



**SAN ANTONIO WATER COMPANY**  
**BUDGET WORKSHOP OF THE BOARD OF DIRECTORS**  
AGENDA

**Thursday, December 7, 2023 at 9:00 a.m.**  
At the Company Office, 139 N. Euclid Avenue, Upland, CA  
And Virtual/Online or Teleconference

**Please join my meeting from your computer, tablet or smartphone.**

<https://meet.goto.com/552153421>

**You can also dial in using your phone.**

Access Code: 552-153-421

United States: [+1 \(224\) 501-3412](tel:+12245013412)

Call to Order

1. Recognitions and Presentations: - None

2. Additions-Deletions to the Agenda: - None

3. Shareholder-Public Testimony:

This is the time for any shareholder or member of the public to address the board 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 board 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 Board Meeting Minutes

Regular Board Meeting Minutes of November 14, 2023.

5. Budget Workshop:

A. "Draft" CY2024 Administration and Operations Budget

Presentation by staff for comments and/or recommendations

B. "Draft" CY2024 Capital Improvement and Capital Outlay Budget

Presentation by staff for comments and/or recommendations

6. Director's Comments and Future Agenda Items:

Adjournment:

*The next regular Board Meeting is scheduled for Tuesday, December 19, 2023 at 5 p.m.*

**NOTE:** All agenda report items and back-up materials are available for review and/or acquisition from the Water Company Office (139 N. Euclid Avenue, Upland, CA.) during regular office hours, Monday through Friday [8:00 – 11:30 and 12:30 – 4:00]. The agenda is also available for review and copying at the City of Upland located at 460 N. Euclid Ave., and the Upland Public Library located at 450 N. Euclid Ave.

**POSTING STATEMENT:** On December 5, 2023 a true and correct copy of this agenda was posted at the entry of the Water Company's Office (139 N. Euclid Avenue), at the City of Upland at 460 N. Euclid Avenue, and on the public bulletin board at 450 No. Euclid Avenue (Upland Public Library), and on the Water Company's website.

**SAN ANTONIO WATER COMPANY**  
**MINUTES OF THE SAN ANTONIO WATER COMPANY**  
**Tuesday, November 14, 2023**

An open meeting of the Board of Directors of the San Antonio Water Company (SAWCo) was called to order at 3:00 p.m. on the above date at the City of Upland Council Chambers, 460 N. Euclid Ave., Upland, California. Directors present were Rudy Zuniga, Will Elliott, Bill Velto, Bob Bowcock, Kati Parker, and Bob Cable. Also in attendance were SAWCo's General Manager Brian Lee, Assistant General Manager Teri Layton, General Legal Counsel Derek Hoffman, Senior Administrative Specialist Kelly Mitchell, and Administrative Specialist Tiffany Dickinson. President Zuniga presided.

Director Bob Cable led all in attendance in the flag salute.

1. Recognitions and Presentations: None.
2. Additions-Deletions to the Agenda: None.
3. Shareholder-Public Testimony: Director Parker, representing on behalf of Chino Basin Water Conservation District, stated the district was formed in 1949 to protect the Chino groundwater basin by recharging water into the basin and for water efficiency education. She added that next year will be the district's 75<sup>th</sup> anniversary. The Board and staff are invited to a celebratory event on Thursday, January 18, 2024 to commemorate 75 years.
4. Consent Calendar Items:
  - A. Approval of Board Meeting Minutes  
Regular Meeting Minutes of September 19, 2023.
  - B. Planning, Resources and Operations Committee (PROC) Meeting Minutes  
No meeting minutes to approve.
  - C. Administration and Finance Committee (AFC) Meeting Minutes  
Approve Meeting Minutes of September 26, 2023.
  - D. AdHoc Committee for Office Feasibility Study  
No meeting minutes to approve.
  - E. Financial Statement  
Income Statement and Balance Sheet for August 31, 2023.
  - F. Investment Activity Report  
Monthly Report of Investments Activity.
  - G. Water Production and Consumption  
Monthly water production and consumption figures.
  - H. Prominent Issues Update  
Status summaries on certain on-going active issues.
  - I. Projects and Operations Update  
Status summaries on projects and operations matters.
  - J. Groundwater Level Patterns [Quarterly in January, April, July, and October]  
Tracking patterns of groundwater elevations relative to ground surface.
  - K. Conservation Program Update [Quarterly in January, April, July, and October]  
Update on SAWCo's existing water conservation programs.
  - L. Correspondence of Interest

Director Velto moved and Director Elliott seconded to approve the Consent Calendar as presented. Motion carried unanimously.

5. Board Committee – Delegate Report:
  - A. **Pomona Valley Protective Association (PVPA) Representative's Report** – Director Parker advised PVPA met last week in closed session.  
  
Director Parker stated there is no reportable action.
  - B. **Six Basins Representative Report** – Ms. Layton reported a meeting was held on Wednesday, October 25<sup>th</sup>. She stated an agreement for auditor services by CJ Brown and Company was approved. She added there was discussion on the operating safe yield, and it was being suggested to increase 500 AF for next year. In addition, the budget and assessment were also discussed. Both items will be voted on at the next Board meeting, which is being held the following day, November 15, 2023.  
  
Ms. Layton added there was a closed session with legal counsel regarding anticipated litigation.
  - C. **Chino Basin Representative Report** – Mr. Lee stated General Manager, Peter Kavounas and Chino Basin Watermaster have parted ways, and he is no longer representing the Watermaster. They have an interim general manager, Edgar Tellez, until a permanent general manager is chosen.
  - D. **Cucamonga Basin Representative Report** – Mr. Lee stated they continue to meet with West End, City of Upland, and Cucamonga Valley Water District and continue to review modeling and

the results. They have currently asked the hydrogeologist consultant to provide a proposal to construct two test wells in the basin.

Mr. Lee added just yesterday, Ms. Layton and himself were able to view the database the consultant has prepared, and how to access and view that data.

**E. Administration and Finance Committee (AFC) Chairman’s Report** –No meeting to report.

**F. Planning, Resources, and Operations Committee (PROC) Chairman’s Report** – Director Elliott stated there is no update to report.

**G. Office Feasibility Study Ad Hoc Committee** – No meeting to report.

6. Open Director’s Seat

**A. Discussion and possible action regarding appointment of new director** – Director Velto stated he has reviewed the applicants and was keen on keeping a representative from the San Antonio Heights. He was impressed with San Antonio heights resident Becky Miller and her background in the San Antoino Heights Association, the Upland Heritage, and owning an entertainment business. He concluded with nominating Becky Miller to fill the term of board director.

Director Parker commented that we had many qualified applicants and wanted to thank all the applicants but unfortunately there is only one spot to fill.

Director Velto moved and Director Elliott seconded to appoint San Antonio Heights resident Becky Miller, to fill the term of Board director. Motion carried unanimously.

Mr. Lee invited Becky Miller to then join the Board.

Becky Miller thanked the Board for their confidence in her and consideration.

Director Elliott recommended that the executive officer send a letter of thanks to all those that applied for the position.

7. Board Secretary and Chief Financial Officer

**A. Discussion and possible action regarding appointment of board secretary and chief financial officer-** Mr. Lee stated the Board Secretary and Chief Financial Officer are two different positions and may be held by two different directors.

Director Zuniga recommended Director Velto for Chief Financial Officer.

Director Zuniga moved and Director Elliott seconded to appoint Director Velto for Chief Financial Officer. Motion carried unanimously.

Director Velto recommended Director Miller to fill the position of Board Secretary, stating it is the best way to learn and understand what is going on.

Mr. Lee explained the role of Board Secretary is a figure head, if staff has any issues that it wishes to address with the Board, regarding secretarial issues of the Board or how it functions, the Board Secretary is the point of contact.

Director Miller stated she will be having an upcoming surgical procedure and will need time to recover before taking on such a role.

Director Parker nominated Director Cable for the position of Board Secretary.

Director Parker moved and Director Velto seconded to appoint Director Cable for the position of Board Secretary. Motion carried unanimously.

8. AFC Committee Membership

**A. Discussion and possible action regarding appointment of Director to fill vacancy on AFC Committee-**Director Zuniga stated the current AFC Committee members are Director Cable and Director Velto and the third vacancy needs to be filled, which was previously held by Martha Goss and thus Director Miller would normally fill.

Director Cable moved and Director Velto seconded to appoint Director Miller to the AFC Committee. Motion carried unanimously.

9. Pomona Valley Protective Association Annual Shareholders Meeting Proxy

**A. Discussion and possible action regarding Ratification of Assigning Director Parker as Proxy to the PVPA Annual Shareholder’s Meeting-**

Director Velto moved and Director Elliott seconded to approve assigning Director Parker as Proxy to the PVPA Annual Shareholder's Meeting. Motion carried unanimously.

10. Annual Review of Employee Health and Welfare Benefits

- A. **Review and Possibly Approve Health and Welfare Benefits Package for 2024-** Mr. Lee stated premiums for calendar year 2024 are not going to increase from calendar year 2023. Staff is recommending adoption of health and welfare benefits for inclusion in the 2024 budget at the 2023 rates.

Director Elliott moved and Director Velto seconded to approve health and welfare benefits package for 2024. Motion carried unanimously.

11. Partnership with San Antonio Canyon Mutual Services Company

- A. **Discussion and Possible Action Regarding Possibly Providing Service to SACMSC-** Mr. Lee stated there has been discussion he has had with a representative from the SACMSC for about a year now. The State has put a requirement in to SACMSC that they install a secondary source as backup to their current water source. SACMSC approached Mr. Lee asking if SAWCo would grant them permission to construct the well as their back up source. Mr. Lee stated he is always looking for an opportunity to partner with residents in the canyon to build a stronger relationship with those residents as a partner. Mr. Lee offered SAWCo will build and own the well and SACMSC will purchase a one-quarter share to be shareholders of the company and in time of need utilize that well to deliver water to the mutual company. The mutual water company will pay for that water as a shareholder, in which they would also pay the monthly fixed shareholder costs.

Mr. Lee stated if there is interest from the Board, SAWCo and legal counsel would develop an agreement to outline all the duties and responsibilities of each party. Also, outlined in the agreement would be cost estimates in terms of outlay for SAWCo to develop the well, what the flow rates would be, and what the State is looking for from that mutual company.

Director Miller questioned if the water is not being used by the canyon will it be accessible to SAWCo for usage.

Mr. Lee responded that the water the canyon communities are currently using is returned to groundwater. SAWCo wants to track and account for that water, and we have had difficulties in the past doing that, a lot of hesitation and mistrust from the canyon community over this company. Mr. Lee hopes to build a relationship with the canyon community, in we are a partner in saving the canyon way of life. He added he wants SAWCo to maintain ownership of that water and wants them to recognize that it is SAWCo water.

Director Parker questioned what area SACMSC services, if each individual resident would need to purchase a one-quarter share, and if there is an idea of where the well would be constructed.

Mr. Lee responded that the mutual company does not encompass all the cabins, it is a smaller subset of cabins around the school. The mutual company is currently thinking a site just north of the school for the location of the well. To answer the last question, the mutual water company would be the shareholder, SAWCo will bill the mutual water company and in turn they will sell the water to their residents.

Legal Counsel Hoffman added he would also be evaluating the cost estimates from a legal perspective and exploring in more detail to bring back to the board.

Director Cable added asking this water would not be for any new development and just for emergency purposes and with only having one-quarter share would they only receive one-quarter share entitlement.

Mr. Lee stated the canyon communities and SAWCo all agree on SAWCo does not want any new development, which would hopefully be enforced in the contract.

Mr. Lee stated it is going to be SAWCo well on SAWCo property, if we had a need to use that well in another capacity, we would have the capacity to do so.

Director Velto recommended for staff to further investigate and evaluate cost estimates on possibly providing service to SACMSC.

12. Review of 2024 SAWCO Calendar

- A. **Review and Possibly Approve Company Calendar for 2024-** Mr. Lee stated this is a proposed calendar for 2024 with all the meetings highlighted. Staff recommends the Board approve for the inclusion in the 2024 calendar and fiscal year.

Director Elliott moved and Director Parker seconded to approve the Company calendar for 2024. Motion moved unanimously.

13. Closed Session:

**A. Initiation of Litigation (Gov't Code § 54956.9(d)(4)): One Case-**

The Board went into closed session at 3:34 PM. Upon return from the closed session at 4:06 PM, Mr. Hoffman stated the Board met in closed session for one item and direction has been given to legal counsel to initiate or intervene in a legal action, in which the particulars will be revealed at a later appropriate time.

14. Director's Comments and Future Agenda Items: Mr. Lee requested the AFC Committee defer the November AFC meeting to the following day, Wednesday, November 29, instead of the original date of Tuesday, November 28. Mr. Lee also stated there will be a special budget meeting in December, as well as a luncheon for SAWCO staff and Board directors.

Adjournment:

With no further business to discuss the meeting was adjourned at 4:08 p.m.

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Assistant Secretary  
Brian Lee





Gucamonga Crosswalls - 1942

**San Antonio Water Company**  
**Annual Operating & Capital Improvement Budget**

**Fiscal Year Ending December 31, 2024**

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# General Manager's Message

**Dear Board of Directors and Shareholders,**

I am pleased to present you with the recommended budget for Fiscal Year 2024 (FY2024). 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. However, with the completion of our 2020 Master Plan and the state of national inflation over the last few years staff is proposing a rate study to ensure our revenues and expenses remain in alignment.

As presented for FY2024, budget revenue is projected to be \$5.10M and expenditures are projected to be \$7.24M. Expenditures include all expected operating, non-operating and capital costs for the next year.

The Company's anticipated operating (non-capital) expenses total \$3.72M, an 6% increase over the previous year's budget. The increase is primarily a result of inflationary pressure.

Staff recommends keeping Company entitlement at 13,000 acre-feet. Operating revenue is expected to decrease slightly from prior year, for a total of \$5.10M. This decrease is because in 2023 we received the final payment from the City of Upland for the Benson Avenue property. Setting the entitlement at 13,000 acre-feet assumes that rainfall will be near average this upcoming winter. The Company currently has about 10,000 acre-feet in groundwater storage, which will help offset any reduction in rainfall in 2024.

Water sales in 2024 are anticipated to account for 98% of the company's revenue; funding operations and a large chunk of capital projects (pipes, pumps and tanks). Remaining revenue comes from lease and interest income.

The Company's anticipated capital expenses total \$3.52M. Projects scheduled for 2024 include two pipeline replacements and design of a new pipeline. Two of the proposed capital projects are hold-overs from 2023. Old projects account for \$2.56M (72%) of the proposed 2024 CIP budget. Delayed capital efforts are the result of focused engineering taking longer than anticipated.

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. The Company is currently reviewing our 20<sup>th</sup> Street property as a potential site for the planned facilities.

Our year-end review shows an approximately \$5.6M balance in the Company's capital and operating reserves. The Company is entering the last year of it's efforts to accelerate the replacement of pipes, pumps and tanks above expected water sales revenue. To that end, our 2024 budget relies on the use of approximately \$2.13M of our reserve funds for infrastructure replacement. At the end of 2024 remaining reserves available for use should total about \$3.59M.

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.



# 2024 Quick Data

- Annual Entitlement..... 13,000 acre-feet  
(No change from 2023)
- Total Company Shares as of January 1, 2024 ..... 6,389 shares
- Active Shares as of January 1, 2024 ..... 6,178 shares  
(inactive shares are those shares currently not taking entitlement water)
- Yearly 2024 entitlement per share ..... 2.035 acre-feet
- Total 2024 active share entitlement ..... 12,570 acre-feet

- Estimated 2024 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 2024 Revenue:

Shareholder .....	\$5,011,800
Non-shareholder .....	\$92,000
TOTAL .....	\$5,103,800

- Projected 2024 Operating Expenses:

Operations and Maintenance.....	(\$2,151,500)
General Administrative.....	(\$1,566,000)
TOTAL .....	(\$3,717,500)

- Projected 2024 Capital Expenses..... (\$3,520,500)

- Projected 2024 Revenue minus Expenses..... (\$2,134,200)

- Reserves:

- Targets:

- Operating Reserves: .....\$893,000  
(3 months of 2024 Budget Operating Expenses)
    - Capital Reserves: ..... \$1.1M - \$4.4M  
(5% - 20% of 2022 audited property, plant and equipment)

TOTAL TARGET RESERVES:..... \$2.0M - \$5.3M

Cash on Deposit as of September 2023 .....	\$6,644,000
Projected CoD as of December 2023 .....	\$5,644,000
Projected CoD as of December 2024 .....	\$3,585,000



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# 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 2023

- Office: No change.
- Field: One employee retired from the company in late 2022 and a replacement was hired in 2023.

## 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

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In 2024 the Company plans to continue reaching towards our goals by the following actions:

**Evaluate and Prioritize Projects for Supply Maximization** – Staff completed a 2020 Water Master Plan Update. This update evaluates and prioritizes projects for supply maximization.

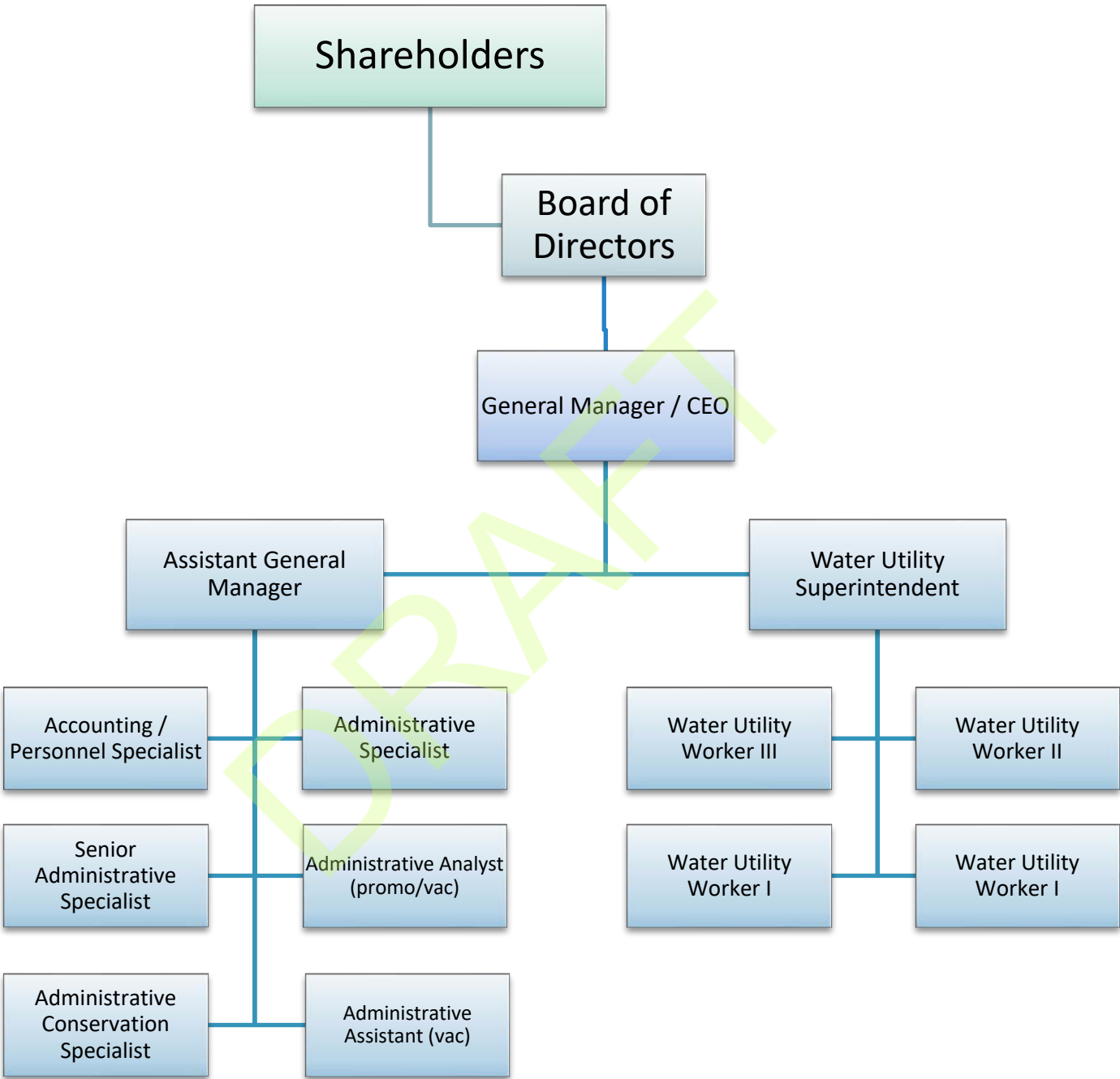
**Develop Strategic Partnerships to Initiate and Further Joint Projects** – Staff continues to reach-out and build relationships with the different shareholders. We will continue to discuss joint projects that may be beneficial to our shareholders. The Master Plan update may uncover future possibilities.

**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 2024, 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  
 Organization Chart  
 Board Approved on November 15, 2016



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# San Antonio Water Company

## 2023 ACCOMPLISHMENTS:

- Design of Forebay Outfall Pipeline (formerly the Paloma Curve Hydraulic Break modernization)
- Design of Well 31 Pipeline replacement
- Construction of Glendale Road pipeline replacement
- Construction of Holly Drive Reservoir, Phase III
- Construction of both Test and Production Well 19
- State mandated Supply Assessment report
- State mandated Water Audit Validation report

## 2024 GOALS & OBJECTIVES:

- Revise and improve standard financial reports and reporting policy
- Well 31 pipeline replacement
- Forebay Outfall pipeline replacement
- Design of Well 19 Transmission Pipeline
- Design and permitting of new office/yard facilities on 20<sup>th</sup> Street

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# FINANCIALS

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**2024 OPERATING BUDGET OVERVIEW**

		2024	2023	2023	2023	2022	2021
		<u>Budget</u>	<u>Budget</u>	<u>Actual thru Sept</u>	<u>Projected</u>	<u>Actual</u>	<u>Actual</u>
<b>SHAREHOLDER REVENUE</b>							
1185 1	Domestic Water Income (Base)	\$ 270,000	\$ 270,000	\$ 143,437	\$ 191,249	\$ 250,985	\$ 269,580
1215 3	Domestic Water Income (Supplemental)	\$ 230,000	\$ 230,000	\$ 48,403	\$ 64,537	\$ 198,807	\$ 240,588
1220 4	Domestic Water Income (Tier 3)	\$ 230,000	\$ 230,000	\$ 79,379	\$ 105,838	\$ 233,502	\$ 332,874
1230 2	Domestic Water Income (Readi/Chrg)	\$ 200,000	\$ 200,000	\$ 134,992	\$ 179,989	\$ 202,014	\$ 201,506
1235 5	Domestic Water Availability Charge (WAC)	\$ 61,000	\$ 61,000	\$ 41,249	\$ 54,998	\$ 61,298	\$ 60,906
1245 6	Municipal Water Income (Base)	\$ 3,100,000	\$ 3,100,000	\$ 2,464,913	\$ 3,286,551	\$ 2,878,822	\$ 2,581,330
1260 8	Municipal Water Income (Supplemental)	\$ -	\$ -	\$ -	\$ -	\$ 140,528	\$ -
1268 7	Municipal Water Income (Readi/Chrg)	\$ 77,000	\$ 77,000	\$ 57,600	\$ 76,800	\$ 76,800	\$ 77,300
1274 10	Municipal Water Availability Charge (WAC)	\$ 477,000	\$ 477,000	\$ 357,804	\$ 477,072	\$ 477,072	\$ 476,968
1275 12	Misc Water Income (Base)	\$ 205,000	\$ 205,000	\$ 143,010	\$ 190,679	\$ 212,577	\$ 199,772
1276 9	Misc Water Income (Supplemental)	\$ 50,000	\$ 50,000	\$ 69,950	\$ 93,267	\$ 140,528	\$ 9,016
1280 13	Misc Water Income (Tier 3)	\$ 5,000	\$ 5,000	\$ 51,414	\$ 68,552	\$ 19,239	\$ 48
1288 11	Misc Water Income (Readi/Chrg)	\$ 23,000	\$ 23,000	\$ 17,290	\$ 23,053	\$ 23,240	\$ 23,370
1290 14	Misc Water Availability Charge (WAC)	\$ 23,000	\$ 23,000	\$ 17,306	\$ 23,075	\$ 23,064	\$ 23,064
1295 15	Dormant Water Availability Charge (WAC)	\$ 52,000	\$ 52,000	\$ 34,085	\$ 52,000	\$ 51,860	\$ 52,094
1300	Sale of Water/From Storage	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 330,000
1302 16	Meter Service Fees (Connections)	\$ 1,500	\$ 1,500	\$ 2,178	\$ 2,178	\$ 3,256	\$ -
1400 35	Stock Transfer	\$ 5,000	\$ 5,000	\$ 2,970	\$ 2,970	\$ 4,500	\$ 5,070
1405 38	Capital Facilities Connection Fee	\$ -	\$ -	\$ 2,341	\$ 2,341	\$ 5,691	\$ -
1410 26	Late/Re-establishment Fee	\$ 2,000	\$ 2,000	\$ 1,565	\$ 1,565	\$ 2,215	\$ 840
1415 27	Drought Ordinance Violation Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1420 33	Return Check Fee	\$ -	\$ -	\$ 125	\$ 125	\$ 200	\$ 50
1425 28	Broken/Missing Lock Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1430 30	Stock Certificate Storage & Handling Fee	\$ 300	\$ 300	\$ 180	\$ 180	\$ 280	\$ 280
<b>TOTAL</b>		<b>\$ 5,011,800</b>	<b>\$ 5,011,800</b>	<b>\$ 3,670,190</b>	<b>\$ 4,897,021</b>	<b>\$ 5,256,476</b>	<b>\$ 4,884,655</b>
<b>NON-SHAREHOLDER REVENUE</b>							
1635 21	Development Plan Check Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1725 23	Miscellaneous Income	\$ 2,000	\$ 2,000	\$ 314	\$ 500	\$ 1,356	\$ 8,065
1728 31	Plans & Spec Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1730 24	Construction Permit & Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1750 32	Service/Litigation Agreements	\$ -	\$ -	\$ 1,350	\$ 1,350	\$ 1,348	\$ 1,071
1753 18	Ground Lease Income	\$ 70,000	\$ 70,000	\$ 51,996	\$ 70,000	\$ 74,950	\$ 69,514
1755 17	Interest Income	\$ 20,000	\$ 20,000	\$ 94,901	\$ 126,535	\$ 35,612	\$ 34,948
1815	Quitclaim of Easements	\$ -	\$ -	\$ 4,440	\$ 4,440	\$ -	\$ -
1875 22	Overhead Income	\$ -	\$ -	\$ -	\$ -	\$ 1,628	\$ -
37	Gain on Sale of Assets	\$ -	\$ 344,000	\$ 14,450	\$ 358,450	\$ 343,059	\$ 343,059
<b>Subtotal:</b>		<b>\$ 92,000</b>	<b>\$ 436,000</b>	<b>\$ 167,452</b>	<b>\$ 561,275</b>	<b>\$ 457,953</b>	<b>\$ 456,657</b>
<b>DEPRECIATION &amp; OBSOLESCENCE REVENUE</b>							
1300 36	Water Sales from Stored G. W. [D&O Reserves]	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 100,000
<b>Subtotal:</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 100,000</b>
<b>Revenue Total:</b>		<b>\$ 5,103,800</b>	<b>\$ 5,447,800</b>	<b>\$ 3,837,642</b>	<b>\$ 5,458,296</b>	<b>\$ 5,964,429</b>	<b>\$ 5,441,313</b>
Non-Shareholder as a percentage of Total Revenue:		1.8%	8.0%	4.4%	10.3%	11.9%	10.2%



	2024	2023	2023	2023	2022	2021
	Budget	Budget	Actual thru Sept	Projected	Actual	Actual
<b>FACILITIES &amp; O&amp;M EXPENSES</b>						
<b>Operating Facilities</b>						
2175 20 Facility Related Field Labor	\$ 400,000	\$ 280,000	\$ 300,378	\$ 400,503	\$ 324,071	\$ 241,099
2235 21 Repairs to Facilities and Equipment	\$ 350,000	\$ 350,000	\$ 529,854	\$ 575,000	\$ 381,852	\$ 261,314
2265 22 Power-Gas & Electric (utilities)	\$ 900,000	\$ 900,000	\$ 575,366	\$ 767,155	\$ 1,053,356	\$ 793,788
Operating Facilities Total:	\$ 1,650,000	\$ 1,530,000	\$ 1,405,598	\$ 1,742,658	\$ 1,759,279	\$ 1,296,201
<b>Operating Activities</b>						
2475 18 Customer Services/Billing	\$ 79,000	\$ 79,000	\$ 8,127	\$ 10,836	\$ 67,771	\$ 82,812
2498 19 Conservation Activities	\$ 26,000	\$ 26,000	\$ 12,502	\$ 12,502	\$ 45,204	\$ 12,842
Operating Activities Total:	\$ 105,000	\$ 105,000	\$ 20,629	\$ 23,338	\$ 112,975	\$ 95,654
<b>Other Operating Expense</b>						
2205 24 Non-Facility Related Labor (Merged w/ Facility Related)		\$ 70,000	\$ -	\$ -	\$ 82,806	\$ 61,072
2210 25 O&M - All Other	\$ 3,500	\$ 3,500	\$ 4,007	\$ 5,342	\$ 1,420	\$ 5,789
2280 26 Purchased Water	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2295 23 Supplies (Inventory & Tools Expense)	\$ 10,000	\$ 10,000	\$ 13,118	\$ 17,491	\$ 8,677	\$ 13,482
2715 28 Property Taxes	\$ 240,000	\$ 240,000	\$ 130,351	\$ 240,000	\$ 249,238	\$ 222,112
2805 27 Wtr. Resource Mgmt. (Basin Assm'ts)	\$ 143,000	\$ 143,000	\$ 40,462	\$ 143,000	\$ 147,002	\$ 120,552
2830 Loss on Disposal of Asset	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2850 30 Inventory Shrinkage	\$ -	\$ -	\$ -	\$ -	\$ 2,112	\$ 2,119
Other Operating Expense Total:	\$ 396,500	\$ 466,500	\$ 187,938	\$ 405,833	\$ 491,255	\$ 423,006
<b>O &amp; M Expense Total:</b>	<b>\$ 2,151,500</b>	<b>\$ 2,101,500</b>	<b>\$ 1,614,165</b>	<b>\$ 2,171,830</b>	<b>\$ 2,363,509</b>	<b>\$ 1,814,861</b>

<b>GENERAL ADMINISTRATIVE EXPENSES</b>						
<b>Personnel</b>						
2115 2 Administrative Services	\$ 540,000	\$ 300,000	\$ 400,404	\$ 533,872	\$ 292,286	\$ 304,461
2130 3 Development/Water Svc App	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2325 13 Taxes - Payroll (office and field)	\$ 80,000	\$ 78,000	\$ 65,510	\$ 87,347	\$ 74,509	\$ 73,214
2355 4 Worker's Compensation Insurance	\$ 18,000	\$ 15,000	\$ 12,359	\$ 16,478	\$ 16,170	\$ 16,151
2385 5 Benefit Pay (Vac., Sick, Etc.)	\$ 195,000	\$ 190,000	\$ 143,762	\$ 191,683	\$ 204,124	\$ 165,629
2415 6 Benefit Insurance (Pension, Life, Medical, Dental, Vision)	\$ 250,000	\$ 295,000	\$ 186,329	\$ 248,439	\$ 246,698	\$ 245,781
2430 7 Benefit Administrative Services	\$ 2,000	\$ 2,000	\$ 100	\$ 133	\$ 100	\$ 2,275
Personnel Total:	\$ 1,085,000	\$ 880,000	\$ 808,464	\$ 1,077,952	\$ 833,887	\$ 807,511
<b>Other</b>						
2445 9 Office/ IT Support	\$ 60,000	\$ 60,000	\$ 72,973	\$ 80,000	\$ 42,943	\$ 54,866
2505 1 Directors Fees & Expenses	\$ 32,000	\$ 32,000	\$ 22,683	\$ 30,244	\$ 32,540	\$ 31,655
2535 11 Liability Insurance (Non-empl. benft.)	\$ 60,000	\$ 41,000	\$ 58,979	\$ 58,979	\$ 41,692	\$ 35,510
2595 14 Communications	\$ 43,000	\$ 43,000	\$ 28,739	\$ 38,319	\$ 39,757	\$ 41,227
2625 15 Dues & Subscriptions	\$ 3,500	\$ 3,500	\$ 9,476	\$ 12,635	\$ 4,483	\$ 2,653
2655 10 Outside Services	\$ 20,000	\$ 20,000	\$ 17,735	\$ 20,000	\$ 25,486	\$ 12,017
2745 12 Taxes - Income	\$ 12,500	\$ 12,500	\$ 9,700	\$ 9,700	\$ 9,676	\$ 9,142
2775 8 Accounting Expense	\$ 20,000	\$ 65,000	\$ 19,448	\$ 19,448	\$ 76,184	\$ 43,202
2276 8 Legal Expense	\$ 200,000	\$ 150,000	\$ 196,752	\$ 262,336	\$ 151,565	\$ 187,143
2790 16 Human Resource Expense (Merged w/ Admin Services)		\$ 60,000	\$ 1,149	\$ 1,149	\$ 52,440	\$ 71,245
2865 17 All Other	\$ 30,000	\$ 30,000	\$ 7,731	\$ 10,308	\$ 30,168	\$ 42,199
Other Total:	\$ 481,000	\$ 517,000	\$ 445,365	\$ 543,118	\$ 506,934	\$ 530,860
<b>G. &amp; A. Expense Total:</b>	<b>\$ 1,566,000</b>	<b>\$ 1,397,000</b>	<b>\$ 1,253,829</b>	<b>\$ 1,621,070</b>	<b>\$ 1,340,821</b>	<b>\$ 1,338,371</b>

<b>Capital Expenditure</b>						
Facilities	\$ 3,063,000	\$ 4,895,000	\$ 2,588,712	\$ 4,834,129	\$ 60,000	\$ 3,297,871
Equipment/Studies/Reports	\$ 457,500	\$ 405,000	\$ 97,592	\$ 97,592	\$ 120,000	
CIP Total:	\$ 3,520,500	\$ 5,300,000	\$ 2,686,304	\$ 4,931,721	\$ 180,000	\$ 3,297,871

<b>Total Revenue:</b>	<b>\$ 5,103,800</b>	<b>\$ 5,447,800</b>	<b>\$ 3,837,642</b>	<b>\$ 5,458,296</b>	<b>\$ 5,964,429</b>	<b>\$ 5,441,313</b>
<b>Total Expenses excluding CIP:</b>	<b>\$ 3,717,500</b>	<b>\$ 3,498,500</b>	<b>\$ 2,867,994</b>	<b>\$ 3,792,900</b>	<b>\$ 3,704,330</b>	<b>\$ 3,153,232</b>
<b>Total Expenses including CIP:</b>	<b>\$ 7,238,000</b>	<b>\$ 8,798,500</b>	<b>\$ 5,554,298</b>	<b>\$ 8,724,621</b>	<b>\$ 3,884,330</b>	<b>\$ 6,451,103</b>
<b>Net Income without D&amp;O funds:</b>	<b>\$ 1,386,300</b>	<b>\$ 1,949,300</b>	<b>\$ 969,648</b>	<b>\$ 1,665,396</b>	<b>\$ 2,010,099</b>	<b>\$ 2,188,081</b>
<b>Net Income with D&amp;O funds:</b>	<b>\$ 1,386,300</b>	<b>\$ 1,949,300</b>	<b>\$ 969,648</b>	<b>\$ 1,665,396</b>	<b>\$ 2,260,099</b>	<b>\$ 2,288,081</b>

2565 29 Depreciation	\$ 1,100,000	\$ 1,100,000	\$ 775,414	\$ 1,033,885	\$ 947,867	\$ 917,344
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<b>Net income excluding Capital Expenditures less Depreciation</b>	<b>\$ 286,300</b>	<b>\$ 849,300</b>	<b>\$ 194,234</b>	<b>\$ 631,511</b>	<b>\$ 1,312,232</b>	<b>\$ 1,370,737</b>
<b>Net income including Capital Expenditures less Depreciation</b>	<b>\$ (3,234,200)</b>	<b>\$ (4,450,700)</b>	<b>\$ (2,492,070)</b>	<b>\$ (4,300,210)</b>	<b>\$ 1,132,232</b>	<b>\$ (1,927,134)</b>
<b>Net income including Capital Expenditures</b>	<b>\$ (2,134,200)</b>	<b>\$ (3,350,700)</b>	<b>\$ (1,716,657)</b>	<b>\$ (3,266,325)</b>	<b>\$ 1,830,099</b>	<b>\$ (1,109,790)</b>
<b>Net income including Capital Expenditures less NSR</b>	<b>\$ (2,226,200)</b>	<b>\$ (3,786,700)</b>	<b>\$ (1,884,108)</b>	<b>\$ (3,827,600)</b>	<b>\$ 1,372,146</b>	<b>\$ (1,566,447)</b>

2024 OPERATING BUDGET CAPITAL IMPROVEMENTS

	DRAFT 2024 CIP												TOTAL	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
<b>Domestic Water System</b>														
SCADA PLC Controller Replacement		\$ 40,000												\$ 40,000
Cucamonga Crosswall Enviro Mitigation					\$ 73,000									\$ 73,000
Well 19 Pipeline Design						\$ 32,500	\$ 32,500	\$ 32,500	\$ 32,500					\$ 130,000
Total	\$ -	\$ 40,000	\$ -	\$ -	\$ 73,000	\$ 32,500	\$ 32,500	\$ 32,500	\$ 32,500	\$ -	\$ -	\$ -	\$ -	\$ 243,000
<b>Irrigation System</b>														
SCADA PLC Controller Replacement			\$ 80,000											\$ 80,000
Well 31 Pipeline Relocation/Replacement								\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000			\$ 1,280,000
Paloma Curve Hydraulic Break				\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000							\$ 1,280,000
Total	\$ -	\$ -	\$ 80,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ -	\$ 2,640,000
<b>General Company</b>														
Consolidated Campus	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 180,000
<b>Total CIP + Equipment + Reports</b>	\$ 15,000	\$ 55,500	\$ 222,500	\$ 380,500	\$ 523,000	\$ 396,000	\$ 412,500	\$ 393,000	\$ 392,500	\$ 380,000	\$ 335,000	\$ 15,000	\$ -	\$ 3,520,500

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2024 OPERATING BUDGET EQUIPMENT/STUDIES/REPORTS

		DRAFT 2023 EQUIPMENT												
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
#	<b>Equipment Purchases</b>													
1	Computers						\$ 3,000							\$ 3,000
2	24" Backhoe Bucket			\$ 2,500										\$ 2,500
3	Misc. Hand Tools for Trucks		\$ 500		\$ 500		\$ 500		\$ 500					\$ 2,000
4	John Deere 35G Mini Excavator					\$ 90,000								\$ 90,000
5	Operations Trucks (Pump Truck)			\$ 100,000										\$ 100,000
	<b>Total</b>	\$ -	\$ 500	\$ 102,500	\$ 500	\$ 90,000	\$ 3,500	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 197,500

		DRAFT 2023 STUDIES AND REPORTS												
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
#	<b>Studies and Reports</b>													
1	Five Year Rate Study			\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000			\$ 200,000
2	UWMP				\$ 20,000			\$ 20,000			\$ 20,000			\$ 60,000
	<b>Total</b>	\$ -	\$ -	\$ 25,000	\$ 45,000	\$ 25,000	\$ 25,000	\$ 45,000	\$ 25,000	\$ 25,000	\$ 45,000	\$ -	\$ -	\$ 260,000

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# CAPITAL IMPROVEMENTS

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Project Title: **SCADA PLC Controller Replacement**

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

Construction: \$40,000

**Schedule:**

Installation: February 2024

**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**  
**Total Budget: \$73,000**  
Maintenance: \$73,000

**Schedule:**

Maintenance: April & August 2024

**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 Pipeline**

**Total Budget: \$2,920,000**

Design and Permitting: \$130,000 (scheduled for 2024)

Construction Management: \$130,000 (scheduled for 2025)

Construction: \$2,660,000 (scheduled for 2025)

**Schedule:**

Design: 2024

Construction: 2025

**Location:**



**Justification:** The Well 19 drilling and development project was completed in 2023. The next phase is construction of a well head and pump house, including bringing in electricity and the construction of a pipeline to deliver well water into the Company system. Pipeline is estimated to be about 5,400 LF. At an estimated \$500/LF the pipeline is estimated to be \$2.16M construction cost. Wellhead and power is estimated to be \$500,000 for a total estimated construction cost of \$2.66M. Engineering and Construction Management estimated at 12% of construction cost - \$260k

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

**Total Budget: \$80,000**

Installation: \$80,000

**Schedule:**

Installation: March 2023

**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)

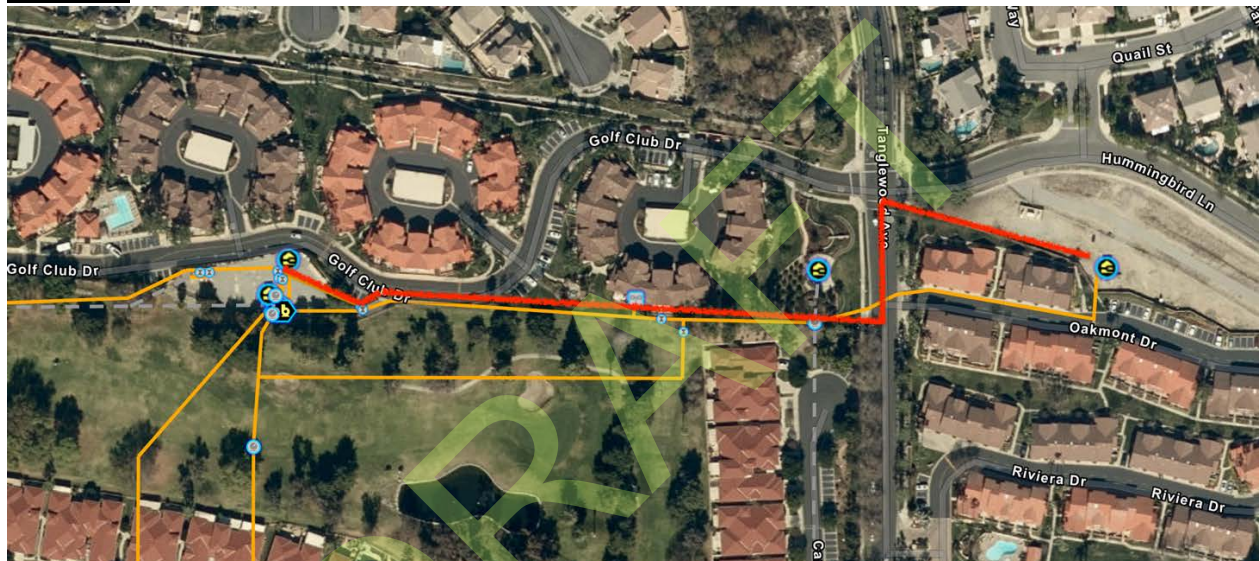
Construction: \$357,000 (85% of project cost)

**Schedule:**

Design: 2023

Construction: 2024

**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.



Project Title: **Paloma Curve Hydraulic Break**

**Total Budget: \$1,080,000**

Engineering: \$120,000

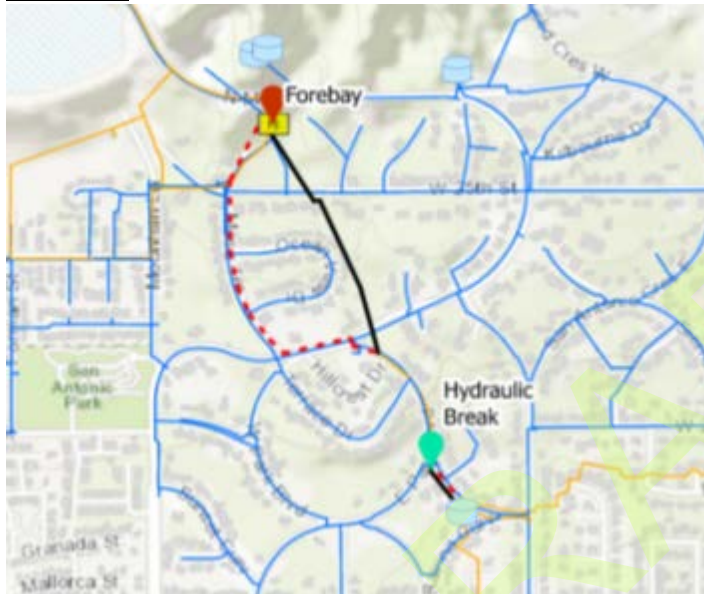
Construction: \$960,000

**Schedule:**

Design: 2023

Construction: 2024

**Location:**



**Justification:** The Paloma Curve Hydraulic Break consists of an abandoned hydrogenator plant owned by the City of Upland and a concrete Hydraulic Break owned by the Company. The facility was designed to convert hydraulic energy into electrical energy and remove any remaining hydraulic energy prior to discharge at the Company's Reservoir Number Four.

During periods of high-water flow (sustained average-or-higher rainfall events) the amount of water flowing through the facility can create significant low frequency vibrations. These events occur only periodically (once every couple of years). The current property owner has requested that the Company eliminate the noise and/or abandon the facility.

Given that the existing facility and penstock pipeline have exceeded their design life the Company approved replacement of facilities from the Forebay down to Reservoir 4, effectively removing the hydraulic break.

Project Title: **Consolidated Facilities**  
Architecture and Design: \$283,550 contracted  
Construction: TBD

**Schedule:**

Design: 2023-2024  
Construction: 2025

**Location:**



**Justification:** The Company currently operates out of two facilities (Operations Yard and Office Building), each over 100 years old. The Company is researching consolidation of both facilities onto a single site.

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# ENTITLEMENT PROJECTIONS

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		2024 Projections												Entitlement
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
<b>San Antonio Heights</b>	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
<b>City of Upland</b>	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
<b>Monte Vista Water District</b>	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
<b>City of Ontario</b>	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
<b>Holiday Rock Company</b>	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
<b>Red Hills Golf Course</b>	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
<b>Red Hills HOA</b>	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
<b>Minor Irrigators</b>	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
<b>COMPANY TOTAL (EX. INACTIVE)</b>	Projected Monthly Delivery	676	689	576	590	1,082	1,624	1,644	1,456	1,301	1,006	873	807	
	<b>Projected Cumulative Consumption</b>	<b>676</b>	<b>1,365</b>	<b>1,941</b>	<b>2,531</b>	<b>3,613</b>	<b>5,237</b>	<b>6,881</b>	<b>8,337</b>	<b>9,638</b>	<b>10,644</b>	<b>11,517</b>	<b>12,324</b>	
	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