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APR 01 2022

PUBLIC UTILITIES COMMISSION
WATER DIVISION

Del Oro Water Company, Inc. 2021 Affiliate Transaction Report



In accordance with Affiliate Transaction Rules, Del Oro Water Company hereby files its annual report of affiliate transaction for the year 2021

Services Provided by the Water Company to its Affiliates

Water Revenue: During 2021, Del Oro sold water to Safor Corporation in accordance with its Commission approved tariffs. The amount of water revenues was \$3,001.03.

Staffing: Del Oro office employees and management staff works temporarily for its affiliates, Utility Management Services and Safor Corporation. Office employees record and track their time by time cards. Management time is determined by tasks, minutes per occurrence, task frequency annually and using full time rate of hours less 80 hours vacation a percentage of time dedicated to affiliates is determined. Each affiliate pays the Del Oro bi-monthly for these services by calculating wages plus load (5% for office staff and 15% for management staff), payroll taxes and workers compensation insurance. Total amount credited to the water company expenses was \$41,184.24. Tasks performed and monthly calculations are included in this report.

Employee benefits are paid annually based on percentage of hours worked for each affiliate by each employee. \$5,876.53 was credited to Del Oro's benefit expense.

Indirect Overhead: Del Oro's IT Assets – IT assets sheet attached. Items depreciated over 10 years and affiliate portion totaling 20%, \$1,148.44 paid to Del Oro credited to office expenses.

Direct Excess Capacity: CBSW Software and Folding Machine calculation attached and is based on asset value per customer per year. Utility Management paid \$3,692.81 credited to office expenses for software and \$3,126.02 credited to office rentals for folding machine.

Liability Insurance: Utility Management Services pays 10% of the policy amounting to \$2,993.47 credited to insurance expense.

Accounting Services: Determined by the Accountant's time spent per company. In 2021, Utility Management Services paid the accountant directly.

Non-tariffed Products and Services: Revenues from Antenna Lease with Verizon/American Tower on Paradise Pines District Tank was \$33,921.93. There are no expenses for this service to record, 100% of the revenue is being tracked and allocated to the ratepayers. Current General Rate Case for Paradise Pines District has recorded this credit.



Services Provided by Affiliates to Water Company

Office Services: Del Oro paid Safor Corporation \$90,560.00 for office services – supplies, security services, janitorial, workstations, phone system, and furniture. UMS and Safor Corporation pay their portion of these services.

Corporate Office Rent, Office Utilities: Del Oro paid Safor Corporation \$93,565.52 their 80% portion.

Postage: Del Oro paid Safor Corporation \$7,505.49 for postage that is tracked by the corporate office postage machine.

Franchise Tax: Del Oro paid UMS \$800 for its portion of the 2021 annual franchise tax.

Dividends

Del Oro Water Company paid its Parent Company Affiliate in 2021, \$1,556,020.00 in Common Stock Dividends.

Capital Contributions

Utility Management Services, parent company affiliate paid to Del Oro Water \$7,000.00 in Capital Contributions.

There were no transfer of assets or employees in 2021.

Attachments

- Annual and monthly breakdown of payments for the named services included in report.
- Itemized calculation of Indirect Overhead and Direct Excess Capacity
- Corporate Officers and their Affiliate Time Sheet
- Office Staff, their duties and monthly calculation

Annual Summary & Monthly Breakdown
Affiliate Transactions

AFFILIATE TRANSACTIONS
Annual Totals

2021

EXPENSES PAID DURING CALENDAR YEAR	UMS to DOWC Parent Affiliate to Utility	Safor to DOWC Affiliate to Utility	DOWC to UMS Utility to Parent Affiliate	DOWC to Safor Utility to Affiliate	UMS to Safor Parent Affiliate to Affiliat
Office Salaries	12,381.35	23,217.43			
Management Salaries	284.04	2,556.00			
Payroll Taxes	908.98	1,753.68			
Workers Comp Ins	35.16	47.60			
	<u>13,609.53</u>	<u>27,574.71</u>			
Employee Benefits	1,941.92	3,934.61			
Office Services				90,560.00	2,257.00
Dividends			1,556,020.00		
Franchise Tax Reimbursement			800.00		
Corporate Office Rent				79,962.84	15,217.78
Corporate Office Utilities				13,602.68	2,589.41
Postage				7,505.49	2,362.35
Tariffed Water for Golf Course/Closed					
Tariffed Water for ProShop Complex		1,552.47			
Tariffed Water for Rental/Post Office		1,448.56			
Tariffed Water for Rental/Timber Ridge		0.00			
Indirect Overhead/DOWC IT Assets	574.22	574.22			
Direct Excess Capacity/CBSW Software	3,692.81				
Direct Excess Capacity/Folding Machine	3,126.02				
Liability Insurance	2,993.47				
Professional Services - Accounting					
Total Expenses Paid	<u>25,937.97</u>	<u>35,084.57</u>	<u>1,556,820.00</u>	<u>191,631.01</u>	<u>22,426.54</u>
Capital Funding	<u>7,000.00</u>				

Verizon/American Tower

Antenna Lease on Paradise Pines District Tank 33,921.93

AFFILIATE TRANSACTIONS

2021

UMS to Safor
Parent Affiliate to Affiliate

EXPENSES PAID DURING
CALENDAR YEAR

Office Salaries
Management Salaries
Payroll Taxes
Workers Comp Ins

	January	February	March	April	May	June	July	August	September	October	November	December	Total
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Employee Benefits

Office Services

Dividends

Franchise Tax Reimbursement

Corporate Office Rent

Corporate Office Utilities

Postage

Tariffed Water for Golf Course

Tariffed Water for Pro Shop

Tariffed Water for Rental

Indirect Overhead/DOWC IT Assets

Direct Excess Capacity/CBSW Software

Direct Excess Capacity/Folding Machine

Liability Insurance

Professional Services - Accounting

Total Expenses Paid

	1,812.15	1,699.28	1,773.46	1,721.78	1,859.91	2,205.85	1,883.00	1,838.51	1,937.45	2,145.86	1,725.23	1,824.06	22,426.54
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Capital Funding

Itemized Calculation

Indirect Overhead & Direct Excess Capacity

DOWC IT Assets

Asset	Date of Purchase	Purchase Price	Life span	Fully Depreciated	Value per year		Shared		<i>Basis for Allocation of Direct UMS</i>
							Indirect Overhead	Direct (UMS)	
Virtual Server	2/28/2010	\$ 38,406.00	10	2/28/2020	\$ 3,840.60	\$ 3,840.60			
Cabinet-Shelves/Network Cable	4/30/2010	\$ 3,091.00	20	4/30/2030	\$ 154.55		\$ 154.55		
Format New Bill	5/31/2010	\$ 500.00	10	5/31/2020	\$ 50.00	\$ 50.00			
2 wire managers	5/31/2010	\$ 150.00	10	5/31/2020	\$ 15.00	\$ 15.00			
T-1 Router	5/31/2010	\$ 2,448.00	10	5/31/2020	\$ 244.80	\$ 244.80			
Bill form modified	7/31/2010	\$ 750.00	10	7/31/2020	\$ 75.00	\$ 75.00			
Citrix Server	10/31/2010	\$ 4,732.00	10	10/31/2020	\$ 473.20	\$ 473.20			
Mod for Back up Service	4/30/2012	\$ 5,758.00	10	4/30/2022	\$ 575.80		\$ 575.80		
DOWC Backup System	9/30/2012	\$ 4,879.00	10	9/30/2022	\$ 487.90		\$ 487.90		
Switch	9/30/2012	\$ 928.00	10	9/30/2022	\$ 92.80		\$ 92.80		
CBSW/UMS Billing Software	1/1/2019	\$ 97,877.00	10	1/1/2029	\$ 9,787.70			\$ 9,787.70	
(2) 10GB NP Aruba Switches	1/1/2019	\$ 13,560.17	10	1/1/2029	\$ 1,356.02		\$ 1,356.02		
SEMS Work Order Software	1/31/2019	\$ 5,900.00	10	1/31/2029	\$ 590.00			\$ 590.00	
6 TB San Server	1/31/2019	\$ 25,710.46	10	1/31/2029	\$ 2,571.05		\$ 2,571.05		
16721 New Servers	4/30/2021	\$ 5,040.75	10	4/30/2031	\$ 504.08		\$ 504.08		
		\$ 209,730.38		Total Annual Asset Values			Shared		
							Indirect Overhead	Direct (UMS)	
					Total 2011		\$ 4,853.15	\$ 5,809.50	
					Total 2012		\$ 6,009.65	\$ 5,809.50	
					Total 2013		\$ 6,009.65	\$ 5,809.50	
					Total 2014		\$ 6,009.65	\$ 6,109.50	
					Total 2015		\$ 6,009.65	\$ 6,109.50	
					Total 2016		\$ 6,009.65	\$ 6,109.50	
					Total 2017		\$ 6,009.65	\$ 6,109.50	
					Total 2018		\$ 6,009.65	\$ 6,109.50	
					Total 2019		\$ 9,936.71	\$ 10,377.70	
					Total 2020		\$ 9,936.71	\$ 10,377.70	
					Total 2021		\$ 5,742.19	\$ 10,377.70	

Indirect Overhead					
Year	Indirect Overhead	DOWC - 80%	UMS - 10%	Safor - 10%	
2011	\$ 4,853.15	3,882.52	485.32	485.32	
2012	\$ 6,009.65	4,807.72	600.97	600.97	
2013	\$ 6,009.65	4,807.72	600.97	600.97	
2014	\$ 6,009.65	4,807.72	600.97	600.97	
2015	\$ 6,009.65	4,807.72	600.97	600.97	
2016	\$ 6,009.65	4,807.72	600.97	600.97	
2017	\$ 6,009.65	4,807.72	600.97	600.97	
2018	\$ 6,009.65	4,807.72	600.97	600.97	
2019	\$ 9,936.71	7,949.37	993.67	993.67	
2020	\$ 9,936.71	7,949.37	993.67	993.67	
2021	\$ 5,742.19	4,593.75	574.22	574.22	\$ 1,148.44

Affiliate

Direct CBSW: Allocation of Non-Tariffed Products and Services EXCESS CAPACITY of CBSW Software (Direct Costs)

Year	Asset Value per year	DOWC Customers*	UMS Cust.	Total Customers	Asset Value per Customer per year	DOWC Allocation	UMS Allocation
2011	\$ 5,809.50	8,117	155	8,272	\$0.70	\$5,700.64	\$108.86
2012	\$ 5,809.50	8,129	159	8,288	\$0.70	\$5,698.05	\$111.45
2013	\$ 5,809.50	8,125	157	8,282	\$0.70	\$5,699.37	\$110.13
2014	\$ 6,109.50	8,175	3,765	11,940	\$0.51	\$4,183.01	\$1,926.49
2015	\$ 6,109.50	8,436	3,850	12,286	\$0.50	\$4,195.00	\$1,914.50
2016	\$ 6,109.50	8,428	3,880	12,308	\$0.50	\$4,181.49	\$1,928.01
2017	\$ 6,109.50	8,559	3,782	12,341	\$0.50	\$4,237.19	\$1,872.31
2018	\$ 6,109.50	6,403	3,784	10,187	\$0.60	\$3,840.10	\$2,269.40
2019	\$ 10,377.70	6,620	3,796	10,416	\$1.00	\$6,595.66	\$3,782.04
2020	\$ 10,377.70	6,812	3,836	10,648	\$0.97	\$6,639.08	\$3,738.62
2021	\$ 10,377.70	6,926	3,826	10,752	\$0.97	\$6,684.89	\$3,692.81

Per customer/year

* For 2011-2013, As of 12/31 per Combined Annual Report.

Direct Folding Machine: Allocation of Non-Tariffed Products and Services EXCESS CAPACITY of Folding Machine (Direct Costs)

	DOWC Cost (Lease per year)	Total DOWC Pieces Folded	Total UMS	Total Pieces Folded	Cost Per Piece Folded	UMS Direct Cost
			Pieces Folded			
2011	\$9,274.80	105,838	1,917	107,755	\$0.086	\$165.00
2012	\$9,332.77	107,449	1,937	109,386	\$0.085	\$165.26
2013	\$10,163.64	108,997	1,937	110,934	\$0.092	\$177.47
2014	\$9,274.80	109,727	38,032	147,759	\$0.063	\$2,387.26
2015	\$9,868.47	111,015	45,419	156,434	\$0.063	\$2,865.21
2016	\$9,868.47	114,178	45,667	159,845	\$0.062	\$2,819.38
2017	\$9,847.43	115,185	45,756	160,941	\$0.061	\$2,799.65
2018	\$9,845.42	96,705	45,759	142,464	\$0.069	\$3,162.32
2019	\$9,845.42	88,176	45,743	133,919	\$0.074	\$3,362.92
2020	\$9,845.42	88,656	45,920	134,576	\$0.073	\$3,359.45
2021	\$9,222.94	90,560	46,432	136,992	\$0.067	\$3,126.02

Rent from Antenna Placement on PP tank

Benefits: PP District ONLY (utilizes only PP assets)

	Direct Revenue	Net Revenue to	Type
		DOWC	
2011	\$22,699.99	\$22,699.99	Passive
2012	\$23,545.40	\$23,545.40	Passive
2013	\$26,008.89	\$26,008.89	Passive
2014	\$27,962.76	\$27,962.76	Passive
2015	\$29,407.73	\$29,407.73	Passive
2016	\$61,295.92	\$61,295.92	Passive
2017	\$33,761.72	\$33,761.72	Passive
2018	\$31,951.06	\$31,951.06	Passive
2019	\$31,639.77	\$31,639.77	Passive
2020	\$31,795.66	\$31,795.66	Passive
2021	\$33,921.93	\$33,921.93	Passive

Includes \$30,000 Contract Extention Bonus

Elements of Overhead

Rent	Split 80% DOWC, 10% UMS, and 10% Safor for all shared space. Dedicated spaces are paid 100% by the appropriate company. Each company pays their portion directly, therefore ONLY the portion paid by Del Oro is included in GRCs. <i>Example: Current total shared square feet is 3,914. Del Oro only pays for 80%, or 3,130 sq ft. Therefore the only rent expense for shared space in the GRC is for the 3130 sq ft.</i>
Utilities	Split according to square footage of rented space and paid directly by each company. See Rent explanation.
Internet & Phone monthly expenses	Split 80% DOWC, 10% UMS, and 10% Safor. Each company pays their portion directly. Therefore, only Del Oro's portion is included in Del Oro's GRCs.
Professional Services (Accounting)	Allocated annually to Del Oro and UMS according to Accountant's determination of time spent per company. Paid directly by each company. Safor is billed and paid separately. Therefore, only Del Oro's portion is included in Del Oro's GRCs.
Liability Insurance	UMS pays 10% of the policy directly and the remainder is paid by Del Oro. Safor pays for and is insured by a separate policy.
Benefits Insurance (Health, Vision, Dental)	Safor and UMS pay for and are insured by separate policies. Therefore, Del Oro is only reimbursed by affiliates for the hours worked by Del Oro employees for affiliates (shared corporate support); it is a direct overhead component of Fully Allocated Cost. Based on historical total affiliate (UMS + Safor) hours worked, Del Oro recommends using 6% for current GRCs and reevaluating this percentage at the time of each future GRC.
401k	<u>Affiliate employees:</u> Safor does not offer a 401k. In 2016, UMS has qualifying employees, UMS will pay 10% of all 401k plan general fees/expenses. UMS will also pay 100% of 401k matching contributions for UMS employees. Therefore, Del Oro is only reimbursed by affiliates for the hours worked by <u>Del Oro employees</u> for affiliates (shared corporate support); it is a direct overhead component of Fully Allocated Cost. Based on historical total affiliate (UMS + Safor) hours worked, Del Oro recommends using 6% for current GRCs and reevaluating this percentage at the time of each future GRC.

Legal Services

No retainer is paid for legal services. Fees are incurred on an as-needed (per item) basis and paid directly by the company served.

IT Assets

Beginning 2014, all purchases of shared asset are split 80% DOWC, 10% UMS, and 10% Safor. Each company pays their portion directly.

Therefore, only Del Oro's portion is included in Del Oro's GRCs.

For Assets purchased 2014 and earlier by Del Oro, an indirect overhead rate is applied in the Full Allocated Cost calculation. See *IT Assets* sheet for detail. These assets are depreciated over 10 years (standard for technology), so the indirect overhead will cease by the end of 2024 when all the assets are fully depreciated. From 2014 to 2024, the IT asset indirect overhead will decline each year as individual assets reach full depreciation.

Overhead items included in the \$1 per bill paid by Del Oro to Safor**Supplies****Security Services****Janitorial****Workstations****Office Services****Phone System****Furniture**

In the Fair Market Value calculation (previously provided) only 80% of cost/value for these services was included. This assures that Safor and UMS continue to pay for their portion (10% each) of these items. In addition, when any of the items purchased are specific to a single company (ie. Del Oro letterhead), the expense is charged only to the relevant company and is NOT included in the \$1 per bill FMV calculation. Therefore, only Del Oro's portion is included in Del Oro's GRCs.

Billed Meters as of December 2021

Paradise Pines	3,275	Ducor	188
Lime Saddle	252	Marysville	<u>3,638</u>
Magalia	102		3,826
Stirling Bluffs	157		
Ferndale	780		
Johnson Park	286		
Country Estates	90		
California Pines	289		
Strawberry	391		
Arbuckle	56		
Mt. Lassen	132		
River Island	442		
Tulare	112		
Metropolitan	29		
Black Butte	85		
Traver	198		
Buzztail	32		
Benbow	121		
Larkspur	33		
Hat Creek	<u>64</u>		
	6,926		

Corporate Officers
2021 Affiliate Time Sheet

CORPORATE OFFICERS AND DIRECTORS - AS OF DECEMBER 2021

<u>CORPORATION</u>	<u>CHIEF EXECUTIVE OFFICER</u>	<u>FIRST VICE PRESIDENT</u>	<u>SECRETARY</u>	<u>ASSISTANT SECRETARY</u>	<u>CHIEF FINANCIAL OFFICER</u>	<u>DIRECTORS</u>		
						<u>(1)</u>	<u>(2)</u>	<u>(3)</u>
THE SAFOR CORPORATION Incorporated 1/21/1958	ROBERT S. FORTINO		JANICE HANNA	PAUL J. MATULICH	BRYAN M. FORTINO	ROBERT S. FORTINO	BRYAN M. FORTINO	PAUL J. MATULICH
UTILITY MANAGEMENT SERVICES, INC. Incorporated 3/11/1999	ROBERT S. FORTINO		JANICE HANNA		BRYAN M. FORTINO	ROBERT S. FORTINO	BRYAN M. FORTINO	PAUL J. MATULICH
DEL ORO WATER CO., INC. Incorporated 7/29/1963	ROBERT S. FORTINO		JANICE HANNA	PAUL J. MATULICH	BRYAN M. FORTINO	ROBERT S. FORTINO	BRYAN M. FORTINO	PAUL J. MATULICH

DEL ORO WATER COMPANY

AFFILIATE TIME SHEET

Chief Executive Officer	Task Description	Minutes Per Occurrence	Task Frequency	Annual Frequency	Annual Minutes
SAFOR					
Review of In-House Financials	The review consists of a 17-page document comparing the current period to the prior year's period. The review has essentially been the same for over 20 years which makes the task easy to complete in a relatively short manner. <i>PREPARED BY ACCOUNTING STAFF - STEPHANIE</i>	30	Monthly	12	360
Tenant / Leasing Activity	These negotiations occur infrequently and only pertain to Safor properties as we do not market or manage real estate of others. In surveying the approximately 32 tenants in three properties, the average lease term is 10.28 years with the occupancy from 1 to 30 years.	60	Monthly	12	720
Rent Roll Report Review <i>DELINQUENT REPORT</i>	This is a one-page document consisting of tenant's current rent status. The report is reviewed after the 10th of every month and only reflects accounts owing during the remainder of the month. <i>PREPARED BY ACCTS RECEIVABLE BOOKKEEPER - SAMYA</i>	5	Monthly	12	60
Annual Directors' and Stockholders' Meeting	These meetings are more of a formality in that all board members work within the company and attend to summarize annual events.	45	Annually	1	45
Property PGE Usage Report	This report is generated monthly for all properties and consists of one page indicating current and accumulated monthly usage as compared to the prior year. <i>PREPARED BY ACCOUNTS PAYABLE BOOKKEEPER - CHERYL</i>	10	Monthly	12	120
Property Tours <i>****COMPLETED BEFORE OR AFTER OFFICE HOURS OR ON THE WEEKEND</i>	On alternate months, a tour is conducted of the three properties. Since the CEO works at one of the three properties, a formal review is not necessary as the daily comings and goings allow for more scrutiny than an average property would receive by management. Maintenance report is generated and outsourced to local contractors.	60	Monthly	12	720
Annual Budget Review	This review is conducted the latter part of December of each year and has had a standard format for over 20 years. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	150	Annually	1	150
Annual Review of CPA Financials	These audited financial reviews mirror, for management purposes, that which has been reviewed on a monthly basis. The financials are prepared in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants and reflect any and all corrections as well as operational summaries. <i>PREPARED BY ACCOUNTING FIRM - CPA</i>	60	Annually	1	60
Check Signing	Signing of checks (avg. 90 checks per month). <i>CHECKS ARE PREPARED & ORGANIZED BY ACCOUNTS PAYABLE BOOKKEEPER - JOANNE</i>	60	Monthly	12	720

DEL ORO WATER COMPANY

AFFILIATE TIME SHEET

Chief Executive Officer	Task Description	Minutes Per Occurrence	Task Frequency	Annual Frequency	Annual Minutes
SAFOR PARADISE PINES GOLF CLUB					
Review of Bi-Weekly Sales and Trend Reports	These reports are generated no more than twice a week and consist of a one-line item summary of sales to date and also include a graph reflecting the prior five years plus data. CLOSED OCTOBER 31, 2014.		Weekly		0
Annual Tour ****COMPLETED BEFORE OR AFTER OFFICE HOURS OR ON THE WEEKEND	Generally not more than one time per year a complete tour of the course and facilities is made. CLOSED OCTOBER 31, 2014		Annually		0
UTILITY MANAGEMENT SERVICES					
Annual Directors' and Stockholders' Meeting	These meetings are more of a formality in that all board members work within the company and attend to summarize annual events.	15	Annually	1	15
Annual Budget Review	As the parent company to Del Oro Water Company, there is limited activity to review on an annual basis. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	30	Annually	1	30
Annual Review of CPA Financials	These audited financial reviews mirror, for management purposes, that which has been reviewed on a monthly basis. The financials are prepared in accordance Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants and reflect any and all corrections as well as operational summaries. <i>PREPARED BY ACCOUNTING FIRM - CPA</i>	30	Annually	1	30
Review of In-House Financials	The review consists of a 3-page document comparing the current period to the prior year's period. The review has essentially been the same for over 20 years which makes the task easy to complete in a relatively short manner. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	15	Monthly	12	180
Attend Monthly Ducor Community Services District Board Meetings ****COMPLETED AFTER OFFICE HOURS IN THE EVENING	The meetings generally last one hour and take approximately 30 minutes to review the board packet. Travel time is not included as it occurs after normal working hours (7 a.m. to 6 p.m.) or during a portion of the day while in communication on all business matters concerning the 17 districts.	90	Monthly	12	1,080
Check Signing	Signing of checks (avg. 25 checks per month). <i>CHECKS ARE PREPARED & ORGANIZED BY ACCOUNTS PAYABLE BOOKKEEPER - JOANNE</i>	15	Monthly	12	180
Full-time rate of 2,080 hours per year less 80 hours vacation		Total Minutes Allocated to Affiliates			4,470
		Total Minutes Worked Per Year			120,000
		Percentage of Time Dedicated to Affiliates			3.72%

DEL ORO WATER COMPANY

AFFILIATE TIME SHEET

Chief Financial Officer	Task Description	Minutes Per Occurrence	Task Frequency	Annual Frequency	Annual Minutes
SAFOR					
Review of In-House Financials	The review consists of a 17-page document comparing the current period to the prior year's period. The review has essentially been the same for over 20 years which makes the task easy to complete in a relatively short manner. <i>PREPARED BY ACCOUNTING STAFF - STEPHANIE</i>	30	Monthly	12	360
Tenant / Leasing Activity	These negotiations occur infrequently and only pertain to Safor properties as we do not market or manage real estate of others. In surveying the approximately 32 tenants in three properties, the average lease term is 10.28 years with the occupancy from 1 to 30 years.	60	Monthly	12	720
Rent Roll Report Review <i>DELINQUENT REPORT</i>	This is a one-page document consisting of tenant's current rent status. The report is reviewed after the 10th of every month and only reflects accounts owing during the remainder of the month. <i>PREPARED BY ACCTS RECEIVABLE BOOKKEEPER - SAMYA</i>	5	Monthly	12	60
Annual Directors' and Stockholders' Meeting	These meetings are more of a formality in that all board members work within the company and attend to summarize annual events.	45	Annually	1	45
Property PGE Usage Report	This report is generated monthly for all properties and consists of one page indicating current and accumulated monthly usage as compared to the prior year. <i>PREPARED BY ACCTS PAYABLE BOOKKEEPER - JOANNE</i>	10	Monthly	12	120
Property Tours <i>****COMPLETED BEFORE OR AFTER OFFICE HOURS OR ON THE WEEKEND</i>	On alternate months a tour is conducted of the three properties. Since the CEO works at one of the three properties, a formal review is not necessary as the daily comings and goings allow for more scrutiny than an average property would receive by management. Maintenance report is generated and outsourced to local contractors.	60	Monthly	12	720
Annual Budget Review	This review is conducted the latter part of December of each year and has had a standard format for over 20 years. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	150	Annually	1	150
Annual Review of CPA Financials	These audited financial reviews mirror, for management purposes, that which has been reviewed on a monthly basis. The financials are prepared in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants and reflect any and all corrections as well as operational summaries. <i>PREPARED BY ACCOUNTING FIRM - CPA</i>	60	Annually	1	60
Annual Affiliate Report to CPUC	Review of the Annual Affiliate Report prior to submittal to the PUC. <i>PREPARED BY DIRECTOR CORP ACCTING</i>	30	Annually	1	30
Audited Payroll Report	Review payroll generated report summary for month-to-date payroll. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	5	Semimonthly	24	120
General Banking	Review of monthly banking activity. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	30	Monthly	12	360

DEL ORO WATER COMPANY

AFFILIATE TIME SHEET

Chief Financial Officer	Task Description	Minutes Per Occurrence	Task Frequency	Annual Frequency	Annual Minutes
Check Counter Signing	Counter signing of company checks (avg. 90 checks per month). CHECKS ARE PREPARED & ORGANIZED BY ACCOUNTS PAYABLE BOOKKEEPER - JOANNE	15	As Needed	6	90
SAFOR PARADISE PINES GOLF CLUB					
Review of Bi-Weekly Sales and Trend Reports	These reports are generated no more than twice a week and consist of a one-line item summary of sales to date and include a graph reflecting the prior five years plus data. CLOSED OCTOBER 31, 2014		Weekly		0
Annual Tour****COMPLETED BEFORE OR AFTER OFFICE HOURS OR ON THE WEEKEND	Generally not more than one time per year a complete tour of the course and facilities is made. CLOSED OCTOBER 31, 2014		Annually		0
Oversight and Review of Marketing, Web Solutions, Tee Time Specials and Advertising	Performed by Golf Channel Solutions. CLOSED OCTOBER 31, 2014		Monthly		0
Oversight and Review of POS Computer Systems and Tee Sheet Maintenance	Managed by EZ Links Golf Company. CLOSED OCTOBER 31, 2014		Annually		0
Review of Monthly Operations	Monthly operations report is generated by the POS system outlining the sales and trend data. CLOSED OCTOBER 31, 2014		Monthly		0

DEL ORO WATER COMPANY

AFFILIATE TIME SHEET

Chief Financial Officer	Task Description	Minutes Per Occurrence	Task Frequency	Annual Frequency	Annual Minutes
UTILITY MANAGEMENT SERVICES					
Annual Directors' and Stockholders' Meeting	These meetings are more of a formality in that all board members work within the company and attend to summarize annual events.	15	Annually	1	15
Annual Budget Review	As the parent company to Del Oro Water Company, there is limited activity to review on an annual basis. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	30	Annually	1	30
Annual Review of CPA Financials	These audited financial reviews mirror, for management purposes, that which has been reviewed on a monthly basis. The financials are prepared in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants and reflect any and all corrections as well as operational summaries. <i>PREPARED BY ACCOUNTING FIRM - CPA</i>	30	Annually	1	30
Review of In-House Financials	The review consists of a <i>3-page</i> document comparing the current period to the prior year's period. The review has essentially been the same for over 20 years which makes the task easy to complete in a relatively short manner. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	15	Monthly	12	180
Annual Affiliate Report to CPUC	Review of the Annual Affiliate Report prior to submittal to the PUC. <i>PREPARED BY DIRECTOR CORP ACCTING</i>	15	Annually	1	15
General Banking	Review payroll generated report summary for month-to-date payroll. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	30	Monthly	12	360
Check Counter Signing	Counter signing of company checks (avg. 25 checks per month). <i>CHECKS ARE PREPARED & ORGANIZED BY ACCOUNTS PAYABLE BOOKKEEPER - JOANNE</i>	10	As Needed	6	60
Full-time rate of 2,080 hours per year less 80 hours vacation				Total Minutes Allocated to Affiliates	3,525
				Total Minutes Worked Per Year	120,000
				Percentage of Time Dedicated to Affiliates	2.94%

DEL ORO WATER COMPANY

AFFILIATE TIME SHEET

Vice President of Operations	Task Description	Minutes Per Occurrence	Task Frequency	Annual Frequency	Annual Minutes	
SAFOR						
Annual Directors' and Stockholders' Meeting	These meetings are more of a formality in that all board members work within the company and attend to summarize annual events.	45	Annually	1	45	
Check Signing	In the absence of the CEO or CFO, signing of company checks (avg. 90 checks per month). <i>CHECKS ARE PREPARED & ORGANIZED BY ACCOUNTS PAYABLE BOOKKEEPER - JOANNE</i>	15	As Needed	3	45	
UTILITY MANAGEMENT SERVICES						
Annual Directors' and Stockholders' Meeting	These meetings are more of a formality in that all board members work within the company and attend to summarize annual events.	15	Annually	1	15	
Check Signing	In the absence of the CEO or CFO, signing of company checks (avg. 25 checks per month). <i>CHECKS ARE PREPARED & ORGANIZED BY ACCOUNTS PAYABLE BOOKKEEPER - JOANNE</i>	10	As Needed	3	30	
Full-time rate of 2,080 hours per year less 80 hours vacation					Total Minutes Allocated to Affiliates	135
					Total Minutes Worked Per Year	120,000
					Percentage of Time Dedicated to Affiliates	0.11%

DEL ORO WATER COMPANY

AFFILIATE TIME SHEET

Director, Corporate Accounting	Task Description	Minutes Per Occurrence	Task Frequency	Annual Frequency	Annual Minutes
SAFOR					
Review of In-House Financials	The review consists of a 17-page document comparing the current period to the prior year's period. The review has essentially been the same for over 20 years which makes the task easy to complete in a relative short manner. <i>PREPARED BY ACCOUNTING STAFF - STEPHANIE</i>	30	Monthly	12	360
Annual Directors' and Stockholders' Meeting	These meetings are more of a formality in that all board members work within the company and attend to summarize annual events.	45	Annually	1	45
Payroll Report	Semi monthly audit of payroll hours and processing for month-to-date payroll. <i>PREPARED BY ACCOUNTING STAFF - STEPHANIE</i>	15	Semimonthly	24	360
Quarterly Payroll Reports	Quarterly government reports.	30	Quarterly	4	120
Annual Budget Review	This review is conducted the latter part of December of each year and has had a standard format for over 20 years. <i>PREPARED BY ACCOUNTING STAFF - STEPHANIE</i>	60	Annually	1	60
Audit Annual Financial Report	Audit complied annual financial report	60	Annually	1	60
Annual Reports to Matson & Isom	Send backup information for our financials that is needed by our accountants and answer their questions. Approve final draft.	60	Annually	1	60
Monthly Accounts Receivable Billing	Monthly audit of billings to tenants.	30	Monthly	12	360
Annual Common Area Update	Annual audit and updating of common area expenses.	90	Annually	1	90
Annual W-2's	Produce from accounting software and send out.	60	Annually	1	60
Affiliate Billings/ 6 times per year	Calculate from time cards billing for staff affiliate hours.	90	Bi Monthly	6	540
Annual Affiliate Report to CPUC	Compile Annual Affiliate Report to CPUC.	60	Annually	1	60
Annual Review of Prop/Liability Policy	Annual review of policy.	60	Annually	1	60
Property Tax Billings	Semi annual review of property tax bills.	60	Bi-Annually	2	120
Workers' Comp Policy Renewal	Annual review of policy.	60	Annually	1	60
Workers' Comp Audit	Annual audit - gather information needed for insurance company.	30	Annually	1	30

DEL ORO WATER COMPANY

AFFILIATE TIME SHEET

Director, Corporate Accounting	Task Description	Minutes Per Occurrence	Task Frequency	Annual Frequency	Annual Minutes	
SAFOR PARADISE PINES GOLF CLUB						
Annual Health Policy Renewal	Annual review of policy. CLOSED OCTOBER 31, 2014		Annually		0	
Annual Review of Prop/Liability Policy	Annual review of policy. CLOSED OCTOBER 31, 2014		Annually		0	
Property Tax Billings	Semi-annual review of property tax bills. Included in Safor Prop Tax		Bi-Annually		0	
UTILITY MANAGEMENT SERVICES						
Annual Director's and Stockholder's Meeting	These meetings are more of a formality in that all board members work within the company and attend to summarize annual events.	15	Annually	1	15	
Annual Budget Review	As the parent company to Del Oro Water Company, there is limited activity to review on an annual basis. <i>PREPARED BY ACCOUNTING STAFF - STEPHANIE</i>	60	Annually	1	60	
Annual Review of CPA Financials	These audited financial reviews mirror, for management purposes, that which has been reviewed on a monthly basis. The financials are prepared in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants and reflect any and all corrections as well as operational summaries and are forwarded to our bank. <i>PREPARED BY ACCOUNTING FIRM - CPA</i>	30	Annually	1	30	
Review of In-House Financials	The review consists of a 3-page document comparing the current period to the prior year's period. The review has essentially been the same for over 20 years which makes the task easy to complete in a relatively short manner. <i>PREPARED BY STAFF ACCOUNTANT - STEPHANIE</i>	15	Monthly	12	180	
Review Payroll	Semi monthly audit of payroll hours and processing for month-to-date payroll. <i>PREPARED BY ACCOUNTING STAFF - STEPHANIE</i>	15	Semimonthly	24	360	
Quarterly Payroll Reports	Quarterly government reports.	30	Quarterly	4	120	
Audit Annual Financial Report	Audit complied annual financial report.	45	Annually	1	45	
Annual Reports to Matson & Isom	Send back-up information for our financials needed by our accountants and answer their questions. Approve final draft.	30	Annually	1	30	
Quarterly Financials to Rabo Bank	Quarterly audit of financials forwarded onto Rabo Bank.	30	Quarterly	4	120	
Annual W-2's	Produce from accounting software and send out.	15	Annually	1	15	
Affiliate Billings/ 6 times per year	Calculate from time cards billing for staff affiliate hours.	30	Bi Monthly	6	180	
Annual Affiliate Report to CPUC	Compile Annual Affiliate Report to CPUC.	30	Annually	1	30	
Full-time rate of 2,080 hours per year less 80 hours vacation					Total Minutes Allocated to Affiliates	3,630
					Total Minutes Worked Per Year	120,000
					Percentage of Time Dedicated to Affiliates	3.02%

Office Staff

2021

Affiliate Duties & Calculations

**Del Oro Water Co., Inc.
Corporate Staffing**

Office Staff

	<u>Hire Date</u>	<u>Position</u>
Stephanie Sprague	10/10/2013	Senior Staff Accountant
Kaila Clark	6/10/2019	Staff Accountant
Ruby Mojica	3/14/2011	Corporate Assistant
Joanne Ayon	1/17/2011	Bookkeeper, A/P Clerk
Samya Bonner	10/13/2020	Bookkeeper, A/R Clerk
Angela Morrow	5/5/2008	Customer Service Rep
Jasmine Thitphaneth	11/1/2021	Customer Service Rep
Jennifer Van Doorn	11/15/2021	Customer Service Rep

Duties for DOWC

Accounting Posting, General Ledger & Review Financial Statements, Payroll, Web Site Maintenance for DOWC
 Accounting Posting, General Ledger & Review Financial Statements
 Corporate Assistant, Scan Payments, SWB Lab Reports, Collections
 Maintain Accounts Payable
 Maintain Accounts Receivable, Payments, Monthly Billing, Customer Resolution Specialist
 Supervisor Call Center Operator-Customer Relations, including Applications, Billing & Work Orders
 Call Center Operator-Customer Relations, including Applications, Billing & Work Orders
 Call Center Operator-Customer Relations, including Applications, Billing & Work Orders

Stephanie Sprague	Senior Staff Accountant
Kaila Clark	Staff Accountant
Joanne Ayon	Bookkeeper, A/P Clerk
Samya Bonner	Bookkeeper, A/R Clerk
Ruby Mojica	Corporate Assistant

Duties for Affiliates

Audit General Ledgers, Financial Statements, Payroll for Safor & UMS, Web Site Maintenance for Safor & UMS
 Audit General Ledgers, Financial Statements for Safor & UMS
 Accounts Payable for Safor & UMS
 Maintain Accounts Receivable, Payments, Monthly Billing for Safor & UMS
 Assist UMS with Spanish Speaking Customer Calls

Clerical Exchange

Executive Exchange

Safor	Ducor	Marys	UMS	Safor	Ducor	Marys	UMS	Safor	Ducor	Marys	UMS	Safor	Ducor	Marys	UMS	Ducor	Marys	UMS	Janice	Paul	Bryan	Bob
Joanne	Joanne	Joanne	Joanne	Samya	Samya	Samya	Samya	Stephanie	Stephanie	Stephanie	Stephanie	Kaila	Kaila	Kaila	Kaila	Ruby	Ruby	Ruby				
																			2.52	0.09	2.45	3.10
4.42				4.07				2.37				0.60										
	1.53				2.38				1.37				0.63			5.73			2.52	0.09	2.45	3.10
						18.50				1.85							0.32					
			1.72				0.32				0.42				1.08							

4.42				4.07				2.37				0.60						11.45	5.04	0.18	4.90	6.20	16.32
116.60				91.66				98.07				16.03						322.37	288.99	7.46	540.52	745.36	1582.34
	1.53	0.00	1.72		2.38	18.50	0.32		1.37	1.85	0.42		0.63	0.00	1.08	5.73	0.32	0.00					
	40.48	0.00	45.32		53.72	416.99	7.14		56.63	76.66	17.27		16.92	0.00	28.95	115.64	6.39	0.00					

Ducor	Marys	UMS	Total	Safor	Safor
283.40	500.04	98.67	882.11	322.37	1582.34
14.17	25.00	4.93	44.11	16.12	237.35
21.68	38.25	7.55	67.48	24.66	121.05
0.91	1.60	0.32	2.82	1.03	2.68
320.16	564.90	111.47	996.52	364.18	1943.42

996.52 *2307.60* **Nov Totals**

Safor	Ducor	Marys	UMS	Safor	Ducor	Marys	UMS	Safor	Ducor	Marys	UMS	Safor	Ducor	Marys	UMS	Ducor	Marys	UMS	Janice	Paul	Bryan	Bob
Joanne	Joanne	Joanne	Joanne	Samya	Samya	Samya	Samya	Stephanie	Stephanie	Stephanie	Stephanie	Kaila	Kaila	Kaila	Kaila	Ruby	Ruby	Ruby				
																			2.52	0.09	2.45	3.10
6.32				5.42				4.58				9.80										
	0.93				3.28				5.67							0.27			2.52	0.09	2.45	3.10
		1.03				12.62				4.73												
			1.27								2.68				0.73							

6.32				5.42				4.58				9.80						26.12	5.04	0.18	4.90	6.20	16.32
175.10				122.09				189.93				261.86						748.98	288.99	7.46	540.52	745.36	1582.34
	0.93	1.03	1.27		3.28	12.62	0.00		5.67	4.73	2.68		0.00	0.00	0.73	0.27	0.00	0.00					
	25.87	28.64	35.11		74.01	284.38	0.00		234.83	196.15	111.20		0.00	0.00	19.59	6.01	0.00	0.00					

Ducor	Marys	UMS	Total	Safor	Safor
340.71	509.17	165.90	1015.79	748.98	1582.34
17.04	25.46	8.30	50.79	37.45	237.35
26.06	38.95	12.69	77.71	57.30	121.05
1.09	1.63	0.53	3.25	2.40	2.68
384.90	575.21	187.42	1147.54	846.12	1943.42

1147.54 *2789.54* **Dec Totals**

Clerical Exchange

Executive Exchange

Clerical Exchange																			Executive Exchange					
Safor Joanne	Ducor Joanne	Marys Joanne	UMS Joanne	Safor Samya	Ducor Samya	Marys Samya	UMS Samya	Safor Stephanie	Ducor Stephanie	Marys Stephanie	UMS Stephanie	Safor Kaila	Ducor Kaila	Marys Kaila	UMS Kaila	Ducor Ruby	Marys Ruby	UMS Ruby	Janice	Paul	Bryan	Bob		
																				2.52	0.09	2.45	3.10	
5.38				3.63				2.32				0.47												
	1.33				2.22								4.15				0.03		2.52	0.09	2.45	3.10		
		1.43				7.13								1.62			1.00							
			2.05								1.03				1.58									
5.38				3.63				2.32				0.47							11.80	5.04	0.18	4.90	6.20	16.32
142.12				77.97				91.44				12.47							324.00	288.99	7.46	540.52	745.36	1582.34
	1.33	1.43	2.05		2.22	7.13	0.00		0.00	4.95	1.03		4.15	1.62	1.58	0.03	1.00	0.00						
	35.20	37.84	54.12		47.57	153.08	0.00		0.00	195.38	40.79		110.89	43.20	42.31	0.67	20.17	0.00						

Ducor	Marys	UMS	Total
194.33	449.67	137.21	781.21
9.72	22.48	6.86	39.06
14.87	34.40	10.50	59.76
0.62	1.44	0.44	2.50
219.53	507.99	155.01	882.53

Safor	Safor Total
324.00	1582.34
16.20	237.35
24.79	121.05
1.04	2.68
366.02	1943.42

2309.44 Sept Totals

Clerical Exchange																			Executive Exchange					
Safor Joanne	Ducor Joanne	Marys Joanne	UMS Joanne	Safor Samya	Ducor Samya	Marys Samya	UMS Samya	Safor Stephanie	Ducor Stephanie	Marys Stephanie	UMS Stephanie	Safor Kaila	Ducor Kaila	Marys Kaila	UMS Kaila	Ducor Ruby	Marys Ruby	UMS Ruby	Janice	Paul	Bryan	Bob		
																				2.52	0.09	2.45	3.10	
4.93				7.25				5.20				4.07												
	1.75				1.35								2.78						2.52	0.09	2.45	3.10		
		1.58				12.58								1.28			2.10							
			2.28				0.07					1.33			3.03									
4.93				7.25				5.20				4.07							21.45	5.04	0.18	4.90	6.20	16.32
130.24				163.42				215.49				108.66							617.80	288.99	7.46	540.52	745.36	1582.34
	1.75	1.58	2.28		1.35	12.58	0.07		3.28	3.15	1.33		2.78	1.28	3.03	0.00	2.10	0.00						
	46.20	41.80	60.28		30.43	283.63	1.50		136.06	130.54	55.25		74.37	34.29	81.05	0.00	42.36	0.00						

Ducor	Marys	UMS	Total
287.06	532.61	196.58	1016.26
14.35	26.63	9.83	50.81
21.96	40.74	15.04	77.74
0.92	1.70	0.63	3.25
324.29	601.69	222.08	1148.07

Safor	Safor Total
617.80	1582.34
30.89	237.35
47.26	121.05
1.98	2.68
697.93	1943.42

2641.35 Oct Totals

Clerical Exchange

Executive Exchange

	Safor Joanne	Ducor Joanne	Marys Joanne	UMS Joanne	Safor Samya	Ducor Samya	Marys Samya	UMS Samya	Safor Stephanie	Ducor Stephanie	Marys Stephanie	UMS Stephanie	Safor Kaila	Ducor Kaila	Marys Kaila	UMS Kaila	Ducor Ruby	Marys Ruby	UMS Ruby	Janice	Paul	Bryan	Bob			
July																					2.52	0.09	2.45	3.10		
Safor	5.52								3.33				1.05													
Ducor		0.80								1.33				3.20			0.10				2.52	0.09	2.45	3.10		
Marys			0.68								15.50				0.77			0.45								
UMS				1.12							0.62					1.50										
	5.52				0.00				3.33				1.05							9.90	5.04	0.18	4.90	6.20	16.32	
	145.64				0.00				131.57				28.06							305.26	288.99	7.46	540.52	745.36	1582.34	
		0.80	0.68	1.12		0.00	0.00	0.00		1.33	15.50	0.62		3.20	0.77	1.50	0.10	0.45	0.00					26.07		
		21.12	18.04	29.48		0.00	0.00	0.00		52.63	611.79	24.34		85.50	20.49	40.08	2.02	9.08	0.00					914.55		
										<i>Ducor</i>	<i>Marys</i>	<i>UMS</i>	<i>Total</i>						<i>Safor</i>					<i>Safor</i>		
										161.27	659.39	93.90	914.55						305.26					1582.34	Total	
										8.06	32.97	4.69	45.73						15.26					237.35	Load	
										12.34	50.44	7.18	69.96						23.35					121.05	PR Tax Load	
										0.52	2.11	0.30	2.93						0.98					2.68	Wcomp	
										182.18	744.91	106.08	1033.17						344.86					1943.42		
																									2288.27	July Totals

	Safor Joanne	Ducor Joanne	Marys Joanne	UMS Joanne	Safor Samya	Ducor Samya	Marys Samya	UMS Samya	Safor Stephanie	Ducor Stephanie	Marys Stephanie	UMS Stephanie	Safor Kaila	Ducor Kaila	Marys Kaila	UMS Kaila	Ducor Ruby	Marys Ruby	UMS Ruby	Janice	Paul	Bryan	Bob			
August																					2.52	0.09	2.45	3.10		
Safor	8.05								0.13				0.77													
Ducor		0.68								0.42				1.10			0.23				2.52	0.09	2.45	3.10		
Marys			0.67								5.10				2.07			0.98								
UMS				1.52							0.23					1.88										
	8.05				0.00				0.13				0.77							8.95	5.04	0.18	4.90	6.20	16.32	
	212.52				0.00				5.26				20.49							238.27	288.99	7.46	540.52	745.36	1582.34	
		0.68	0.67	1.52		3.38	2.30	0.00		0.42	5.10	0.23		1.10	2.07	1.88	0.23	0.98	0.00					20.57		
		18.04	17.60	40.04		72.61	49.36	0.00		16.45	201.30	9.21		29.39	55.22	50.32	4.71	19.83	0.00					584.07		
										<i>Ducor</i>	<i>Marys</i>	<i>UMS</i>	<i>Total</i>						<i>Safor</i>					<i>Safor</i>		
										141.19	343.31	99.57	584.07						238.27					1582.34	Total	
										7.06	17.17	4.98	29.20						11.91					237.35	Load	
										10.80	26.26	7.62	44.68						18.23					121.05	PR Tax Load	
										0.45	1.10	0.32	1.87						0.76					2.68	Wcomp	
										159.50	387.84	112.49	659.83						269.17					1943.42		
																									2212.59	Aug Totals

Clerical Exchange

	Safor Joanne	Ducor Joanne	Marys Joanne	UMS Joanne	Safor Cheryl	Ducor Cheryl	Marys Cheryl	UMS Cheryl	Safor Stephanie	Ducor Stephanie	Marys Stephanie	UMS Stephanie	Safor Kaila	Ducor Kaila	Marys Kaila	UMS Kaila	Ducor Ruby	Marys Ruby	UMS Ruby	
May Safor									2.07				0.75							
Ducor	5.73				7.50									2.25			2.92			
Marys		0.93							7.40						1.02			1.08		
UMS			1.18							11.15						1.27				

Executive Exchange

	Janice	Paul	Bryan	Bob
May	2.52	0.09	2.45	3.10
June	2.52	0.09	2.45	3.10

5.73				7.50				2.07					0.75								16.05	5.04	0.18	4.90	6.20	16.32
151.36				245.63				77.69					19.09								493.76	288.99	7.46	540.52	745.36	1582.34

	0.93	1.18	1.35		0.00	0.00	0.00		7.40	11.15	1.47		2.25	1.02	1.27	2.92	1.08	0.00			32.02					
	24.64	31.24	35.64		0.00	0.00	0.00		278.17	419.13	55.13		57.26	25.87	32.24	58.83	21.85	0.00			1040.00					

Ducor	Marys	UMS	Total
418.90	498.09	123.01	1040.00
20.94	24.90	6.15	52.00
32.05	38.10	9.41	79.56
1.34	1.59	0.39	3.33
473.23	562.70	138.96	1174.89

Safor	Safor Total
493.76	1582.34
24.69	237.35
37.77	121.05
1.58	2.68
557.80	1943.42

1174.89

2501.21 **May Totals**

June

	Safor Joanne	Ducor Joanne	Marys Joanne	UMS Joanne	Safor Cheryl	Ducor Cheryl	Marys Cheryl	UMS Cheryl	Safor Stephanie	Ducor Stephanie	Marys Stephanie	UMS Stephanie	Safor Kaila	Ducor Kaila	Marys Kaila	UMS Kaila	Ducor Ruby	Marys Ruby	UMS Ruby	
June Safor									3.77											
Ducor	5.13				5.00									2.03			2.47			
Marys		1.35							4.87						3.17			1.63		
UMS			0.63							9.63						2.73				

	Janice	Paul	Bryan	Bob
June	2.52	0.09	2.45	3.10

5.13				5.00				3.77					0.00								13.90	5.04	0.18	4.90	6.20	16.32
135.52				163.75				141.59					0.00								440.86	137.79	7.46	540.52	745.36	1431.14

	1.35	0.63	2.23		0.00	0.00			4.87	9.63	2.73		2.03	3.17	0.00	2.47	1.63	0.00			30.75					
	35.64	16.72	58.96		0.00	0.00			182.94	362.12	102.75		54.31	84.58	0.00	49.75	32.94	0.00			980.71					

Ducor	Marys	UMS	Total
322.64	496.36	161.71	980.71
16.13	24.82	8.09	49.04
24.68	37.97	12.37	75.02
1.03	1.59	0.52	3.14
364.49	560.74	182.68	1107.91

Safor	Safor Total
440.86	1582.34
22.04	237.35
33.73	121.05
1.41	2.68
498.04	1943.42

1107.91

2441.45 **June Totals**

Clerical Exchange

Executive Exchange

	Safor Joanne	Ducor Joanne	Marys Joanne	UMS Joanne	Safor Cheryl	Ducor Cheryl	Marys Cheryl	UMS Cheryl	Safor Stephanie	Ducor Stephanie	Marys Stephanie	UMS Stephanie	Safor Kaila	Ducor Kaila	Marys Kaila	UMS Kaila	Ducor Ruby	Marys Ruby	UMS Ruby	Janice	Paul	Bryan	Bob	
March																					2.52	0.09	2.45	3.10
Safor	5.68				10.98				2.17				1.15											
Ducor		0.92				0.30				7.35				1.93			0.12				2.52	0.09	2.45	3.10
Marys			0.53								3.95				1.70			0.08						
UMS				3.05				0.72				0.50				0.60								

	5.68			10.98				2.17				1.15								19.98	5.04	0.18	4.90	6.20	16.32
	150.04			359.70				81.45				29.27								620.46	275.23	7.46	540.52	745.36	1568.58

	0.92	0.53	3.05		0.30	0.00	0.72		7.35	3.95	0.50		1.93	1.70	0.60	0.12	0.08	0.00		21.75					
	24.20	14.08	80.52		9.83	0.00	23.47		276.29	148.48	18.80		49.20	43.27	15.27	2.35	1.68	0.00		707.43					

Ducor	Marys	UMS	Total	Safor	Safor Total
361.87	207.51	138.06	707.43	620.46	1568.58
18.09	10.38	6.90	35.37	31.02	235.29
27.68	15.87	10.56	54.12	47.46	120.00
1.16	0.66	0.44	2.26	1.99	2.63
408.80	234.42	155.96	799.18	700.93	1926.50

799.18 *2627.43 March Totals*

April																					2.52	0.09	2.45	3.10
Safor	7.95				3.40				2.20				0.82											
Ducor		0.68								2.57				2.02			2.00				2.52	0.09	2.45	3.10
Marys			0.70								6.87				0.73			2.43						
UMS				1.55				0.58				0.58				1.40								

	7.95			3.40				2.20				0.82								14.37	5.04	0.18	4.90	6.20	16.32
	209.88			111.35				82.70				20.78								424.71	275.23	7.46	540.52	745.36	1568.58

	0.68	0.70	1.55		0.00	0.00			2.57	6.87	0.58		2.02	0.73	1.40	2.00	2.43	0.00		21.53				
	18.04	18.48	40.92		0.00	0.00			96.48	258.12	21.93		51.32	18.66	35.63	40.34	49.08	0.00		649.00				

Ducor	Marys	UMS	Total	Safor	Safor Total
206.19	344.34	98.48	649.00	424.71	1568.58
10.31	17.22	4.92	32.45	21.24	235.29
15.77	26.34	7.53	49.65	32.49	120.00
0.66	1.10	0.32	2.08	1.36	2.63
232.93	389.00	111.25	733.18	479.80	1926.50

733.18 *2406.29 ebruary Totals*

Affiliate Hours Statement

2021

Utility Management Services

UMS

	Nov			Dec			Total		
		10%	Total		10%	Total			
Office	\$ 103.60	\$ 1,582.34	\$ 158.23	\$ 261.83	\$ 174.20	\$ 1,582.34	\$ 158.23	\$ 332.43	\$ 687.57
Management		\$ 237.35	\$ 23.74	\$ 23.74		\$ 237.35	\$ 23.74	\$ 23.74	
Payroll Tax	\$ 7.55	\$ 121.05	\$ 12.11	\$ 19.66	\$ 12.69	\$ 121.05	\$ 12.11	\$ 24.80	
Wcomp	\$ 0.32	\$ 2.68	\$ 0.27	\$ 0.59	\$ 0.53	\$ 2.68	\$ 0.27	\$ 0.80	
	<u>\$ 111.47</u>	<u>\$ 1,943.42</u>	<u>\$ 194.34</u>	<u>\$ 305.81</u>	<u>\$ 187.42</u>	<u>\$ 1,943.42</u>	<u>\$ 194.34</u>	<u>\$ 381.76</u>	

Ducor

	Nov			Dec			Total		
			Total			Total			
Office	\$ 297.57		\$ 297.57	\$ 357.75		\$ 357.75		\$ 357.75	\$ 705.06
Management			\$ -			\$ -		\$ -	
Payroll Tax	\$ 21.68		\$ 21.68	\$ 26.06		\$ 26.06		\$ 26.06	
Wcomp	\$ 0.91		\$ 0.91	\$ 1.09		\$ 1.09		\$ 1.09	
	<u>\$ 320.16</u>		<u>\$ 320.16</u>	<u>\$ 384.90</u>		<u>\$ 384.90</u>			

Marysville

	Nov			Dec			Total		
			Total			Total			
Office	\$ 525.04		\$ 525.04	\$ 534.63		\$ 534.63		\$ 534.63	\$ 1,140.10
Management			\$ -			\$ -		\$ -	
Payroll Tax	\$ 38.25		\$ 38.25	\$ 38.95		\$ 38.95		\$ 38.95	
Wcomp	\$ 1.60		\$ 1.60	\$ 1.63		\$ 1.63		\$ 1.63	
	<u>\$ 564.89</u>		<u>\$ 564.89</u>	<u>\$ 575.21</u>		<u>\$ 575.21</u>			

Safor Corporation

	Nov			Dec			Total		
		90%	Total		90%	Total			
Office	\$ 338.49	\$ 1,582.34	\$ 1,424.11	\$ 1,762.60	\$ 786.43	\$ 1,582.34	\$ 1,424.11	\$ 2,210.54	\$ 4,708.47
Management		\$ 237.35	\$ 213.62	\$ 213.62		\$ 237.35	\$ 213.62	\$ 213.62	
Payroll Tax	\$ 24.66	\$ 121.05	\$ 108.95	\$ 133.61	\$ 57.30	\$ 121.05	\$ 108.95	\$ 166.25	
Wcomp	\$ 1.03	\$ 2.68	\$ 2.41	\$ 3.44	\$ 2.40	\$ 2.68	\$ 2.41	\$ 4.81	
	<u>\$ 364.18</u>	<u>\$ 1,943.42</u>	<u>\$ 1,749.08</u>	<u>\$ 2,113.26</u>	<u>\$ 846.13</u>	<u>\$ 1,943.42</u>	<u>\$ 1,749.08</u>	<u>\$ 2,595.21</u>	

\$ 1,943.42

\$ 1,943.42

\$ 7,241.20

Affiliate Hours Statement

2021

Utility Management Services

UMS

	Sept			Sept Total			Oct			Oct Total			Total
			10%					10%					
Office	\$ 144.07	\$ 1,582.34	\$ 158.23	\$ 302.30	\$ 206.41	\$ 1,582.34	\$ 158.23	\$ 364.64					\$ 765.77
Management		\$ 237.35	\$ 23.74	\$ 23.74		\$ 237.35	\$ 23.74	\$ 23.74					
Payroll Tax	\$ 10.50	\$ 121.05	\$ 12.11	\$ 22.61	\$ 15.04	\$ 121.05	\$ 12.11	\$ 27.15					
Wcomp	\$ 0.44	\$ 2.68	\$ 0.27	\$ 0.71	\$ 0.63	\$ 2.68	\$ 0.27	\$ 0.90					
	\$ 155.01	\$ 1,943.42	\$ 194.34	\$ 349.35	\$ 222.08	\$ 1,943.42	\$ 194.34	\$ 416.42					

Ducor

	Sept			Sept Total			Oct			Oct Total			Total
Office	\$ 204.05			\$ 204.05	\$ 301.41			\$ 301.41					\$ 543.83
Management				\$ -				\$ -					
Payroll Tax	\$ 14.87			\$ 14.87	\$ 21.96			\$ 21.96					
Wcomp	\$ 0.62			\$ 0.62	\$ 0.92			\$ 0.92					
	\$ 219.54			\$ 219.54	\$ 324.29			\$ 324.29					

Marysville

	Sept			Sept Total			Oct			Oct Total			Total
Office	\$ 472.15			\$ 472.15	\$ 559.24			\$ 559.24					\$ 1,109.67
Management				\$ -				\$ -					
Payroll Tax	\$ 34.40			\$ 34.40	\$ 40.74			\$ 40.74					
Wcomp	\$ 1.44			\$ 1.44	\$ 1.70			\$ 1.70					
	\$ 507.99			\$ 507.99	\$ 601.68			\$ 601.68					

Safor Corporation

	Sept			Sept Total			Oct			Oct Total			Total
			90%					90%					
Office	\$ 340.20	\$ 1,582.34	\$ 1,424.11	\$ 1,764.31	\$ 648.69	\$ 1,582.34	\$ 1,424.11	\$ 2,072.80					\$ 4,562.12
Management		\$ 237.35	\$ 213.62	\$ 213.62		\$ 237.35	\$ 213.62	\$ 213.62					
Payroll Tax	\$ 24.79	\$ 121.05	\$ 108.95	\$ 133.74	\$ 47.26	\$ 121.05	\$ 108.95	\$ 156.21					
Wcomp	\$ 1.04	\$ 2.68	\$ 2.41	\$ 3.45	\$ 1.98	\$ 2.68	\$ 2.41	\$ 4.39					
	\$ 366.03	\$ 1,943.42	\$ 1,749.08	\$ 2,115.11	\$ 697.93	\$ 1,943.42	\$ 1,749.08	\$ 2,447.01					

\$ 1,943.42

\$ 1,943.42

\$ 6,981.39

Affiliate Hours Statement

2021

Utility Management Services

UMS

	July			July Total			August			August Total			Total
			10%						10%				
Office	\$ 98.59	\$ 1,582.34	\$ 158.23	\$ 256.82	\$ 104.55	\$ 1,582.34	\$ 158.23	\$ 262.78					\$ 607.24
Management		\$ 237.35	\$ 23.74	\$ 23.74		\$ 237.35	\$ 23.74	\$ 23.74					
Payroll Tax	\$ 7.18	\$ 121.05	\$ 12.11	\$ 19.29	\$ 7.62	\$ 121.05	\$ 12.11	\$ 19.73					
Wcomp	\$ 0.30	\$ 2.68	\$ 0.27	\$ 0.57	\$ 0.32	\$ 2.68	\$ 0.27	\$ 0.59					
	\$ 106.07	\$ 1,943.42	\$ 194.34	\$ 300.41	\$ 112.49	\$ 1,943.42	\$ 194.34	\$ 306.83					

Ducor

	July			July Total			August			August Total			Total
Office	\$ 169.33			\$ 169.33	\$ 148.25			\$ 148.25					\$ 341.69
Management				\$ -				\$ -					
Payroll Tax	\$ 12.34			\$ 12.34	\$ 10.80			\$ 10.80					
Wcomp	\$ 0.52			\$ 0.52	\$ 0.45			\$ 0.45					
	\$ 182.19			\$ 182.19	\$ 159.50			\$ 159.50					

Marysville

	July			July Total			August			August Total			Total
Office	\$ 692.36			\$ 692.36	\$ 360.48			\$ 360.48					\$ 1,132.75
Management				\$ -				\$ -					
Payroll Tax	\$ 50.44			\$ 50.44	\$ 26.26			\$ 26.26					
Wcomp	\$ 2.11			\$ 2.11	\$ 1.10			\$ 1.10					
	\$ 744.91			\$ 744.91	\$ 387.84			\$ 387.84					

Safor Corporation

	July			July Total			August			August Total			Total
			90%						90%				
Office	\$ 320.52	\$ 1,582.34	\$ 1,424.11	\$ 1,744.63	\$ 250.18	\$ 1,582.34	\$ 1,424.11	\$ 1,674.29					\$ 4,112.18
Management		\$ 237.35	\$ 213.62	\$ 213.62		\$ 237.35	\$ 213.62	\$ 213.62					
Payroll Tax	\$ 23.35	\$ 121.05	\$ 108.95	\$ 132.30	\$ 18.23	\$ 121.05	\$ 108.95	\$ 127.18					
Wcomp	\$ 0.98	\$ 2.68	\$ 2.41	\$ 3.39	\$ 0.76	\$ 2.68	\$ 2.41	\$ 3.17					
	\$ 344.85	\$ 1,943.42	\$ 1,749.08	\$ 2,093.93	\$ 269.17	\$ 1,943.42	\$ 1,749.08	\$ 2,018.25					

\$ 1,943.42

\$ 1,943.42

\$ 6,193.86

Affiliate Hours Statement

2021

Utility Management Services

UMS

	May			June			Total		
		10%	May Total		10%	June Total			
Office	\$ 129.16	\$ 1,582.34	\$ 158.23	\$ 287.39	\$ 169.80	\$ 1,582.34	\$ 158.23	\$ 328.03	\$ 710.33
Management		\$ 237.35	\$ 23.74	\$ 23.74		\$ 237.35	\$ 23.74	\$ 23.74	
Payroll Tax	\$ 9.41	\$ 121.05	\$ 12.11	\$ 21.52	\$ 12.37	\$ 121.05	\$ 12.11	\$ 24.48	
Wcomp	\$ 0.39	\$ 2.68	\$ 0.27	\$ 0.66	\$ 0.52	\$ 2.68	\$ 0.27	\$ 0.79	
	<u>\$ 138.96</u>	<u>\$ 1,943.42</u>	<u>\$ 194.34</u>	<u>\$ 333.30</u>	<u>\$ 182.69</u>	<u>\$ 1,943.42</u>	<u>\$ 194.34</u>	<u>\$ 377.03</u>	

Ducor

	May			June			Total		
			May Total			June Total			
Office	\$ 439.84		\$ 439.84	\$ 338.77		\$ 338.77		\$ 837.71	
Management			\$ -			\$ -			
Payroll Tax	\$ 32.05		\$ 32.05	\$ 24.68		\$ 24.68			
Wcomp	\$ 1.34		\$ 1.34	\$ 1.03		\$ 1.03			
	<u>\$ 473.23</u>		<u>\$ 473.23</u>	<u>\$ 364.48</u>		<u>\$ 364.48</u>			

Marysville

	May			June			Total		
			May Total			June Total			
Office	\$ 522.99		\$ 522.99	\$ 521.18		\$ 521.18		\$ 1,123.42	
Management			\$ -			\$ -			
Payroll Tax	\$ 38.10		\$ 38.10	\$ 37.97		\$ 37.97			
Wcomp	\$ 1.59		\$ 1.59	\$ 1.59		\$ 1.59			
	<u>\$ 562.68</u>		<u>\$ 562.68</u>	<u>\$ 560.74</u>		<u>\$ 560.74</u>			

Safor Corporation

	May			June			Total		
		90%	May Total		90%	June Total			
Office	\$ 518.45	\$ 1,582.34	\$ 1,424.11	\$ 1,942.56	\$ 462.90	\$ 1,582.34	\$ 1,424.11	\$ 1,887.01	\$ 4,554.00
Management		\$ 237.35	\$ 213.62	\$ 213.62		\$ 237.35	\$ 213.62	\$ 213.62	
Payroll Tax	\$ 37.77	\$ 121.05	\$ 108.95	\$ 146.72	\$ 33.73	\$ 121.05	\$ 108.95	\$ 142.68	
Wcomp	\$ 1.58	\$ 2.68	\$ 2.41	\$ 3.99	\$ 1.41	\$ 2.68	\$ 2.41	\$ 3.82	
	<u>\$ 557.80</u>	<u>\$ 1,943.42</u>	<u>\$ 1,749.08</u>	<u>\$ 2,306.88</u>	<u>\$ 498.04</u>	<u>\$ 1,943.42</u>	<u>\$ 1,749.08</u>	<u>\$ 2,247.12</u>	

\$ 1,943.42

\$ 1,943.42

\$ 7,225.46

Affiliate Hours Statement

2021

Utility Management Services

UMS

	March			March			April			Total
	10%			Total	10%			Total		
Office	\$ 144.96	\$ 1,568.58	\$ 156.86	\$ 301.82	\$ 103.40	\$ 1,568.58	\$ 156.86	\$ 260.26	\$ 652.51	
Management		\$ 235.29	\$ 23.53	\$ 23.53		\$ 235.29	\$ 23.53	\$ 23.53		
Payroll Tax	\$ 10.56	\$ 120.00	\$ 12.00	\$ 22.56	\$ 7.53	\$ 120.00	\$ 12.00	\$ 19.53		
Wcomp	\$ 0.44	\$ 2.63	\$ 0.26	\$ 0.70	\$ 0.32	\$ 2.63	\$ 0.26	\$ 0.58		
	\$ 155.96	\$ 1,926.50	\$ 192.65	\$ 348.61	\$ 111.25	\$ 1,926.50	\$ 192.65	\$ 303.90		

Ducor

	March			March			April			Total
				Total				Total		
Office	\$ 379.96			\$ 379.96	\$ 216.50			\$ 216.50	\$ 641.73	
Management				\$ -				\$ -		
Payroll Tax	\$ 27.68			\$ 27.68	\$ 15.77			\$ 15.77		
Wcomp	\$ 1.16			\$ 1.16	\$ 0.66			\$ 0.66		
	\$ 408.80			\$ 408.80	\$ 232.93			\$ 232.93		

Marysville

	March			March			April			Total
				Total				Total		
Office	\$ 217.89			\$ 217.89	\$ 361.56			\$ 361.56	\$ 623.42	
Management				\$ -				\$ -		
Payroll Tax	\$ 15.87			\$ 15.87	\$ 26.34			\$ 26.34		
Wcomp	\$ 0.66			\$ 0.66	\$ 1.10			\$ 1.10		
	\$ 234.42			\$ 234.42	\$ 389.00			\$ 389.00		

Safor Corporation

	March			March			April			Total
	90%			Total	90%			Total		
Office	\$ 651.48	\$ 1,568.58	\$ 1,411.72	\$ 2,063.20	\$ 445.95	\$ 1,568.58	\$ 1,411.72	\$ 1,857.67	\$ 4,648.43	
Management		\$ 235.29	\$ 211.76	\$ 211.76		\$ 235.29	\$ 211.76	\$ 211.76		
Payroll Tax	\$ 47.46	\$ 120.00	\$ 108.00	\$ 155.46	\$ 32.49	\$ 120.00	\$ 108.00	\$ 140.49		
Wcomp	\$ 1.99	\$ 2.63	\$ 2.37	\$ 4.36	\$ 1.36	\$ 2.63	\$ 2.37	\$ 3.73		
	\$ 700.93	\$ 1,926.50	\$ 1,733.85	\$ 2,434.78	\$ 479.80	\$ 1,926.50	\$ 1,733.85	\$ 2,213.65		

\$ 1,926.50

\$ 1,926.50

\$ 6,566.09

Affiliate Hours Statement

2021

Utility Management Services

UMS

	January			January Total	February			February Total	Total
			10%				10%		
Office	\$ 105.86	\$ 1,568.58	\$ 156.86	\$ 262.72	\$ 141.87	\$ 1,568.58	\$ 156.86	\$ 298.73	\$ 651.83
Management		\$ 235.29	\$ 23.53	\$ 23.53		\$ 235.29	\$ 23.53	\$ 23.53	
Payroll Tax	\$ 7.71	\$ 120.00	\$ 12.00	\$ 19.71	\$ 10.34	\$ 120.00	\$ 12.00	\$ 22.34	
Wcomp	\$ 0.32	\$ 2.63	\$ 0.26	\$ 0.58	\$ 0.43	\$ 2.63	\$ 0.26	\$ 0.69	
	\$ 113.89	\$ 1,926.50	\$ 192.65	\$ 306.54	\$ 152.64	\$ 1,926.50	\$ 192.65	\$ 345.29	

Ducor

	January			January Total	February			February Total	Total
Office	\$ 196.62			\$ 196.62	\$ 312.71			\$ 312.71	\$ 547.99
Management				\$ -				\$ -	
Payroll Tax	\$ 14.33			\$ 14.33	\$ 22.78			\$ 22.78	
Wcomp	\$ 0.60			\$ 0.60	\$ 0.95			\$ 0.95	
	\$ 211.55			\$ 211.55	\$ 336.44			\$ 336.44	

Marysville

	January			January Total	February			February Total	Total
Office	\$ 474.77			\$ 474.77	\$ 256.55			\$ 256.55	\$ 786.83
Management				\$ -				\$ -	
Payroll Tax	\$ 34.59			\$ 34.59	\$ 18.69			\$ 18.69	
Wcomp	\$ 1.45			\$ 1.45	\$ 0.78			\$ 0.78	
	\$ 510.81			\$ 510.81	\$ 276.02			\$ 276.02	

Safor Corporation

	January			January Total	February			February Total	Total
			90%				90%		
Office	\$ 886.87	\$ 1,568.58	\$ 1,411.72	\$ 2,298.59	\$ 527.51	\$ 1,568.58	\$ 1,411.72	\$ 1,939.23	\$ 4,989.43
Management		\$ 235.29	\$ 211.76	\$ 211.76		\$ 235.29	\$ 211.76	\$ 211.76	
Payroll Tax	\$ 64.61	\$ 120.00	\$ 108.00	\$ 172.61	\$ 38.43	\$ 120.00	\$ 108.00	\$ 146.43	
Wcomp	\$ 2.70	\$ 2.63	\$ 2.37	\$ 5.07	\$ 1.61	\$ 2.63	\$ 2.37	\$ 3.98	
	\$ 954.18	\$ 1,926.50	\$ 1,733.85	\$ 2,688.03	\$ 567.55	\$ 1,926.50	\$ 1,733.85	\$ 2,301.40	

\$ 1,926.50

\$ 1,926.50

\$ 6,976.08