



SAN ANTONIO WATER COMPANY MEETING AGENDA

for ADMINISTRATIVE & FINANCE COMMITTEE

November 23, 2021 @ 3pm
By Virtual/Online or Teleconference Only

Please join the meeting from your computer, tablet or smartphone.
<https://global.gotomeeting.com/join/689389269>

You can also dial in using your phone. United States: [+1 \(872\) 240-3311](tel:+18722403311) **Access Code: 689-389-269**

- Call to Order

1. Recognitions and Presentations:

2. Additions-Deletions to the Agenda:

3. Public Comments

This is the time for any shareholder or member of the public to address the committee members on any topic under the jurisdiction of the Company, which is on or not on the agenda. Please note, pursuant to the Brown Act the Committee is prohibited from taking actions on items not listed on the agenda. For any testimony, speakers are requested to keep their comments to no more than four (4) minutes, including the use of any visual aids, and to do so in a focused and orderly manner. Anyone wishing to speak is requested to voluntarily fill out and submit a speaker's form to the manager prior to speaking.

4. Approval of Committee Meeting Minutes

Regular Committee Minutes of September 28, 2021.

5. Administrative and Financial Issues:

- A. Annual Review of Employee Health and Welfare Benefits

Review and possibly recommend employee health and welfare benefits package.

- B. First Review of Proposed 2022 Operating and Capital Budget

Review and provide feedback on proposed 2022 budgets.

6. Closed Session: None

7. Committee Comments and Future Agenda Items:

- This is the time for committee's comments and consideration on future agenda items relative to the interests and business of the company and its shareholders.

8. Adjournment:

The next regular Administration and Finance Committee meeting will be held on January 25, 2022 at 3:00pm

NOTE: All agenda report items and back-up materials are available for review and/or acquisition from the Company Office (139 N. Euclid Avenue, Upland, CA.) during regular office hours, Monday through Thursday [7:00 – 11:30 and 12:30 – 5:00] and alternating Fridays [7:00 – 11:30 and 12:30 – 4:00]. The agenda is also available for review and copying at the Upland Public Library located at 450 N. Euclid Avenue.

POSTING STATEMENT: On November 18, 2021, a true and correct copy of this agenda was posted at the entry of the Water Company's office (139 N. Euclid Avenue) and on the Water Company's website.

SAN ANTONIO WATER COMPANY
ADMINISTRATION and FINANCE COMMITTEE (AFC)
MINUTES

September 28, 2021

An open meeting of the Administration and Finance Committee (AFC) of the San Antonio Water Company (SAWCo) was held virtually and called to order at 3:00 p.m. on the above date as noticed. Committee Members present were Martha Goss, Bob Cable, Bill Velto, and Tom Thomas. Also in attendance were, SAWCo's General Manager Brian Lee, Assistant General Manager Teri Layton, and Senior Administrative Specialist Kelly Mitchell.

1. Recognitions and Presentations: None.
2. Additions-Deletions to the Agenda: None.
3. Public Comments: None.
4. Approval of Committee Meeting Minutes: Director Goss moved and Director Cable seconded to approve the meeting minutes of July 27, 2021. Motion carried unanimously.

5. Administrative and Financial Issues:

- A. *Tracking Code Changes to Chart of Accounts*** – Mr. Lee reported staff is attempting to simplify SAWCo's accounting process. Examples of current and proposed accounting codes were provided. Staff is requesting permission to remove the alphanumeric portion of the current tracking codes as they have been proven to not be of much value.

Director Velto moved and Director Cable seconded to recommend the Board approve the proposed tracking code changes to the chart of accounts as presented. Motion carried unanimously.

- B. *Board Gift*** – Mr. Lee advised that in past years the Board as given an end-of-year monetary gift to Company employees as a 'thank you' for service to the Company.

Director Thomas provided a brief history of the annual board gift. Director Velto questioned whether the gift was tied to performance. Mr. Lee advised it is not tied to performance but is prorated for part-time staff as well as staff that have been employed for under one year.

Director Cable moved and Director Goss seconded to recommend the Board approve a \$1,500 Board Gift for current full-time employees of one year or more; prorated for part-time employees and staff with less than one year of employment. Motion carried unanimously.

- C. *Sale of Cellular Lease*** – Mr. Lee explained he was approached by a cellular lease purchasing company regarding the possible sale of the cell tower lease located at 20th Street in Upland. The company offered to purchase SAWCo's 25-year lease for roughly \$400,000. After crunching the numbers, Mr. Lee stated he did not see good reason to sell the lease but brought it to the Committee for their thoughts and opinions.

Director Velto inquired as to whether once the lease was sold, additional carriers would be added to the tower. Mr. Lee stated the lease purchasing company would be actively looking for additional carriers to add to the tower and would provide SAWCo with 50% of that additional revenue.

July 27, 2021

Director Velto stated SAWCo keeping the cell tower lease and looking for additional carriers to add to the tower themselves made more sense for SAWCo.

There was consensus on the Committee to respectfully decline the offer to sell SAWCo's cellular lease at their 20th Street property.

6. Closed Session: None.
7. Committee Comments and Future Agenda Items: None.
8. Adjournment: Seeing no further business, the meeting was adjourned at 3:13 p.m.

Assistant Secretary
Brian Lee

DRAFT

Item Title: Annual Review of Employee Health and Welfare Benefits

Purpose:

To review employee health, dental, vision, life and death & dismemberment insurance coverage and premiums for the upcoming 2022 fiscal year, with the intent to make a recommendation to the full Board.

Issue:

Should the Company maintain its current employee health and welfare benefits package?

Manager's Recommendation:

That the Committee recommend to the full Board to maintain the Company's current employee health and welfare benefits package.

Background:

The Company offers full time and regular part-time employees health and welfare benefits for the employee and their dependents.

- Health Insurance

Attached to this report is the upcoming renewal for HealthNet. Our current plan is 'grandfathered', avoiding many of the Affordable Health Care Act mandates. The HealthNet premium is scheduled to increase 0.47% starting January 2022. This represents an increase of \$69.05 per month for health insurance. For the 2022 fiscal year the premium for employee health insurance is \$177,075.12 per year.

- Life, Dental and Vision

Attached to this report is the upcoming renewal for Principal. There are no rate changes for AD&D and vision. Dental premium increased 2%. There are no rate changes for group term life insurance. Current premium for employee life, accidental death & dismemberment, dental and vision insurance is \$15,611.64 per year.

Impact on the Budget:

\$263,000 in employee health and welfare benefits, which includes 401k contributions, are included in the draft budget for the 2022 fiscal year.

For the 2021 fiscal year the company budgeted \$250,000 for health and welfare benefits.

Previous Actions:

None.

San Antonio Water



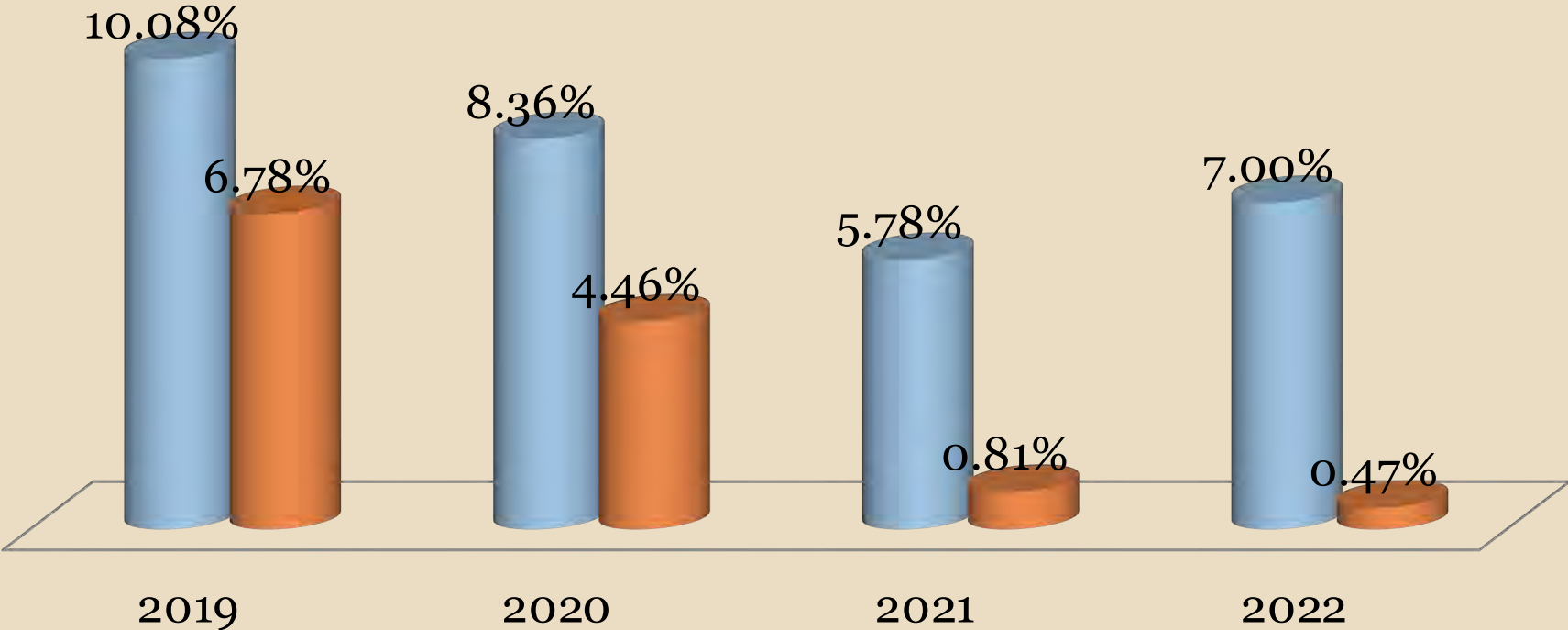
MARKET REVIEW 2022

Rate Review ACA Versus Grandfathered Plans



Rate Progression 2017-2020

■ ACA Plans ■ GF Plans



What's Happened/Future Outlook



Changes to ACA Plans to Date

- **Lowest increases in 5 years**
 - Decreased utilization due to COVID 19
 - January 2022 even had a decreased with some carriers.
- **Plan design changed significantly**
 - OOPM continues to increase annually and are as high as \$8550.00 per individual and doubled for families.
 - Specialist Office Visits continue to increase. Range from \$40-\$100 per visit.
 - Hospital and Emergency costs are more expensive to the member. Most are % based and typically if there is a hospital stay, they will likely meet OOPM.
 - Plan designs have pushed consumers to use the ER as a last resort for care.
 - Labs and x-rays not included with office visits anymore.
 - ER Visits often include deductibles if one is on the plan.
- **Doctor networks continue to be created to offset cost. Challenging to employees**

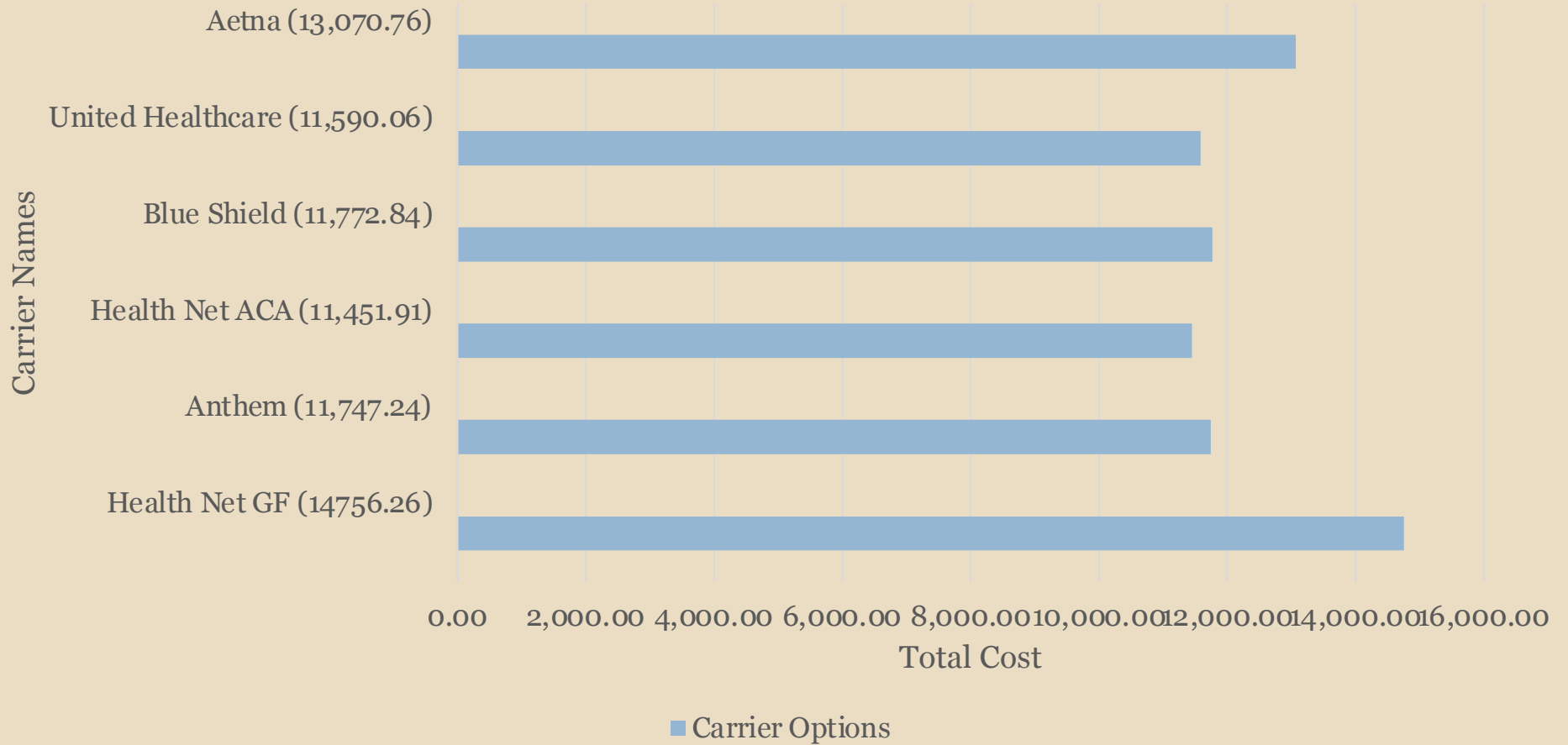
Future Outlook

- **Individual market imploding in many states- Employees look to employer for plans especially now after the pandemic.**
- **Rates projected to increase by the end of 2021 approximately 7.00% above market trends. Kaiser leads carriers with the biggest increases.**
- **Utilization is expected to increase next year post pandemic since many deferred care during pandemic. This is expected to impact rates approximately 13-18% by the end of 2022.**
- **Deductibles, Copays, OOPM projected to rise again for individuals and ACA compliant plans.**
- **Uncertainty in the marketplace on the future of healthcare due to Single pay and Medicare for all initiatives.**
- **Individual mandate still intact for California**
- **Grandfathered plans continue to be protected from any material changes to the benefits.**

Overall Cost Per Carrier



Per Month Company Wide



Carrier Benefit Comparison



Benefits	Health Net (GF)	UHC	Blue Shield	Health Net (ACA)	Anthem
Deductible	\$0	\$0	\$0	\$0	\$0
OOPM	\$1500/\$3000	\$3000/\$6000	\$1900/\$3800	\$1900/\$3500	\$2400/\$4800
Office Visit/Specialist	\$10	\$20/\$40	\$20/\$40	\$10/\$30	\$30/\$50
Labs/X-rays	\$0	\$15/\$15	\$10/\$30	\$20/\$20	\$10/\$15
Emergency	\$100	\$400	\$200	\$150	10%
Urgent care	\$50	\$20 in Area/\$75 out of Area	\$20	\$30	\$30
Outpatient Surgery	\$0	\$250	\$100	\$60	\$100
Hospital	\$0	\$400	\$500/Admission	\$250/1 st 3 Days	\$500/Admission

Dental and Vision



Dental

- 2% Increase PPO
- No benefit change
- Price competitive to current dental plan offerings

Vision/Life

- Vision rate pass issued
- No benefit change
- Voluntary Life rate pass issued.
- Basic Life rate pass issued. Need minimum of 10 employees to ensure no future increases. May need to look at moving next year if we incur an increase again.



Health Net of California, Inc.
 Health Net Life Insurance Company
 SBG Account Management
 CA21281-02-502
 PO Box 9103
 Van Nuys, CA 91409-9103

SAN ANTONIO WATER COMPANY
 139 N EUCLID AVE
 UPLAND CA 91786

10/20/2021

Policyholder ID:
 108981

Renew your group coverage for 2022

Dear SALENA HOLLEY,

It's time to renew your small business group (SBG) coverage with Health Net of California, Inc. and/or Health Net Life Insurance Company (Health Net). This year, you can once again choose Health Net for your coverage needs, whether medical, dental, vision, or life! Keep your employees and your business healthy with these small business-focused plans.

Your premium for 2022 and choices for 2022

There is a change to your monthly premium rates, effective 01/01/2022. The amounts shown below are based on your current plan(s). If you have one or more plans that are closing or changing for the upcoming year, the premium below is for the most similar plan(s).

Current monthly premium: **\$14,687.21**

Renewal monthly premium: **\$14,756.26**

Premium change: \$69.05

Percent change: 0.47%

Rate changes are driven by increased costs attributable to the use of medical technologies and prescription drugs, continued provider cost shifting to the private sector to cover funding gaps for public programs, and other factors that impact costs. Implementations of certain Affordable Care Act (ACA) provisions are also influencing rates. These include modified underwriting and rating rules for children under the age of 21, requirements for minimum Essential Health Benefits, and the addition of certain taxes and fees.

CASBG RENEWAL LTR2022

Your renewals made easy – Take action now

1. Review the enclosed materials. You'll find everything you need to renew!
 - Custom renewal quote.
 - Census listing all covered employees.
 - Renewal Guide with details about our 2022 plans and any benefit changes. Please use this guide to find the perfect fit for 2022.

You'll also find information about buying coverage through Covered California. The Centers for Medicare & Medicaid Services (CMS) requires that we send employer groups this information.

2. Talk to your broker or give me a call to discuss your options and find your best fit for the coming year.
3. Let Health Net know your plan choice after you've made your decision. If we do not hear from you prior to the effective date, we will automatically renew your group in the same plan, if available, or the most similar plan. Plan change requests received after the effective date could slow the delivery of ID cards and impact billing accuracy.
4. The Employer Group Size Verification form must reflect any changes occurring during the calendar year that could impact your employer size determination related to Medicare Secondary Payer or Health Care Reform.

Check out our full plan portfolio!

Find options that can save you money. Plus, our Enhanced Choice option lets you define your contribution costs and give your employees multiple choices.

More helpful information:

- **Summary of Benefits and Coverage (SBC) Documents.** Visit www.healthnet.com/sbc to find a copy of your SBCs, along with distribution instructions. To comply with federal mandates, you are required to distribute electronic or printed copies of the SBC documents to all eligible and covered plan participants.
- **The Affordable Care Act and You.** Visit Health Net's ACA Information Center at www.healthnet.com/employer/reformguide for a high-level overview of the primary reform provisions, including those that have a financial impact.

Health Net HMO and HSP plans are offered by Health Net of California, Inc. Health Net PPO insurance plans are underwritten by Health Net Life Insurance Company. Health Net of California, Inc. and Health Net Life Insurance Company are subsidiaries of Health Net, LLC. Health Net is a registered service mark of Health Net, LLC. Covered California is a registered trademark of the State of California. All rights reserved.

CASBG RENEWAL LTR2022

Your partner for a smooth renewal

Renewing your group coverage can be a positive experience – that’s why I’m here! Please give me a call at (800)447-8812, or send an email to MICHELE.D.INES@HEALTHNET.COM.

On behalf of everyone at Health Net, thank you for making us part of your health coverage team. We’re proud to support the health of your employees and your business. We look forward to continuing our partnership for the coming year.

Sincerely,

Michele Ines

Account Manager

License number #OE97004

Enclosures

cc: JLR AGENCY AND INSURANCE SOLUTIONS INC

Health Net HMO and HSP plans are offered by Health Net of California, Inc. Health Net PPO Insurance plans are underwritten by Health Net Life Insurance Company. Health Net of California, Inc. and Health Net Life Insurance Company are subsidiaries of Health Net, LLC. Health Net is a registered service mark of Health Net, LLC. Covered California is a registered trademark of the State of California. All rights reserved.

CASBG RENEWAL LTR2022

Account Number: 1104768

Anniversary Date: January 1, 2022



October 20, 2021

SAN ANTONIO WATER COMPANY
ATTN: Teri Layton
139 N EUCLID AVE
UPLAND, CA 91786

JLR AGENCY AND INSURANCE SOLUTIONS INC
5100 E LA PALMA AVE STE 101
ANAHEIM, CA 92807-2081

As you approach your upcoming renewal with Principal Life Insurance Company, we would like to thank you for your business over the past year. Our goal is to offer competitive benefit solutions supported with exceptional service. Your business is very important to us and we look forward to working with you over the next year.

Your Renewal

Your renewal rates can be found on the following pages. Your Principal Life coverage will renew on your policy anniversary date of January 1, 2022.

How to Renew Coverage

To renew coverage, your payment of the premium due is acceptance of your rates. We look forward to continuing our relationship with you and fulfilling your needs in the coming year.

Contact Us

To inquire about this renewal or explore alternate benefit designs, contact your broker or local Principal Life Insurance Company sales office at 657-261-2592.

Sincerely,

Group Benefits Underwriting
Specialty Benefits Division

RENEWAL RATES
Effective January 1, 2022

Rates below assume all coverages are renewed. A change to coverages may cause rates to change.

GROUP TERM LIFE - Rates are expressed as Per \$1,000

Your rates are not changing.

Renewal rates are guaranteed through December 31, 2022.

ALL MEMBERS				
Volume Lives	Current Rate	Current Monthly Premium	Renewal Rate	Renewal Monthly Premium
\$1,013,000 9	\$0.230	\$232.99	\$0.230	\$232.99
Renewal Premium Percent of Change				No change

ACCIDENTAL DEATH & DISMEMBERMENT - Rates are expressed as Per \$1,000

Your rates are not changing.

Renewal rates are guaranteed through December 31, 2022.

Active Members Only				
Volume Lives	Current Rate	Current Monthly Premium	Renewal Rate	Renewal Monthly Premium
\$1,013,000 9	\$0.037	\$37.48	\$0.037	\$37.48
Renewal Premium Percent of Change				No change

DENTAL

Renewal rates are guaranteed through December 31, 2022.

ALL MEMBERS					
	Lives	Current Rates	Renewal Rates	Current Monthly Premium	Renewal Monthly Premium
Employee	2	\$51.31	\$52.34	\$102.62	\$104.68
Employee & One Dependent	4	\$99.05	\$101.03	\$396.20	\$404.12
Family	2	\$178.94	\$182.52	\$357.88	\$365.04
TOTAL				\$856.70	\$873.84
Renewal Premium Percent of Change					2.0% Increase

VISION

Your rates are not changing.

Renewal rates are guaranteed through December 31, 2022.

ALL MEMBERS					
	Lives	Current Rates	Renewal Rates	Current Monthly Premium	Renewal Monthly Premium
Employee	4	\$8.55	\$8.55	\$34.20	\$34.20
Employee & Spouse	2	\$18.11	\$18.11	\$36.22	\$36.22
Employee & Child(ren)	1	\$20.74	\$20.74	\$20.74	\$20.74
Family	2	\$32.75	\$32.75	\$65.50	\$65.50
TOTAL				\$156.66	\$156.66
Renewal Premium Percent of Change					No change

Renewal Premium Percent of Change. The renewal premium percent of change is based on information presented in this letter.



Principal Life Insurance Company
 Des Moines, Iowa 50392
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Item Title: First Review of Proposed 2022 Operating and Capital Budget

Purpose:

To review the proposed Company budget for 2022 and provide feedback prior to Board Budget Review

Issue:

Should the Company maintain the current financial course?

Manager's Recommendation:

Review and provide feedback.

Background:

Staff is proposing a 2022 budget similar to 2021's budget. We are proposing to maintain a yearly Company entitlement of 13,000 acre-feet, no major changes in operating budget and a reduced CIP budget that reflects current construction market trends.

Impact on the Budget:

None.

Previous Actions:

None.



San Antonio Water Company
Annual Operating & Capital Improvement Budget

Fiscal Year Ending December 31, 2022

Adopted December 1, 2021

General Manager's Message

Dear Board of Directors and Shareholders,

I am pleased to present you with the recommended budget for Fiscal Year 2022 (FY2022). We begin the year in a healthy financial position with the fiscal resources available to continue providing high quality service, continue advancing infrastructure replacement, while maintaining emergency reserves. Given the current financial health of the Company, no rate increases are projected for the foreseeable future.

As presented for FY2022, budget revenue is projected to be \$5.37M and expenditures are projected to be \$5.61M. Expenditures include all expected operating, non-operating and capital costs for the next year.

The Company's anticipated operating (non-capital) expenses total \$3.14M, an 2% decrease over the previous year's budget. The reduction is primarily a result of scaling back legal expenses directly related to Chino Basin Watermaster activity.

Staff recommends keeping Company entitlement at 13,00 acre-feet. Operating revenue is expected to decrease slightly from prior year, for a total of \$5.37M. This decrease acknowledges municipal water sales will miss entitlement due to low canyon surface water flow. Setting the entitlement at 13,000 acre-feet assumes that rainfall will not be impacted by the projected La Niña atmospheric condition again projected for the 2022 winter. La Niña conditions can reduce local rainfall. The Company currently has about 10,000 acre-feet in groundwater storage, which will help offset any reduction in rainfall in 2022.

Water sales account for 92% of the company's revenue; funding operations and a large chunk of capital projects (pipes, pumps and tanks). Remaining revenue comes from the sale of surplus property, lease income and interest income.

The Company's anticipated capital expenses total \$2.47M. Projects scheduled for 2022 include a pipeline replacement, construction of a potable water reservoir, design and preliminary work on a new well and a feasibility study for a 1.0 MGD treatment plant and financial contribution in a cloud seeding feasibility study.

In addition to replacement of capital facilities the Company is continuing a multi-year review of Company administration and operation facilities, identifying Company facility needs and how to efficiently meet those needs. Money for the facility review is expected to come from the sale of surplus property, not rates. Any construction as a result of the facility assessment is not anticipated to begin any earlier than 2023.

Our year-end review shows an approximately \$6.1M balance in the Company's capital and operating reserves. As mentioned earlier, the Company is proposing to accelerate the replacement of pipes, pumps and tanks above expected water sales revenue over the next few years. To that end, our 2022 budget relies on the use of approximately \$240k of our reserve funds for infrastructure replacement. At the end of 2022 remaining reserves available for emergency use should total about \$5.8M.

I would like to thank every staff member of SAWCo for their hard work and dedication over the last year. They are truly this company's most important asset. I remain thankful to the community for their input, both Committees for their efforts, and the full Board for providing both the vision and guidance necessary as we respond to the ever-changing challenges facing this Company.



2022 Quick Data

- Annual Entitlement..... 13,000 acre-feet
(No change from 2021)
- Total Company Shares as of January 1, 2022 6,389 shares
- Active Shares as of January 1, 2022 6,178 shares
(inactive shares are those shares currently not taking entitlement water)
- Yearly 2022 entitlement per share 2.035 acre-feet
- Total 2022 active share entitlement 12,570 acre-feet

- Estimated 2022 Water Production, by source:
 - Surface Water 4,425 acre-feet
 - Chino Groundwater Basin 1,232 acre-feet
 - Cucamonga Groundwater Basin 5,981 acre-feet
 - Six Basins Groundwater Basin 932 acre-feet
 - TOTAL 12,570 acre-feet

- Projected 2022 Revenue:
 - Shareholder \$4,931,000
 - Non-shareholder \$441,000
 - TOTAL \$5,372,000

- Projected 2022 Expenses:
 - Operations and Maintenance (\$1,774,000)
 - General Administrative (\$1,370,000)
 - TOTAL (\$3,144,000)

- Projected 2022 Capital Expenses (\$2,468,000)

- Projected 2022 Revenue minus Expenses (-\$240,000)

- Reserves:
 - Cash on Deposit as of September 2021 \$6,046,000
 - Projected CoD as of December 2021 \$6,100,000
 - Projected CoD as of December 2022 \$5,845,000

Company at a Glance

ORGANIZATIONAL

San Antonio Water Company (SAWCo) is a California mutual water company organized under California Corporations Code 14300, regulated under the United States Environmental Protection Agency (USEPA) Safe Drinking Water Act, monitored by the State of California through the Water Code & Health and Safety Code. We also report to the San Bernardino Local Agency Formation Commission (LAFCo).

The Company does not import any water. Instead we are dependent on our local San Antonio Canyon watershed and groundwater basins. Utilizing local water sources dramatically keeps costs down but also increases the risk associated with long term drought. Currently, our shareholders include most residents of the unincorporated area of San Antonio Heights, the Cities of Upland and Ontario, the Monte Vista Water District, the US Forest Service, the San Bernardino County Flood Control District, local quarries and the proud heritage of remaining local grove irrigators.

HEADCOUNT

The Company's vision is to be an organization that defines excellence in delivering high quality water in a cost-effective manner by meeting shareholder needs and entitlements. We will lead the way for water agencies in the region by developing key strategic partnerships, making maximum use of water capture and delivery facilities and technologies, and attracting high caliber employees by being a recognized employer of choice in the field.

None of this vision would be possible without an innovative, self-managed staff that has pride of ownership for their work product while providing exceptional service. This is all done currently with 9 full-time and 1 part-time employees.

Changes in 2022

- Office: One employee left the company. The job duties of that position are being evaluated for possible reclassification.
- Field: Three employees left the company. Three employees were hired. At the end of the year there was no change in head-count.

STRATEGIC PLAN

In 2015, the Company went through a strategic planning process and out of this process, the following goals were developed:

- Evaluate and Prioritize Projects for Supply Maximization
- Develop Strategic Partnerships Initiate and Further Joint Projects
- Invest in Technology
- Define SAWCo's Assets & Needs
- Develop the Workforce of the Future
- Improve Internal Relationships

In 2022 the Company plans to continue reaching towards our goals by the following actions:

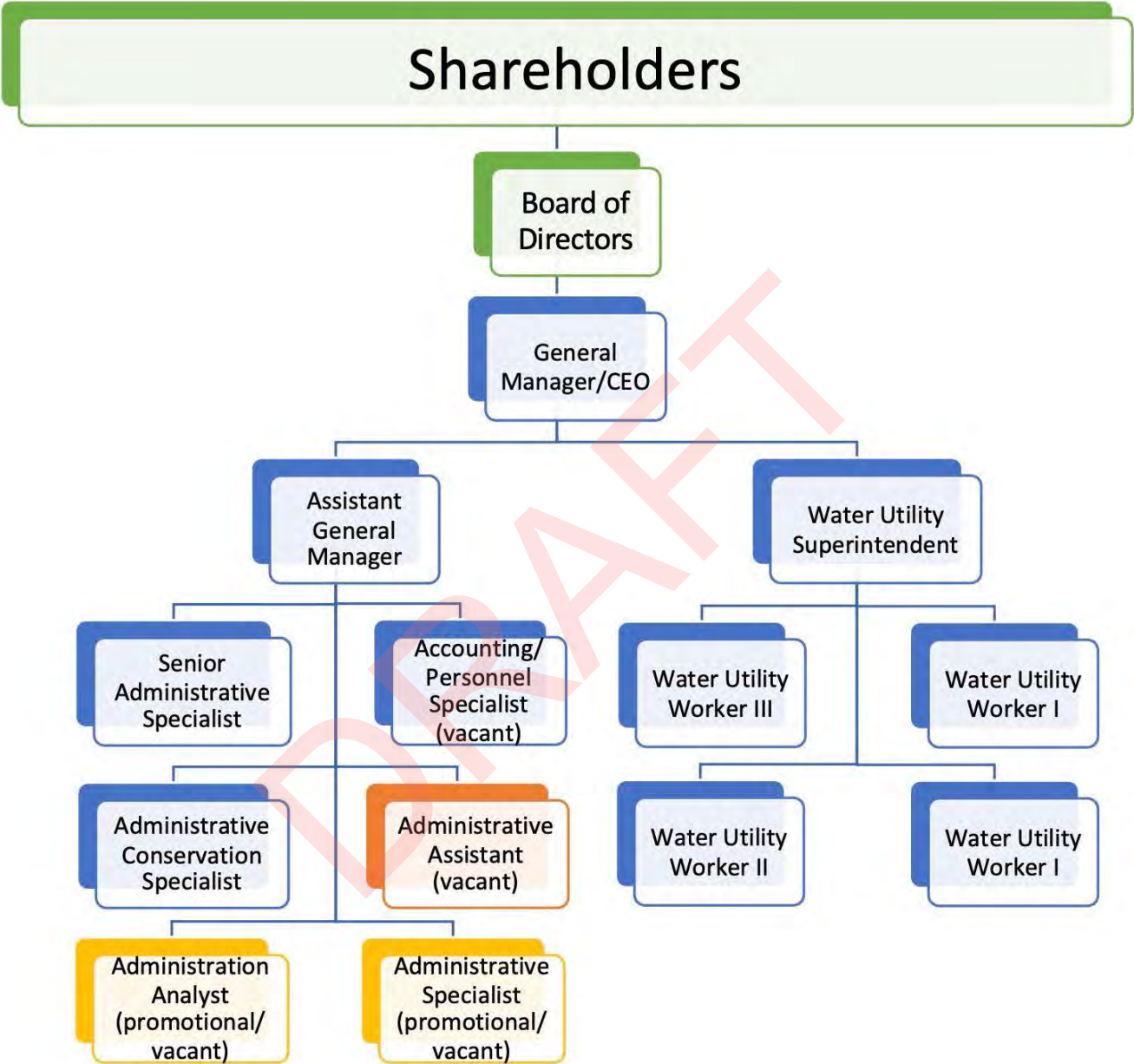
Evaluate and Prioritize Projects for Supply Maximization – Staff is completing a 2020 Water Master Plan Update. This update will evaluate and prioritize projects for supply maximization. The process will include public participation and we strongly encourage our shareholders to participate.

Develop Strategic Partnerships to Initiate and Further Joint Projects – Staff continues to reach-out and build relationships with the different shareholders. We will continue to discuss joint projects that may be beneficial to our shareholders. The Master Plan update may uncover future possibilities.

Define SAWCo's Assets & Needs – The company continues to take on additional responsibilities with limited staff and space. In order to meet these needs, staff is utilizing outside consultants and adjusting priorities. The office is currently not up to seismic code nor is it ADA compliant. To correct these deficiencies would be costly for a building that is over 90 years old. In 2015, the Board formed a committee to start the process of relocating the office and yard into one facility at a property the Company already owns. In 2022, the Company is continuing to address the limited space, safety for its employees, and functionality for its shareholders and staff.

Develop the Workforce of the Future – Management continues to provide ongoing training for current employees and assess the needs of the company. Limited advancement opportunities due to our small staff and a perceived lower benefits package compared to local public water companies continue to hinder the recruitment process. The Company is currently attempting to obtain an eligibility letter from the Federal Government which would allow us to engage CalPERS [Public Employees Retirement System] to compare actual costs and benefits. In 2020, we hired a consultant to perform a benefit and comp study to keep us competitive with the current market.

Improve Relationships – Recent public conversations have exposed a need to improve the distribution of information to our shareholders and employees. It is apparent that misinformation needs to be curtailed and corrected. The Company will conduct a public outreach campaign intended to inform and solicit feedback from our shareholders and employees. Strong leadership will help to carry the company in one direction.



San Antonio Water Company

2021 ACCOMPLISHMENTS:

- Holly Drive Reservoir, Phase II
- Replaced all residential meters with advanced metering technology, allowing rapid notification of leaks and water consumption
- Reservoir 9 pipeline replacement project
- Frankish Tunnel Outfall Improvements
- Euclid Crescent Pipeline Replacement
- Linda Drive / Lamplighter Pipeline Replacement
- Primerose Lane Pipeline Replacement
- Booster 17 Modernization
- Installation of Domestic AMI Meters
- American Water Infrastructure Act (AWIA) Resiliency and Risk Assessment
- Demolition of abandoned Booster Stations 5 and 15
- Installation of Distribution Box safety covers (Edison and Main boxes)

2022 GOALS & OBJECTIVES:

- Revise and improve standard financial reports and reporting policy
- Holly Drive Reservoir, Phase III
- Pre-design of new 1 MGD water treatment facility
- Well 19 pilot hole and full well design
- Well 31 pipeline replacement
- Pre-design of new office/yard facilities

FINANCIALS

DRAFT

2022 OPERATING BUDGET OVERVIEW

		2022	2021	2021	2021	2020	2019
		<u>Budget</u>	<u>Budget</u>	<u>Actual thru June</u>	<u>Projected</u>	<u>Actual</u>	<u>Actual</u>
SHAREHOLDER REVENUE							
1185	1	Domestic Water Income (Base)	\$ 300,000	\$ 301,000	\$ 115,570	\$ 290,000	\$ 224,897
1215	3	Domestic Water Income (Supplemental)	\$ 150,000	\$ 148,000	\$ 108,340	\$ 171,000	\$ 173,314
1220	4	Domestic Water Income (Tier 3)	\$ 200,000	\$ 104,000	\$ 156,212	\$ 249,000	\$ 203,813
1230	2	Domestic Water Income (Readi/Chrg)	\$ 200,000	\$ 200,000	\$ 100,620	\$ 201,000	\$ 200,337
1235	5	Domestic Water Availability Charge (WAC)	\$ 61,000	\$ 60,000	\$ 30,597	\$ 61,000	\$ 61,112
1245	6	Municipal Water Income (Base)	\$ 3,100,000	\$ 3,100,000	\$ 1,319,409	\$ 2,639,000	\$ 2,846,680
1260	8	Municipal Water Income (Supplemental)	\$ -	\$ -	\$ -	\$ -	\$ -
1268	7	Municipal Water Income (Readi/Chrg)	\$ 80,000	\$ 80,000	\$ 38,900	\$ 78,000	\$ 82,050
1274	10	Municipal Water Availability Charge (WAC)	\$ 477,000	\$ 477,000	\$ 238,432	\$ 477,000	\$ 476,806
1275	12	Misc Water Income (Base)	\$ 200,000	\$ 220,000	\$ 85,677	\$ 200,000	\$ 185,750
1276	9	Misc Water Income (Supplemental)	\$ 50,000	\$ 126,000	\$ 3,626	\$ 7,000	\$ 141,262
1280	13	Misc Water Income (Tier 3)	\$ 5,000	\$ 15,000	\$ 48	\$ -	\$ 52,194
1288	11	Misc Water Income (Readi/Chrg)	\$ 23,000	\$ 23,000	\$ 11,560	\$ 23,000	\$ 23,070
1290	14	Misc Water Availability Charge (WAC)	\$ 23,000	\$ 24,000	\$ 11,532	\$ 23,000	\$ 23,064
1295	15	Dormant Water Availability Charge (WAC)	\$ 53,000	\$ 54,000	\$ 26,096	\$ 52,000	\$ 52,347
1302	16	Meter Service Fees (Connections)	\$ -	\$ -	\$ -	\$ -	\$ 3,881
1400	35	Stock Transfer	\$ 5,000	\$ 5,000	\$ 2,610	\$ 4,000	\$ 3,510
1405	38	Capital Facilities Connection Fee	\$ -	\$ -	\$ -	\$ -	\$ 10,725
1410	26	Late/Re-establishment Fee	\$ 4,000	\$ 4,000	\$ 305	\$ 1,000	\$ 6,235
1415	27	Drought Ordinance Violation Fee	\$ -	\$ -	\$ -	\$ -	\$ -
1420	33	Return Check Fee	\$ -	\$ -	\$ 25	\$ -	\$ 325
1425	28	Broken/Missing Lock Fee	\$ -	\$ -	\$ -	\$ -	\$ -
1430	30	Stock Certificate Storage & Handling Fee	\$ -	\$ -	\$ 120	\$ -	\$ 180
TOTAL		\$ 4,931,000	\$ 4,941,000	\$ 2,249,678	\$ 4,476,000	\$ 5,212,798	\$ 4,771,433
NON-SHAREHOLDER REVENUE							
1635	21	Development Plan Check Fee	\$ -	\$ -	\$ -	\$ -	\$ -
1725	23	Miscellaneous Income	\$ 2,000	\$ 2,000	\$ 6,269	\$ 6,000	\$ 1,684
1728	31	Plans & Spec Fee	\$ -	\$ -	\$ -	\$ 25	\$ -
1730	24	Construction Permit & Inspection	\$ -	\$ -	\$ -	\$ -	\$ -
1750	32	Service/Litigation Agreements	\$ -	\$ -	\$ 374	\$ 1,000	\$ 565
1753	18	Ground Lease Income	\$ 75,000	\$ 54,000	\$ 33,455	\$ 70,000	\$ 57,684
1755	17	Interest Income	\$ 20,000	\$ 90,000	\$ 10,149	\$ 16,000	\$ 79,848
1786		Unrealized Gain on 457B Investment	\$ -	\$ -	\$ -	\$ -	\$ 557
1875	22	Overhead Income	\$ -	\$ -	\$ -	\$ 852	\$ 1,322
37		Gain on Sale of Assets	\$ 344,000	\$ 344,000	\$ -	\$ 344,059	\$ 345,759
Subtotal:		\$ 441,000	\$ 490,000	\$ 50,247	\$ 437,000	\$ 482,377	\$ 487,419
DEPRECIATION & OBSOLESCENCE REVENUE							
1300	36	Water Sales from Stored G. W. [D&O Reserves]	\$ -	\$ -	\$ 180,000	\$ 180,000	\$ -
Subtotal:		\$ -	\$ -	\$ 180,000	\$ 180,000	\$ 108,480	\$ -
Revenue Total:		\$ 5,372,000	\$ 5,431,000	\$ 2,479,925	\$ 5,093,000	\$ 5,803,654	\$ 5,258,851

	2022	2021	2021	2021	2020	2019
	Budget	Budget	Actual thru June	Projected	Actual	Actual

FACILITIES & O&M EXPENSES

Operating Facilities

2175 20	Facility Related Field Labor	\$ 260,000	\$ 225,000	\$ 110,871	\$ 218,000	\$ 232,704	\$ 208,615
2235 21	Repairs to Facilities and Equipment	\$ 300,000	\$ 300,000	\$ 158,986	\$ 323,000	\$ 374,939	\$ 39,929
2265 22	Power-Gas & Electric (utilities)	\$ 650,000	\$ 600,000	\$ 262,199	\$ 630,000	\$ 627,010	\$ 611,563
Operating Facilities Total:		\$ 1,210,000	\$ 1,125,000	\$ 532,057	\$ 1,171,000	\$ 1,234,653	\$ 860,106

Operating Activities

2475 18	Customer Services/Billing	\$ 84,000	\$ 85,000	\$ 47,219	\$ 82,000	\$ 81,500	\$ 70,007
2498 19	Conservation Activities	\$ 16,000	\$ 20,000	\$ 8,870	\$ 16,000	\$ 7,587	\$ 21,565
Operating Activities Total:		\$ 100,000	\$ 105,000	\$ 56,089	\$ 98,000	\$ 89,087	\$ 91,572

Other Operating Expense

2205 24	Non-Facility Related Labor	\$ 70,000	\$ 75,000	\$ 28,177	\$ 56,000	\$ 69,173	\$ 76,155
2210 25	O&M - All Other	\$ 4,000	\$ 3,800	\$ 4,530	\$ 5,000	\$ 2,835	\$ 7,402
2280 26	Purchased Water	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2295 23	Supplies (Inventory & Tools Expense)	\$ 10,000	\$ 10,000	\$ 6,166	\$ 15,000	\$ 9,068	\$ 7,316
2715 28	Property Taxes	\$ 210,000	\$ 220,000	\$ 103,791	\$ 206,000	\$ 206,135	\$ 216,650
2805 27	Wtr. Resource Mgmt. (Basin Assm'ts)	\$ 170,000	\$ 200,000	\$ 32,255	\$ 168,000	\$ 167,200	\$ 127,134
2830	Loss on Disposal of Asset	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,899
2850 30	Inventory Shrinkage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Expense Total:		\$ 464,000	\$ 508,800	\$ 174,919	\$ 450,000	\$ 454,410	\$ 434,656
O & M Expense Total:		\$ 1,774,000	\$ 1,738,800	\$ 763,065	\$ 1,719,000	\$ 1,778,150	\$ 1,386,334

GENERAL ADMINISTRATIVE EXPENSES

Personnel

2115 2	Administrative Services	\$ 300,000	\$ 290,000	\$ 143,615	\$ 279,000	\$ 283,521	\$ 293,365
2130 3	Development/Water Svc App	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 240	\$ 502
2325 13	Taxes - Payroll (office and field)	\$ 80,000	\$ 80,000	\$ 39,713	\$ 79,000	\$ 70,908	\$ 68,841
2355 4	Worker's Compensation Insurance	\$ 15,000	\$ 15,000	\$ 4,484	\$ 15,000	\$ 15,053	\$ 15,798
2385 5	Benefit Pay (Vac., Sick, Etc.)	\$ 195,000	\$ 185,000	\$ 74,923	\$ 184,000	\$ 179,330	\$ 158,122
2415 6	Benefit Insurance (Pension, Life, Medical, Dental, Vision)	\$ 263,000	\$ 250,000	\$ 123,762	\$ 247,000	\$ 230,995	\$ 221,478
2430 7	Benefit Administrative Services	\$ 2,000	\$ 3,000	\$ 1,000	\$ 1,000	\$ 1,185	\$ 1,197
Personnel Total:		\$ 856,000	\$ 824,000	\$ 387,497	\$ 805,000	\$ 781,232	\$ 759,303

Other

2445 9	Office/ IT Support	\$ 70,000	\$ 63,000	\$ 21,087	\$ 42,000	\$ 62,552	\$ 72,064
2505 1	Directors Fees & Expenses	\$ 34,000	\$ 34,000	\$ 18,211	\$ 39,000	\$ 32,008	\$ 33,568
2535 11	Liability Insurance (Non-empl. benft.)	\$ 30,000	\$ 30,000	\$ 35,510	\$ 36,000	\$ 29,894	\$ 29,928
2595 14	Communications	\$ 40,000	\$ 40,000	\$ 27,140	\$ 63,000	\$ 46,688	\$ 66,245
2625 15	Dues & Subscriptions	\$ 3,000	\$ 3,000	\$ 1,278	\$ 2,000	\$ 2,758	\$ 3,396
2655 10	Outside Services	\$ 30,000	\$ 30,000	\$ 10,631	\$ 39,000	\$ 4,378	\$ 18,340
2745 12	Taxes - Income	\$ 12,000	\$ 14,000	\$ 11,856	\$ 12,000	\$ 12,000	\$ 11,905
2775 8	Accounting Expense	\$ 75,000	\$ 70,000	\$ 46,119	\$ 70,000	\$ 72,366	\$ 61,650
2276 8	Legal Expense	\$ 150,000	\$ 250,000	\$ 115,559	\$ 231,000	\$ 242,013	\$ 196,184
2790 16	Human Resource Expense	\$ 40,000	\$ 45,000	\$ 21,649	\$ 33,000	\$ 58,604	\$ 44,381
2865 17	All Other	\$ 30,000	\$ 35,000	\$ 6,540	\$ 13,000	\$ 27,512	\$ 31,636
Other Total:		\$ 514,000	\$ 614,000	\$ 315,580	\$ 580,000	\$ 590,771	\$ 569,297
G. & A. Expense Total:		\$ 1,370,000	\$ 1,438,000	\$ 703,076	\$ 1,385,000	\$ 1,372,003	\$ 1,328,600

Capital Expenditure

Facilities	\$ 2,258,000	\$ 3,156,000	\$ 2,860,649	\$ 3,190,000	\$ 1,079,637	\$ 1,769,544
Equipment/Studies/Reports	\$ 210,000	\$ 255,000	\$ 80,000	\$ 120,000	\$ -	\$ -
CIP Total:	\$ 2,468,000	\$ 3,411,000	\$ 2,940,649	\$ 3,310,000	\$ 1,079,637	\$ 1,769,544

Total Revenue:	\$ 5,372,000	\$ 5,431,000	\$ 2,479,925	\$ 5,093,000	\$ 5,803,654	\$ 5,258,851
Total Expenses excluding CIP:	\$ 3,144,000	\$ 3,176,800	\$ 1,466,142	\$ 3,104,000	\$ 3,150,154	\$ 2,714,935
Total Expenses including CIP:	\$ 5,612,000	\$ 6,587,800	\$ 4,406,791	\$ 6,414,000	\$ 4,229,790	\$ 4,484,478
Net Income without D&O funds:	\$ 2,228,000	\$ 2,254,200	\$ 833,784	\$ 1,809,000	\$ 2,545,021	\$ 2,543,916
Net Income with D&O funds:	\$ 2,228,000	\$ 2,254,200	\$ 1,013,784	\$ 1,989,000	\$ 2,653,501	\$ 2,543,916

2565 29	Depreciation	\$ 950,000	\$ 901,000	\$ 459,714	\$ 911,000	\$ 917,344	\$ 881,254
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Net income excluding Capital Expenditures less Depreciation	\$ 1,278,000	\$ 1,353,200	\$ 554,070	\$ 1,078,000	\$ 1,736,156	\$ 1,662,662
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	2022 <u>Budget</u>	2021 <u>Budget</u>	2021 <u>Actual thru June</u>	2021 <u>Projected</u>	2020 <u>Actual</u>	2019 <u>Actual</u>
Net income including Capital Expenditures less Depreciation	\$ (1,190,000)	\$ (2,057,800)	\$ (2,386,579)	\$ (2,232,000)	\$ 656,520	\$ (106,881)
Net income including Capital Expenditures	\$ (240,000)	\$ (1,156,800)	\$ (2,106,865)	\$ (1,501,000)	\$ 1,465,384	\$ 774,373
Net income including Capital Expenditures less NSR	\$ (681,000)	\$ (1,646,800)	\$ (2,157,112)	\$ (1,938,000)	\$ 983,007	\$ 286,954

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2022 MONTHLY REVENUE VS EXPENSES

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Projected Revenue	\$ 308,099	\$ 313,549	\$ 278,499	\$ 283,749	\$ 435,299	\$ 600,549	\$ 606,599	\$ 553,249	\$ 506,599	\$ 414,949	\$ 371,999	\$ 695,049	\$ 5,368,188
Projected Operating Expenses	\$ (221,097)	\$ (203,592)	\$ (341,119)	\$ (243,592)	\$ (218,732)	\$ (233,522)	\$ (233,592)	\$ (248,892)	\$ (258,432)	\$ (255,452)	\$ (315,864)	\$ (370,117)	\$ (3,144,000)
Projected CIP Expenses	\$ (30,000)	\$ (73,000)	\$ (302,500)	\$ (200,500)	\$ (110,000)	\$ (233,500)	\$ (180,000)	\$ (326,500)	\$ (313,000)	\$ (309,000)	\$ (180,000)	\$ -	\$ (2,258,000)
Projected Delta	\$ 57,002	\$ 36,957	\$ (365,120)	\$ (160,343)	\$ 106,567	\$ 133,527	\$ 193,007	\$ (22,143)	\$ (64,833)	\$ (149,503)	\$ (123,865)	\$ 324,932	
Water Sales Revenue	\$ 295,932	\$ 301,382	\$ 266,332	\$ 271,582	\$ 423,132	\$ 588,382	\$ 594,432	\$ 541,082	\$ 494,432	\$ 402,782	\$ 359,832	\$ 338,882	\$ 4,878,184
Non-Water Sales Revenue	\$ 12,167	\$ 12,167	\$ 12,167	\$ 12,167	\$ 12,167	\$ 12,167	\$ 12,167	\$ 12,167	\$ 12,167	\$ 12,167	\$ 12,167	\$ 356,167	\$ 490,004
Personel Expenses	\$ (84,167)	\$ (67,592)	\$ (67,592)	\$ (67,592)	\$ (67,732)	\$ (67,592)	\$ (67,592)	\$ (67,592)	\$ (67,592)	\$ (69,452)	\$ (67,592)	\$ (93,917)	\$ (856,000)
Other Expenses	\$ (37,203)	\$ (36,273)	\$ (68,800)	\$ (66,273)	\$ (36,273)	\$ (41,203)	\$ (36,273)	\$ (36,573)	\$ (41,113)	\$ (36,273)	\$ (36,273)	\$ (41,473)	\$ (514,000)
Operating Expenses	\$ (99,727)	\$ (99,727)	\$ (204,727)	\$ (109,727)	\$ (114,727)	\$ (124,727)	\$ (129,727)	\$ (144,727)	\$ (149,727)	\$ (149,727)	\$ (212,000)	\$ (234,727)	\$ (1,774,000)
Capital Expenses	\$ (30,000)	\$ (73,000)	\$ (302,500)	\$ (200,500)	\$ (110,000)	\$ (233,500)	\$ (180,000)	\$ (326,500)	\$ (313,000)	\$ (309,000)	\$ (180,000)	\$ -	\$ (2,258,000)
	\$ 57,002	\$ 36,957	\$ (365,120)	\$ (160,343)	\$ 106,567	\$ 133,527	\$ 193,007	\$ (22,143)	\$ (64,833)	\$ (149,503)	\$ (123,865)	\$ 324,932	\$ (33,812)

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2022 OPERATING BUDGET REVENUE

		2021												TOTAL
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
SHAREHOLDER REVENUE														
1185	1 Domestic Water Income (Base)	\$ 14,200	\$ 15,400	\$ 14,200	\$ 14,700	\$ 26,500	\$ 33,200	\$ 35,500	\$ 37,900	\$ 37,900	\$ 28,400	\$ 23,700	\$ 19,000	\$ 300,600
1215	3 Domestic Water Income (Supplemental)	\$ 7,000	\$ 7,600	\$ 7,000	\$ 7,200	\$ 13,000	\$ 16,300	\$ 17,400	\$ 18,600	\$ 18,600	\$ 14,000	\$ 11,600	\$ 9,300	\$ 147,600
1220	4 Domestic Water Income (Tier 3)	\$ 4,900	\$ 5,400	\$ 4,900	\$ 5,100	\$ 9,200	\$ 11,500	\$ 12,300	\$ 13,200	\$ 13,200	\$ 9,900	\$ 8,200	\$ 6,600	\$ 104,400
1230	2 Domestic Water Income (Readi/Chrg)	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 16,700	\$ 200,400
1235	5 Domestic Water Availability Charge (WAC)	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
1245	6 Municipal Water Income (Base)	\$ 173,600	\$ 173,600	\$ 144,000	\$ 144,000	\$ 264,800	\$ 412,900	\$ 412,900	\$ 353,700	\$ 309,200	\$ 238,700	\$ 209,100	\$ 202,000	\$ 3,038,500
1260	8 Municipal Water Income (Supplemental)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1268	7 Municipal Water Income (Readi/Chrg)	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 79,800
1276	9 Municipal Water Availability Charge (WAC)	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 39,732	\$ 476,784
1274	10 Misc Water Income (Base)	\$ 7,700	\$ 10,100	\$ 7,700	\$ 11,300	\$ 21,100	\$ 25,200	\$ 27,800	\$ 28,400	\$ 27,000	\$ 22,500	\$ 18,700	\$ 12,700	\$ 220,200
1275	12 Misc Water Income (Supplemental)	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 126,000
1280	13 Misc Water Income (Tier 3)	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000
1288	11 Misc Water Income (Readi/Chrg)	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 22,800
1290	14 Misc Water Availability Charge (WAC)	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000
1295	15 Dormant Water Availability Charge (WAC)	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 54,000
1302	16 Meter Service Fees (Connections)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1400	35 Stock Transfer	\$ -	\$ 750	\$ -	\$ 750	\$ -	\$ 750	\$ -	\$ 750	\$ -	\$ 750	\$ -	\$ 750	\$ 4,500
1405	38 Capital Facilities Connection Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1410	26 Late/Re-establishment Fee	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 3,600
1415	27 Drought Ordinance Violation Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1420	33 Return Check Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1425	28 Broken/Missing Lock Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1430	30 Stock Certificate Storage & Handling Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Subtotal:	\$ 295,932	\$ 301,382	\$ 266,332	\$ 271,582	\$ 423,132	\$ 588,382	\$ 594,432	\$ 541,082	\$ 494,432	\$ 402,782	\$ 359,832	\$ 338,882	\$ 4,878,184
NON-SHAREHOLDER REVENUE														
1635	21 Development Plan Check Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1725	23 Miscellaneous Income	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 2,004.00
1728	31 Plans & Spec Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1730	24 Construction Permit & Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1750	32 Service/Litigation Agreements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1753	18 Ground Lease Income	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 54,000.00
1755	17 Interest Income	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 90,000.00
1875	22 Overhead Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
37	Gain on Sale of Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 344,000	\$ 344,000.00
	Subtotal:	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 12,167.00	\$ 356,167.00	\$ 490,004.00
DEPRECIATION & OBSOLESCENCE REVENUE														
1300	36 Water Sales from Stored G. W. [D&O Reserves]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Subtotal:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Revenue Total:	\$ 308,099	\$ 313,549	\$ 278,499	\$ 283,749	\$ 435,299	\$ 600,549	\$ 606,599	\$ 553,249	\$ 506,599	\$ 414,949	\$ 371,999	\$ 695,049	\$ 5,368,188

2022 OPERATING BUDGET EXPENSES

		2020												TOTAL	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
FACILITIES & O&M EXPENSES															
Operating Facilities															
2175	20	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 21,666.67	\$ 260,000.00
2235	21	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 300,000.00
2265	22	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 40,000.00	\$ 45,000.00	\$ 55,000.00	\$ 60,000.00	\$ 75,000.00	\$ 80,000.00	\$ 80,000.00	\$ 85,000.00	\$ 60,000.00	\$ 60,000.00	\$ 650,000.00
Operating Facilities Total:		\$ 76,666.67	\$ 76,666.67	\$ 76,666.67	\$ 86,666.67	\$ 91,666.67	\$ 101,666.67	\$ 106,666.67	\$ 121,666.67	\$ 126,666.67	\$ 126,666.67	\$ 111,666.67	\$ 106,666.67	\$ 1,210,000.00	
Operating Activities															
2475	18	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 84,000.00	
2498	19	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 1,333.33	\$ 16,000.00	
Operating Activities Total:		\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 8,333.33	\$ 100,000.00	
Other Operating Expense															
2205	24	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 70,000.00	
2210	25	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 4,000.00	
2280	26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2295	23	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
2715	28	\$ -	\$ -	\$ 105,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000.00	
2805	27	\$ 7,727.27	\$ 7,727.27	\$ 7,727.27	\$ 7,727.27	\$ 7,727.27	\$ 7,727.27	\$ 7,727.27	\$ 7,727.27	\$ 7,727.27	\$ 7,727.27	\$ 85,000.00	\$ 7,727.27	\$ 170,000.00	
2850	30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Operating Expense Total:		\$ 14,727.27	\$ 14,727.27	\$ 119,727.27	\$ 14,727.27	\$ 14,727.27	\$ 14,727.27	\$ 14,727.27	\$ 14,727.27	\$ 14,727.27	\$ 14,727.27	\$ 92,000.00	\$ 119,727.27	\$ 464,000.00	
O & M Expense Total:		\$ 99,727.27	\$ 99,727.27	\$ 204,727.27	\$ 109,727.27	\$ 114,727.27	\$ 124,727.27	\$ 129,727.27	\$ 144,727.27	\$ 149,727.27	\$ 149,727.27	\$ 212,000.00	\$ 234,727.27	\$ 1,774,000.00	
GENERAL ADMINISTRATIVE EXPENSES															
Personnel															
2115	2	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 300,000.00	
2130	3	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 1,000.00	
2325	13	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 6,666.67	\$ 80,000.00	
2355	4	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 15,000.00	
2385	5	\$ 29,250.00	\$ 12,675.00	\$ 12,675.00	\$ 12,675.00	\$ 12,675.00	\$ 12,675.00	\$ 12,675.00	\$ 12,675.00	\$ 12,675.00	\$ 12,675.00	\$ 12,675.00	\$ 39,000.00	\$ 195,000.00	
2415	6	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 21,916.67	\$ 263,000.00	
2430	7	\$ -	\$ -	\$ -	\$ -	\$ 140.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,860.00	\$ -	\$ 2,000.00	
Personnel Total:		\$ 84,166.67	\$ 67,591.67	\$ 67,591.67	\$ 67,591.67	\$ 67,731.67	\$ 67,591.67	\$ 67,591.67	\$ 67,591.67	\$ 67,591.67	\$ 69,451.67	\$ 67,591.67	\$ 93,916.67	\$ 856,000.00	
Other															
2445	9	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 5,833.33	\$ 70,000.00	
2505	1	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 2,833.33	\$ 34,000.00	
2535	11	\$ -	\$ -	\$ -	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00	
2595	14	\$ 2,000.00	\$ 2,000.00	\$ 6,000.00	\$ 2,000.00	\$ 2,000.00	\$ 6,000.00	\$ 2,000.00	\$ 2,000.00	\$ 6,000.00	\$ 2,000.00	\$ 2,000.00	\$ 6,000.00	\$ 40,000.00	
2625	15	\$ 930.00	\$ -	\$ -	\$ -	\$ -	\$ 930.00	\$ -	\$ 300.00	\$ 840.00	\$ -	\$ -	\$ -	\$ 3,000.00	
2655	10	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 30,000.00	
2745	12	\$ -	\$ -	\$ 10,800.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000.00	
2775	8	\$ 4,772.73	\$ 4,772.73	\$ 22,500.00	\$ 4,772.73	\$ 4,772.73	\$ 4,772.73	\$ 4,772.73	\$ 4,772.73	\$ 4,772.73	\$ 4,772.73	\$ 4,772.73	\$ 4,772.73	\$ 75,000.00	
2276	8	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00	\$ 150,000.00	
2790	16	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 40,000.00	
2865	17	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 30,000.00	
Other Total:		\$ 37,202.73	\$ 36,272.73	\$ 68,800.00	\$ 66,272.73	\$ 36,272.73	\$ 41,202.73	\$ 36,272.73	\$ 36,572.73	\$ 41,112.73	\$ 36,272.73	\$ 36,272.73	\$ 41,472.73	\$ 514,000.00	
G. & A. Expense Total:		\$ 121,369.39	\$ 103,864.39	\$ 136,391.67	\$ 133,864.39	\$ 104,004.39	\$ 108,794.39	\$ 103,864.39	\$ 104,164.39	\$ 108,704.39	\$ 105,724.39	\$ 103,864.39	\$ 135,389.39	\$ 1,370,000.00	
Total Expenses:		\$ 221,096.67	\$ 203,591.67	\$ 341,118.94	\$ 243,591.67	\$ 218,731.67	\$ 233,521.67	\$ 233,591.67	\$ 248,891.67	\$ 258,431.67	\$ 255,451.67	\$ 315,864.39	\$ 370,116.67	\$ 3,144,000.00	

2022 OPERATING BUDGET CAPITAL IMPROVEMENTS

	DRAFT 2022 CIP												TOTAL
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Domestic Water System													
Holly Drive Tank, Phase III		\$ 30,000	\$ 30,000	\$ 30,000		\$ 130,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 130,000	\$ 130,000		\$ 900,000
SCADA PLC Controller Replacement			\$ 40,000	\$ 40,000	\$ 40,000								\$ 120,000
Cucamonga Crosswall Enviro Mitigation				\$ 50,000				\$ 23,000					\$ 73,000
Site 19 Well test hole	\$ 30,000	\$ 30,000		\$ 60,000	\$ 60,000	\$ 60,000							\$ 240,000
1.0 MGD Treatment Plant		\$ 12,500	\$ 12,500						\$ 50,000	\$ 50,000	\$ 50,000		\$ 175,000
Total	\$ 30,000	\$ 72,500	\$ 82,500	\$ 180,000	\$ 100,000	\$ 190,000	\$ 140,000	\$ 163,000	\$ 190,000	\$ 180,000	\$ 180,000	\$ -	\$ 1,508,000
Irrigation System													
SCADA PLC Controller Replacement						\$ 40,000	\$ 40,000	\$ 40,000					\$ 120,000
Well 31 Pipeline Relocation/Replacement			\$ 20,000	\$ 20,000	\$ 10,000			\$ 123,000	\$ 123,000	\$ 124,000			\$ 420,000
Total	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 10,000	\$ 40,000	\$ 40,000	\$ 163,000	\$ 123,000	\$ 124,000	\$ -	\$ -	\$ 540,000
Total CIP + Equipment + Reports	\$ 30,000	\$ 73,000	\$ 302,500	\$ 200,500	\$ 110,000	\$ 233,500	\$ 180,000	\$ 326,500	\$ 313,000	\$ 309,000	\$ 180,000	\$ -	\$ 2,258,000

Design/Engineering
Construction

DRAFT

2022 OPERATING BUDGET EQUIPMENT/STUDIES/REPORTS

		DRAFT 2022 EQUIPMENT												TOTAL
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
#	Equipment Purchases													
1	Computers						\$ 3,000							\$ 3,000
2	Misc. Hand Tools for Trucks		\$ 500		\$ 500		\$ 500		\$ 500					\$ 2,000
3	Operations Trucks (F150 and F350)			\$ 200,000										\$ 200,000
	Total	\$ -	\$ 500	\$ 200,000	\$ 500	\$ -	\$ 3,500	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 205,000

		DRAFT 2021 STUDIES AND REPORTS												TOTAL
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
#	Studies and Reports													
	SAWPA Cloud Seeding Feasibility Study										\$ 5,000			\$ 5,000
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000

DRAFT

CAPITAL IMPROVEMENTS

DRAFT

Project Title: **Holly Drive Tank, Phase III**

Total Budget: **\$900,000**

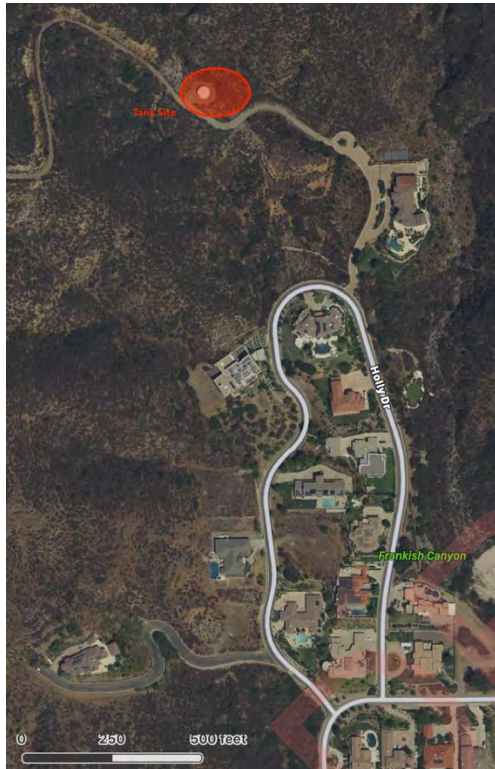
Engineering: \$90,000

Tank Construction: \$810,000

Schedule:

Construction: June 2022 - November 2022

Location:



Justification: Provide an additional 120,000-gallon storage capacity to meet operational storage, emergency storage and fire flow requirements. This will complete the Holly Drive Tank Site Improvements with a final storage amount of 240,000 gallons. Phase I was construction of a new tank pad site and retaining wall, Phase II was construction of a 120,000-gallon steel tank and abandonment of the existing 60,000-gallon steel tank.

Project Title: **SCADA PLC Controller Replacement**

Total Budget: **\$40,000**

Engineering: \$0

Construction: \$120,000

Schedule:

Installation: March - May 2022

Location: System Wide

Justification: A water system is controlled in-part through the System Control and Data Acquisition (SCADA) computer network. Communications occur between the central control server and Programmable Logic Controllers (PLCs) located at each facility. PLCs contain instructions on site specific activities ranging from reservoir water levels, chlorination levels and site security alarms. The Company's current PLC inventory contains almost 40 PLCs of differing electronics from different companies programmed by different people, without the benefit of standardization or documentation retained by the Company.

Staff is proposing the modernization of Company PLCs on a multi-year basis, replacing two to four per year. Replacement will include standardization of instruction sets and documentation of each PLC's programming, input and output.

Project Title: **Cucamonga Crosswall Environmental Mitigation, Year 4 of 5**
Total Budget: **\$73,000**
Maintenance: \$73,000

Schedule:

Maintenance: April & August 2022

Location:



Justification: As a condition of the Cucamonga Crosswalls repair project, the Company committed to conduct mitigation and associated environmental monitoring for a period of no less than five years. This commitment was a condition of the California Department of Fish and Wildlife Streambed Alteration Agreement.

The mitigation includes yearly removal of invasive plant species and seeding of native plant species. Mitigation will occur in the late winter-early spring months. The intent is to provide enough time for native and invasive seed to germinate but not establish strong roots or go to seed.

Project Title: **Well Site 19**

Total Budget: **\$2,500,000**

Engineering: \$500,000 (\$330k reserved in 2021) (\$25,000 in 2022)

Construction: \$2,000,000 (\$150,000 in 2022)

Schedule:

Engineering: ~~June 2021~~ January 2022 – ~~March~~ November 2022

Bidding: ~~June~~ July early 2023

Construction: ~~October 2022 – February 2023~~ mid to late 2023

Location:



Justification: The 2008 Master Plan recommended a new well to meet supply requirements. Construct a new well at Site 19 was identified in the 2017 Master Plan as a high priority project.

Staff is proposing the design and construction of a pilot hole and full well design in 2022. The pilot hole is intended to provide hydrogeologic information regarding material and estimated yield of proposed production well.

Project Title: **1.0 MGD Treatment Plant**

Total Budget: **\$1,500,000**

Engineering: \$225,000 (\$175,000 study and design proposed for 2022)

Construction: \$1,275,000 (proposed for 2023)

Schedule:

Engineering: 2022

Construction: 2023

Likely Location: Retired MIOX Building at Forebay



Justification:

The Company's main irrigation system primarily receives water from surface diversions in the San Antonio Canyon. Most of the irrigation water is provided to the City of Upland's treatment plant located just below the San Antonio Canyon dam. The city's treatment plant has a minimum operating limit of 1.0 MGD. This restriction makes it difficult for the City to receive their full entitlement of SAWCO water when canyon flows seasonally dip and in extended periods of drought.

The proposed 1.0 MGD treatment plant would be able to continue producing drinking water when the City's plant shuts down due to low flow. Estimates are that in 2021 this treatment plant could have produced an additional 260 acre-feet or about \$77,000 worth of water sales.

Project Title: **Irrigation SCADA PLC Controller Replacement**

Total Budget: **\$120,000**

Installation: \$120,000

Schedule:

Installation: June - August 2022

Location: System Wide

Justification: A water system is controlled in-part through the System Control and Data Acquisition (SCADA) computer network. Communications occur between the central control server and Programmable Logic Controllers (PLCs) located at each facility. PLCs contain instructions on site specific activities ranging from reservoir water levels, chlorination levels and site security alarms. The Company's current PLC inventory contains 12 PLCs, with differing electronics from different companies programmed by different people, without the benefit of standardization or documentation retained by the Company.

Staff is proposing the modernization of Company PLCs on a multi-year basis, replacing two to four per year. Replacement will include standardization of instruction sets and documentation of each PLC's programming, input and output.

Project Title: Well 31 Pipeline Relocation/Replacement

Total Budget: **\$420,000 (1,400 LF x \$300/LF)**

Soft Costs (Engineering, Permitting, Easements, Inspection, Testing): \$63,000 (15% of project cost)

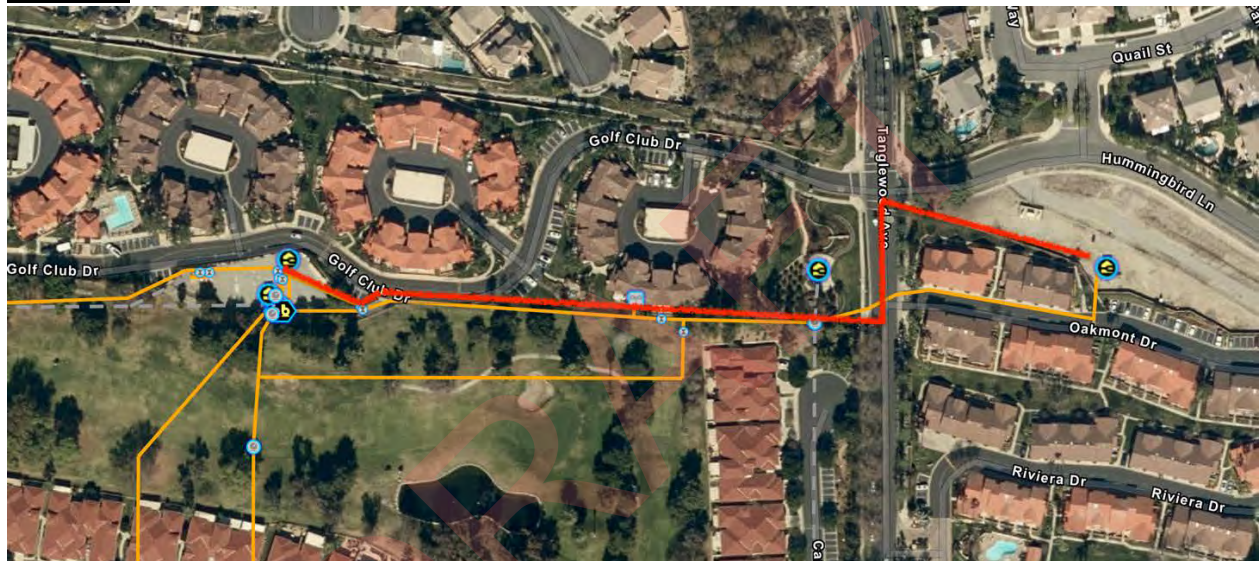
Construction: \$357,000 (85% of project cost)

Schedule:

Design: March 2022 – May 2022

Construction: August 2022 – October 2022

Location:



Justification:

Replace approximately 1,400 linear feet of 14" pipeline from Well 31 delivering water to facilities at Golf Club Drive along backside of homes and within Upland Hills Country Club waterline easement. Abandon aged pipeline. The current steel pipeline was installed before 1976 and has exceeded its useful life. Identified by staff as a high maintenance pipeline.

ENTITLEMENT PROJECTIONS

DRAFT

		2022 Projections												Entitlement
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
San Antonio Heights	Projected Monthly Delivery	60	65	60	62	112	140	150	160	160	120	100	80	
	Projected Cumulative Delivery	60	125	185	247	359	499	649	809	969	1,089	1,189	1,269	= 1,269
City of Upland	Projected Monthly Delivery	500	500	400	400	800	1,300	1,300	1,100	950	720	620	596	
	Projected Cumulative Delivery	500	1,000	1,400	1,800	2,600	3,900	5,200	6,300	7,250	7,970	8,590	9,186	= 9,186
Monte Vista Water District	Projected Monthly Delivery	48	48	48	48	52	52	52	52	52	48	48	48	
	Projected Cumulative Delivery	48	96	144	192	244	296	348	400	452	500	548	596	= 672
City of Ontario	Projected Monthly Delivery	38	38	38	38	42	42	42	42	42	38	38	38	
	Projected Cumulative Delivery	38	76	114	152	194	236	278	320	362	400	438	476	= 601
Holiday Rock Company	Projected Monthly Delivery	20	20	20	20	24	25	30	30	30	20	20	10	
	Projected Cumulative Delivery	20	40	60	80	104	129	159	189	219	239	259	269	= 269
Red Hills Golf Course	Projected Monthly Delivery	8	15	8	20	45	55	60	60	55	50	40	30	
	Projected Cumulative Delivery	8	23	31	51	96	151	211	271	326	376	416	446	= 444
Red Hills HOA	Projected Monthly Delivery	1	1	1	1	1	2	2	2	2	2	1	1	
	Projected Cumulative Delivery	1	2	3	4	5	7	9	11	13	15	16	17	= 20
Minor Irrigators	Projected Monthly Delivery	1	2	1	1	6	8	8	10	10	8	6	4	
	Projected Cumulative Delivery	1	3	4	5	11	19	27	37	47	55	61	65	= 102
COMPANY TOTAL (EX. INACTIVE)	Projected Monthly Delivery	676	689	576	590	1,082	1,624	1,644	1,456	1,301	1,006	873	807	
	Projected Cumulative Consumption	676	1,365	1,941	2,531	3,613	5,237	6,881	8,337	9,638	10,644	11,517	12,324	
	Straight Line Mnthly Ent	1,047.56	1,047.56	1,047.56	1,047.56	1,047.56	1,047.56	1,047.56	1,047.56	1,047.56	1,047.56	1,047.56	1,047.56	
	Cumulative Mnthly Ent	1,048	2,095	3,143	4,190	5,238	6,285	7,333	8,380	9,428	10,476	11,523	12,571	
	Active Share Ent	12,571	12,571	12,571	12,571	12,571	12,571	12,571	12,571	12,571	12,571	12,571	12,571	

		Projected Production												
	Gravity	300	600	600	600	400	300	200	100	100	100	100	100	
	Gravity Cumulative	300	900	1500	2100	2700	3100	3400	3600	3700	3800	3900	4000	= 4,425
	Chino						100	100	100	100	100	100	100	
	Chino Cumulative	0	0	0	0	0	100	200	300	400	500	600	700	= 1,232
	Cucamonga	200	200	300	600	600	700	700	700	600	600	400	400	
	Cucamonga Cumulative	200	400	700	1300	1900	2600	3300	4000	4600	5200	5600	6000	= 5,981
	Six Basins	80	80	80	80	80	80	90	100	100	90	80	80	
	Six Basins Cumulative	80	160	240	320	400	480	570	670	770	860	940	1020	= 932