



San Antonio Water Company Annual Operating & Capital Improvement Budget

Fiscal Year Ending December 31, 2021

Adopted December 15, 2020

General Manager's Message

Dear Board of Directors and Shareholders,

I am pleased to present you with the recommended budget for Fiscal Year 2021 (FY2021). We begin the year in a healthy financial position with the fiscal resources available to continue providing high quality service, replace a significant number of pipes, pumps and tanks, while maintaining emergency reserves. Given the current financial health of the Company, no rate increases are projected for the foreseeable future.

As presented for FY2021, budget revenue is projected to be \$5.43M and expenditures are projected to be \$6.59M. Expenditures include all expected operating, non-operating and capital costs for the next year.

The Company's anticipated operating (non-capital) expenses total \$3.18M, an 8% decrease over the previous year's budget. The reduction is primarily a result of scaling back communication consulting services and moving Studies and Reports (Urban Water Management Plan, and American Water Infrastructure Act) to Capital Expenses. These reductions are partially offset by a projected increase in legal expenses.

Operating revenue is expected to increase slightly from prior year, for a total of \$5.43M. This increase assumes that total water entitlement remains at 13,000 acre-feet. Setting the entitlement at 13,000 acre-feet assumes that rainfall will not be impacted by the projected La Nina atmospheric condition currently projected for the 2021 winter. La Nina 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 2021.

Water sales account for 90% 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 \$3.4M. We are planning to finish construction on many of the remaining projects budgeted in 2020. Of the \$2M originally budgeted for CIP in 2020, we are projected to only spend \$830K. Additionally, a mid-year capital project addition of \$770k for the AMI metering project will result in about \$370k additional capital expense in 2020, for a total 2020 capital expenditure of approximately \$1.2M.

The 2020 CIP schedule was overly aggressive and further hampered by shifting operating conditions due to the COVID19 pandemic. We have completed the design and bidding of all 2020 CIP projects late in the year, moving construction of those projects into 2021. Construction material costs and availability are also impacted by the pandemic.

An additional and major expense planned for this upcoming year will be completion of the 2020 Urban Water Management Plan update and the newly legislated American Water Infrastructure Act report. We are required by law to complete these two reports by July of 2021, as well as an emergency contingency plan by Autumn 2021.

In addition to replacement of pipes, pumps and tanks, 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 \$8.0M 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 2021 budget relies on the use of approximately \$1.2M of our reserve funds for infrastructure replacement. Of the \$1.2M, approximately \$1.0M should be considered capital costs forwarded from 2020 for completion of the projects budgeted but not completed in 2020. The remaining \$200k would be an additional draw upon reserves. At the end of 2021 remaining reserves available for emergency use should total about \$6.8M.

A big thank you goes to Teri Layton, Salena Holley and the Administration Department for the incredible effort put forth in creating this budget. It was time well spent and very much appreciated. 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.

A handwritten signature in blue ink, appearing to read "Jim C. Lee".

2021 Quick Data

- Annual Entitlement..... 13,000 acre-feet
(No change from 2020)
- Total Company Shares as of January 1, 2021 6,389 shares
- Active Shares as of January 1, 2021 6,178 shares
(inactive shares are those shares currently not taking entitlement water)
- Yearly 2021 entitlement per share 2.035 acre-feet
- Total 2021 active share entitlement 12,570 acre-feet

- Estimated 2021 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 2021 Revenue:

Shareholder	\$4,941,000
Non-shareholder	\$490,000
TOTAL	\$5,431,000

- Projected 2021 Expenses:

Operations and Maintenance.....	(\$1,739,000)
General Administrative.....	(\$1,438,000)
TOTAL	(\$3,177,000)

- Projected 2021 Capital Expenses.....(\$3,411,000)

- Projected 2021 Revenue minus Expenses.....(\$1,157,000)

- Reserves:

Cash on Deposit as of September 2020	\$7,587,000
Projected CoD as of December 2020	\$8,000,000
Projected CoD as of December 2021	\$6,843,000

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 8 full-time and 1 part-time employees.

Changes in 2020

- Office: 1 part-time position vacated

Due to a reduction in clerical needs, management vacated one part-time office position.

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 2021 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.

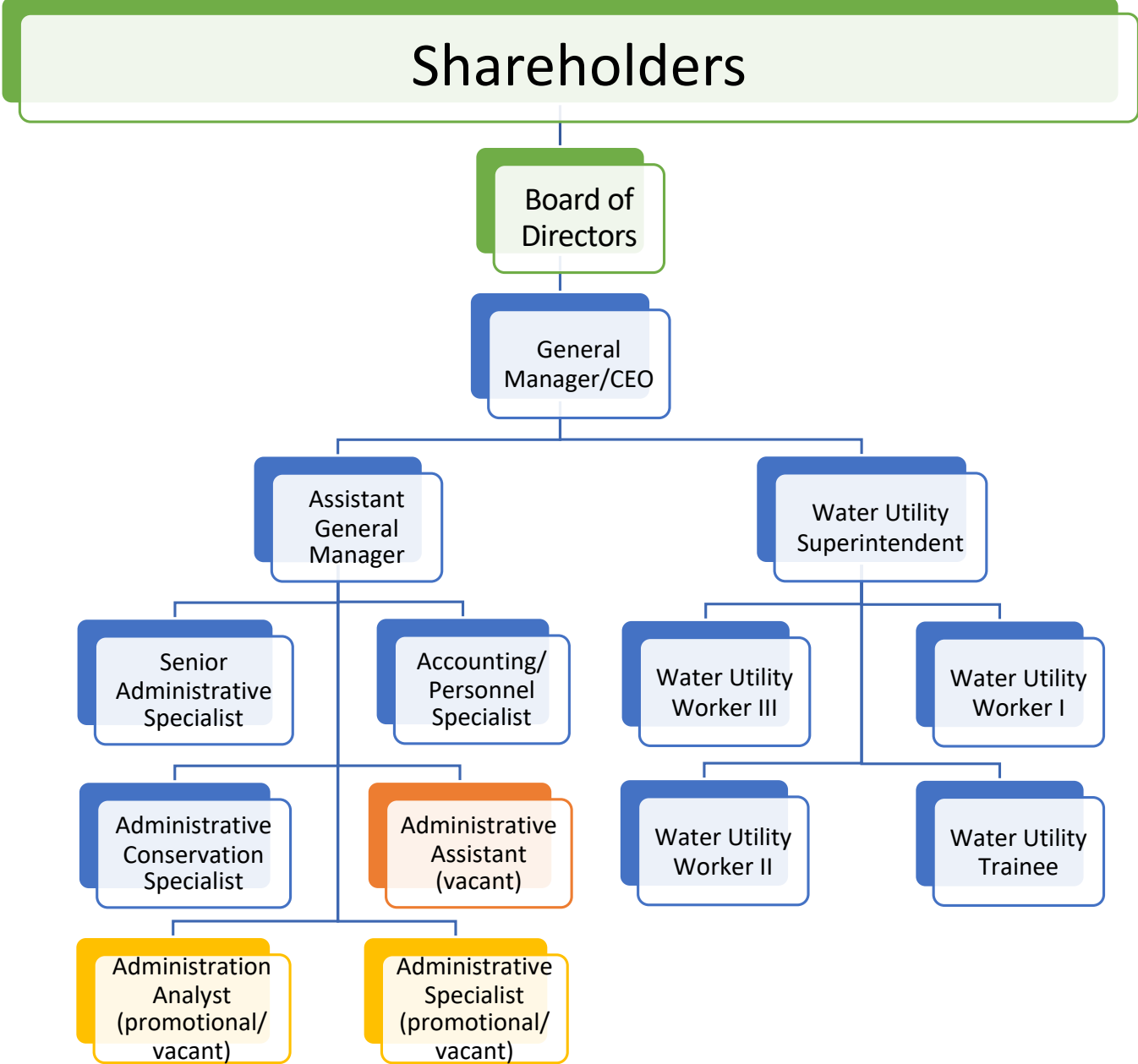
Develop Strategic Partnerships to Initiate and Further Joint Projects – Staff continues to reach-out and build relationships with the different shareholders. We will continue to discuss joint projects that may be beneficial to our shareholders. The Master Plan update may uncover future possibilities.

Invest in Technology – While Smart meters are not necessarily new technology, it would be an improvement to our domestic shareholders. This technology allows individual shareholders the ability to track their own usage and to know of possible leaks as soon as possible. The Company has contracted to have all meters (supply and consumption) upgraded to Advanced Metering Infrastructure (AMI) meters by Spring of 2021.

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 2021, 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

2020 ACCOMPLISHMENTS:

- Campus Avenue Waterline Replacement
- Reservoir 7 Reroof Replacement
- Edison Pond Valve Replacement
- Compensation and Benefit Study
- Office Equipment Upgrade [copier, 3 computers]
- Policy Manual
- GIS Mapping
- Successful stock auction
- Updated Investment Policy, Reserves Policy and Travel Policy
- Updated Collection Policy for compliance with SB998
- Updated Employee Handbook
- Completed Advanced Metering Infrastructure (AMI) study and authorized implementation

2021 GOALS & OBJECTIVES:

- Holly Drive Reservoir, Phase II
- Water Pipeline Improvements
- Company-wide Smart Meter Installation
- Frankish Tunnel Pipeline Repair and Meter Install
- Reservoir 9 Pipeline Replacement
- Revise and Improve Standard Financial Reports and Reporting Policy
- Complete update of Water Facilities Master Plan
- Completion of a Facility Assessment
- Update of Water Sanitary Survey
- Pre-design of new office/yard facilities

FINANCIALS

2021 OPERATING BUDGET OVERVIEW

		2021	2020	2020	2020	2019	2018	
		Budget	Budget	Actual thru June	Projected	Actual	Actual	
SHAREHOLDER REVENUE								
1185	1	Domestic Water Income (Base)	\$ 301,000	\$ 301,000	\$ 104,674	\$ 269,794	\$ 224,897	\$ 243,142
1215	3	Domestic Water Income (Supplemental)	\$ 148,000	\$ 148,000	\$ 82,665	\$ 163,675	\$ 173,314	\$ 208,833
1220	4	Domestic Water Income (Tier 3)	\$ 104,000	\$ 105,000	\$ 114,671	\$ 171,806	\$ 203,813	\$ 262,440
1230	2	Domestic Water Income (Readi/Chrg)	\$ 200,000	\$ 200,000	\$ 100,601	\$ 200,601	\$ 200,337	\$ 199,271
1235	5	Domestic Water Availabilty Charge (WAC)	\$ 60,000	\$ 60,000	\$ 30,456	\$ 60,456	\$ 61,112	\$ 59,622
1245	6	Municipal Water Income (Base)	\$ 3,100,000	\$ 3,073,000	\$ 1,469,630	\$ 3,171,119	\$ 2,846,680	\$ 2,480,476
1260	8	Municipal Water Income (Supplemental)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1268	7	Municipal Water Income (Readi/Chrg)	\$ 80,000	\$ 80,000	\$ 41,400	\$ 81,384	\$ 82,050	\$ 79,800
1274	10	Municipal Water Availability Charge (WAC)	\$ 477,000	\$ 477,000	\$ 238,386	\$ 476,981	\$ 476,686	\$ 476,320
1275	12	Misc Water Income (Base)	\$ 220,000	\$ 223,000	\$ 80,610	\$ 223,528	\$ 185,750	\$ 198,374
1276	9	Misc Water Income (Supplemental)	\$ 126,000	\$ 126,000	\$ 23,230	\$ 86,230	\$ 141,262	\$ 125,881
1280	13	Misc Water Income (Tier 3)	\$ 15,000	\$ 15,000	\$ -	\$ 7,500	\$ 52,194	\$ 14,365
1288	11	Misc Water Income (Readi/Chrg)	\$ 23,000	\$ 23,000	\$ 11,390	\$ 22,885	\$ 23,070	\$ 24,070
1290	14	Misc Water Availability Charge (WAC)	\$ 24,000	\$ 24,000	\$ 11,532	\$ 23,532	\$ 23,064	\$ 23,064
1295	15	Dormant Water Availability Charge (WAC)	\$ 54,000	\$ 54,000	\$ 26,216	\$ 53,216	\$ 52,347	\$ 53,696
1302	16	Meter Service Fees (Connections)	\$ -	\$ -	\$ 677	\$ 677	\$ 3,881	\$ -
1400	35	Stock Transfer	\$ 5,000	\$ 5,000	\$ 1,740	\$ 4,240	\$ 3,510	\$ 4,800
1405	38	Capital Facilities Connection Fee	\$ -	\$ -	\$ 2,341	\$ 2,341	\$ 10,725	\$ -
1410	26	Late/Re-establishment Fee	\$ 4,000	\$ 4,000	\$ 1,635	\$ 1,635	\$ 6,235	\$ 5,770
1415	27	Drought Ordinance Violation Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1420	33	Return Check Fee	\$ -	\$ -	\$ 125	\$ 125	\$ 325	\$ 100
1425	28	Broken/Missing Lock Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1430	30	Stock Certificate Storage & Handling Fee	\$ -	\$ -	\$ 120	\$ 120	\$ 180	\$ 220
TOTAL		\$ 4,941,000	\$ 4,918,000	\$ 2,342,098	\$ 5,021,845	\$ 4,771,433	\$ 4,460,246	
NON-SHAREHOLDER REVENUE								
1635	21	Development Plan Check Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1725	23	Miscellaneous Income	\$ 2,000	\$ 2,000	\$ 1,101	\$ 2,101	\$ 1,684	\$ 51
1728	31	Plans & Spec Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125
1730	24	Construction Permit & Inspection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1750	32	Service/Litigation Agreements	\$ -	\$ -	\$ 407	\$ 407	\$ 565	\$ 686
1753	18	Ground Lease Income	\$ 54,000	\$ 54,000	\$ 32,105	\$ 59,105	\$ 57,684	\$ 53,645
1755	17	Interest Income	\$ 90,000	\$ 90,000	\$ 28,124	\$ 73,124	\$ 79,848	\$ 62,015
1786		Unrealized Gain on 457B Investment	\$ -	\$ -	\$ -	\$ -	\$ 557	\$ -
1875	22	Overhead Income	\$ -	\$ -	\$ -	\$ -	\$ 1,322	\$ 2,468
37		Gain on Sale of Assets	\$ 344,000	\$ 344,000	\$ 1,000	\$ 345,000	\$ 345,759	\$ -
Subtotal:		\$ 490,000	\$ 490,000	\$ 62,736	\$ 479,737	\$ 487,419	\$ 118,991	
DEPRECIATION & OBSOLESCENCE REVENUE								
1300	36	Water Sales from Stored G. W. [D&O Reserves]	\$ -	\$ -	\$ 73,980	\$ 73,980	\$ -	\$ -
Subtotal:		\$ -	\$ -	\$ 73,980	\$ 73,980	\$ -	\$ -	
Revenue Total:		\$ 5,431,000	\$ 5,408,000	\$ 2,478,814	\$ 5,575,562	\$ 5,258,851	\$ 4,579,237	

	2021 Budget	2020 Budget	2020 Actual thru June	2020 Projected	2019 Actual	2018 Actual
FACILITIES & O&M EXPENSES						
Operating Facilities						
2175 20 Facility Related Field Labor	\$ 225,000	\$ 221,000	\$ 114,591	\$ 225,091	\$ 208,615	\$ 207,400
2235 21 Repairs to Facilities and Equipment	\$ 300,000	\$ 305,000	\$ 190,387	\$ 342,887	\$ 39,929	\$ 576,907
2265 22 Power-Gas & Electric (utilities)	\$ 600,000	\$ 600,000	\$ 180,214	\$ 510,214	\$ 611,563	\$ 776,905
Operating Facilities Total:	\$ 1,125,000	\$ 1,126,000	\$ 485,193	\$ 1,078,193	\$ 860,106	\$ 1,561,211
Operating Activities						
2475 18 Customer Services/Billing	\$ 85,000	\$ 86,000	\$ 44,562	\$ 83,262	\$ 70,007	\$ 94,764
2498 19 Conservation Activities	\$ 20,000	\$ 30,000	\$ 6,190	\$ 21,190	\$ 21,565	\$ 33,165
Operating Activities Total:	\$ 105,000	\$ 116,000	\$ 50,752	\$ 104,452	\$ 91,572	\$ 127,930
Other Operating Expense						
2205 24 Non-Facility Related Labor	\$ 75,000	\$ 83,000	\$ 34,159	\$ 75,659	\$ 76,155	\$ 83,899
2210 25 O&M - All Other	\$ 3,800	\$ 1,000	\$ 2,742	\$ 3,242	\$ 7,402	\$ 809
2280 26 Purchased Water	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2295 23 Supplies (Inventory & Tools Expense)	\$ 10,000	\$ 10,000	\$ 5,372	\$ 10,372	\$ 7,316	\$ 5,221
2715 28 Property Taxes	\$ 220,000	\$ 220,000	\$ 102,342	\$ 212,342	\$ 216,650	\$ 216,774
2805 27 Wtr. Resource Mgmt. (Basin Assm'ts)	\$ 200,000	\$ 220,000	\$ 31,473	\$ 169,655	\$ 127,134	\$ 220,869
2830 Loss on Disposal of Asset	\$ -	\$ -	\$ -	\$ -	\$ 38,899	\$ -
2850 30 Inventory Shrinkage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Expense Total:	\$ 508,800	\$ 534,000	\$ 176,087	\$ 471,269	\$ 473,555	\$ 527,573
O & M Expense Total:	\$ 1,738,800	\$ 1,776,000	\$ 712,032	\$ 1,653,914	\$ 1,425,234	\$ 2,216,714

GENERAL ADMINISTRATIVE EXPENSES						
Personnel						
2115 2 Administrative Services	\$ 290,000	\$ 295,000	\$ 137,336	\$ 284,836	\$ 293,365	\$ 232,498
2130 3 Development/Water Svc App	\$ 1,000	\$ 1,000	\$ 20	\$ 520	\$ 502	\$ 876
2325 13 Taxes - Payroll (office and field)	\$ 80,000	\$ 78,000	\$ 39,492	\$ 78,492	\$ 68,841	\$ 70,873
2355 4 Worker's Compensation Insurance	\$ 15,000	\$ 16,000	\$ 4,925	\$ 12,925	\$ 15,798	\$ 14,997
2385 5 Benefit Pay (Vac., Sick, Etc.)	\$ 185,000	\$ 147,000	\$ 106,501	\$ 183,676	\$ 158,122	\$ 172,649
2415 6 Benefit Insurance (Pension, Life, Medical, Dental, Vision)	\$ 250,000	\$ 241,000	\$ 115,415	\$ 235,915	\$ 221,478	\$ 207,301
2430 7 Benefit Administrative Services	\$ 3,000	\$ 1,000	\$ 1,185	\$ 2,115	\$ 1,197	\$ 1,375
Personnel Total:	\$ 824,000	\$ 779,000	\$ 404,874	\$ 798,479	\$ 759,303	\$ 700,569
Other						
2445 9 Office/ IT Support	\$ 63,000	\$ 70,000	\$ 18,998	\$ 53,998	\$ 72,064	\$ 61,979
2505 1 Directors Fees & Expenses	\$ 34,000	\$ 32,000	\$ 17,008	\$ 33,008	\$ 33,568	\$ 33,283
2535 11 Liability Insurance (Non-empl. benef.)	\$ 30,000	\$ 39,000	\$ 29,894	\$ 29,894	\$ 29,928	\$ 27,227
2595 14 Communications	\$ 40,000	\$ 106,000	\$ 26,484	\$ 79,484	\$ 66,245	\$ 21,671
2625 15 Dues & Subscriptions	\$ 3,000	\$ 3,000	\$ 1,278	\$ 2,418	\$ 3,396	\$ 2,450
2655 10 Outside Services	\$ 30,000	\$ 349,000	\$ 3,183	\$ 37,683	\$ 18,340	\$ 37,749
2745 12 Taxes - Income	\$ 14,000	\$ 8,000	\$ 12,000	\$ 14,000	\$ 11,905	\$ 9,830
2775 8 Accounting Expense	\$ 70,000	\$ 76,000	\$ 41,588	\$ 70,606	\$ 61,650	\$ 62,494
2276 8 Legal Expense	\$ 250,000	\$ 180,000	\$ 157,642	\$ 247,642	\$ 196,184	\$ 213,557
2790 16 Human Resource Expense	\$ 45,000	\$ 42,000	\$ 20,612	\$ 41,612	\$ 44,381	\$ 45,398
2865 17 All Other	\$ 35,000	\$ 42,000	\$ 5,975	\$ 26,975	\$ 31,636	\$ 33,144
Other Total:	\$ 614,000	\$ 947,000	\$ 334,661	\$ 637,320	\$ 569,297	\$ 548,782
G. & A. Expense Total:	\$ 1,438,000	\$ 1,726,000	\$ 739,536	\$ 1,435,799	\$ 1,328,600	\$ 1,249,351

Capital Expenditure						
Facilities	\$ 3,156,000	\$ 2,022,000	\$ 653,000	\$ 1,178,000		
Equipment/Studies/Reports	\$ 255,000	\$ 34,100	\$ 29,000	\$ 59,000		
CIP Total:	\$ 3,411,000	\$ 2,056,100	\$ 682,000	\$ 1,237,000	\$ -	\$ -

Total Revenue:	\$ 5,431,000	\$ 5,408,000	\$ 2,478,814	\$ 5,575,562	\$ 5,258,851	\$ 4,579,237
Total Expenses excluding CIP:	\$ 3,176,800	\$ 3,502,000	\$ 1,451,568	\$ 3,089,713	\$ 2,753,834	\$ 3,466,065
Total Expenses including CIP:	\$ 6,587,800	\$ 5,558,100	\$ 2,133,568	\$ 4,326,713	\$ 2,753,834	\$ 3,466,065
Net Income without D&O funds:	\$ 2,254,200	\$ 1,906,000	\$ 953,267	\$ 2,411,869	\$ 2,505,017	\$ 1,113,172
Net Income with D&O funds:	\$ 2,254,200	\$ 1,906,000	\$ 1,027,246	\$ 2,485,849	\$ 2,505,017	\$ 1,113,172

2565 29 Depreciation	\$ 903,000	\$ 901,000	\$ 459,714	\$ 910,214	\$ 917,344	\$ 881,254
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Net income excluding Capital Expenditures less Depreciation	\$ 1,351,200	\$ 1,005,000	\$ 567,532	\$ 1,575,635	\$ 1,587,673	\$ 231,918
Net income including Capital Expenditures less Depreciation	\$ (2,059,800)	\$ (1,051,100)	\$ (114,468)	\$ 338,635	\$ 1,587,673	\$ 231,918
Net income including Capital Expenditures	\$ (1,156,800)	\$ (150,100)	\$ 271,267	\$ 1,174,869	\$ 2,505,017	\$ 1,113,172
Net income including Capital Expenditures less NSR	\$ (1,646,800)	\$ (640,100)	\$ 208,530	\$ 695,132	\$ 2,017,598	\$ 994,181

2021 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	
Projected Operating Expenses	\$ (225,209)	\$ (208,554)	\$ (351,699)	\$ (248,554)	\$ (218,764)	\$ (233,484)	\$ (233,554)	\$ (238,854)	\$ (253,394)	\$ (251,344)	\$ (334,463)	\$ (378,929)	\$ (3,176,800)
Projected CIP Expenses	\$ (478,000)	\$ (757,000)	\$ (559,000)	\$ (609,000)	\$ (280,000)	\$ (70,000)	\$ (70,000)	\$ (93,000)	\$ (60,000)	\$ (60,000)	\$ (60,000)	\$ (60,000)	
Projected Delta	\$ (395,110)	\$ (652,005)	\$ (632,200)	\$ (573,805)	\$ (63,465)	\$ 297,065	\$ 303,045	\$ 221,395	\$ 193,205	\$ 103,605	\$ (22,464)	\$ 256,120	
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	\$ (80,750)	\$ (65,025)	\$ (65,025)	\$ (65,025)	\$ (65,235)	\$ (65,025)	\$ (65,025)	\$ (65,025)	\$ (65,025)	\$ (67,815)	\$ (65,025)	\$ (90,000)	\$ (824,000)
Other Expenses	\$ (45,468)	\$ (44,538)	\$ (77,683)	\$ (74,538)	\$ (44,538)	\$ (49,468)	\$ (44,538)	\$ (44,838)	\$ (49,378)	\$ (44,538)	\$ (44,538)	\$ (49,938)	\$ (614,000)
Operating Expenses	\$ (98,991)	\$ (98,991)	\$ (208,991)	\$ (108,991)	\$ (108,991)	\$ (118,991)	\$ (123,991)	\$ (128,991)	\$ (138,991)	\$ (138,991)	\$ (224,900)	\$ (238,991)	\$ (1,738,800)
Capital Expenses	\$ (478,000)	\$ (757,000)	\$ (559,000)	\$ (609,000)	\$ (280,000)	\$ (70,000)	\$ (70,000)	\$ (93,000)	\$ (60,000)	\$ (60,000)	\$ (60,000)	\$ (60,000)	\$ (3,156,000)
	\$ (395,110)	\$ (652,005)	\$ (632,200)	\$ (573,805)	\$ (63,465)	\$ 297,065	\$ 303,045	\$ 221,395	\$ 193,205	\$ 103,605	\$ (22,464)	\$ 256,120	\$ (964,612)

2021 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	\$ 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	\$ 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	\$ 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	\$ 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	\$ 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	
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	\$ 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	\$ 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	
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	\$ 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	\$ 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	\$ 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	\$ 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	\$ 54,000	
1302	16	Meter Service Fees (Connections)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
1400	35	Stock Transfer	\$ -	\$ 750	\$ -	\$ 750	\$ -	\$ 750	\$ -	\$ 750	\$ -	\$ 750	\$ -	\$ 750	
1405	38	Capital Facilities Connection Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
1410	26	Late/Re-establishment Fee	\$ 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	\$ 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	\$ 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	\$ 90,000.00	
1875	22	Overhead Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
37		Gain on Sale of Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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	
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

2021 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	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 18,750.00	\$ 225,000.00
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	\$ 40,000.00	\$ 50,000.00	\$ 55,000.00	\$ 60,000.00	\$ 70,000.00	\$ 70,000.00	\$ 65,000.00	\$ 60,000.00	\$ 60,000.00	\$ 600,000.00
Operating Facilities Total:		\$ 73,750.00	\$ 73,750.00	\$ 73,750.00	\$ 83,750.00	\$ 83,750.00	\$ 93,750.00	\$ 98,750.00	\$ 103,750.00	\$ 113,750.00	\$ 113,750.00	\$ 108,750.00	\$ 103,750.00	\$ 103,750.00	\$ 1,125,000.00
Operating Activities															
2475	18	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 7,083.33	\$ 85,000.00
2498	19	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 20,000.00
Operating Activities Total:		\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 8,750.00	\$ 105,000.00
Other Operating Expense															
2205	24	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 75,000.00
2210	25	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 316.67	\$ 3,800.00
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	\$ 833.33	\$ 10,000.00
2715	28	\$ -	\$ -	\$ 110,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000.00
2805	27	\$ 9,090.91	\$ 9,090.91	\$ 9,090.91	\$ 9,090.91	\$ 9,090.91	\$ 9,090.91	\$ 9,090.91	\$ 9,090.91	\$ 9,090.91	\$ 9,090.91	\$ 100,000.00	\$ 9,090.91	\$ 9,090.91	\$ 200,000.00
2850	30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Expense Total:		\$ 16,490.91	\$ 16,490.91	\$ 126,490.91	\$ 16,490.91	\$ 16,490.91	\$ 16,490.91	\$ 16,490.91	\$ 16,490.91	\$ 16,490.91	\$ 16,490.91	\$ 107,400.91	\$ 126,490.91	\$ 126,490.91	\$ 508,800.00
O & M Expense Total:		\$ 98,990.91	\$ 98,990.91	\$ 208,990.91	\$ 108,990.91	\$ 108,990.91	\$ 118,990.91	\$ 123,990.91	\$ 128,990.91	\$ 138,990.91	\$ 138,990.91	\$ 224,900.00	\$ 238,990.91	\$ 238,990.91	\$ 1,738,800.00
GENERAL ADMINISTRATIVE EXPENSES															
Personnel															
2115	2	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 24,166.67	\$ 290,000.00
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	\$ 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	\$ 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	\$ 1,250.00	\$ 15,000.00
2385	5	\$ 27,750.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 12,025.00	\$ 37,000.00	\$ 185,000.00
2415	6	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 250,000.00
2430	7	\$ -	\$ -	\$ -	\$ -	\$ 210.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,790.00	\$ -	\$ -	\$ 3,000.00
Personnel Total:		\$ 80,750.00	\$ 65,025.00	\$ 65,025.00	\$ 65,025.00	\$ 65,235.00	\$ 65,025.00	\$ 65,025.00	\$ 65,025.00	\$ 65,025.00	\$ 67,815.00	\$ 65,025.00	\$ 90,000.00	\$ 90,000.00	\$ 824,000.00
Other															
2445	9	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 5,250.00	\$ 63,000.00
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	\$ 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	\$ 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	\$ -	\$ -	\$ 12,600.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400.00	\$ 14,000.00
2775	8	\$ 4,454.55	\$ 4,454.55	\$ 21,000.00	\$ 4,454.55	\$ 4,454.55	\$ 4,454.55	\$ 4,454.55	\$ 4,454.55	\$ 4,454.55	\$ 4,454.55	\$ 4,454.55	\$ 4,454.55	\$ 4,454.55	\$ 70,000.00
2276	8	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 20,833.33	\$ 250,000.00
2790	16	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 45,000.00
2865	17	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 2,916.67	\$ 35,000.00
Other Total:		\$ 45,467.88	\$ 44,537.88	\$ 77,683.33	\$ 74,537.88	\$ 44,537.88	\$ 49,467.88	\$ 44,537.88	\$ 44,837.88	\$ 49,377.88	\$ 44,537.88	\$ 44,537.88	\$ 49,937.88	\$ 49,937.88	\$ 614,000.00
G. & A. Expense Total:		\$ 126,217.88	\$ 109,562.88	\$ 142,708.33	\$ 139,562.88	\$ 109,772.88	\$ 114,492.88	\$ 109,562.88	\$ 109,862.88	\$ 114,402.88	\$ 112,352.88	\$ 109,562.88	\$ 139,937.88	\$ 139,937.88	\$ 1,438,000.00
Total Expenses:		\$ 225,208.79	\$ 208,553.79	\$ 351,699.24	\$ 248,553.79	\$ 218,763.79	\$ 233,483.79	\$ 233,553.79	\$ 238,853.79	\$ 253,393.79	\$ 251,343.79	\$ 334,462.88	\$ 378,928.79	\$ 378,928.79	\$ 3,176,800.00

2021 OPERATING BUDGET CAPITAL IMPROVEMENTS

		DRAFT 2021 CIP												
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
#	Domestic Water System													
1	Holly Drive Tank, Phase II	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000								\$ 500,000
2	Smart Meter Installation	\$ 185,000	\$ 185,000											\$ 370,000
3	Water Pipeline Improvements	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000								\$ 700,000
	Cliff near Euclid Crescent and Cliff Primrose, north of 25th													
	Linda & Lamplighter, north of 24th													
7	SCADA PLC Controller Replacement			\$ 40,000	\$ 40,000	\$ 40,000								\$ 120,000
8	Cucamonga Crosswall Enviro Mitigation				\$ 50,000			\$ 23,000						\$ 73,000
9	Frankish Tunnel Pipeline Repair and Meter Install	\$ 53,000	\$ 53,000											\$ 106,000
10	Site 19 Well						\$ 30,000	\$ 30,000	\$ 30,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 330,000
	Total	\$ 478,000	\$ 478,000	\$ 280,000	\$ 330,000	\$ 280,000	\$ 30,000	\$ 30,000	\$ 53,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 2,199,000
Irrigation System														
1	SCADA PLC Controller Replacement						\$ 40,000	\$ 40,000	\$ 40,000					\$ 120,000
3	Reservoir 9 Pipeline Replacement		\$ 279,000	\$ 279,000	\$ 279,000									\$ 837,000
	Total	\$ -	\$ 279,000	\$ 279,000	\$ 279,000	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 957,000
	TOTAL	\$ 478,000	\$ 757,000	\$ 559,000	\$ 609,000	\$ 280,000	\$ 70,000	\$ 70,000	\$ 93,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 3,156,000

Design/Engineering
Construction

2021 OPERATING BUDGET EQUIPMENT/STUDIES/REPORTS

		DRAFT 2021 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 Truck			\$ 85,000										\$ 85,000
	Total	\$ -	\$ 500	\$ 85,000	\$ 500	\$ -	\$ 3,500	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 90,000

		DRAFT 2021 STUDIES AND REPORTS												TOTAL
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
#	Studies and Reports													
1	Urban Water Management Plan				\$ 25,000	\$ 25,000	\$ 25,000							\$ 75,000
	American Water Infrastructure Act (AWIA) Risk and Resilience Assessment and Emergency Response Plan							\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000			\$ 80,000
3	San Antonio Canyon Watershed Study			\$ 10,000										\$ 10,000
	Total	\$ -	\$ -	\$ 10,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 165,000

CAPITAL IMPROVEMENTS

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

Total Budget: **\$638,820**

Engineering: \$92,260 (contract authorized Sept. 15, 2020)

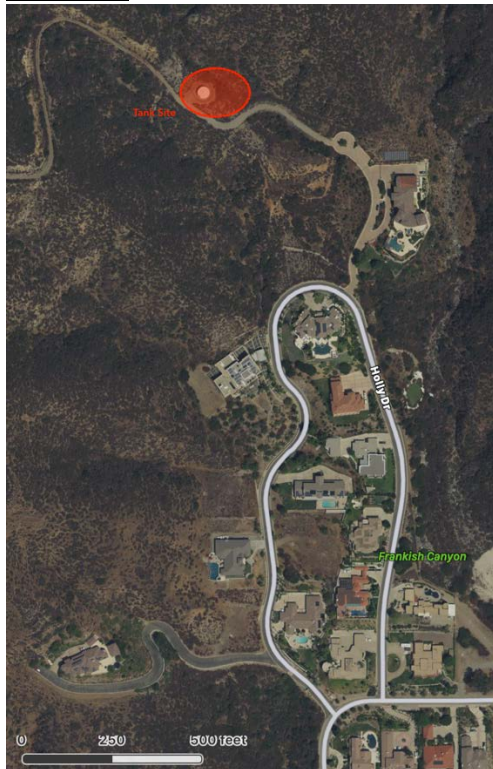
Tank Construction: \$446,560 (contract authorized Sept. 15, 2020)

Site Construction: \$100,000 (To be bid)

Schedule:

Construction: December 2020 - June 2021

Location:



Justification: Provide an additional 170,000-gallon storage capacity to meet operational storage, emergency storage and fire flow requirements. Install two inline system control valves.

Project Title: **Water Pipeline Improvements**

Total Budget: **\$793,000 (10% construction contingency)**

Engineering: \$191,155 (contract authorized April 21, 2020)

Spent as of 12/01/20: \$81,517.35

Remaining: \$109,637.65

Construction: \$547,135 (CP Construction)

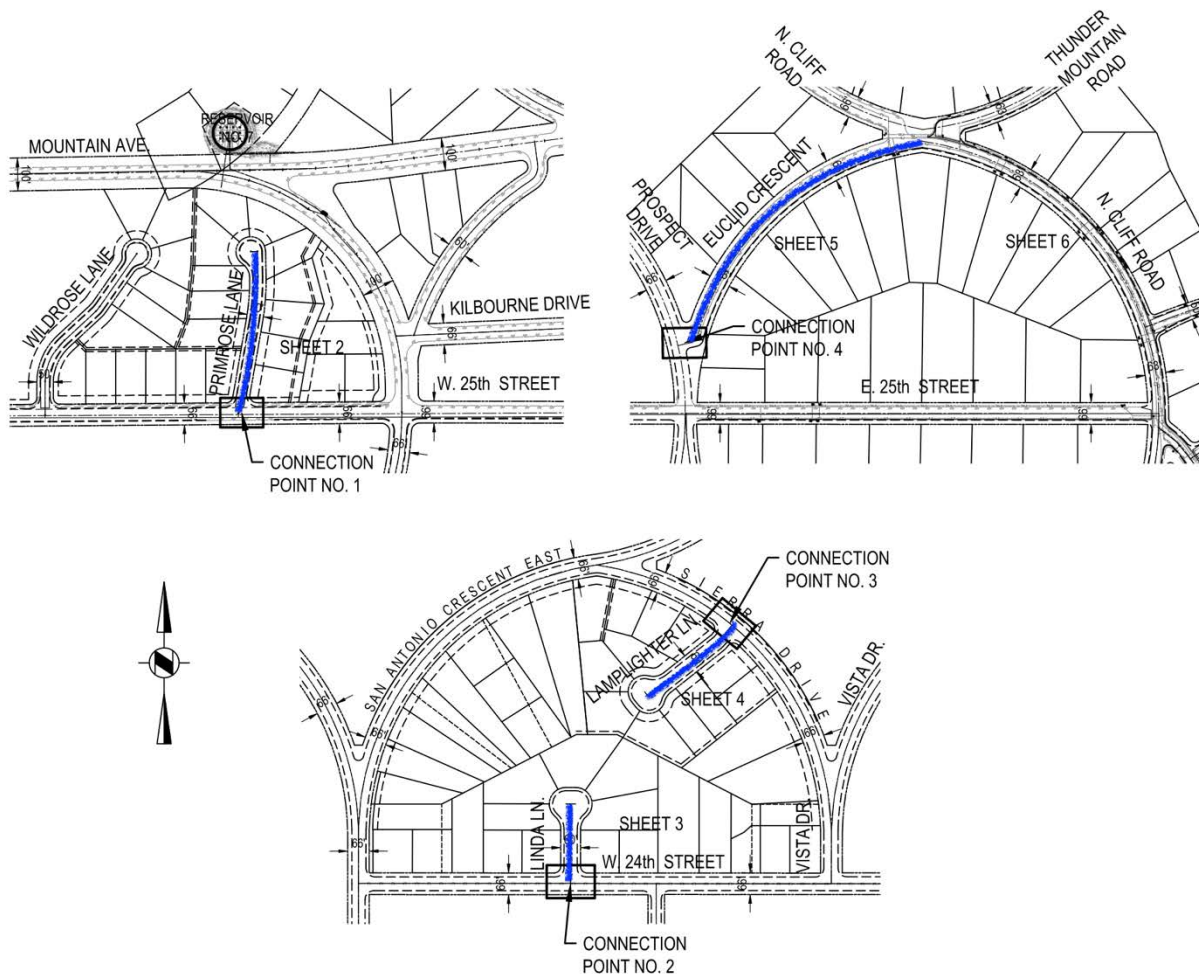
Schedule:

Engineering: May – November 2020

Bidding: November - December 2020

Construction: January – May 2021

Location:



Justification: Upgrade small diameter pipeline in Cliff Road, from 25th Street to Euclid Crescent. Install new laterals to five homes on Cliff Drive, connecting them to the new upper zone pipeline. The existing FH does not meet available fire flow. Pipeline has exceeded its useful life. Identified in the 2017 Master Plan as a medium priority project.

Replace pipeline on Primrose Lane, north of West 25th Street. The pipeline was installed before 1976 and has exceeded its useful life. Also, will relocate one service lateral from a backyard run into Mountain Avenue. Identified in the 2017 Master Plan as a low priority project.

Replace pipeline on Linda Lane, north of W 24th Street and Lamplighter Lane, west of Sierra Drive. Abandon pipeline located in backyards between Linda and Lamplighter. Install flushing hydrants at end of Linda and Lamplighter. The existing pipeline was installed before 1976 and has exceeded its useful life. Identified in the 2017 Master Plan as a low priority project.

Project Title: **SCADA PLC Controller Replacement**

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

Engineering: \$0

Construction: \$120,000

Schedule:

Installation: March - May 2021

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.

For this year staff is proposing replacement of the PLCs at the Forebay, Well 16 and Office.

Project Title: **Cucamonga Crosswall Environmental Mitigation, Year 3 of 5**
Total Budget: **\$73,000**
Maintenance: \$73,000

Schedule:

Maintenance: April & August 2021

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: **Frankish Tunnel Pipeline Repair and Meter Install**

Total Budget: **\$136,000 (10% construction contingency)**

Engineering: \$31,655 (contract authorized April 21, 2020)

Spent as of 12/01/20: \$26,860

Remaining: \$4,795

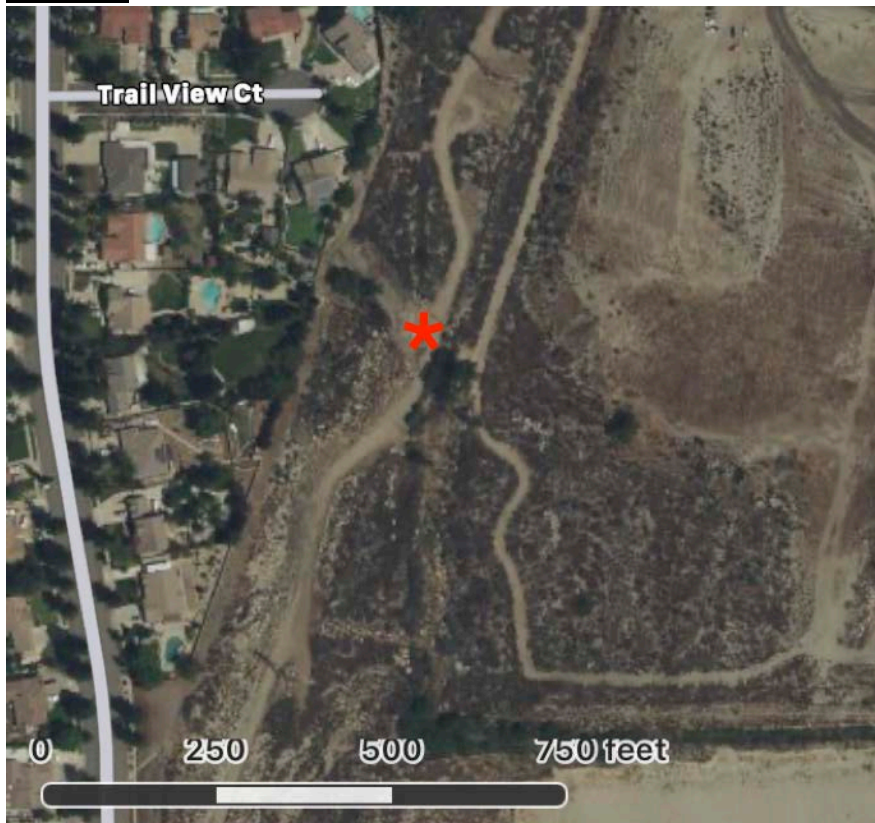
Construction: \$94,830 (CP Construction)

Schedule:

Design: June – November 2020

Construction: January – February 2021

Location:



Justification: The metering arrangement at the Frankish Tunnel outflow is not set to the appropriate hydraulic grade and the Company is unable to meter all waterflow from the tunnel. Additionally, this location is a transfer point for spread water from the forebay into Basin 6A. To improve metering and accounting for all available water, staff would like to upgrade the tunnel outfall and install an additional meter.

Project Title: **Well Site 19**

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

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

Construction: \$2,000,000

Schedule:

Engineering: June 2021 – March 2022

Bidding: June-July 2022

Construction: October 2022 – February 2023

Location:



Justification: Unable to meet supply requirements, 2008 Master Plan recommendation. Construct a new well at Site 19. Identified in the 2017 Master Plan as a high priority project.

Project Title: **Advanced Metering Infrastructure (AMI) Implementation / Meter Replacement w/ Metron-Farnier**

Total Budget: **\$770,000** (contract authorized September 15, 2020)

Installation: \$740,000

Budgeted for 2020: \$370k

Budgeted for 2021: \$370k

Schedule:

Installation: December 2020 – January 2021

Location: System Wide

Justification: Since the Company only reads meters one a month, leaks on shareholder systems can go unchecked for weeks, leading to a high loss of water and associated high water bill. AMI meters provide daily water reads that show hourly water consumption over a 24-hour period. AMI meters are tied into computers systems that can automatically alert the Company and Shareholders if their system hits certain thresholds; 24-hours of continuous use, extremely high-water use, etc. A high-level review indicates that installing AMI smart meters would add about \$1.65 per month to Company meter costs, or an additional \$24,000 per year above what we are currently spending on meter services, not including our shareholder leak forgiveness program. The Company currently averages about \$7,000 per year in billing adjustments due to large shareholder leak forgiveness. Additionally, budgeting for the Company's meter replacement program over the next ten years will be eliminated. Current year budget is \$70,000. This program will be slightly revenue negative for the Company because shareholder leaks will be detected and fixed, resulting in reduced water sales.

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

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

Installation: \$120,000

Schedule:

Installation: June - August 2021

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. For 2020 staff is proposing replacement of PLCs at Well 31, V-Screen and Reservoir 1.

Project Title: **Reservoir 9 Pipeline Replacement**

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

Engineering: \$78,950 (contract authorized April 21, 2020)

Spent as of 12/01/20: \$61,495

Remaining: \$17,455

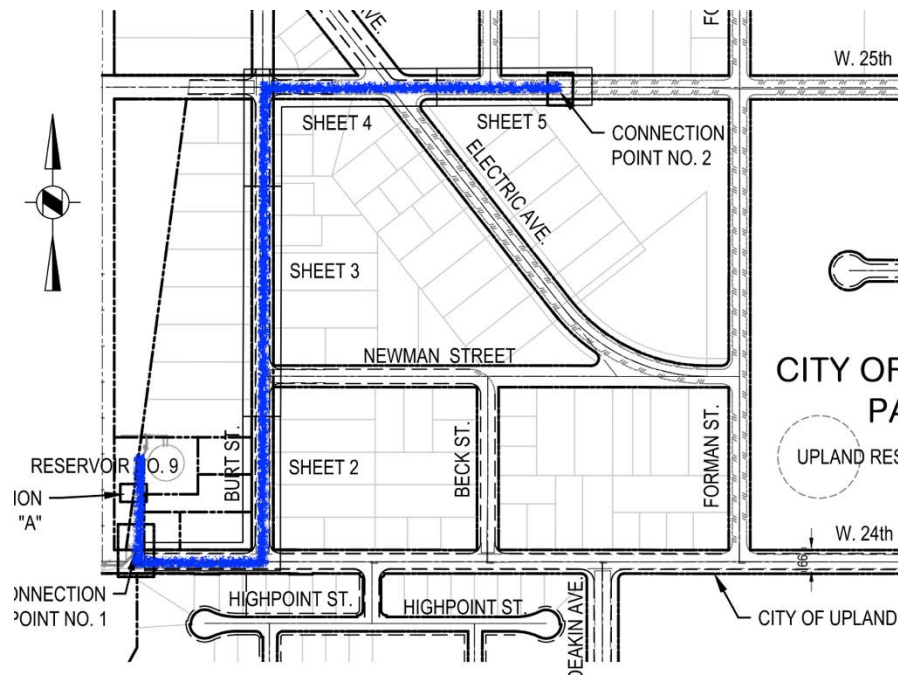
Construction: \$807,090 (contract authorized November 17, 2020)

Schedule:

Design: April – Sept 2020

Construction: January – April 2021

Location:



Justification:

Replace pipeline on 25th Street and along backside of Burt Street homes to Reservoir #9. Abandon pipeline installed in backyard along Electric Avenue and Newman Street. The 24" concrete pipeline was installed before 1976 and has exceeded its useful life. Identified by staff as a high maintenance root-bound pipeline.

ENTITLEMENT PROJECTIONS

		2021 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	600	400	300	200	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