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Memorandum

PROFESSIONAL ENGINEER LICENSED 11814 STATE OF IDAHO NECIA M MAIANI

Necia Maiani Digitally signed by Necia Maiani DN: C=US, E=nmaiani@Welchcomer.com, O=Welch Comer, CN=Necia Maiani Date: 2026.02.27 12:38:16-08'00'

TO: **COUGAR BAY WATER ASSOCIATION**

FROM: **NECIA MAIANI, P.E. & AMBER GRAVES, E.I.T.**

PRJ. #: **41444.03**

SUBJECT: **COUGAR BAY WATER ASSOCIATION COST OF SERVICE ANALYSIS**

DATE: **FEBRUARY 24, 2026**

PURPOSE

Cougar Bay Water Association (Association) contracted with Welch Comer and Associates, Inc. to complete a cost of service in general accordance with the AWWA Manual of Supply Practices, M1: Principles of Water Rates, Fees and Charges. The primary goal was to determine if current revenues are adequately funding operating expenses, including the water system's capital improvement priorities and reserve goals.

SCOPE

The contract scope of work for this analysis included the following:

- Part 1: Tabulation and depreciation evaluation of the existing water system infrastructure
- Part 2: Prepare 10-year capital improvement plan
- Part 3: Cost of Service Analysis
- Part 4: Provide recommendations for minimum reserve balance
- Part 5: Complete three meetings with the Owner
- Part 6: Summarize analysis in memorandum

BACKGROUND

The Cougar Bay public water system is owned by Cougar Bay Ridge Water, LLC and leased and operated by the Cougar Bay Water Association. The system serves approximately 121 members. The Association leases the system and is responsible for the operation, maintenance, and improvement of the system. The Association collects water rates from its members to cover these costs.

The current rate structure includes a monthly base fee that covers up to 25,000 gallons of water use, with tiered usage charges applied to consumption exceeding 25,000 gallons per month. Vacant lots within the Association are assessed a monthly standby fee of $70 until the lot is connected to the system. This structure is summarized in Table 1.

Table 1: Existing Rate Structure

Description	Fee
Standby Charge	$70/month
Base Charge (includes 25,000 gallons)	$100/month
25,000-50,000 gallons	$1.00/1,000 gallons
Above 50,000 gallons	$1.25/1,000 gallons

In 2026, the Association's connection fees increased to the following structure summarized in Table 2.

Table 2: Existing Connection Fee

Size	Connection Fee	Hook-Up Fee	Meter	Total
1"	$9,021.50	$566.50	$412.00	$10,000.00
1-1/2"	$9,021.50	$566.50	$772.50	$10,360.50
2"	$12,500.00	$566.50	Requires Estimate	TBD
3"	$20,600.00	$566.50	Requires Estimate	TBD

EXPENSE ANALYSIS

Operation and Maintenance Costs

The Association incurs operation and maintenance expenses in two primary categories:

- Fixed: These are expenses that are incurred regardless of the amount of water that the Association sells. Examples of fixed expenses include administrative (office) costs, labor, insurance, etc. The lease fee paid to Cougar Bay Ridge Water, LLC is included as a fixed expense.
- Variable: These are expenses incurred that depend on the amount of water that the Association sells. Examples include power and chemical (where applicable). Variable costs may also include repair costs incurred as a result of wear and tear, i.e. the more a pump is operated, typically, the sooner it will require replacement. (This may also be covered under short lived assets.)

Depreciation

As noted and evaluated in the 2024 Water System Facility Plan prepared by Welch Comer, the Cougar Bay Water System was primarily built in 1990 and 2004, making the average component age 28 years. Key components include 2 groundwater wells drilled in 2004 (both with an approximate capacity of 970 gpm), a 400,000 gallon welded steel tank constructed in 1990, and a 4.3-mile distribution system also constructed in 1990.

- Wells
  - The cost to construct a comparable facility under current conditions was estimated and divided by its useful life to approximate annual depreciation in present-day dollars.
  - Well Components are as follows:
    - Two 12-inch Wells:
      - Useful Life of Wells: 100 years
      - Current Age of Wells: 22 years
      - Useful Life of Pumps: 30 years
      - Current Age of Pumps: 22 years
    - Pump House:
      - Useful Life of Building: 50 years
      - Current Age of Building: 22 years
      - Useful Life of Electrical Controls: 15 years
      - Current Age of Electrical Controls: 22 years
- Storage
  - The cost to construct a comparable facility under current conditions was estimated and divided by its useful life to approximate annual depreciation in present-day dollars.
  - Useful Life of Tank: 100 years
  - Current Age of Tank: 36 years
- Distribution
  - For each size waterline, we estimated the cost to install a new waterline based on current unit prices and divided by its useful life to approximate annual depreciation in present-day dollars.
    - Expected life for waterlines: 75 years
    - Expected life for hydrants: 75 years

- Expected life for PRV Vaults: 50 years
- Expected life for services: 40 years

Based on the assumptions above, the system is depreciating at approximately $180,000 per year and has accumulated depreciation totaling just under $6 million. This results in an estimated current system value of $6.6 million. The depreciation summaries for each facility are provided in Attachment 1.

Debt Service

The Association is operating debt-free.

Capital Improvement Projects

The Association has identified several capital improvement projects to address aging infrastructure and maintain existing infrastructure to extend its useful life. Painting the exterior of the pump house and inspecting the interior of the existing tank represent the Association's immediate capital priorities. These projects are intended to maintain existing assets and extend their useful life. Following completion of these efforts, re-painting the existing tank (interior and exterior) and replacing short term assets represent the Association's highest priority capital improvements. Table 3 summarizes the Association's planned capital improvement projects, associated budgets, and anticipated implementation timelines.

Table 3: Capital Improvement Projects

Project	Budgeted Project Cost[1]	Estimated Completion Date[2]
Pump House Exterior Paint	$3,200	2026 & 2031
Interior Tank Inspection	$10,000	2026
Tank Exterior Paint	$100,000	2027
Electrical Controls Update	$100,000	2028
Pump Replacement	$300,000	2032
Tank Interior Paint	$200,000	2033

1. Budgeted project costs are shown in present day values. 4% annual inflation was assumed for budgeting purposes.
2. These dates are estimates only. The Association should complete projects as they see fit.

The total estimated cost of the projects identified is $713,200. This is equivalent to $71,320 a year for the next 10 years. Attachment 2 includes a projected budget showing each of these expenditures in the year reflected in Table 3.

FINANCIAL REVIEW

Tables 4 and 5 summarize the Association's financials for the last five years.

Table 4: Summary of Revenue

	2020	2021	2022	2023	2024
Assessments	$103,020.00	$104,420.00	$119,049.76	$121,260.00	$125,035.00
Member Transfer Fee	$22,000.00	$10,000.00	$13,000.00	$5,000.00	$10,000.00
Water Overage Fee	$9,180.75	$13,928.00	$11,010.50	$14,794.25	$13,595.50
Water Meter	$6,500.00	$4,150.00	$5,450.00	$3,900.00	$3,800.00
Connection Fees		$3,000.00	$3,000.00		$16,000.00
Reserve Interest	$7,833.08	$6,680.96	$2,175.05	$6,996.52	$12,520.87
Centaurus Investment			$16,269.74	$5,807.93	$6,156.75
Misc	$322.23	$185.05	$100.00	$138.31	$822.99
Total Revenue	**$148,856.06**	**$142,364.01**	**$170,055.05**	**$157,897.01**	**$187,931.11**

Table 5: Summary of Expenses

	2020	2021	2022	2023	2024
Fixed					
Property Rent	$11,200.00	$11,500.00	$11,600.00	$11,600.00	$11,800.00
Insurance	$11,427.14	$11,125.94	$11,336.92	$11,547.08	$11,633.48
Telephone	$569.90	$556.26	$577.03	$651.59	$703.47
Salaries	$6,956.68	$7,501.60	$17,043.66	$18,112.79	$20,097.65
Testing	$4,480.00	$5,050.00	$5,130.00	$5,735.00	$5,205.00
Administration	$6,516.14	$7,269.82	$1,820.49	$1,934.07	$2,305.86
Taxes	$6,743.42	$5,195.04	$2,448.58	$12,436.15	$4,460.40
Water Meter Reading	$2,400.00	$3,400.00			
Professional fees	$21,112.38	$18,038.55	$18,730.07	$19,378.50	$20,906.62
Variable					
Electricity	$6,342.08	$7,939.55	$7,475.54	$8,448.29	$9,552.00
Repairs & Maintenance	$1,944.29		$1,882.21	$1,750.00	$3,154.87
Water Meters	$1,255.63	$3,353.95		$2,211.41	$4,643.28
Engineering	$315.00	$390.00	$390.00	$390.00	$400.00
Bad Debt Write		$2,979.80			
Total Operating Expenses	**$81,262.66**	**$84,300.51**	**$78,434.50**	**$94,194.88**	**$94,862.63**

As shown in Tables 4 and 5, system revenues have exceeded operating expenses over the past five years. Since 2020, expenses have increased by approximately 17 percent, while revenue has increased by more than 25 percent. This revenue growth is primarily attributable to an increase in the number of connections, which has resulted in higher assessment revenue and additional connection fee income. The figure below illustrates this trend.

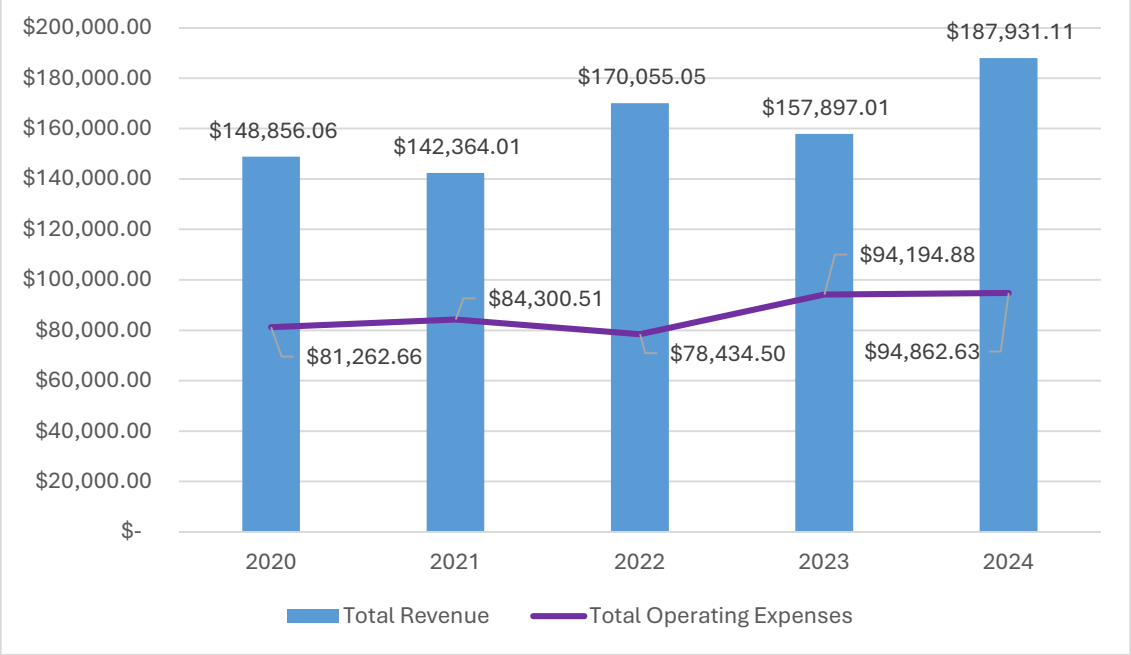

Figure 1: Cougar Bay Water Association Revenue v. Expenses

The consistent operating surplus has enabled the Association to fully fund operations while strengthening reserves and remaining debt-free. This indicates that current rates are sufficient to cover expenses and support reserve growth, as reflected in the historical balances shown in Table 6.

Table 6: Reserve Balance

Account	2020	2021	2022	2023	2024
NW Bank - Reserve Funds	$132,994.14	$179,320.67	$180,726.54		
PPB Reserve Funds	$220,381.98	$212,009.13	$259,352.87	$267,222.02	$314,010.40
Northwest Bank CDs	$51,374.84	$51,696.59	$52,217.03	$250,970.52	$262,533.23
Mutal Fund Account	$115,705.00	$121,660.00	$137,824.74	$143,602.67	$149,759.42
Total Account Balance	**$520,455.96**	**$564,686.39**	**$630,121.18**	**$661,795.21**	**$726,303.05**
Growth		**8.50%**	**11.59%**	**5.03%**	**9.75%**

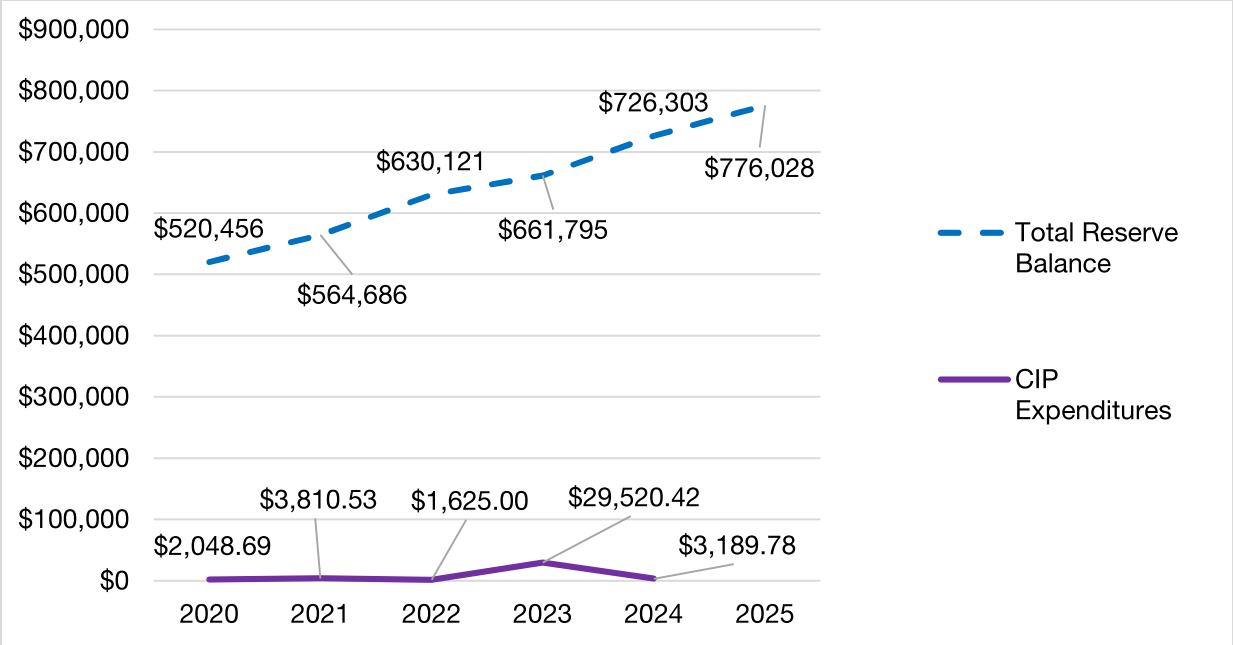

Figure 2: Reserve Balance v. CIP Expenditures

While funds have been transferred between accounts, overall, the balance has grown by at least 5 percent every year while supporting CIP expenses. This demonstrates the Association's strong financial position and supports the conclusion that the current rate structure is sufficient.

RATE EVALUATION

The water revenue requirements for this water rate analysis were calculated in accordance with the American Water Works Association (AWWA) Manual M1 Cash Basis method. The Cash Basis method considers system revenue requirements for operation and maintenance expenses, debt service, and capital improvements as follows:

- Access Fee or Base Charge = Total System Expenses (from Budget Sheet) - Variable Expenses* - Interest Income - Miscellaneous Income** / (12 months X Total Units Billed)

  Notes for Access Fee:

  *Variable Expenses Include Power and Short Lived Assets

  **Miscellaneous Income Includes Miscellaneous Fees Collected (Set Up Fees, Hookup Fees, Late Fees, etc.)

- Excess or Gallon Charge = Variable Expenses / Gallons Sold
- Pending policy, Depreciation Funding and/or Capital Improvement Costs may be included in either category or a separate charge per billed unit developed.

This memo analysis was conducted using expenses, accounts, and water use for the 2024 calendar year.

Table 7: AWWA Rate Calculation

	Total "Fixed" Expense	$77,112
/	2024 Equivalent Billed Units	94
=	Annual Base Charge (0 Gal)	$820.34
/	12 months	
=	Monthly Base Charge (0 Gal)	$68.36
	2024 Variable Expense	$17,750
/	Gallons Sold	24,221,000
=	$ per 1,000 Gallon	$ 0.73

Because the current rate structure includes 25,000 gallons per month, the monthly base charge with 25,000 gallons of use comes out to $69.89 per month or $ 838.67 per year. Compared to the current rate structure, this leaves approximately $30 a month towards reserves/capital improvements. Considering the system is depreciating at $180,000 annually, a $30 CIP charge per account is appropriate.

PROJECTIONS

Assumptions

In order to evaluate the long-term outcome of the current cost of service, a ten-year projection was developed using the following assumptions:

1. Total service connections increase by 1% per year in addition to the known planned developments (Summit Ridge)
2. Investment earnings increase by 4% annually
3. Capital improvement costs increase by 4% annually

Operating expense inflation rates can be seen in Attachment 2.

After discussion with the Association Board, a 2% increase to the base, standby, and water use fees were identified as a target to adjust for the inflation discussed above.

Reserves

The recommended minimum reserve balance is comprised of three components:

1. Operating: three months of operating expenses
2. Emergency: funds to replace a critical asset
3. Contingency: 15% of planned capital improvement projects

If the association had debt, the recommended minimum reserve balance would include one year of debt service. As previously noted, CBWA is currently operating debt-free.

The projected minimum reserve amounts are shown below in Table 8 for the next five years. These were developed based on the projection assumptions stated previously.

Table 8: Projected Minimum Reserve Balance

	2026	2027	2028	2029	2030
Operating	$26,763	$28,753	$29,595	$30,468	$31,376
Emergency[1]	$208,000	$216,000	$224,000	$232,000	$240,000
CIP Contingency	$6,552	$16,200	$16,800	$0	$0
Total	**$241,315**	**$260,953**	**$270,395**	**$262,468**	**$271,376**

1: Emergency replacement of critical asset (well pump)

Outcomes

Using the assumptions discussed previously and the capital improvements outlined in Table 3, the following figure displays projected revenue versus projected expenses.

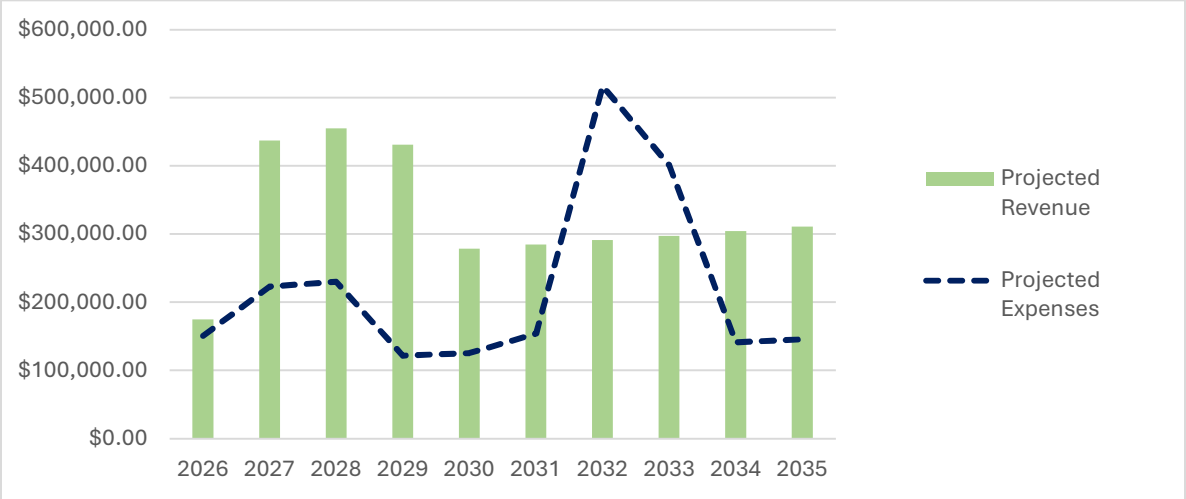

Figure 3: Projected Revenue v. Projected Expenses

While expenses are projected to exceed revenues in 2032 and 2033 due to the planned replacement of the well pumps and interior tank recoating, the Association is expected to accumulate reserve funds in advance of these expenditures. Anticipated connection fees associated with the Summit Ridge development, reflected as increased revenues in 2027, 2028, and 2029, are projected to strengthen the reserve balance and help offset these future capital costs.

This is further shown in Figure 4. The projected reserve balance is more than adequate to support the minimum recommended reserve balance and capital improvement expenditures.

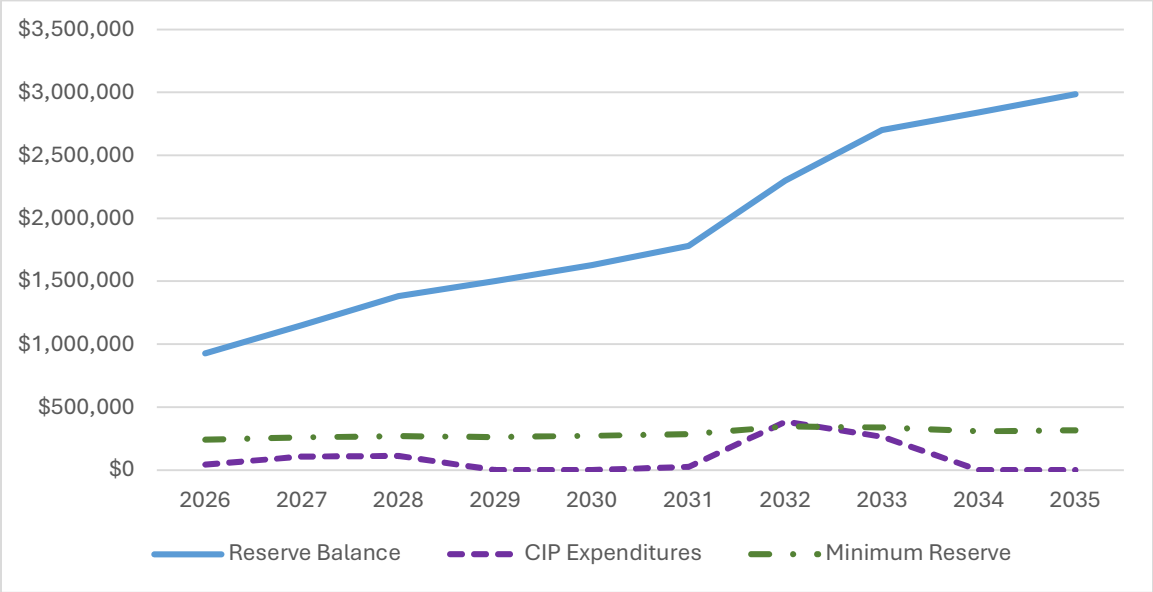

Figure 4: Projected Reserve Balance v. CIP Expenditures

CONCLUSION

Based on the financial analysis completed in accordance with AWWA M1 principles, the Cougar Bay Water Association is in a strong financial position. Current rates adequately cover operating expenses and have allowed the Association to build meaningful reserves while remaining debt-free. Planned capital improvements are manageable within projected cash flows.

However, given ongoing inflationary pressures and the aging condition of key infrastructure, it is recommended that the Board adopt a policy of 2% annual rate increases beginning in 2027. Table 9 presents the proposed rate schedule reflecting these incremental adjustments through 2030. Under this schedule, rates increase gradually and predictably each year, allowing customers to plan accordingly while ensuring the long-term financial stability of the system.

Table 9: Recommended Rate Schedule with 2% Annual Increase

	2026	2027	2028	2029	2030
Standby Charge /month	$70.00	$71.40	$72.83	$74.28	$75.77
Base Charge (includes 25,000 gallons) /month	$100.00	$102.00	$104.04	$106.12	$108.24
25,000-50,000 gallons /1,000 gallons	$1.00	$1.02	$1.04	$1.06	$1.08
Above 50,000 gallons /1,000 gallons	$1.25	$1.28	$1.30	$1.33	$1.35

This proactive rate management strategy helps avoid large, sudden rate increases in the future when major infrastructure replacement becomes necessary and supports continued reserve growth to maintain reliability and service quality for the Association's members.

ATTACHMENT 1:

DEPRECIATION CALCULATION

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COUGAR BAY WATER SYSTEM

Necia Maiani, P.E. & Amber Graves, E.I.T

	Unit	Estimated 2026 Unit Cost	Quantity	Estimated 2026 Total Cost	Expected Life	Origin	Age	Remaining Life	Estimated 2026 Depreciation	Estimated 2026 Net System Value	Estimated Annual Depreciation
Distribution System	LF	-	22,650	$ 9,060,000.00	75	1990	36	52%	$ 4,348,800.00	$ 4,711,200.00	$ 120,800.00
6" DI	LF	$ 400.00	1,250	$ 500,000.00							
8" DI	LF	$ 400.00	1,100	$ 440,000.00							
12" DI	LF	$ 400.00	4,000	$ 1,600,000.00							
8" PVC	LF	$ 400.00	2,150	$ 860,000.00							
10" PVC	LF	$ 400.00	7,300	$ 2,920,000.00							
12" PVC	LF	$ 400.00	6,850	$ 2,740,000.00							
PRV Vault	EA	$ 50,000.00	3	$ 150,000.00	50	1990	36	28%	$ 108,000.00	$ 42,000.00	$ 3,000.00
Services	EA	$ 6,000.00	97	$ 582,000.00	40	2004	22	45%	$ 320,100.00	$ 261,900.00	$ 14,550.00
Hydrants	EA	$ 6,000.00	25	$ 150,000.00	75	1990	36	52%	$ 72,000.00	$ 78,000.00	$ 2,000.00
Wells	EA	$ 75,000.00	2	$ 150,000.00	100	2004	22	78%	$ 33,000.00	$ 117,000.00	$ 1,500.00
Well Pumps	EA	$ 50,000.00	2	$ 100,000.00	30	2004	22	27%	$ 73,333.33	$ 26,666.67	$ 3,333.33
Electrical and Controls	LS	$ 150,000.00	1	$ 150,000.00	15	2004	22	-47%	$ 220,000.00	$ (70,000.00)	$ 10,000.00
Well Building	LS	$ 300,000.00	1	$ 300,000.00	50	2004	22	56%	$ 132,000.00	$ 168,000.00	$ 6,000.00
Storage Tank	EA	$ 2,000,000.00	1	$ 2,000,000.00	100	1990	36	64%	$ 720,000.00	$ 1,280,000.00	$ 20,000.00
TOTAL				$ 12,642,000					$ 6,027,233	$ 6,614,767	$ 181,183

ATTACHMENT 2:

FINANCIAL PROJECTION

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Cougar Bay Water Association Financial Projection

Necia Maiani P.E. and Amber Graves, E.I.T.

	Inflation	2026 Projection	2027 Projection	2028 Projection	2029 Projection	2030 Projection	2031 Projection	2032 Projection	2033 Projection	2034 Projection	2035 Projection
Revenue											
Number of Connections	1.00%	98	119	140	158	159	161	162	164	166	167
Unconnected Lots		23	56	35	17	16	14	13	11	9	8
Base Rate	2.00%	$1,200.00	$1,224.00	$1,248.48	$1,273.45	$1,298.92	$1,324.90	$1,351.39	$1,378.42	$1,405.99	$1,434.11
Standby Rate	2.00%	$840.00	$856.80	$873.94	$891.41	$909.24	$927.43	$945.98	$964.90	$984.19	$1,003.88
Water Use Fees	2.00%	$14,437.94	$17,529.74	$20,652.46	$23,216.92	$23,449.09	$23,683.58	$23,920.42	$24,159.62	$24,401.22	$24,645.23
Standby Charge Reveue		$19,345.20	$48,023.90	$30,466.11	$15,563.58	$14,442.42	$13,255.58	$12,000.44	$10,674.29	$9,274.31	$7,797.61
Base Charge Revenue		$117,564.00	$145,594.43	$174,960.98	$200,620.00	$206,678.72	$212,920.42	$219,350.62	$225,975.01	$232,799.45	$239,830.00
Connection Fee Revenue		$9,700.00	$209,797.00	$211,894.97	$174,013.92	$15,754.06	$15,911.60	$16,070.72	$16,231.42	$16,393.74	$16,557.67
Estimated Invest Revenue	4.00%	$15,600.00	$16,224.00	$16,872.96	$17,547.88	$18,249.79	$18,979.79	$19,738.98	$20,528.54	$21,349.68	$22,203.66
		$176,647.14	**$437,169.07**	**$454,847.49**	**$430,962.30**	**$278,574.09**	**$284,750.97**	**$291,081.17**	**$297,568.88**	**$304,218.40**	**$311,034.18**
Operating Expenses											
Fixed											
Property Rent	1.50%	$12,154.00	$12,336.31	$12,521.35	$12,709.17	$12,899.81	$13,093.31	$13,289.71	$13,489.06	$13,691.39	$13,896.76
Insurance	2.00%	$12,098.82	$12,340.80	$12,587.61	$12,839.36	$13,096.15	$13,358.07	$13,625.24	$13,897.74	$14,175.70	$14,459.21
Telephone	1.50%	$724.57	$735.44	$746.47	$757.67	$769.04	$780.57	$792.28	$804.16	$816.23	$828.47
Salaries	3.50%	$21,504.49	$22,257.14	$23,036.14	$23,842.41	$24,676.89	$25,540.58	$26,434.50	$27,359.71	$28,317.30	$29,308.41
Testing	1.50%	$5,361.15	$5,441.57	$5,523.19	$5,606.04	$5,690.13	$5,775.48	$5,862.11	$5,950.05	$6,039.30	$6,129.89
Administration	1.50%	$2,375.04	$2,410.66	$2,446.82	$2,483.52	$2,520.78	$2,558.59	$2,596.97	$2,635.92	$2,675.46	$2,715.59
Taxes	6.00%	$4,995.65	$5,295.39	$5,613.11	$5,949.90	$6,306.89	$6,685.30	$7,086.42	$7,511.61	$7,962.30	$8,440.04
Water Meter Reading	1.50%	$0.00									
Professional fees	1.50%	$21,533.82	$21,856.83	$22,184.68	$22,517.45	$22,855.21	$23,198.04	$23,546.01	$23,899.20	$24,257.69	$24,621.55
Variable		$0.00									
Electricity	6.00%	$10,698.24	$16,340.13	$17,320.54	$18,359.78	$19,461.36	$20,629.04	$21,866.79	$23,178.79	$24,569.52	$26,043.69
Repairs & Maintenance	2.50%	$10,312.61	$10,570.43	$10,834.69	$11,105.56	$11,383.20	$11,667.78	$11,959.47	$12,258.46	$12,564.92	$12,879.04
Water Meters	2.50%	$4,875.44	$4,997.33	$5,122.26	$5,250.32	$5,381.58	$5,516.12	$5,654.02	$5,795.37	$5,940.26	$6,088.76
Engineering	2.50%	$420.00	$430.50	$441.26	$452.29	$463.60	$475.19	$487.07	$499.25	$511.73	$524.52
Total Operating Expenses		**$107,053.83**	**$115,012.53**	**$118,378.14**	**$121,873.47**	**$125,504.63**	**$129,278.08**	**$133,200.59**	**$137,279.31**	**$141,521.78**	**$145,935.94**
Net Ordinary Income		**$69,593.31**	**$322,156.55**	**$336,469.35**	**$309,088.83**	**$153,069.46**	**$155,472.90**	**$157,880.59**	**$160,289.57**	**$162,696.62**	**$165,098.24**
Other Expenses											
Interest Expense	2.50%	$ 10,250.00	$ 10,506.25	$ 10,768.91	$ 11,038.13	$ 11,314.08	$ 11,596.93	$ 11,886.86	$ 12,184.03	$ 12,488.63	$ 12,800.85
Centaurus Expenses	2.50%	$ 5,125.00	$ 5,253.13	$ 5,384.45	$ 5,519.06	$ 5,657.04	$ 5,798.47	$ 5,943.43	$ 6,092.01	$ 6,244.31	$ 6,400.42
Total Other Expenses		**$ 15,375.00**	**$ 15,759.38**	**$ 16,153.36**	**$ 16,557.19**	**$ 16,971.12**	**$ 17,395.40**	**$ 17,830.29**	**$ 18,276.04**	**$ 18,732.94**	**$ 19,201.27**
Total		**$54,218.31**	**$306,397.17**	**$ 320,315.99**	**$ 292,531.63**	**$ 136,098.33**	**$ 138,077.49**	**$ 140,050.30**	**$ 142,013.52**	**$ 143,963.67**	**$ 145,896.97**
Capital Improvements		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Summit Ridge Projects	4.00%	104.00%	108.00%	112.00%	116.00%	120.00%	124.00%	128.00%	132.00%	136.00%	140.00%
Standby Power at Source	$200,000	$208,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Booster Station	$415,000	$431,600	$0	$0	$0	$0	$0	$0	$0	$0	$0
Storage	$1,275,000	$1,326,000	$0	$0	$0	$0	$0	$0	$0	$0	$0
Install PRV	$20,000	$20,800	$0	$0	$0	$0	$0	$0	$0	$0	$0
Exisitng System	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Pump House Exterior Paint	$3,200	$3,328	$0	$0	$0	$0	$0	$0	$0	$0	$0
Interior Tank Inspection	$10,000	$10,400	$0	$0	$0	$0	$24,800	$0	$0	$0	$0
Pump Replacement	$300,000	$0	$0	$0	$0	$0	$0	$384,000	$0	$0	$0
Electrical Controls Update	$100,000	$0	$0	$112,000	$0	$0	$0	$0	$0	$0	$0
Tank Exterior Paint	$100,000	$0	$108,000	$0	$0	$0	$0	$0	$0	$0	$0
Tank Interior Paint	$200,000	$0	$0	$0	$0	$0	$0	$0	$264,000	$0	$0
CIP Expenditures	**$713,200**	**$13,728**	**$108,000**	**$112,000**	**$0**	**$0**	**$24,800**	**$384,000**	**$264,000**	**$0**	**$0**
Projected Expenses		**$120,782**	**$223,013**	**$230,378**	**$121,873**	**$125,505**	**$154,078**	**$517,201**	**$401,279**	**$141,522**	**$145,936**
Minimum Reserve											
Debt		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operating		$26,763	$28,753	$29,595	$30,468	$31,376	$32,320	$33,300	$34,320	$35,380	$36,484
Emergency	$200,000	$208,000	$216,000	$224,000	$232,000	$240,000	$248,000	$256,000	$264,000	$272,000	$280,000
CIP Contingency		$2,059	$16,200	$16,800	$0	$0	$3,720	$57,600	$39,600	$0	$0
		$236,823	**$260,953**	**$270,395**	**$262,468**	**$271,376**	**$284,040**	**$346,900**	**$337,920**	**$307,380**	**$316,484**
Total Account Balance		**$896,810**	**$1,119,823**	**$1,350,201**	**$1,472,074**	**$1,597,579**	**$1,751,657**	**$2,268,857**	**$2,670,137**	**$2,811,659**	**$2,957,595**
Reserve after minimum		**$659,987**	**$858,869**	**$1,079,806**	**$1,209,606**	**$1,326,203**	**$1,467,617**	**$1,921,957**	**$2,332,217**	**$2,504,278**	**$2,641,111**