Replacement	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -
MI2077 High Maintenance Repair Projects - Wastewater Lines	\$ -	\$ 300,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
-- Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (2,087,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-- Placeholder for Future Projects (5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,804,791	\$ 2,804,791	\$ 2,804,791
Subtotal: Wastewater Expenditures to Meet Existing Needs	\$ 0	\$ 4,005,260	\$ 5,231,644	\$ 3,197,172	\$ 2,975,000	\$ 2,982,600	\$ 2,804,791	\$ 2,804,791	\$ 2,804,791

Facility Projects	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI5131 Municipal Service Center (MSC) Expansion	\$ 643,124	\$ 60,342	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5209 MSC Facility Enhancements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-- Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (643,124)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: Facility Expenditures to Meet Existing Needs	\$ -	\$ 60,342	\$ -						

Total: Expenditures to Meet Existing Needs	\$ 3,191,263	\$ 4,065,602	\$ 5,231,644	\$ 3,197,172	\$ 2,975,000	\$ 2,982,600	\$ 2,804,791	\$ 2,804,791	\$ 2,804,791
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SUMMARY OF CAPITAL EXPENDITURES TO MEET FUTURE NEEDS (FOR GROWTH):

Fiscal Year 2010/11 Budgeted Capitalized Expenditures:	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sum of all Capital Programs (Developer Fees) Expenses	\$ 1,972,812	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Capital Facilities Replacement Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Capital Programs Service Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all ARRA Project Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sum of all Asset Replacement Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: Expenditures to Meet Future Needs	\$ 1,972,812	\$ -							

Five Year Capital Improvement Program Projects:	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI4270 Interceptor CIP Phase III - Unit E2	\$ -	\$ 280,000	\$ 2,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5060 HCTP Cogen Facility Expansion/Buyout	\$ -	\$ -	\$ -	\$ 286,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5062 TMDL Implementation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5064 Interceptor CIP Phase IV - Units A1 & Y2	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5066 Wastewater Lift Station Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5149 HCTP Secondary Access	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5150 Wastewater Flowmeter Installation	\$ 37,500	\$ 22,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5187 HCTP Facilities Information Management System Upgrade	\$ -	\$ 232,000	\$ 108,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5188 Biosolids Dewatering/Drying Improvements	\$ -	\$ 50,000	\$ 210,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -
CI5194 Digester Equipment Replacement and Upgrade	\$ -	\$ 135,240	\$ 160,356	\$ 104,328	\$ -	\$ -	\$ -	\$ -	\$ -
CI5206 HCTP Operation/Administration Building Upgrades	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5217 Wastewater Pipe Relining Program 2011-12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5218 Wastewater Pipe Relining Program 2012-13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5219 Wastewater Pipe Relining Program 2013-14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5220 Wastewater Pipe Relining Program 2014-15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5221 Wastewater Pipe Relining Program 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5222 Sewer Utility Hole Rehabilitation 2011-12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5223 Sewer Utility Hole Rehabilitation 2012-13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5224 Sewer Utility Hole Rehabilitation 2013-14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5225 Sewer Utility Hole Rehabilitation 2014-15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5226 Sewer Utility Hole Rehabilitation 2015-16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MI2024 Wastewater Collection System Miscellaneous Repairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MI2026 HCTP Wetlands Mitigation Bank	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MI2055 HCTP - Miscellaneous Repairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MI2056 HCTP Equipment Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MI2077 High Maintenance Repair Projects - Wastewater Lines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-- Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (537,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-- Placeholder for Future Projects (5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 195,209	\$ 195,209	\$ 195,209
Subtotal: Wastewater Expenditures to Meet Future Needs	\$ (0)	\$ 729,740	\$ 3,088,356	\$ 530,328	\$ -	\$ -	\$ 195,209	\$ 195,209	\$ 195,209

Facility Projects	2011	2012	2013	2014	2015	2016	2017	2018	2019
CI5131 Municipal Service Center (MSC) Expansion	\$ 182,876	\$ 17,159	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CI5209 MSC Facility Enhancements	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
-- Reduction for Fiscal Year 2010/11 Expenditures (4)	\$ (182,876)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: Facility Expenditures to Meet Future Needs	\$ -	\$ 27,159	\$ 10,000	\$ 10,000	\$ -				

Total: Expenditures to Meet Future Needs	\$ 1,972,812	\$ 756,899	\$ 3,098,356	\$ 540,328	\$ -	\$ -	\$ 195,209	\$ 195,209	\$ 195,209
Grand Total: Capital Expenditures	\$ 5,164,075	\$ 4,822,500	\$ 8,330,000	\$ 3,737,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

CAPITAL IMPROVEMENT PROGRAM FUNDING OPTIONS:

Policy Choice	2011	2012	2013	2014	2015	2016	2017	2018	2019
1 Full Funding of Capital Improvement Program	\$ 5,164,075	\$ 4,822,500	\$ 8,330,000	\$ 3,737,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
2 50% Funding of Capital Improvement Program	\$ 2,582,038	\$ 2,411,250	\$ 4,165,000	\$ 1,868,750	\$ 1,487,500	\$ 1,491,300	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
3 Other Capital Improvement Program Funding Amount	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
4 No Capital Improvement Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Insert choice in box to right, based on options listed above	1
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Capital Improvement Program Funding Choice	2011	2012	2013	2014	2015	2016	2017	2018	2019
Effective Annual Funding Amount	\$ 5,164,075	\$ 4,822,500	\$ 8,330,000	\$ 3,737,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

CAPITAL FUNDING FORECAST:

Funding Sources	2011	2012	2013	2014	2015	2016	2017	2018	2019
Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Surplus Capital Programs (Developer Fees) Fund - 622	\$ 1,469,240	\$ 756,899	\$ 1,337,763	\$ 510,033	\$ -	\$ -	\$ 195,209	\$ 195,209	\$ 195,209
State Revolving Fund Loan Program (SRF)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Bond	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Capital Fund Balance - 623 & 624	\$ 3,694,835	\$ 4,065,602	\$ 6,992,237	\$ 3,227,467	\$ 2,975,000	\$ 2,982,600	\$ 2,804,791	\$ 2,804,791	\$ 2,804,791
Surplus Asset Replacement Balance - 629 (1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Rate Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total: Funding Sources	\$ 5,164,075	\$ 4,822,500	\$ 8,330,000	\$ 3,737,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000

CAPITAL FUNDING SURPLUS (DEFICIENCY)	\$ -								
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(1) Per City Staff, the Asset Replacement Fund No. 629 pays for vehicle costs, so it is not factored into the Capital Funding Forecast at this time because vehicle replacement costs are unknown at this time.

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

EXISTING DEBT OBLIGATIONS:

Annual Repayment Schedules	2011	2012	2013	2014	2015	2016	2017	2018	2019
2010 Wastewater Refunding Revenue Bonds (1):									
Principal Payment	\$ 1,020,000	\$ 1,035,000	\$ 1,065,000	\$ 1,090,000	\$ 1,115,000	\$ 1,160,000	\$ 1,220,000	\$ 1,280,000	\$ 1,335,000
Interest Payment	377,463	359,463	333,138	306,263	281,425	238,488	178,988	116,488	62,794
Subtotal: Annual Debt Service	\$ 1,397,463	\$ 1,394,463	\$ 1,398,138	\$ 1,396,263	\$ 1,396,425	\$ 1,398,488	\$ 1,398,988	\$ 1,396,488	\$ 1,397,794
Coverage Requirement (% above annual payment) (2)	25%	25%	25%	25%	25%	25%	25%	25%	25%
Reserve Requirement (total fund balance) (3)	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974
State Water Resources Control Board - State Revolving Fund (Agreement No. 8816-550-0) (4):									
Principal Payment	\$ 120,087	\$ 122,969	\$ 125,920	\$ 128,942	\$ 132,037	\$ 135,206	\$ 138,450	\$ 141,773	\$ 145,045
Interest Payment	16,666	14,985	13,263	11,500	9,695	7,847	5,954	4,015	2,031
Service Charge	11,904	10,703	9,474	8,215	6,925	5,605	4,253	2,868	1,450
Subtotal: Annual Debt Service	\$ 148,657	\$ 148,526							
Coverage Requirement (% above annual payment) (5)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Reserve Requirement (total fund balance) (6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Water Resources Control Board - State Revolving Fund (Agreement No. 99811-550-0) (7):									
Principal Payment	\$ 1,439,383	\$ 1,478,247	\$ 1,518,159	\$ 1,559,150	\$ 1,601,247	\$ 1,644,480	\$ 1,688,881	\$ 1,734,481	\$ 1,781,312
Interest Payment	\$ 375,100	\$ 350,630	\$ 325,500	\$ 299,692	\$ 273,186	\$ 245,965	\$ 218,009	\$ 189,298	\$ 159,811
Service Charge	\$ 220,647	\$ 206,253	\$ 191,471	\$ 176,289	\$ 160,698	\$ 144,885	\$ 128,240	\$ 111,352	\$ 94,007
Subtotal: Annual Debt Service	\$ 2,035,130	\$ 2,035,330	\$ 2,035,130	\$ 2,035,130	\$ 2,035,130				
Coverage Requirement (% above annual payment) (5)	0%	0%	0%	0%	0%	0%	0%	0%	0%
Reserve Requirement (total fund balance) (6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total: Existing Annual Debt Service	\$ 3,581,250	\$ 3,578,250	\$ 3,581,925	\$ 3,580,050	\$ 3,580,212	\$ 3,582,474	\$ 3,582,775	\$ 3,580,275	\$ 3,581,450
Grand Total: Existing Annual Coverage Requirement	\$ 349,366	\$ 348,616	\$ 349,534	\$ 349,066	\$ 349,106	\$ 349,622	\$ 349,747	\$ 349,122	\$ 349,448
Grand Total: Existing Debt Reserve Target	\$ 1,313,974								

NEW DEBT FINANCING ASSUMPTIONS:

Long-Term Debt Terms	State Revolving Fund Loan Program (SRF)	Revenue Bonds
Issuance Cost	0.00%	2.00%
Annual Interest Cost (%)	2.50%	5.50%
Term	20	30
Debt Reserve Funded?	No	Yes
Coverage Requirement (% above annual pmt)	0%	25%

NEW DEBT OBLIGATIONS:

Annual Repayment Schedules	2011	2012	2013	2014	2015	2016	2017	2018	2019
State Revolving Fund Loan Program (SRF)									
Principal Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Payment	-	-	-	-	-	-	-	-	-
Subtotal: Annual Debt Service	\$ -								
Revenue Bonds									
Principal Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Payment	-	-	-	-	-	-	-	-	-
Subtotal: Annual Debt Service	\$ -								
Grand Total: New Annual Debt Service	\$ -								
Grand Total: New Annual Coverage Requirement	\$ -								
Grand Total: New Debt Reserve Target	\$ -								

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

TOTAL DEBT SERVICE:

Annual Obligations	2011	2012	2013	2014	2015	2016	2017	2018	2019
Annual Debt Service	\$ 3,581,250	\$ 3,578,250	\$ 3,581,925	\$ 3,580,050	\$ 3,580,212	\$ 3,582,474	\$ 3,582,775	\$ 3,580,275	\$ 3,581,450
Annual Coverage Requirement	\$ 349,366	\$ 348,616	\$ 349,534	\$ 349,066	\$ 349,106	\$ 349,622	\$ 349,747	\$ 349,122	\$ 349,448
Total Debt Reserve Target	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974

- (1) The Revenue Bond debt service payments are made out of the following two funds: 67% from Fund 622, Capital Programs (Developer Fees) and 33% from Fund 624, Capital Programs (Service Charges).
The split between the two funds is based on what the percentage of capital projects was between existing and new customers at the time the debt was incurred.
- (2) NBS assumes that the Coverage Requirement for the Revenue Bond is 25% over the annual debt service payment
- (3) The City believes that the Reserve Requirement for the Revenue Bond is \$1,313,974, per email from City Staff on 10/3/2011.
- (4) The State Loan payments are made out of the following two funds: 34% from Fund 622, Capital Programs (Developer Fees) and 66% from Fund 624, Capital Programs (Service Charges).
The split between the two funds is based on what the percentage of capital projects was between existing and new customers at the time the debt was incurred.
- (5) NBS assumes that the Coverage Requirement for both State Revolving Loan Funds is 0%.
- (6) NBS assumes that there is no Reserve Requirement for either State Revolving Loan Fund.
- (7) The State Loan payments are made out of the following two funds: 69% from Fund 622, Capital Programs (Developer Fees) and 31% from Fund 624, Capital Programs (Service Charges).
The split between the two funds is based on what the percentage of capital projects was between existing and new customers at the time the debt was incurred.

FORECASTING ASSUMPTIONS:

Minimum Reserve Targets	2011	2012	2013	2014	2015	2016	2017	2018	2019
Operating Reserve Days	60	60	60	60	60	60	60	60	60
Operating Reserve (% of Annual Operating Expenses)	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%	16.4%
Agency Liability Allowance (held in Operating Fund)	\$ 1,394,091	\$ 1,394,091	\$ 1,394,091	\$ 1,394,091	\$ 1,394,091	\$ 1,394,091	\$ 1,394,091	\$ 1,394,091	\$ 1,394,091
Capital Facilities Replacement Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Programs (Service Charges) Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Reserve	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974
Asset Replacement Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Economic Variables	2011	2012	2013	2014	2015	2016	2017	2018	2019
Annual Interest Earnings Rate (1)	0.50%	0.50%	0.75%	1.00%	1.00%	2.00%	2.00%	3.00%	3.00%

CASH FLOW FORECAST BY TYPE OF RESERVE:

621 - Wastewater - Operating Fund	2011	2012	2013	2014	2015	2016	2017	2018	2019
Beginning Balance (2)	\$ 15,601,074	\$ 3,364,217	\$ 3,640,463	\$ 3,669,380	\$ 3,748,253	\$ 3,829,918	\$ 3,914,473	\$ 4,002,025	\$ 4,092,682
Plus: Net Cash Flow (After Rate Increases)	333,559	1,015,440	720,736	1,355,272	2,056,193	2,879,320	2,839,170	2,793,352	2,751,465
Less: Transfer of Surplus Cash to the Capital Reserve	(12,570,415)	(739,193)	(691,819)	(1,276,399)	(1,974,529)	(2,794,764)	(2,751,618)	(2,702,695)	(2,657,592)
Subtotal: Ending Cash Balance	\$ 3,364,217	\$ 3,640,463	\$ 3,669,380	\$ 3,748,253	\$ 3,829,918	\$ 3,914,473	\$ 4,002,025	\$ 4,092,682	\$ 4,186,554
Less: Minimum Operating Reserve Target (3)	(3,364,217)	(3,640,463)	(3,669,380)	(3,748,253)	(3,829,918)	(3,914,473)	(4,002,025)	(4,092,682)	(4,186,554)
Cash Surplus (Deficiency)	\$ -								

622 - Wastewater Capital Programs (Developer Fees)	2011	2012	2013	2014	2015	2016	2017	2018	2019
Beginning Balance (2)	\$ 1,469,240	\$ 1,586,728	\$ 1,337,763	\$ 510,033	\$ 605,100	\$ 1,211,151	\$ 1,935,374	\$ 2,478,873	\$ 3,058,031
Plus: Developer Impact Fee Revenues	1,579,382	500,000	500,000	600,000	600,000	700,000	700,000	700,000	700,000
Plus: Interest Earnings	7,346	7,934	10,033	5,100	6,051	24,223	38,707	74,366	91,741
Less: Capital Projects Funded	(1,469,240)	(756,899)	(1,337,763)	(510,033)	-	-	(195,209)	(195,209)	(195,209)
Subtotal: Ending Cash Balance	\$ 1,586,728	\$ 1,337,763	\$ 510,033	\$ 605,100	\$ 1,211,151	\$ 1,935,374	\$ 2,478,873	\$ 3,058,031	\$ 3,654,563
Cash Surplus (Deficiency)	\$ 1,586,728	\$ 1,337,763	\$ 510,033	\$ 605,100	\$ 1,211,151	\$ 1,935,374	\$ 2,478,873	\$ 3,058,031	\$ 3,654,563

623 & 624 - Wastewater - Capital Fund	2011	2012	2013	2014	2015	2016	2017	2018	2019
Beginning Balance (2)	\$ 23,818,567	\$ 33,402,588	\$ 30,249,762	\$ 24,186,073	\$ 22,490,005	\$ 21,727,573	\$ 22,000,568	\$ 22,413,686	\$ 23,023,419
Plus: Grant Proceeds	-	-	-	-	-	-	-	-	-
Plus: Net Debt Proceeds	-	-	-	-	-	-	-	-	-
Plus: Transfer of Operating Reserve Surplus	12,570,415	739,193	691,819	1,276,399	1,974,529	2,794,764	2,751,618	2,702,695	2,657,592
Plus: Interest Earnings	119,093	167,013	226,873	241,861	224,900	434,551	440,011	672,411	690,703
Plus: Transfer of Debt Reserve Surplus	589,348	6,570	9,855	13,140	13,140	26,279	26,279	39,419	39,419
Less: Capital Projects Funded by Capital Reserve Balance	(3,694,835)	(4,065,602)	(6,992,237)	(3,227,467)	(2,975,000)	(2,982,600)	(2,804,791)	(2,804,791)	(2,804,791)
Subtotal: Ending Cash Balance	\$ 33,402,588	\$ 30,249,762	\$ 24,186,073	\$ 22,490,005	\$ 21,727,573	\$ 22,000,568	\$ 22,413,686	\$ 23,023,419	\$ 23,606,342
Less: Minimum Capital Facilities Replacement Reserve Target	-	-	-	-	-	-	-	-	-
Cash Surplus (Deficiency)	\$ 33,402,588	\$ 30,249,762	\$ 24,186,073	\$ 22,490,005	\$ 21,727,573	\$ 22,000,568	\$ 22,413,686	\$ 23,023,419	\$ 23,606,342

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

628 - Wastewater Revenue Bond Fund	2011	2012	2013	2014	2015	2016	2017	2018	2019
Beginning Balance (4)	\$ 1,893,853	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974
Plus: Reserve Funding from New Debt Obligations	-	-	-	-	-	-	-	-	-
Plus: Interest Earnings	9,469	6,570	9,855	13,140	13,140	26,279	26,279	39,419	39,419
Less: Transfer of Surplus Cash to Capital Reserve	(589,348)	(6,570)	(9,855)	(13,140)	(13,140)	(26,279)	(26,279)	(39,419)	(39,419)
Subtotal: Ending Cash Balance	\$ 1,313,974								
Less: Minimum Debt Reserve Target	(1,313,974)	(1,313,974)	(1,313,974)	(1,313,974)	(1,313,974)	(1,313,974)	(1,313,974)	(1,313,974)	(1,313,974)
Cash Surplus (Deficiency)	\$ -								

629 - Wastewater Asset Replacement Fund	2011	2012	2013	2014	2015	2016	2017	2018	2019
Beginning Balance (2)	\$ 2,273,843	\$ 2,285,213	\$ 2,296,639	\$ 2,313,863	\$ 2,337,002	\$ 2,360,372	\$ 2,407,579	\$ 2,455,731	\$ 2,529,403
Plus: Interest Earnings	11,369	11,426	17,225	23,139	23,370	47,207	48,152	73,672	75,882
Less: Capital Projects Funded by Asset Replacement Balance	-	-	-	-	-	-	-	-	-
Subtotal: Ending Cash Balance	\$ 2,285,213	\$ 2,296,639	\$ 2,313,863	\$ 2,337,002	\$ 2,360,372	\$ 2,407,579	\$ 2,455,731	\$ 2,529,403	\$ 2,605,285
Less: Minimum Asset Replacement Reserve Target	-	-	-	-	-	-	-	-	-
Cash Surplus (Deficiency)	\$ 2,285,213	\$ 2,296,639	\$ 2,313,863	\$ 2,337,002	\$ 2,360,372	\$ 2,407,579	\$ 2,455,731	\$ 2,529,403	\$ 2,605,285

TOTAL CASH RESERVES:

All Reserves	2011	2012	2013	2014	2015	2016	2017	2018	2019
Ending Cash Balance in All Reserves	\$ 41,952,719	\$ 38,838,601	\$ 31,993,323	\$ 30,494,335	\$ 30,442,988	\$ 31,571,969	\$ 32,664,289	\$ 34,017,509	\$ 35,366,719
Less: Minimum Reserve Targets	(4,678,191)	(4,954,437)	(4,983,354)	(5,062,227)	(5,143,892)	(5,228,447)	(5,315,999)	(5,406,656)	(5,500,528)
Total Cash Surplus (Deficiency)	\$ 37,274,528	\$ 33,884,164	\$ 27,009,969	\$ 25,432,107	\$ 25,299,097	\$ 26,343,522	\$ 27,348,290	\$ 28,610,853	\$ 29,866,190

- (1) Annual interest earning rate for FY 2010/11 referenced on the California Treasurer's Office website for historical LAIF returns. Future years earnings were conservatively estimated through FY 2016/17 and then return to the historical 10 year average return rate for funds invested in LAIF.
- (2) This is the beginning Cash Balance in the fund as of July 1, 2010, as reported in the Account Balance Report that was provided by City Staff on 9/9/2011.
- (3) The Minimum Operating Reserve Target includes 60 days worth of Operating Expenses, plus the amount held as the Agency Liability Allowance, which is a reserve for catastrophic events.
- (4) The beginning Cash Balance in the Revenue Bond Fund was provided by City Staff, via email on 11/9/2011.

CASH FLOW SUFFICIENCY TEST:

Cash Resources and Uses	2011	2012	2013	2014	2015	2016	2017	2018	2019
Cash Resources:									
Rate Revenue	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 16,930,225	\$ 16,968,318	\$ 17,025,586	\$ 17,102,201	\$ 17,179,161	\$ 17,256,467
Reclaimed Water Sales	116,499	590,000	480,000	480,540	481,621	483,247	485,421	487,606	489,800
Other Operating Revenues	577,406	728,600	726,600	726,616	726,648	726,695	726,759	726,823	726,888
Operating Reserve Interest Earnings	78,005	16,821	27,303	36,694	37,483	76,598	78,289	120,061	122,780
Policy: Use of Operating Fund Balance to Meet Expenditures	-	-	-	-	-	-	-	-	-
Subtotal: Cash Resources	\$ 16,168,074	\$ 18,260,221	\$ 18,145,103	\$ 18,174,075	\$ 18,214,069	\$ 18,312,127	\$ 18,392,671	\$ 18,513,651	\$ 18,595,936
Cash Uses:									
Operating Expenses	\$ 11,984,934	\$ 13,665,432	\$ 13,841,343	\$ 14,321,155	\$ 14,817,945	\$ 15,332,326	\$ 15,864,933	\$ 16,416,426	\$ 16,987,486
One Time Capital Expenditures	268,332	1,100	1,100	1,133	1,167	1,202	1,238	1,275	1,313
Existing Debt Repayment	3,581,250	3,578,250	3,581,925	3,580,050	3,580,212	3,582,474	3,582,775	3,580,275	3,581,450
New Debt Repayment	-	-	-	-	-	-	-	-	-
Rate-Funded Capital Expenses	-	-	-	-	-	-	-	-	-
Capital Replacement Reserve Funding	-	-	-	1,276,399	1,974,529	2,802,264	2,751,618	2,702,695	2,657,592
Additions to Meet Minimum Operating Reserve Balance	-	276,246	28,917	78,873	81,664	84,556	87,552	90,656	93,873
Subtotal: Cash Uses	\$ 15,834,516	\$ 17,521,028	\$ 17,453,284	\$ 19,257,609	\$ 20,455,516	\$ 21,802,822	\$ 22,288,116	\$ 22,791,327	\$ 23,321,715
Cash Surplus (Deficit)	\$ 333,559	\$ 739,193	\$ 691,819	\$ (1,083,534)	\$ (2,241,447)	\$ (3,490,695)	\$ (3,895,445)	\$ (4,277,676)	\$ (4,725,779)

DEBT COVERAGE SUFFICIENCY TEST:

Allowable Resources and Required Uses	2011	2012	2013	2014	2015	2016	2017	2018	2019
Allowable Resources:									
Rate Revenue	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 16,930,225	\$ 16,968,318	\$ 17,025,586	\$ 17,102,201	\$ 17,179,161	\$ 17,256,467
Non-Rate Revenues	771,910	1,335,421	1,233,903	1,243,850	1,245,751	1,286,540	1,290,470	1,334,490	1,339,468
Interest Earnings in Capital Reserves and Debt Reserve	139,931	185,009	253,953	278,139	261,410	508,038	514,442	785,502	806,004
Subtotal: Allowable Resources	\$ 16,308,006	\$ 18,445,230	\$ 18,399,056	\$ 18,452,214	\$ 18,475,479	\$ 18,820,165	\$ 18,907,114	\$ 19,299,153	\$ 19,401,940
Required Uses:									
Operating Expenses	\$ 12,253,266	\$ 13,666,532	\$ 13,842,443	\$ 14,322,288	\$ 14,819,112	\$ 15,333,528	\$ 15,866,171	\$ 16,417,701	\$ 16,988,800
Debt Repayment (Only Issues Requiring Coverage)	1,397,463	1,394,463	1,398,138	1,396,263	1,396,425	1,398,488	1,398,988	1,396,488	1,397,794
Coverage Requirement	349,366	348,616	349,534	349,066	349,106	349,622	349,747	349,122	349,448
Subtotal: Required Uses	\$ 14,000,094	\$ 15,409,610	\$ 15,590,115	\$ 16,067,616	\$ 16,564,643	\$ 17,081,637	\$ 17,614,906	\$ 18,163,310	\$ 18,736,042
Debt Coverage Surplus (Deficit)	\$ 2,307,911	\$ 3,035,620	\$ 2,808,941	\$ 2,384,598	\$ 1,910,836	\$ 1,738,528	\$ 1,292,208	\$ 1,135,842	\$ 665,898

MAXIMUM REVENUE DEFICIENCY FROM TESTS:

Identification of Revenue Deficiency	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sufficiency Test Driving Any Deficiency	None	None	None	Cash Flow	Cash Flow	Cash Flow	Cash Flow	Cash Flow	Cash Flow
Maximum Sufficiency Test Deficiency	\$ -	\$ -	\$ -	\$ 1,083,534	\$ 2,241,447	\$ 3,490,695	\$ 3,895,445	\$ 4,277,676	\$ 4,725,779
plus: Increase (Decrease) to Reserves to Levelize Rate Increase	-	-	-	-	-	(7,500)	-	-	-
less: Net Revenue from Prior Rate Increases	-	-	-	-	(1,085,972)	(2,249,012)	(3,498,870)	(3,912,974)	(4,296,926)
Total Revenue Deficiency	\$ -	\$ -	\$ -	\$ 1,083,534	\$ 1,155,475	\$ 1,234,184	\$ 396,575	\$ 364,702	\$ 428,854

RATE INCREASES FORECASTED:

Calculation of Required Rate Increases	2011	2012	2013	2014	2015	2016	2017	2018	2019
Rate Revenue with No Rate Increase	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 16,930,225	\$ 16,968,318	\$ 17,025,586	\$ 17,102,201	\$ 17,179,161	\$ 17,256,467
plus: Revenue from Prior Rate Increases	-	-	-	-	1,085,972	2,249,012	3,498,870	3,912,974	4,296,926
Total Rate Revenue Before Rate Increase	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 16,930,225	\$ 18,054,290	\$ 19,274,598	\$ 20,601,071	\$ 21,092,135	\$ 21,553,393
Calculated Required Annual Rate Increase	0.00%	0.00%	0.00%	6.40%	6.40%	6.40%	1.93%	1.73%	1.99%
Cumulative Increase from Annual Rate Increases	0.00%	0.00%	0.00%	6.40%	13.21%	20.46%	22.78%	24.90%	27.39%

IMPACTS OF RATE INCREASES:

Revenue Statistics	2011	2012	2013	2014	2015	2016	2017	2018	2019
Rate Revenues After Rate Increase	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 18,013,760	\$ 19,209,765	\$ 20,508,782	\$ 20,997,646	\$ 21,456,837	\$ 21,982,247
Net Cash Flow After Rate Increase	333,559	1,015,440	720,736	1,355,272	2,056,193	2,879,320	2,839,170	2,793,352	2,751,465
Net Cash Flow After Rate Increase [Increase to Reserves]	333,559	739,193	691,819	-	-	(7,500)	0	-	0
Coverage After Rate Increase	2.90	3.43	3.26	3.73	4.22	4.98	4.96	5.13	5.11

CAPITAL EXPENDITURE FUNDING SUMMARY	FY 2010 2011	FY 2011 2012	FY 2012 2013	FY 2013 2014	FY 2014 2015	FY 2015 2016	FY 2016 2017	FY 2017 2018	FY 2018 2019
Total Capital Expenditures	\$ 5,164,075	\$ 4,822,500	\$ 8,330,000	\$ 3,737,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Capital Expenditure Funding Sources:									
Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Surplus Capital Programs (Developer Fees) Fund - 622	1,469,240	756,899	1,337,763	510,033	-	-	195,209	195,209	195,209
State Revolving Fund Loan Program (SRF)	-	-	-	-	-	-	-	-	-
Revenue Bond	-	-	-	-	-	-	-	-	-
Wastewater Capital Fund Balance - 623 & 624	3,694,835	4,065,602	6,992,237	3,227,467	2,975,000	2,982,600	2,804,791	2,804,791	2,804,791
Surplus Asset Replacement Balance - 629 (1)	-	-	-	-	-	-	-	-	-
Rate Revenue	-	-	-	-	-	-	-	-	-
Subtotal: Sources	\$ 5,164,075	\$ 4,822,500	\$ 8,330,000	\$ 3,737,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Capital Funding Surplus (Deficiency)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

RATE REVENUE REQUIREMENTS SUMMARY	FY 2010 2011	FY 2011 2012	FY 2012 2013	FY 2013 2014	FY 2014 2015	FY 2015 2016	FY 2016 2017	FY 2017 2018	FY 2018 2019
Sources:									
Rate Revenue using Current Rates	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 16,930,225	\$ 16,968,318	\$ 17,025,586	\$ 17,102,201	\$ 17,179,161	\$ 17,256,467
Non-Rate Revenues	771,910	1,335,421	1,233,903	1,243,850	1,245,751	1,286,540	1,290,470	1,334,490	1,339,468
Policy: Use of Operating Reserve Balance to Meet Expenses	-	-	-	-	-	-	-	-	-
Subtotal: Revenue	\$ 16,168,074	\$ 18,260,221	\$ 18,145,103	\$ 18,174,075	\$ 18,214,069	\$ 18,312,127	\$ 18,392,671	\$ 18,513,651	\$ 18,595,936
Uses:									
Operating, Maintenance, & Administration Expenses	\$ 11,984,934	\$ 13,941,678	\$ 13,870,260	\$ 14,400,028	\$ 14,899,609	\$ 15,416,882	\$ 15,952,485	\$ 16,507,082	\$ 17,081,359
One Time Capital Expenditures	268,332	1,100	1,100	1,133	1,167	1,202	1,238	1,275	1,313
Existing Debt Service	3,581,250	3,578,250	3,581,925	3,580,050	3,580,212	3,582,474	3,582,775	3,580,275	3,581,450
New Debt Service	-	-	-	-	-	-	-	-	-
Policy: Capital Replacement Reserve Funding	-	-	-	1,276,399	1,974,529	2,802,264	2,751,618	2,702,695	2,657,592
Rate-Funded Capital Expenses	-	-	-	-	-	-	-	-	-
Incremental Debt Coverage Obligation	-	-	-	-	-	-	-	-	-
Subtotal: Expenses	\$ 15,834,516	\$ 17,521,028	\$ 17,453,284	\$ 19,257,609	\$ 20,455,516	\$ 21,802,822	\$ 22,288,116	\$ 22,791,327	\$ 23,321,715
Adjustment to Levelize Rate Increases	-	-	-	-	-	(7,500)	-	-	-
Forecasted Surplus (Deficiency) before Rate Increase	\$ 333,559	\$ 739,193	\$ 691,819	\$ (1,083,534)	\$ (2,241,447)	\$ (3,483,195)	\$ (3,895,445)	\$ (4,277,676)	\$ (4,725,779)

Rate Increases Required	0.00%	0.00%	0.00%	6.40%	6.40%	6.40%	1.93%	1.73%	1.99%
Rate Revenue using Increased Rates	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 18,013,760	\$ 19,209,765	\$ 20,508,782	\$ 20,997,646	\$ 21,456,837	\$ 21,982,247

Sample Residential Monthly Bill	2011	2012	2013	2014	2015	2016	2017	2018	2019
Current Rate	\$ 25.45	\$ 25.45	\$ 25.45	\$ 25.45	\$ 27.08	\$ 28.81	\$ 30.66	\$ 31.25	\$ 31.79
Increased Rate	25.45	25.45	25.45	27.08	28.81	30.66	31.25	31.79	32.42
Difference between Current and Increased Rate	\$ -	\$ -	\$ -	\$ 1.63	\$ 1.73	\$ 1.84	\$ 0.59	\$ 0.54	\$ 0.63

(1) Per City Staff, the Asset Replacement Fund No. 629 pays for vehicle costs.

CITY OF THOUSAND OAKS
Wastewater Revenue Requirement Analysis
Cash Flow Summary (After Rate Increases)

EXHIBIT 8

Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

CASH POSITION AFTER RATE INCREASES	FY 2010 2011	FY 2011 2012	FY 2012 2013	FY 2013 2014	FY 2014 2015	FY 2015 2016	FY 2016 2017	FY 2017 2018	FY 2018 2019
Annual Rate Increase	0.00%	0.00%	0.00%	6.40%	6.40%	6.40%	1.93%	1.73%	1.99%
Available Resources									
Beginning Cash Balance:									
Operating Fund	\$ 15,601,074	\$ 3,364,217	\$ 3,640,463	\$ 3,669,380	\$ 3,748,253	\$ 3,829,918	\$ 3,914,473	\$ 4,002,025	\$ 4,092,682
Capital Programs (Developer Fees) Fund	1,469,240	1,586,728	1,337,763	510,033	605,100	1,211,151	1,935,374	2,478,873	3,058,031
Capital Facilities Replacement Fund	23,818,567	33,402,588	30,249,762	24,186,073	22,490,005	21,727,573	22,000,568	22,413,686	23,023,419
Revenue Bond Fund	1,893,853	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974
Asset Replacement Fund	2,273,843	2,285,213	2,296,639	2,313,863	2,337,002	2,360,372	2,407,579	2,455,731	2,529,403
Subtotal: Beginning Cash Balance	\$ 45,056,577	\$ 41,952,719	\$ 38,838,601	\$ 31,993,323	\$ 30,494,335	\$ 30,442,988	\$ 31,571,969	\$ 32,664,289	\$ 34,017,509
Operating Revenues									
Rate Revenues under Existing Rates	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 16,930,225	\$ 16,968,318	\$ 17,025,586	\$ 17,102,201	\$ 17,179,161	\$ 17,256,467
Additional Rate Revenues from Rate Increases	-	-	-	1,083,534	2,241,447	3,483,195	3,895,445	4,277,676	4,725,779
Reclaimed Water Sales	116,499	590,000	480,000	480,540	481,621	483,247	485,421	487,606	489,800
Other Operating Revenues	577,406	728,600	726,600	726,616	726,648	726,695	726,759	726,823	726,888
Operating Reserve Interest Earnings	78,005	16,821	27,303	36,694	37,483	76,598	78,289	120,061	122,780
Subtotal: Operating Revenues	\$ 16,168,074	\$ 18,260,221	\$ 18,145,103	\$ 19,257,609	\$ 20,455,516	\$ 21,795,322	\$ 22,288,116	\$ 22,791,327	\$ 23,321,715
Capital Revenues									
Proceeds from Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from State Revolving Fund Loan Program	-	-	-	-	-	-	-	-	-
Proceeds from New Debt Issues	-	-	-	-	-	-	-	-	-
Developer Impact Fees	1,579,382	500,000	500,000	600,000	600,000	700,000	700,000	700,000	700,000
Interest Earnings	147,278	192,943	263,986	283,239	267,461	532,261	553,150	859,868	897,745
Subtotal: Capital Revenues	\$ 1,726,659	\$ 692,943	\$ 763,986	\$ 883,239	\$ 867,461	\$ 1,232,261	\$ 1,253,150	\$ 1,559,868	\$ 1,597,745
Total: Available Resources	\$ 62,951,310	\$ 60,905,883	\$ 57,747,691	\$ 52,134,172	\$ 51,817,312	\$ 53,470,572	\$ 55,113,235	\$ 57,015,484	\$ 58,936,968
Anticipated Uses									
Operating Expenses:									
Wastewater Operations	\$ 11,984,934	\$ 13,665,432	\$ 13,841,343	\$ 14,321,155	\$ 14,817,945	\$ 15,332,326	\$ 15,864,933	\$ 16,416,426	\$ 16,987,486
One Time Capital Expenditures	268,332	1,100	1,100	1,133	1,167	1,202	1,238	1,275	1,313
Subtotal: Operating Expenses	\$ 12,253,266	\$ 13,666,532	\$ 13,842,443	\$ 14,322,288	\$ 14,819,112	\$ 15,333,528	\$ 15,866,171	\$ 16,417,701	\$ 16,988,800
Debt Service:									
Principal and Interest, Existing Obligations	\$ 3,581,250	\$ 3,578,250	\$ 3,581,925	\$ 3,580,050	\$ 3,580,212	\$ 3,582,474	\$ 3,582,775	\$ 3,580,275	\$ 3,581,450
Principal and Interest, New Obligations	-	-	-	-	-	-	-	-	-
Subtotal: Debt Service	\$ 3,581,250	\$ 3,578,250	\$ 3,581,925	\$ 3,580,050	\$ 3,580,212	\$ 3,582,474	\$ 3,582,775	\$ 3,580,275	\$ 3,581,450
Capital Improvement Plan Expenditures	\$ 5,164,075	\$ 4,822,500	\$ 8,330,000	\$ 3,737,500	\$ 2,975,000	\$ 2,982,600	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Total: Anticipated Uses	\$ 20,998,591	\$ 22,067,282	\$ 25,754,368	\$ 21,639,837	\$ 21,374,324	\$ 21,898,602	\$ 22,448,946	\$ 22,997,976	\$ 23,570,250
Ending Cash Balance	\$ 41,952,719	\$ 38,838,601	\$ 31,993,323	\$ 30,494,335	\$ 30,442,988	\$ 31,571,969	\$ 32,664,289	\$ 34,017,509	\$ 35,366,719
Restricted Cash Balance									
Operating Reserve Minimum Balance	\$ 3,364,217	\$ 3,640,463	\$ 3,669,380	\$ 3,748,253	\$ 3,829,918	\$ 3,914,473	\$ 4,002,025	\$ 4,092,682	\$ 4,186,554
Debt Reserve Requirement	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974	1,313,974
Impact Fee (Developer Fee) Cash Balance	1,586,728	1,337,763	510,033	605,100	1,211,151	1,935,374	2,478,873	3,058,031	3,654,563
Subtotal: Restricted Cash Balance	\$ 6,264,919	\$ 6,292,201	\$ 5,493,387	\$ 5,667,328	\$ 6,355,043	\$ 7,163,822	\$ 7,794,872	\$ 8,464,686	\$ 9,155,091
Unrestricted Cash Balance	\$ 35,687,800	\$ 32,546,401	\$ 26,499,936	\$ 24,827,007	\$ 24,087,945	\$ 24,408,148	\$ 24,869,417	\$ 25,552,822	\$ 26,211,627

CASH POSITION AFTER RATE INCREASES, FOR OPERATING FUND:

Operating Fund, No. 621	2011	2012	2013	2014	2015	2016	2017	2018	2019
Available Resources									
Beginning Balance	\$ 15,601,074	\$ 3,364,217	\$ 3,640,463	\$ 3,669,380	\$ 3,748,253	\$ 3,829,918	\$ 3,914,473	\$ 4,002,025	\$ 4,092,682
Operating Revenues:									
Rate Revenues under Existing Rates	\$ 15,396,164	\$ 16,924,800	\$ 16,911,200	\$ 16,930,225	\$ 16,968,318	\$ 17,025,586	\$ 17,102,201	\$ 17,179,161	\$ 17,256,467
Additional Rate Revenues from Rate Increases	-	-	-	1,083,534	2,241,447	3,483,195	3,895,445	4,277,676	4,725,779
Reclaimed Water Sales	116,499	590,000	480,000	480,540	481,621	483,247	485,421	487,606	489,800
Other Operating Revenues	577,406	728,600	726,600	726,616	726,648	726,695	726,759	726,823	726,888
Operating Reserve Interest Earnings	78,005	16,821	27,303	36,694	37,483	76,598	78,289	120,061	122,780
Total: Available Resources	\$ 31,769,148	\$ 21,624,438	\$ 21,785,567	\$ 22,926,989	\$ 24,203,770	\$ 25,625,239	\$ 26,202,589	\$ 26,793,352	\$ 27,414,397
Anticipated Uses									
Operating Expenses:									
Wastewater Operations	\$ 11,984,934	\$ 13,665,432	\$ 13,841,343	\$ 14,321,155	\$ 14,817,945	\$ 15,332,326	\$ 15,864,933	\$ 16,416,426	\$ 16,987,486
One Time Capital Expenditures	268,332	1,100	1,100	1,133	1,167	1,202	1,238	1,275	1,313
Subtotal: Operating Expenses	\$ 12,253,266	\$ 13,666,532	\$ 13,842,443	\$ 14,322,288	\$ 14,819,112	\$ 15,333,528	\$ 15,866,171	\$ 16,417,701	\$ 16,988,800
Debt Service:									
Principal and Interest, Existing Obligations	\$ 3,581,250	\$ 3,578,250	\$ 3,581,925	\$ 3,580,050	\$ 3,580,212	\$ 3,582,474	\$ 3,582,775	\$ 3,580,275	\$ 3,581,450
Principal and Interest, New Obligations	-	-	-	-	-	-	-	-	-
Subtotal: Debt Service	\$ 3,581,250	\$ 3,578,250	\$ 3,581,925	\$ 3,580,050	\$ 3,580,212	\$ 3,582,474	\$ 3,582,775	\$ 3,580,275	\$ 3,581,450
Rate Funded Capital Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Anticipated Uses	\$ 15,834,516	\$ 17,244,782	\$ 17,424,368	\$ 17,902,337	\$ 18,399,324	\$ 18,916,002	\$ 19,448,946	\$ 19,997,976	\$ 20,570,250
Ending Cash Balance	\$ 15,934,632	\$ 4,379,657	\$ 4,361,199	\$ 5,024,652	\$ 5,804,446	\$ 6,709,237	\$ 6,753,643	\$ 6,795,377	\$ 6,844,147
Operating Reserve Minimum Balance (to remain in fund)	\$ 3,364,217	\$ 3,640,463	\$ 3,669,380	\$ 3,748,253	\$ 3,829,918	\$ 3,914,473	\$ 4,002,025	\$ 4,092,682	\$ 4,186,554
Unrestricted Cash Balance	\$ 12,570,415	\$ 739,193	\$ 691,819	\$ 1,276,399	\$ 1,974,529	\$ 2,794,764	\$ 2,751,618	\$ 2,702,695	\$ 2,657,592
Transfer to Capital Facilities Replacement Fund	\$ (12,570,415)	\$ (739,193)	\$ (691,819)	\$ (1,276,399)	\$ (1,974,529)	\$ (2,794,764)	\$ (2,751,618)	\$ (2,702,695)	\$ (2,657,592)
Surplus Remaining in Operating Fund	\$ -	\$ -	\$ 0	\$ (0)	\$ -	\$ -	\$ (0)	\$ -	\$ -

CASH POSITION AFTER RATE INCREASES, FOR CAPITAL FUNDS:

Capital Programs (Developer Fees) Fund No. 622	2011	2012	2013	2014	2015	2016	2017	2018	2019
Available Resources									
Beginning Balance	\$ 1,469,240	\$ 1,586,728	\$ 1,337,763	\$ 510,033	\$ 605,100	\$ 1,211,151	\$ 1,935,374	\$ 2,478,873	\$ 3,058,031
Capital Revenues:									
Developer Impact Fee Revenues	\$ 1,579,382	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
Interest Earnings	7,346	7,934	10,033	5,100	6,051	24,223	38,707	74,366	91,741
Total: Available Resources	\$ 3,055,968	\$ 2,094,662	\$ 1,847,796	\$ 1,115,134	\$ 1,211,151	\$ 1,935,374	\$ 2,674,082	\$ 3,253,239	\$ 3,849,772
Anticipated Uses									
Capital Projects to be Funded by Developer Fees	\$ 1,469,240	\$ 756,899	\$ 1,337,763	\$ 510,033	\$ -	\$ -	\$ 195,209	\$ 195,209	\$ 195,209
Total: Anticipated Uses	\$ 1,469,240	\$ 756,899	\$ 1,337,763	\$ 510,033	\$ -	\$ -	\$ 195,209	\$ 195,209	\$ 195,209
Ending Cash Balance	\$ 1,586,728	\$ 1,337,763	\$ 510,033	\$ 605,100	\$ 1,211,151	\$ 1,935,374	\$ 2,478,873	\$ 3,058,031	\$ 3,654,563
Unrestricted Cash Balance	\$ -								

Capital Facilities Replacement Fund Nos. 623 & 624	2011	2012	2013	2014	2015	2016	2017	2018	2019
Available Resources									
Beginning Balance	\$ 23,818,567	\$ 33,402,588	\$ 30,249,762	\$ 24,186,073	\$ 22,490,005	\$ 21,727,573	\$ 22,000,568	\$ 22,413,686	\$ 23,023,419
Transfer In of Operating Reserve Surplus	12,570,415	739,193	691,819	1,276,399	1,974,529	2,794,764	2,751,618	2,702,695	2,657,592
Transfer in of Debt Reserve Surplus	589,348	6,570	9,855	13,140	13,140	26,279	26,279	39,419	39,419
Capital Revenues:									
Proceeds from Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from State Revolving Fund Loan Program	-	-	-	-	-	-	-	-	-
Proceeds from New Debt Issues	-	-	-	-	-	-	-	-	-
Interest Earnings	119,093	167,013	226,873	241,861	224,900	434,551	440,011	672,411	690,703
Total: Available Resources	\$ 37,097,423	\$ 34,315,364	\$ 31,178,309	\$ 25,717,472	\$ 24,702,573	\$ 24,983,168	\$ 25,218,477	\$ 25,828,211	\$ 26,411,134
Anticipated Uses									
Capital Projects to be Funded by Capital Replacement Reserve	\$ 3,694,835	\$ 4,065,602	\$ 6,992,237	\$ 3,227,467	\$ 2,975,000	\$ 2,982,600	\$ 2,804,791	\$ 2,804,791	\$ 2,804,791
Total: Anticipated Uses	\$ 3,694,835	\$ 4,065,602	\$ 6,992,237	\$ 3,227,467	\$ 2,975,000	\$ 2,982,600	\$ 2,804,791	\$ 2,804,791	\$ 2,804,791
Ending Cash Balance	\$ 33,402,588	\$ 30,249,762	\$ 24,186,073	\$ 22,490,005	\$ 21,727,573	\$ 22,000,568	\$ 22,413,686	\$ 23,023,419	\$ 23,606,342
Unrestricted Cash Balance	\$ 33,402,588	\$ 30,249,762	\$ 24,186,073	\$ 22,490,005	\$ 21,727,573	\$ 22,000,568	\$ 22,413,686	\$ 23,023,419	\$ 23,606,342

CASH POSITION AFTER RATE INCREASES, FOR OTHER FUNDS:

Wastewater Revenue Bond Fund No. 628	2011	2012	2013	2014	2015	2016	2017	2018	2019
Available Resources									
Beginning Balance	\$ 1,893,853	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974
Additions to Fund Balance:									
Reserve Funding from New Debt Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Earnings	9,469	6,570	9,855	13,140	13,140	26,279	26,279	39,419	39,419
Total: Available Resources	\$ 1,903,322	\$ 1,320,544	\$ 1,323,829	\$ 1,327,114	\$ 1,327,114	\$ 1,340,253	\$ 1,340,253	\$ 1,353,393	\$ 1,353,393
Required Minimum Balance									
Revenue Bond Reserve Requirement	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974	\$ 1,313,974
Debt Reserve Requirement for New Debt Obligations	-	-	-	-	-	-	-	-	-
Total: Required Minimum Balance (to remain in fund)	\$ 1,313,974								
Ending Cash Surplus / (Deficit)	\$ 589,348	\$ 6,570	\$ 9,855	\$ 13,140	\$ 13,140	\$ 26,279	\$ 26,279	\$ 39,419	\$ 39,419
Transfer of Surplus Cash to Capital Reserve	\$ (589,348)	\$ (6,570)	\$ (9,855)	\$ (13,140)	\$ (13,140)	\$ (26,279)	\$ (26,279)	\$ (39,419)	\$ (39,419)
Remaining Surplus / (Deficit)	\$ -								

Asset Replacement Fund No. 629	2011	2012	2013	2014	2015	2016	2017	2018	2019
Available Resources									
Beginning Balance	\$ 2,273,843	\$ 2,285,213	\$ 2,296,639	\$ 2,313,863	\$ 2,337,002	\$ 2,360,372	\$ 2,407,579	\$ 2,455,731	\$ 2,529,403
Additions to Fund Balance:									
Interest Earnings	\$ 11,369	\$ 11,426	\$ 17,225	\$ 23,139	\$ 23,370	\$ 47,207	\$ 48,152	\$ 73,672	\$ 75,882
Total: Available Resources	\$ 2,285,213	\$ 2,296,639	\$ 2,313,863	\$ 2,337,002	\$ 2,360,372	\$ 2,407,579	\$ 2,455,731	\$ 2,529,403	\$ 2,605,285
Anticipated Uses									
Capital Projects to be Funded by Asset Replacement Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total: Anticipated Uses	\$ -								
Ending Cash Balance	\$ 2,285,213	\$ 2,296,639	\$ 2,313,863	\$ 2,337,002	\$ 2,360,372	\$ 2,407,579	\$ 2,455,731	\$ 2,529,403	\$ 2,605,285
Minimum Asset Replacement Reserve Target	\$ -								
Unrestricted Cash Balance	\$ 2,285,213	\$ 2,296,639	\$ 2,313,863	\$ 2,337,002	\$ 2,360,372	\$ 2,407,579	\$ 2,455,731	\$ 2,529,403	\$ 2,605,285

Exhibit 9.A - Wastewater Revenue Requirements Under Existing Rates

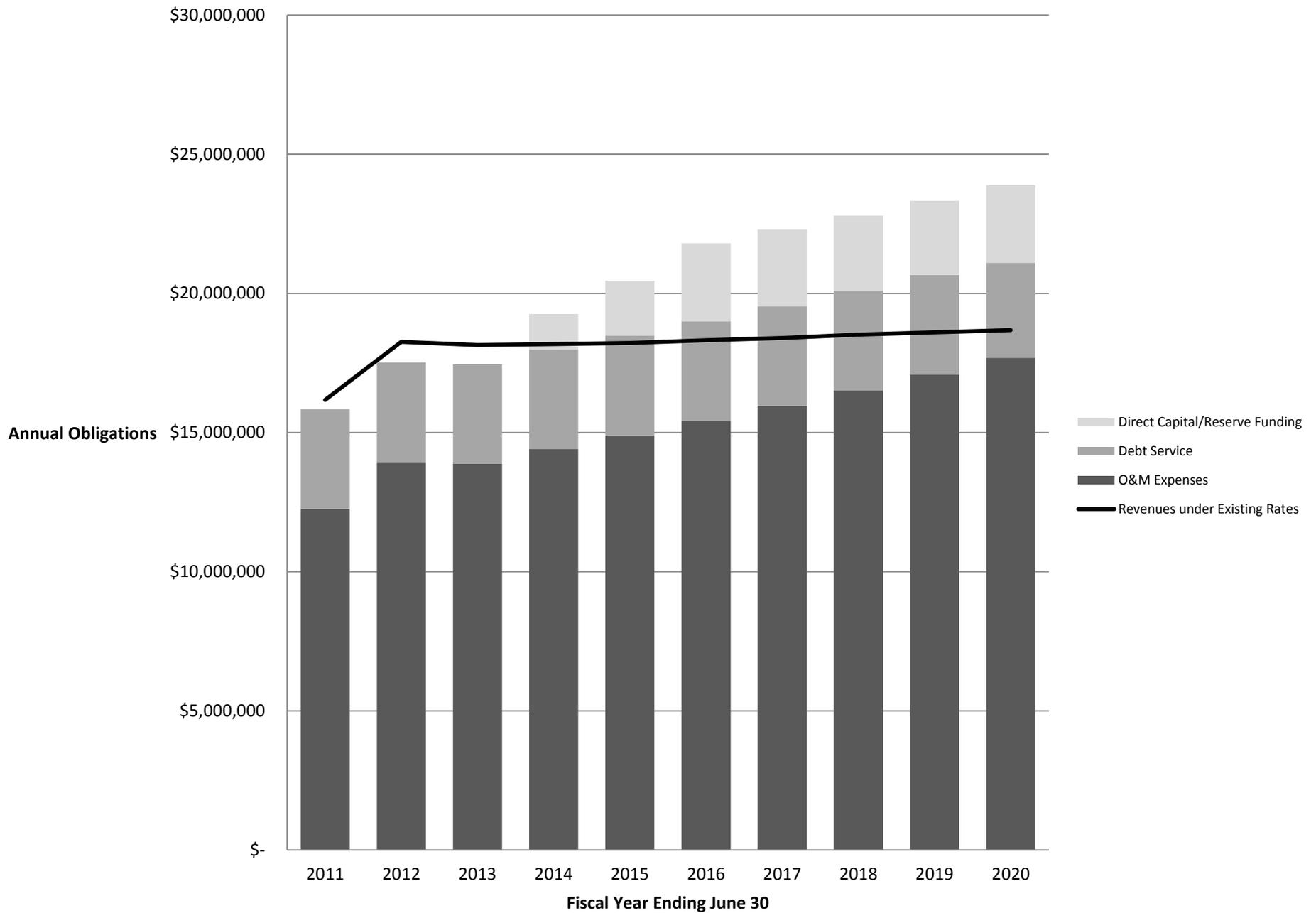
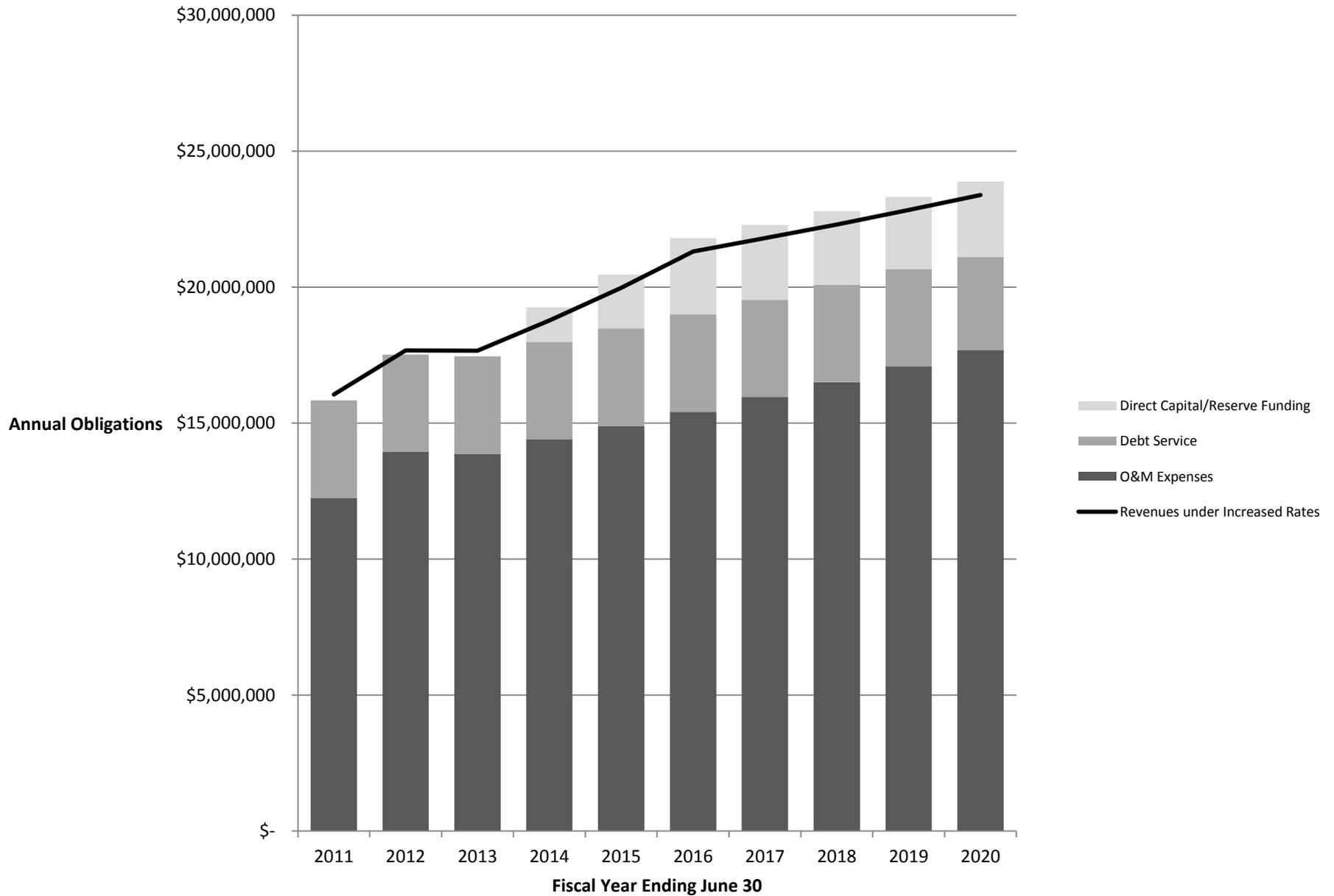


Exhibit 9.B - Wastewater Revenue Requirements Under Increased Rates



Scenario 4: Strategic Outcome / Levelized, Includes Capital Replacement Reserve Funding and Postponed Rate Adjustments

RATE STRUCTURE FORECAST (NO EQUITY / STRUCTURAL CHANGES APPLIED)	Prevailing Rates	FY 2010 2011	FY 2011 2012	FY 2012 2013	FY 2013 2014	FY 2014 2015	FY 2015 2016	FY 2016 2017	FY 2017 2018	FY 2018 2019
Calculated Annual Rate Increases		0.00%	0.00%	0.00%	6.40%	6.40%	6.40%	1.93%	1.73%	1.99%
Service Unit Rate Elements:										
Operation and Maintenance	\$ 17.60	\$ 17.60	\$ 17.60	\$ 17.60	\$ 18.73	\$ 19.92	\$ 21.20	\$ 21.61	\$ 21.98	\$ 22.42
Capital Replacements	1.00	1.00	1.00	1.00	1.06	1.13	1.20	1.23	1.25	1.27
Capital Improvement	6.85	6.85	6.85	6.85	7.29	7.75	8.25	8.41	8.56	8.73
Total Service Unit Rate	\$ 25.45	\$ 25.45	\$ 25.45	\$ 25.45	\$ 27.08	\$ 28.81	\$ 30.66	\$ 31.25	\$ 31.79	\$ 32.42
Single Family Residential Monthly Rate	\$ 25.45	\$ 25.45	\$ 25.45	\$ 25.45	\$ 27.08	\$ 28.81	\$ 30.66	\$ 31.25	\$ 31.79	\$ 32.42
Minimum Monthly Service Charge (for all other users)	\$ 25.45	\$ 25.45	\$ 25.45	\$ 25.45	\$ 27.08	\$ 28.81	\$ 30.66	\$ 31.25	\$ 31.79	\$ 32.42