



# PALMDALE WATER DISTRICT

## A CENTURY OF SERVICE

March 17, 2021

### BOARD OF DIRECTORS

AMBERROSE MERINO

Division 1

DON WILSON

Division 2

GLORIA DIZMANG

Division 3

KATHY MAC LAREN-GOMEZ

Division 4

VINCENT DINO

Division 5

## AGENDA FOR REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE PALMDALE WATER DISTRICT TO BE HELD AT 2029 EAST AVENUE Q, PALMDALE OR VIA TELECONFERENCE

**FOR THE PUBLIC: VIA TELECONFERENCE ONLY**

**DIAL-IN NUMBER: 571-748-4021 ATTENDEE PIN: 616-377-561#**

**Submit Public Comments at: <https://www.gomeet.com/616-377-561>**

**MONDAY, MARCH 22, 2021**

**6:00 p.m.**

DENNIS D. LaMOREAUX

General Manager

ALESHIRE & WYNDER LLP

Attorneys

**NOTES:** To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Dawn Deans at 661-947-4111 x1003 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Additionally, an interpreter will be made available to assist the public in making **comments** under Agenda Item No. 4 and any action items where public input is offered during the meeting if requested at least 48 hours before the meeting. Please call Dawn Deans at 661-947-4111 x1003 with your request. (PWD Rules and Regulations Section 4.03.1 (c) )

Adicionalmente, un intérprete estará disponible para ayudar al público a hacer **comentarios** bajo la sección No. 4 en la agenda y cualquier elemento de acción donde se ofrece comentarios al público durante la reunión, siempre y cuando se solicite con 48 horas de anticipación de la junta directiva. Por favor de llamar Dawn Deans al 661-947-4111 x1003 con su solicitud. (PWD reglas y reglamentos sección 4.03.1 (c) )

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale (Government Code Section 54957.5). Please call Dawn Deans at 661-947-4111 x1003 for public review of materials.

**PUBLIC COMMENT GUIDELINES:** The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to carry out its meeting will not be permitted, and offenders will be requested to leave the meeting. (PWD Rules and Regulations, Appendix DD, Sec. IV.A.)

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

- 1) Pledge of Allegiance/Moment of Silence.
- 2) Roll Call.
- 3) Adoption of Agenda.



- 4) Public comments for non-agenda items.
- 5) Presentations:
  - 5.1) None at this time.
- 6) Action Items - Consent Calendar (The public shall have an opportunity to comment on any action item on the Consent Calendar as the Consent Calendar is considered collectively by the Board of Directors prior to action being taken.)
  - 6.1) Approval of minutes of Regular Board Meeting held March 8, 2021.
  - 6.2) Payment of bills for March 22, 2021.
  - 6.3) Approval of Resolution No. 21-8 being a Resolution of the Board of Directors of the Palmdale Water District Concurring in the Nomination of Jo Mackenzie to the CSDA (California Special Districts Association) Board of Directors. (No Budget Impact – General Manager LaMoreaux)
- 7) Action Items – Action Calendar (The public shall have an opportunity to comment on any action item as each item is considered by the Board of Directors prior to action being taken.)
  - 7.1) Consideration and possible action on approval of Gafcon, Inc. to serve as Community Workforce Coordinator. (\$30,000.00 – Budgeted under various projects – Assistant General Manager Ly)
  - 7.2) Consideration and possible action on authorization of the following conferences, seminars, and training sessions for Board and staff attendance within budget amounts previously approved in the 2020 Budget:
    - a) Water Education Foundation “Water 101 Virtual Workshop: The Basics and Beyond” to be held April 22 and 23, 2021.
- 8) Information Items:
  - 8.1) Finance Reports:
    - a) Status report on Cash Flow Statement and Current Cash Balances as of December 2020 and as of February 2021. (Financial Advisor Egan/Finance Committee)
    - b) Status report on Financial Statements, Revenue, and Expense and Departmental Budget Reports for December 2020. (Finance Manager Williams/Finance Committee)
    - c) Status report on committed contracts issued. (Finance Manager Williams/Finance Committee)
    - d) Other financial reports. (Finance Manager Williams/Finance Committee)
      - 1) The effect of COVID-19 event.
      - 2) Revenue projections.
      - 3) Payment transactions by type.
      - 4) Accounts receivable aging report.

- 5) Rate Assistance Program status.
- 6) Billing and collection statistics.
- 8.2) Reports of Directors:
  - a) Standing Committees; Organization Appointments; Agency Liaisons:
    - 1) Resource and Facilities Committee. (Director Dino, Chair/Director Merino)
    - 2) Antelope Valley East Kern Water Agency-AVEK. (Director Dino/Director Mac Laren-Gomez, Alternate)
    - 3) Finance Committee Meeting. (Director Wilson, Chair/Director Dizmang)
  - b) General Meetings Reports of Directors.
- 8.3) Report of General Manager.
  - a) March 2021 written report of activities through February 2021.
- 8.4) Report of General Counsel.
- 9) Board members' requests for future agenda items.
- 10) Adjournment.



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DENNIS D. LaMOREAUX,  
General Manager

DDL/dd

**P A L M D A L E   W A T E R   D I S T R I C T**  
**B O A R D   M E M O R A N D U M**

**DATE:** March 15, 2021 **March 22, 2021**  
**TO:** BOARD OF DIRECTORS **Board Meeting**  
**FROM:** Mr. Dennis D. LaMoreaux, General Manager  
**RE:** ***AGENDA ITEM NO. 6.3 – APPROVAL OF RESOLUTION NO. 21-8  
BEING A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
PALMDALE WATER DISTRICT CONCURRING IN THE NOMINATION  
OF JO MACKENZIE TO THE CSDA (CALIFORNIA SPECIAL  
DISTRICTS ASSOCIATION) BOARD OF DIRECTORS. (NO BUDGET  
IMPACT – GENERAL MANAGER LaMOREAUX)***

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**Recommendation:**

Staff has no recommendation on this item; however, similar resolutions have been approved in the past.

**Alternative Options:**

The alternative is to not approve this Resolution.

**Impact of Taking No Action:**

There is no impact to the District from taking no action on this item.

**Background:**

The CSDA Board of Directors is the governing body responsible for all policy decisions related to CSDA's member services, legislative advocacy, education, and resources. The leadership of CSDA is elected from its six geographical networks with each of the six networks having three seats on the Board with staggered three-year terms. Any regular CSDA member in good standing is eligible to nominate one person for election to the CSDA Board of Directors.

The District has received a request from Jo Mackenzie, of the Vista Irrigation District, to concur her nomination to the CSDA Board of Directors. The Concurring Resolution Request from the Vista Irrigation District and Palmdale Water District Resolution No. 21-8 are attached.



**Strategic Plan Initiative/Mission Statement:**

This work is part of Strategic Initiative 5 – Regional Leadership.

This item directly relates to the District’s Mission Statement.

**Budget:**

This item has no effect on the budget.

**Supporting Documents:**

- Concurring Resolution Request from Vista Irrigation District
- Palmdale Water District Resolution No. 21-8 Concurring in the Nomination of Jo Mackenzie to the CSDA Board of Directors



## ***CONCURRING RESOLUTION REQUEST***

### **Re-ELECT JO MacKENZIE TO CSDA BOARD OF DIRECTORS, SEAT A SOUTHERN NETWORK**

Board Member Southern Network,

I would appreciate your board of directors consider approving a Concurring Nomination Resolution on my behalf. Nominations are now in progress for the CSDA Board of Directors, Seat A. There are three directors in each Network with rotating three-year terms. I am running for my seat on the CSDA Board so I can continue serving you. I have attached a Concurring Nomination Resolution Template for your convenience.

It has been a privilege and honor to represent the California Special Districts Southern Network. I have served on the CSDA Board as President, Vice President and Treasurer, as well as on nearly all of the CSDA Committees. During my tenure on the board of directors, I have provided the leadership to grow the association. CSDA's influence and visibility in the Capitol has grown because legislators know the association represents the diverse needs of all special districts. In this leadership role, I will continue to provide the direction, ideas, and participation necessary for CSDA to continue its upward progress. I am presently the President of the CSDA Finance Corp---if your agency is in need of funding for a capital improvement project, the Finance Corp provides competitive financing. I was appointed by the CSDA Board to serve on the Special District Leadership Foundation (SDLF) Board of Directors in 2013 where I continue to serve as its Treasurer since 2014.

Serving on the CSDA Board of Directors requires a commitment of time along with a sincere interest in the issues confronting special districts statewide and nationally. It is also imperative that CSDA Board Members are driven to assure that members receive timely information and assistance in order to be up-to-date on new legislation affecting special districts, and the educational opportunities offered by CSDA. I connect with the Southern Network members so that they know what CSDA, CSDA Finance Corp, and the Special District Leadership Foundation have to offer: educational opportunities and representation at the Capitol; financing to meet district's needs; and scholarship availability to attend CSDA events.

I would truly be honored if your district would approve the concurring resolution. Thank you for your consideration of my request.

Jo MacKenzie, Director  
Vista Irrigation District  
CSDA Past President  
mackgroup@cox.net  
760-743-7969

#### **CSDA EDUCATION CATALOG LINK:**

<https://www.csdanet.net/viewdocument/2021-professional-development-catalog> All webinars are free to CSDA Members this year. The Workshops and Conferences are at the reduced Membership fee. If your district needs financial assistance in order to attend, check out the Scholarships available to ALL districts on a first come basis (funds are limited) at WWW.SDLF.ORG.

**RESOLUTION NO. 21-8**  
**RESOLUTION OF THE BOARD OF DIRECTORS**  
**OF THE PALMDALE WATER DISTRICT**  
**CONCURRING IN THE NOMINATION OF JO MACKENZIE**  
**TO THE CSDA BOARD OF DIRECTORS**

**WHEREAS**, the California Special Districts Association (CSDA) is holding an election for its Board of Directors for the Southern Network, Seat A for the 2021-23 term; and

**WHEREAS**, the Palmdale Water District is a voting member of CSDA and a voting member of the Southern Network; and

**WHEREAS**, the incumbent, Jo MacKenzie, of the Vista Irrigation District, is seeking re-election for this position; and

**WHEREAS**, Jo MacKenzie has been involved with the CSDA Board since 2003 and has served in a wide variety of roles including Board President in 2011, Vice President in 2010, and Treasurer in 2008 and 2009; and

**WHEREAS**, the Board of Directors of the Palmdale Water District believe that Jo MacKenzie is an effective leader on the CSDA Board.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Palmdale Water District does concur in the nomination of Jo MacKenzie to represent the Southern Network, Seat A, on the CSDA Board of Directors; and

**BE IT FURTHER RESOLVED** that the District Secretary is hereby directed to transmit a copy of this resolution to the attention of the Board Secretary of the Vista Irrigation District at 1391 Engineer Street, Vista, CA 92081, or email [Lsoto@vidwater.org](mailto:Lsoto@vidwater.org) forthwith.

**PASSED AND ADOPTED** by the following roll call vote of the Board of Directors for the Palmdale Water District this 22nd day of March 2021.

AYES:

NOES:

ABSTAIN:

ABSENT:

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Gloria Dizmang, President  
Palmdale Water District

ATTEST:

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Kathy Mac Laren-Gomez, Secretary  
Palmdale Water District

APPROVED AS TO FORM:

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Aleshire & Wynder, LLP,  
General Counsel

**P A L M D A L E   W A T E R   D I S T R I C T**  
**B O A R D   M E M O R A N D U M**

**DATE:** March 15, 2021 **March 22, 2021**  
**TO:** BOARD OF DIRECTORS **Board Meeting**  
**FROM:** Mr. Adam Ly, Assistant General Manager  
**VIA:** Mr. Dennis D. LaMoreaux, General Manager  
**RE:** ***AGENDA ITEM NO. 7.1 – CONSIDERATION AND POSSIBLE ACTION ON APPROVAL OF GAFCON, INC. TO SERVE AS COMMUNITY WORKFORCE COORDINATOR. (\$30,000.00 – BUDGETED – ASSISTANT GENERAL MANAGER LY)***

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**Recommendation:**

Staff recommends that the Board approve Gafcon, Inc. to serve as coordinator for the District's Community Workforce Agreement.

**Alternative Options:**

Do not approve this firm and select another firm.

**Impact of Taking No Action:**

The District will incur higher costs for compliance with the Community Workforce Agreement.

**Background:**

The District updated the Community Workforce Agreement (CWA) in December 2019. Staff has had three contracts since then that required coordination and compliance with the Agreement. The CWA has referenced and stipulated that the District designate a Coordinator to help with projects and documentations. The Coordinator functions as the go-to person for the CWA.

The District contacted several firms and asked for proposals. Based on the communication, one firm provided a monthly fee proposal, and the other two provided a project fee proposal. Looking at each proposal, the District recommends going with the project fee proposal and recommends Gafcon, Inc. from San Diego, CA.

Golden State Labor Compliance provides a monthly fee proposal. Their cost is calculated using a 16-month period with additional costs for labor compliance. Gafcon's proposal is adjusted with additional 15% reimbursable expenses as outline in its proposal.

Below is a table of estimation for upcoming projects that will spread over the next 16 months:

Projects	Engineer Cost	Gafcon	GSLC*	Solis
Sierra Hwy Tie-in	\$250,000	\$4,543	\$13,125	\$6,450
Ave. P @ 10 <sup>th</sup> St. East	\$250,000	\$4,543	\$8,125	\$5,160
3M Booster Upgrades	\$3,000,000	\$7,447	\$47,500	\$19,608
Ave. Q-6 between 12 <sup>th</sup> & 15 <sup>th</sup>	\$280,000	\$4,543	\$8,500	\$5,160
Ave. P-12, Division, 2 <sup>nd</sup> , etc.	\$1,341,000	\$6,814	\$30,910	\$21,456
<b>Total Cost</b>		<b>\$27,890</b>	<b>\$98,160</b>	<b>\$57,834</b>

\*Based on monthly fee.

**Strategic Plan Initiative/Mission Statement:**

This item is under Strategic Initiative No. 3 – Systems Efficiency and No. 5 – Regional Leadership.

This item directly relates to the District's Mission Statement.

**Budget:**

The project cost will be allocated to each project.

**Supporting Documents:**

- Proposals



# PALMDALE WATER DISTRICT

CWA - COMMUNITY WORKFORCE COORDINATOR SERVICES PROPOSAL

# 1 | COVER LETTER



March 4, 2021

Adam C. Ly  
Assistant General Manager  
Palmdale Water District  
2029 East Avenue Q  
Palmdale, CA 93550

**RE: PROFESSIONAL CONSULTING SERVICES FOR COMMUNITY WORKFORCE AGREEMENT  
COMMUNITY WORKFORCE COORDINATOR SERVICES**

Dear Mr. Ly,

As the construction process evolves, so do requirements and regulations. In order to bring the Palmdale Water District's (District) vision to life and assure compliance with all local, state, and federal regulations, the District needs a consultant who is well versed in Community Workforce Agreement (CWA) Compliance Coordination Services. Gafcon, Inc. (Gafcon) has proven extensive knowledge of these requirements through the delivery of hundreds of successful projects throughout Southern California. We offer the successful history and qualifications of the firm, as well as other benefits outlined below.

**Relevant Local Experience** | Gafcon, headquartered in San Diego, was one of the first state-approved labor compliance programs. Over the last 33 years, we have managed more than \$10B in projects, working under Department of Industrial Relations (DIR) and CWA guidelines to successfully administer compliance enforcement programs for clients such as the San Diego Unified School District, NBC Universal, San Elijo Joint Powers Authority, Eastern Municipal Water District, and the City and County of Los Angeles.

**Expert Knowledge** | Our firm's most valuable asset is our people. It is why we have carefully selected our proposed team to ensure your projects are delivered successfully, not just by meeting or exceeding schedule goals, but also by embracing the District's and the surrounding communities vision in the process. Our team has formulated a specific approach to CWA management and oversight, including auditing labor practices on active construction projects. This method has proven to keep project schedules moving forward while enforcing the requirements of the CWA. All of our team members are industry experts with years of experience in the labor realm, working collaboratively with clients and contractors to keep projects on track.

**Project Understanding** | Unlike other firms that solely specialize in labor relation services, Gafcon offers comprehensive construction consulting services. Our core expertise is in the management of complex construction activities, so we understand and can meet the timelines set forth by the District. Our process in providing CWA Compliance Coordination Services is designed to prevent hindrances to the construction process. Additionally, we have developed positive relationships with contractors, unions, and state agencies because we are dedicated to helping contractors and other related parties understand compliance.

When you partner with Gafcon, you receive the collective knowledge of industry experts who bring relevant and critical experience delivering consulting services as a collaborative partner focused on delivering long-term solutions that leave a lasting, positive impact on your community.

Sincerely,  
Gafcon, Inc.

A handwritten signature in blue ink, appearing to read "M. Glaske", is positioned above the name of the signatory.

Marty Glaske, Senior Vice President

**PRIMARY POINT-OF-CONTACT**

Lizette Rodriguez, Labor Relations Manager  
5960 Cornerstone Court W, Ste 100  
San Diego, CA 92121  
858.875.0010 | [lrdriguez@gafcon.com](mailto:lrdriguez@gafcon.com)





## 2 | FIRM ORGANIZATION, CREDENTIALS, BACKGROUND

### FIRM OVERVIEW

For more than 33 years, Gafcon has ensured the success of our education clients through deep expertise and personal attention that is unique to a family-founded business. Our process is as distinctive and inspiring as the projects we deliver. Our state-of-the-art tools in virtual and augmented reality, sophisticated scheduling, and cost control systems drive our services to a new experiential level.

As one of California's first State-Approved Labor Compliance Programs, Gafcon has amassed years of lessons-learned. We have a deep understanding of the nuances of CWA and prevailing wage enforcement, including federal, state, and local requirements to help you navigate a constantly evolving field. This enables us to craft and implement a proactive approach to meeting your compliance needs. The Gafcon Way mitigates risk by making certain contractors know the rules and regulations prior to starting work on any project.

Creating value for our clients and our communities is a vital component of Gafcon's purpose. When you partner with us, you receive the collective knowledge of industry experts who have relevant and critical experience delivering labor consulting services as a collaborative partner focused on delivering long-term solutions that leave a lasting, positive impact on your local community.

**1. NUMBER OF YEARS IN BUSINESS**  
33

**2. LOCATION OF OFFICE WHICH WILL PERFORM THE WORK**  
660 S. Figueroa Street,  
Suite 1790  
Los Angeles, CA 90017

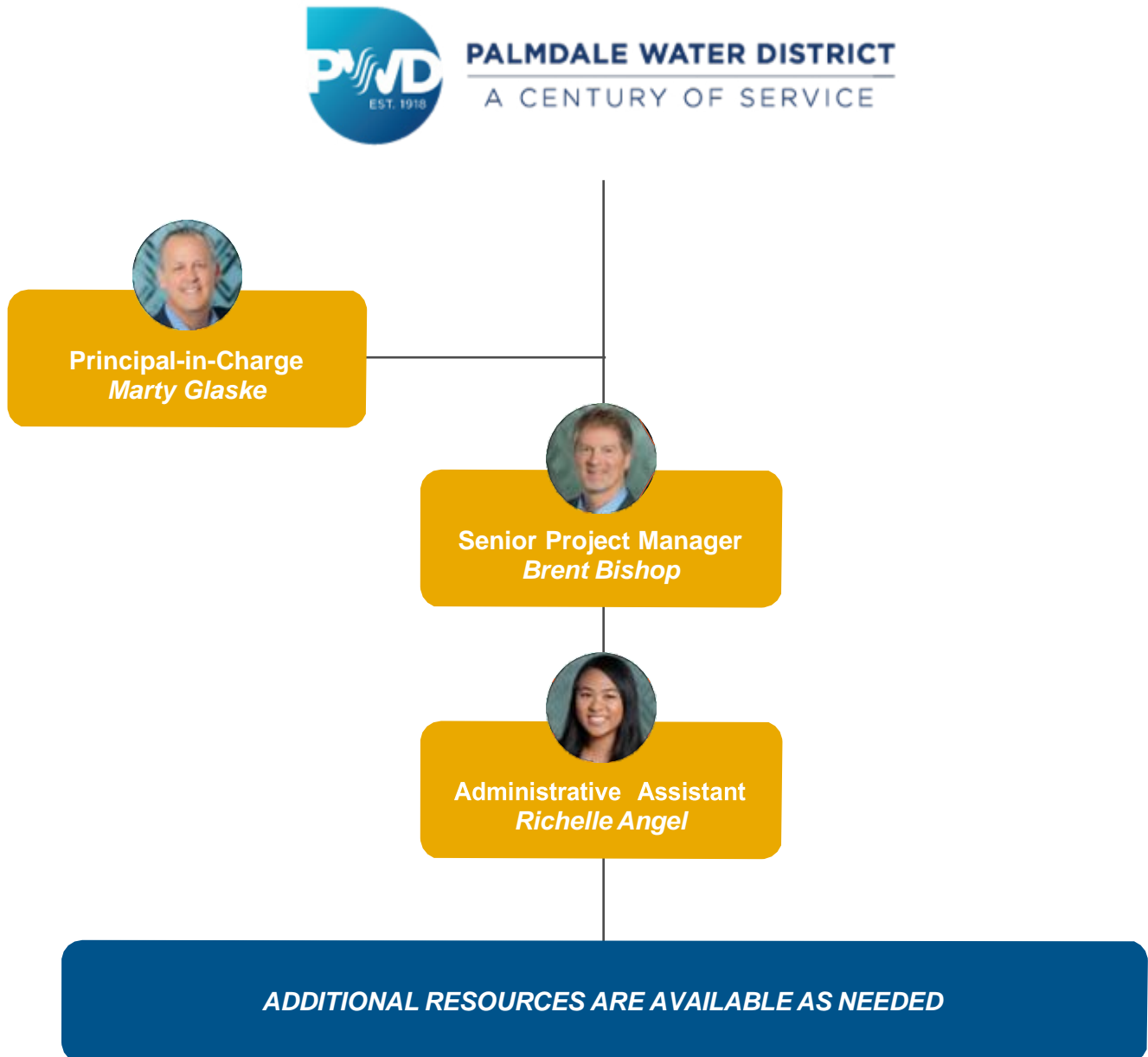
**3. GAFCON LABOR RELATIONS SERVICES**

- Labor Compliance Program Management Design, Implementation and Enforcement
- Workforce Demographics Monitoring and Reporting
- Project Labor Agreement/ Project Stabilization Agreement Management
- Workforce Participation Monitoring and Reporting
- Community and Contractor Outreach
- EEO Monitoring and Reporting
- DBE/MBE/WBE Participation Outreach



## PROJECT TEAM ORGANIZATION CHART

Gafcon's proposed team outlined below includes industry experts who understand CWA Compliance Coordination best-practices and have collaborated on multiple similar education projects throughout Southern California. Our team will provide the District with comprehensive services throughout all phases of the program, including project administration, attending and presenting at pre-proposal and pre-bid conference meetings, pre-construction conferences, document tracking, union relationship management, core employee tracking, local hire metrics, and project closeout. The following pages include detailed resumes for each team member illustrated below.





## YEARS OF EXPERIENCE

25

## EDUCATION

MA, Organizational Management,  
University of Phoenix

BS, Business Management,  
University of Phoenix

## CERTIFICATION/TRAINING

Labor Studies and Employment  
Relations Certification,  
Pennsylvania State University

Conflict and Negotiation  
Resolution Executive Certification,  
University of Notre Dame

Conflict Management  
Certification, University of  
California, Irvine

Leading People and Teams  
Executive Certification, University  
of Michigan, Ross School of  
Business

## PROFESSIONAL AFFILIATIONS

Construction Management  
Association of America (CMAA)

Community College Facility  
Coalition (CCFC)

Coalition for Adequate School  
Housing (CASH)

## AWARD

American Public Works  
Association (APWA), Public Works  
Advocate of the Year, 2017

## SUMMARY

Marty has more than 25 years of experience in construction and the development and enforcement of labor compliance programs, community workforce agreements, skilled and trained requirements, and local hire/ outreach programs throughout California. As manager of 500+ projects with a construction value exceeding \$7B, Marty has developed a strong knowledge of all types of education and public works projects. Marty was part of a hand-selected prevailing wage training team for the Department of Industrial Relations (DIR). He has participated in and facilitated various public works and labor relations training classes sponsored by the DIR, the Department of Labor (DOL), the Division of Apprenticeship Standards (DAS), and other labor organizations throughout the state.

## EXPERIENCE

**Stockton Unified School District** | Capital Improvement Bond Program (\$350M) | Labor Compliance Monitoring and PLA Monitoring Services / Stockton, CA

**San Diego Unified School District** | Proposition S & Z (\$4.9B) | Labor Compliance and PLA Consulting Services | San Diego, CA

**Grossmont-Cuyamaca Community College District** | Propositions R & V (\$673M) | LCP and PLA Monitoring Services | El Cajon, CA

**Grossmont Union High School District** | Propositions H & U Bond Program (\$920M) | LCP Monitoring Services | El Cajon, CA

**Carlsbad Unified School District** | Proposition P Bond Program (\$198M) | LCP Services / Carlsbad, CA

**San Diego Community College District** | Proposition S & N Bond Program (\$1.5B) | LCP, Outreach and Labor Relations Services / San Diego, CA

**Los Angeles Community College District** | Build LACCD Bond Program (\$6.2B) | PLA and LCP Consulting Services | Los Angeles, CA

**California State University** | Various Campuses (\$1B) | LCP Services | Various Locations, CA

**NBC Universal** | Evolution Plan (\$2.8B) | PLA Administration | Universal City, CA

# Brent Bishop

Senior Project Manager



## SUMMARY

Over the last 21 years, Brent has managed more than 90 labor compliance and community workforce agreement projects within Southern California. He has served in many roles, including Project Labor Agreement Administrator, Labor Compliance Officer, and Project Labor Coordinator. He is experienced with all phases of Labor Compliance. Brent has participated in and facilitated various public works and labor compliance training classes sponsored by the DIR, DOL, DAS, City of San Diego, and other labor organizations throughout the state.

## EXPERIENCE

### YEARS OF EXPERIENCE

21

### EDUCATION

BS, Health Science  
(Summa Cum Laude),  
San Diego State University

### CERTIFICATION/TRAINING

Transportation Worker  
Identification Credential (TWIC)

Roadway Worker Protection  
Certification for North County  
Transit District

### PROFESSIONAL AFFILIATIONS

Community College Facility  
Coalition (CCFC)

Coalition for Adequate School  
Housing (CASH)

**Grossmont-Cuyamaca Community College District** | Propositions R & V (\$673M) | LCP and PLA Monitoring Services | El Cajon, CA

**Chula Vista Elementary School** | Elementary School #46 (\$47.5M) | PLA Administration | Chula Vista, CA

**Stockton Unified School District** | Capital Improvement Bond Program (\$350M) | Labor Compliance Monitoring and PLA Monitoring Services | Stockton, CA

**Carlsbad Unified School District** | Proposition HH Bond Program (\$54M) | LCP Services | Carlsbad, CA

**Poway Unified School District** | Various Bond Construction Projects (\$198M) | LCP Services | Poway, CA

**Temecula Valley Unified School District** | Various Bond Construction Projects (\$500M) | Temecula, CA

**Centinel Valley UHSD** | Various Bond Construction Projects (\$98M) | PLA Administration | Lawndale, CA

**San Bernardino City Unified School District** | Various Bond Construction Projects (\$830M) | LCP Services | San Bernardino, CA

**San Jacinto Unified School District** | Various Projects (\$29M) | LCP Services | San Jacinto, CA

**Palm Springs Unified School District** | Various Bond Construction Projects (\$200M) | LCP Services | Palm Springs, CA

**Sweetwater Union High School District** | Various Bond Construction Projects (\$644M) | LCP Services | Chula Vista, CA

**MiraCosta College** | Various Bond Construction Projects (\$50M) | LCP Services | Oceanside, CA

**San Bernardino Community College District** | Various Bond Construction Projects (\$48.9M) | LCP Services | San Bernardino, CA

**Long Beach Community College District** | Various Bond Construction Projects (\$616M) | LCP Services | Long Beach, CA

**San Diego Association of Governments (SANDAG)** | As-Needed Labor Compliance (\$2.1B) | LCP Services | San Diego, CA

# Richelle Angel

Administrative Assistant



## YEARS OF EXPERIENCE

8

## EDUCATION

BA, Psychology, San Diego State University

## PROFESSIONAL AFFILIATIONS

Community College Facility Coalition (CCFC)

Coalition for Adequate School Housing (CASH)

## SUMMARY

As an Administrative Assistant, Richelle will be responsible for providing overall support for public projects, including supporting project managers and analysts with deliverables, developing spreadsheets, logging information, preparing project invoices, and scheduling meetings and training workshops. Richelle has extensive experience in all areas of contract compliance monitoring, auditing, and the enforcement of applicable rules and regulations for state and federally funded projects. Her knowledge of LCP and PLA regulations and contractors' reporting requirements on publicly financed projects allows her to monitor and effectuate compliance on all levels successfully. She is especially adept at communicating with contractors and subcontractors and acts as a resource, ensuring they understand the rules and regulations and are successful project partners. Richelle is exceptionally organized and detail-oriented, and is skilled at supporting various projects simultaneously.

## EXPERIENCE

**Carlsbad Unified School District** | Proposition P Bond Program (\$198M) | LCP Services / Carlsbad, CA

**San Marcos Unified School District** | Various Projects (\$100M) | LCP Services | San Marcos, CA

**Stockton Unified School District** | Capital Improvement Bond Program (\$350M) | Labor Compliance Monitoring and PLA Monitoring Services / Stockton, CA

**Grossmont Union High School District** | Propositions H & U Bond Program (\$920M) | LCP Monitoring Services | El Cajon, CA

**Grossmont-Cuyamaca Community College District** | Propositions R & V (\$673M) | LCP and PLA Monitoring Services | El Cajon, CA

**San Diego Community College District** | Proposition S & N Bond Program (\$1.5B) | LCP, Outreach and Labor Relations Services / San Diego, CA

**County of San Bernardino** | Various Projects (\$14.7M) | LCP Services | San Bernardino, CA

**City of Santa Monica** | Various Projects (\$50M) | LCP Services | Santa Monica, CA

**City of Irvine** | OFCA Fire Station 20 (\$6.5M) | LCP Services | Irvine, CA

**City of Coronado** | Capital Projects (\$25M) | LCP Services | Coronado, CA

**City of Del Mar** | Various Projects (\$17M) | LCP Services | Del Mar, CA

**Magnolia Education and Research Foundation** | Magnolia Science Academy, Gymnasium, and Playground (\$3.8M) | LCP Services | Santa Ana, CA

**The Trust for Public Land** | Various Projects (\$35M) | LCP Services | Los Angeles, CA





## 3 | RELEVANT EXPERIENCE

### SIMILAR PROJECTS

Our team has successfully provided LCP, Outreach, Skilled and Trained and CWA Coordinator Services on over 500 projects throughout California. Our experience enables our project team to craft and implement a proactive approach to meeting your CWA compliance needs. Our approach mitigates risk by assuring contractors know the rules and regulations before starting work on the project. Our prior and current clients include:

- San Diego Unified School District
- San Elijo Joint Powers Authority
- Stockton Unified School District
- Port of San Pedro
- Carlsbad Unified School District
- Manteca Unified School District
- Magnolia Public Schools
- San Diego Community College District
- County of Los Angeles
- University of California, Davis
- University of California, San Diego
- City of Irvine
- City of Del Mar
- City of San Marcos
- City of Santa Monica
- City of Coronado
- City of Chula Vista
- City of El Cajon
- County of San Bernardino
- The Trust for Public Land
- San Diego Association of Governments
- San Bernardino County Transportation Authority

We have the knowledge and specialized expertise to successfully manage every step of the District's CWA coordination for any size project. The similar projects and supportive references listed on the following pages can attest to our work quality and our record and ability to complete assignments and meet essential schedule milestones.

## SAN DIEGO UNIFIED SCHOOL DISTRICT

### LABOR COMPLIANCE AND PLA CONSULTING SERVICES

Gafcon provides labor compliance and PLA coordination consulting services on an as needed basis. The scope includes advising senior management on labor compliance and PLA issues, resolving wage and hour audits, and resolving PLA language interpretation, jurisdictional disputes, and general labor union relations.

**Contact:** Lee Dulgeroff, Chief Facilities Planning and Construction Officer | 858.637.3516 | [ldulgeroff@sandi.net](mailto:ldulgeroff@sandi.net)  
**Dates:** 2013 - Ongoing  
**Location:** San Diego, CA



## GROSSMONT UNION HIGH SCHOOL DISTRICT

### LABOR COMPLIANCE AND SKILLED AND TRAINED SERVICES

Gafcon is currently providing LCP Administration and Skilled & Trained services to the District. To date, the program includes the successful completion of 384 new and modernized classrooms, \$70M in infrastructure upgrades, and over \$220M in classroom improvements for a total of \$920M worth of tenant improvements.

**Contact:** Katy Wright  
Executive Director of Facilities  
619.644.8159 | [kwright@guhsd.net](mailto:kwright@guhsd.net)  
**Dates:** 2008 - Ongoing  
**Location:** El Cajon, CA



## STOCKTON UNIFIED SCHOOL DISTRICT

### LABOR COMPLIANCE/SKILLED & TRAINED, AND PLA SERVICES

Gafcon is providing labor compliance, skilled and trained monitoring services, and PLA administration services to Stockton Unified School District under the \$350M Capital Improvement Bond Program. Gafcon has provided LCP and PLA services on over 45 projects with construction costs ranging from \$8K to \$35M. Additionally, Gafcon assisted the District in the negotiation and implementation of the PLA, and acts as the PLA administrator on multiple projects. Additionally, Gafcon acts as an advisor to the District regarding labor and labor relations matters on construction projects.

**Contact:** Michelle Spragg  
Interim Director Facilities & Planning Division  
209.933.7045 ext. 2341 | [mspragg@stocktonusd.com](mailto:mspragg@stocktonusd.com)  
**Dates:** 2008 - Ongoing  
**Location:** Stockton, CA



## NBC UNIVERSAL

### NBCUNI EVOLUTION PLAN PLA MANAGEMENT

Gafcon is currently providing comprehensive PLA compliance services for the \$2.8B Evolution Plan, which includes the creation of PLA forms and documents, implementation of the PLA, labor union relations, PLA interpretation resolution and grievance process, and the management and oversight of labor on-site.

**Contact:** Floreal Bueno  
Construction Manager/ Project Executive  
818.622.0056 | Floreal.Bueno@nbcuni.com  
**Dates:** 2013 - Ongoing  
**Location:** Universal City, CA



## SAN MARCOS UNIFIED SCHOOL DISTRICT

### LABOR COMPLIANCE AND SKILLED AND TRAINED SERVICES

The program includes successfully completing campus buildings, classroom modernizations, and infrastructure projects, with construction costs ranging from \$1M to \$50M. Our services include labor compliance oversight as well as skilled and trained workforce compliance monitoring and oversight.

**Contact:** Tova K. Corman  
Executive Director  
760.290.2650 | tova.corman@smusd.org  
**Dates:** 2013 - Ongoing  
**Location:** San Marcos, CA



## CITY OF SAN MARCOS

### LABOR COMPLIANCE AND SKILLED AND TRAINED SERVICES

Gafcon has monitored over \$105M in City projects including street and traffic improvements, parks and landscape maintenance projects, various projects that support the day to day operations of the City, and the Creek District Infrastructure project which will minimize flooding risks, preserve and enhance creek habitat, and build new parks and trails.

**Contact:** Isaac Etchamendy  
Principal Civil Engineer  
760.744.1050 | ietchamendy@san-marcos.net  
**Dates:** 2013 - Ongoing  
**Location:** San Marcos, CA







## 7 | SCOPE OF SERVICES

Gafcon follows an industry standard step-by-step work plan/process when providing CWA services on both public and privately funded projects. This process allows Gafcon to:

- Meet project schedules
- Service multiple projects concurrently
- Perform work on short notice

The team believes in being proactive—not reactive—when approaching CWA administration. The key to a smooth project is educating contractors and team members of requirements and expectations of the CWA, thus setting them up for success. Additionally, the Gafcon team is committed to ensuring all the stakeholders involved in the project are aware of the requirements and are constantly updated on the activities of the CWA.

### A. CONDUCTING ALL PRE-CONSTRUCTION MEETINGS AND CONFERENCES

Coordination with the Prime contractor for the contractor/subcontractor pre-job work assignment form and letters of assent and disperse to the LA/OC County Building and Construction Trades Council (LAOCBT) and Carpenters Local 213 (213). Coordinate all pre-job meetings with the Prime and send meeting notice to the LAOCBT and 213. Introduction of Prime contractor, CWA Coordinator, Union business agents, and subcontractors. Discussion of the CWA requirements and go over the pre-job meeting form and have all contractors discuss their work assignments, manpower, and the Union they will be signing the work to. Prepare pre-job meeting minutes and disperse to all required parties.



## **B. PROVIDING TRAINING AND EDUCATION REGARDING THE DISTRICTS CWA TO ALL PRIME AND SUBCONTRACTORS**

Create CWA requirements cheat sheet detailing the main sections of the CWA and disperse to all parties. Have open lines of communication to promote transparency and answer all contractor questions regarding the CWA. Send contractors the required CWA documents handout, and follow up periodically with contractors to determine CWA compliance and understanding of the CWA requirements. Emphasize local hire goals and the priority to use District resident workers. Also, detail the core employee requirements and referred worker dispatch forms for non-Signatory contractors. Provide Union business agent contact information to contractors, if needed, so they can fill out the appropriate Union forms and sign their workers up to the Union and Union Trust Fund(s).

## **C. ENFORCING ANY AND ALL PROVISIONS OF THE CWA**

With excellent working relationships with contractors and Union business agents, Gafcon resolves any potential issue at the lowest level without any project disruption. By signing the letter of assent, the contractors are bound by the CWA and its requirements. As mentioned previously, by having open lines of communication, enforcing and resolving potential issues is easier because we are all part of the same team. Also, enforcement of the CWA provisions is detailed on the project issues list/tracking log that details all required CWA and Labor Compliance documents and contractor compliance, which is sent to the Prime contractor for review and follow-up regarding any outstanding issues.

## **D. IMPLEMENTING AND OVERSEEING ANY AND ALL PROVISIONS OF THE CWA**

As is stated at the pre-job meeting, the CWA requirements and provisions are detailed to all in attendance, so they know what the process is and what their requirements are in order to be in compliance with the CWA. Periodic onsite worker interviews are conducted to match against the Certified Payroll CWA Records to determine compliance and to determine if any potential worker shortages may arise. Also, by having an excellent working relationship with the Union business agents, we will notify them if I notice anything out of the ordinary, and like our other CWA projects, they will notify us if they happen to see anything not in compliance or potential issues that they notice for us to follow-up on.

## **E. COORDINATING AND ENSURING COMPLIANCE WITH ALL CWA REQUIREMENTS**

As noted above, Gafcon submits a project issues list/tracking log that details contractor compliance with the CWA and Labor Compliance for the Prime to review and follow-up with delinquent contractors. We also provide local hire reports (if required) that detail District, and non-local zip codes worker and send this to the Prime for their review and follow-up. We also attend OAC meetings to discuss contractor compliance, local hire percentages, potential worker shortages, and onsite worker interviews.

## **F. PRODUCING REPORTS AS APPROPRIATE**

We provide the project issues list/tracking log that details contractor, CWA, and Labor compliance status. We also provide pre-job meeting agendas, meeting minutes, meeting sign-in sheets, local hire reports, and a project closeout report.

## **G. COORDINATING AND FACILITATING ALL CWA ASSOCIATED LABOR/ MANAGEMENT MEETINGS**

As a monthly meeting (if needed), a meeting notice will be sent to the LAOCBT and 213 after a meeting location, day, and date have been determined. During the meeting, we will discuss local hire numbers, project status, current and future contractors and trades onsite, three-week look ahead schedules, and discuss the available project workforce per Union for dispatch/referral to District projects. Also discussed are any potential issues with contractors that we need to follow-up with. Meeting agenda, sign-in sheets, local hire numbers, project schedules, and meeting minutes will be dispersed to all parties for review.

## **H. FACILITATING END-OF-PROJECT DEBRIEF MEETING**

After the project is complete, we will have a meeting with the District, Prime contractor, and any other required party to discuss the project, any grievances, local hire numbers, worker shortages, and have a lessons learned discussion on what went right, and what can be improved for future District projects. This will be a step by step approach meeting with open lines of communication for all meeting attendees to discuss their concerns, opinions, and viewpoints that will be beneficial to the success of all future CWA projects with the District.

## 4 | FEE SCHEDULE

Gafcon utilizes a not-to-exceed model based upon total project construction costs to allow us to monitor the project as efficiently and cost effectively as possible, thus consistently resulting in cost savings to the client. We bill only for work performed and provide a comprehensive billing statement that outlines all activities performed for full and clear transparency.

Following find our proposed fees broken down by project cost, and a total not-to-exceed amount:

### Project Costs: \$250K to \$500K

Proposed Staff	Hourly Rate	Total Proposed Hours	Total
Brent Bishop Senior Project Manager	\$110.00/HR	30	\$3,300.00
Richelle Angel, Administrative	\$65.00/HR	10	\$650.00
TOTAL NOT-TO-EXCEED FEE			\$3,950.00

### Project Costs: \$501K to \$750K

Proposed Staff	Hourly Rate	Total Proposed Hours	Total
Brent Bishop Senior Project Manager	\$110.00/HR	35	\$3,850.00
Richelle Angel, Administrative	\$65.00/HR	10	\$650.00
TOTAL NOT-TO-EXCEED FEE			\$4,500.00

### Project Costs: \$751K to \$1M

Proposed Staff	Hourly Rate	Total Proposed Hours	Total
Brent Bishop Senior Project Manager	\$110.00/HR	40	\$4,400.00
Richelle Angel, Administrative	\$65.00/HR	15	\$975.00
TOTAL NOT-TO-EXCEED FEE			\$5,375.00

### Project Costs: \$1M to \$1.5M

Proposed Staff	Hourly Rate	Total Proposed Hours	Total
Brent Bishop Senior Project Manager	\$110.00/HR	45	\$4,950.00
Richelle Angel, Administrative Assistant	\$65.00/HR	15	\$975.00
TOTAL NOT-TO-EXCEED FEE			\$5,925.00

**Project Costs: Over \$1.5M**

Proposed Staff	Hourly Rate	Total Proposed Hours	Total
Brent Bishop Senior Project Manager	\$110.00/HR	50	\$5,500.00
Richelle Angel, Administrative Assistant	\$65.00/HR	15	\$75.00
TOTAL NOT-TO-EXCEED FEE			\$6,475.00

**REIMBURSABLE EXPENSES:**

Client shall reimburse Gafcon for all out-of-pocket expenses associated with this project, plus an administrative fee equal to fifteen percent (15%) of the expenses. The following are examples of the various expenses that are typically related to Gafcon's services; however, these examples are not intended to be inclusive of all potential reimbursable expenses:

- Postage, shipping, couriers, telephone expenses, facsimiles, and copies
- Blueprinting, photo reproducing, and photography for job-site surveys or related activities
- Software licenses, support and maintenance fees related to the services
- Telecommunications, internet and hosting fees
- Office set-up for new site locations including but not limited to, physical location rentals, furniture and technology rentals, equipment rental/leases, and moving expenses
- Mileage costs shall be charged at the prevailing IRS rate to and from the project(s) and the respective Gafcon office



**gafcon**

GAFCON, INC.

660 S. Figueroa St. | Suite 600 | Los Angeles, CA | 90017 | 858.875.0010



1 March 2021 R1

Adam Ly, Assistant General Manager  
Palmdale Water District  
2029 East Avenue Q  
Palmdale, CA 93550

Re: **Proposal for Community Workforce Agreement “Administration/ Coordination Services”**

Dear Mr. Ly:

First and foremost thank you for the opportunity to provide this quote for support to the District to take the position as the Districts CWA Coordination consultant.

Golden State Labor Compliance (“GSLC”) is pleased to provide this proposal to provide CWA Administration Services in the person of Mr Victor Conklin for the period of the CWA agreement with the LA / Orange County Trades Council. The overall responsibility as “Community Workforce Agreement /Community Workforce Coordinator” (“CWC”) shall be to actively administer and enforce the obligations of District in regard to the CWA and to ensure that the benefits envisioned from it flow to all signatory Parties, the Contractors and crafts persons working under it, and the District Administration.

**Scope:**

The scope of work of the Community Workforce Coordinator shall include, but is not necessarily limited to:

1. Ensure timely execution of “Letters of Assent” by contractors prior to mobilizing personnel to the jobsite.
2. Assist the District, the contractors, the Unions and their affiliated regional and national organizations to work jointly to develop and implement procedures promptly for the identification of craft needs, the scheduling of work to facilitate the utilization of available craft workers, and to secure the services of craft workers in sufficient numbers to meet the demands of the Project Work to be undertaken.
3. Assist the District and the Project Team in encouraging and assisting the participation of local and small businesses in Project Work if required.



4. Present and coordinate, on behalf of the District, any requests for contractors to restrict a worker from working on District property if that party would not be eligible for employment by the Terms and conditions of the Community Workforce Agreement, the CWC will request that the contractor remove the party from a project the individual is performing work on in violation of the CWA.

Such requests shall be submitted to the affected contractor with copy to the appropriate Construction Manager / Districts Project Manager.

5. Work with the Unions and Contractors in the administration of the Local Resident preference.
6. Monitor and support early resolution of any issues or disputes that may arise in regard to requirements, procedures or compliance with any provision of the Project Labor Agreement /Community Workforce Agreement. (PLA /CWA)
7. Monitor project communications for indications of issues related to the PLA /CWA

Conduct an ongoing dialog with Labor Compliance Program personnel to identify any emerging issues that may bear upon PLA /CWA considerations. ( Subject to Golden State Performing LCP Services on the Project).

8. Investigate and process complaints that may arise out of the PLA /CWA Agreements..
9. Oversee the processing of grievances under PLA /CWA, including the scheduling and arrangements of facilities for meetings, selection of the arbitrator from the agreed-upon panel to hear the case, and any other administrative matters necessary to facilitate the timely resolution of any dispute; provided, however, it is the responsibility of the principal parties to any pending grievance to insure the time limits and deadlines are met.
10. Work with the Los Angeles Orange County District Trades Council to assure appropriate and maximum utilization of apprentices and the continuing availability of both apprentices and journey persons.
11. Coordinate the formation and activities of a Joint Administrative Committee (JAC) if required for the PLA /CWA.

### **Compensation:**

Our established methodology is to provide comprehensive project services (everything and anything that is required), to include full indemnity and defense of the client for all actions taken by or recommended by GSLC, for a stipulated, lump-sum amount. With a large number of client agencies and organizations under contract, Golden State is able to blend the risks of individual project variables over a broad range of ongoing projects, resulting in savings to each Client within a predictable, fixed cost structure.

Fixed monthly fee for CWA Administration / Coordination Services per Project: \$2500.00

Exception to the fixed fee schedule would be any Arbitration undertaken due to a Grievance that remained unsettled after a settlement meeting under step two of the Grievance process.

The Grievance process will be conducted under the attached 2021 T&M Fee Schedule with approval from the District.

I look forward to the opportunity to support you and Palmdale Water District through this new program.

Please contact me if additional information is required or if you wish to discuss any aspect of our proposal.

I am reachable on my mobile number (818)612-8668 or through our Palmdale offices at 661-267-0940.

Respectively Submitted,

A handwritten signature in blue ink that reads "Victor W. Conklin". The signature is written in a cursive, flowing style.

Victor W. Conklin, President  
Golden State Labor Compliance, LLC  
Office: 661-267-0940  
Cell: 818-612-8668

Attachment:  
T & M Rate Sheet Sheet  
LCP Fee Schedule  
Sample Insurance Cert.





## **2021 T & M FEE SCHEDULE**

**Fee Schedule covers all positions,  
Materials which may be needed  
All listed items may not apply**

Time and Material shall be compensated for on the basis of the following hourly fee schedule:

1. Principal (V. Conklin)	\$ 140 per hour
2. Labor Compliance Officer	\$ 95 per hour
3. Field Inspector	\$ 65 per hour
4. Auditor	\$ 105 per hour
5. LCS Manager	\$ 105 per hour
6. Labor Compliance Specialist	\$ 90 per hour
7. Admin Support Person	\$ 75 per hour
8. Mileage reimbursement	\$ .58 per mile
9. Wage Determinations 3@\$75 Each	\$ 225.00 Lot
10. Posting to Contractor	\$ 15 Lot

All Fees are based on 1/4 hour increments with exception of Principals which is one hour minimums for any services. To start with, 3 copies of wage determinations and postings must be provided, and the LCP Preconstruction meeting must be completed.

The PWC-100 must be filed with the state on behalf of the Client after LCP Approval, this will require the Client to work directly with GSLC's LCS Manager to accomplish.

When GSLC has applied for and the LCP has been approved for the Client, DIR will list GSLC as the Administrator of the program.

*Victor W. Conklin, President*  
**Golden State Labor Compliance**  
PH (661) 267-0940 FAX  
(661) 267-0981 Cell (818)  
612-8668  
[vconklin@goldenstatelc.com](mailto:vconklin@goldenstatelc.com)

## **EXHIBIT A**

### **LCP FEE SCHEDULE**

The following are the rates for the various personnel categories as shown below:

The following are the rates for the services as shown below.

#### **1.GENERAL SERVICES:**

One-Time contract start-up services & staff training - not

applicable 2. LABOR COMPLIANCE MONITORING SERVICES:

Heavy, Highway, Infrastructure & Utilities work with 90% or more Class A (and related Class C Work) Includes Pre-Bid, Pre-Construction and Construction Phases —

Construction Contract Bid Amount	Labor Compliance Monitoring Not-to-Exceed Amount
\$0 - \$500,000	1.25% of Construction Contract
\$501,000 - \$5,000,000	1 % of Construction Contract
\$5,000,001 & above	.75 % of Construction Contract

Building, Facilities & Site work with 90% or more Class B (and related Class C Work) Includes Pre-Bid, Pre-Construction and Construction Phases —

Construction Contract Bid Amount	Labor Compliance Monitoring Not-to-Exceed Amount
\$0 - \$500,000	1.25 % of Construction Contract
\$501,000 - \$5,000,000	1 % of Construction Contract
\$5,000,001 & above	.75% of Construction Contract

# CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)  
 11/24/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Cumbre Insurance Services, LLC 3110 E. Guasti Road Suite 500 Ontario, CA 91761	<b>CONTACT Rafe Shoup</b> PHONE: (A/C, No, Ext): <b>(310) 709-1518</b> FAX: (A/C, No): E-MAIL: <b>shoup@cumbreins.com</b> ADDRESS:														
<b>INSURED</b> Golden State Labor Compliance 38733 9th Street East, Ste W Palmdale, CA 93550	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A : <b>Sentinel Insurance Company, Ltd</b></td> <td><b>11000</b></td> </tr> <tr> <td>INSURER B : <b>Hartford Accident and Indemnity Company</b></td> <td><b>22357</b></td> </tr> <tr> <td>INSURER C : <b>Hartford Insurance Company of the Midwest</b></td> <td><b>37478</b></td> </tr> <tr> <td>INSURER D : <b>United States Liability Insurance Company</b></td> <td><b>25895</b></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : <b>Sentinel Insurance Company, Ltd</b>	<b>11000</b>	INSURER B : <b>Hartford Accident and Indemnity Company</b>	<b>22357</b>	INSURER C : <b>Hartford Insurance Company of the Midwest</b>	<b>37478</b>	INSURER D : <b>United States Liability Insurance Company</b>	<b>25895</b>	INSURER E :		INSURER F :	
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INSURER F :															

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INS R	TYPE OF INSURANCE	AD DL	SUB R	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY						
	CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			72SBAAE3944	5/11/2020	5/11/2021	EACH OCCURRENCE \$ 2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
							10,000
							MED EXP (Any one person) \$ 2,000,000
							PERSONAL & ADV INJURY \$ 4,000,000
							GENERAL AGGREGATE \$ 4,000,000
							PRODUCTS - COMP/OP AGG \$ 4,000,000
							\$ 1,000,000
B	AUTOMOBILE LIABILITY						
	ANYAUT OWNED AUTOS ONLY			72UECCB7405	1/10/2021	1/10/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	AUTOS ONLY						BODILY INJURY (Per person) \$
	AUTOS ONLY						BODILY INJURY (Per accident) \$
							PORTY (Pe <sup>tr</sup> aPccEidentDAMAGE) \$
							\$
A	UMBRELLA LIAB EXCESS LIAB						
	CLAIMS-MADE			72SBAAE3944	5/11/2020	5/11/2021	EACH OCCURRENCE \$ 1,000,000
							AGGREGATE \$ 1,000,000
							RETENTION \$
							\$
C	WORKERS COMPENSATION						
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)			AND EMPLOYERS' LIABILITY 72WECIY1749	6/1/2020	6/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Errors & Omissions			SP101315	5/11/2020	5/11/2021	Occurenc \$ 1,000,000
D	Errors & Omissions			2 M	5/11/2020	5/11/2021	e \$ 2,000,000
				SP1013152			Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION****VERIFICATION OF INSURANCE**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



March 12, 2021

Adam C. Ly, Assistant General Manager  
Palmdale Water District  
2029 East Avenue Q  
Palmdale, CA 93550

**RE: Proposal to Provide Community Workforce Agreement (CWA) Administration**

Dear Mr. Ly,

The Solís Group (TSG) is pleased to present our proposal to provide CWA Administration services to the District for its upcoming portfolio of five covered projects. TSG has a **proven track record of cost-effectively implementing CWAs for water districts, municipalities, and public works agencies in Southern California**. Headquartered in Pasadena, we are ready to fully support the administration of the District's program, to achieve its unique local hiring goals, and provide Federal and State wage compliance.

TSG has repeatedly been selected as the **best-value offeror to deliver similar programs** throughout California. **We have worked on more than 25 CWA projects over the last five years**. We will leverage our previous successes and current relationships to **meet – and exceed – all District goals**. We will achieve this through our:

- 28 years of experience supporting public agencies
- Track record of achieving a variety of local hiring program goals including local resident, disadvantaged individual and at-risk youth, veteran, low income and under/unemployed resident, women, and minority goals
- Strong history of effective labor relations management with the building trades
- Direct experience in grievance processing, mediation, and arbitration
- Coordination of CWA workforce development and employment programs that engage and educate the local workforce and contractor community, including local small businesses
- Internal Quality Assurance protocols to ensure **on-time and on-budget performance**.

**Firm Information**

**TSG Enterprises, Inc. dba  
The Solís Group**  
131 N. El Molino Avenue, Suite 100  
Pasadena, California 91101  
Phone: (626) 685-6989  
Fax: (626) 685-6985

**Proposal Contact:**  
Gary A. Hamm  
Senior Vice President  
Phone: 626-685-6989  
Email: [ghamm@thesolisgroup.com](mailto:ghamm@thesolisgroup.com)





**Why choose our team?** We have a proven track record of keeping clients compliant with their project funding sources, enabling them to meet critical deadlines and schedules. We provide expert advice, accurate and timely reporting, and a staff that is courteous and responsive. TSG is respected in the industry as a firm that provides innovative and flexible solutions, not defaulting to “cookie-cutter” solutions to solve compliance issues.

We are **committed to leading a cost-effective program** driven by engaging the community, local workers, contractors, and District in **partnership toward shared goals**. We look forward to working with you.

Sincerely,

Gary A. Hamm  
Senior Vice President





## Statement of Qualifications

TSG Enterprises, Inc., dba The Solís Group is a California corporation headquartered in Pasadena, California. The firm was established in 1992 by Terry E. Solís, Chairman and Secretary of the Board of Directors. TSG has been in business for 28 years and has 34 employees. Services on this assignment will be provided by staff from the Pasadena office.

Our firm is one of the early pioneers in helping owners with the management and enforcement of CWAs, Labor Compliance Programs, and local hire/small business utilization programs. We bring the technical expertise along with the political savvy to know that facilitating cooperation between people is what drives our success.

The Solís Group (TSG) is a **proven CWA Administrator with demonstrable success** in administering CWAs and achieving local hire program goals. We are optimally suited to provide the suite of inter-related services required for this assignment:

- 1) CWA Administrator
- 2) Local Hire Jobs Coordination
- 3) Labor Compliance

TSG has supported many public agencies in CWA administration and local hire programs on both small construction projects and large-scale programs, with **25 CWAs in the last five years alone**, shown in the following table. Furthermore, the table also provides a current reference for each of our listed projects. Our depth of experience managing and interpreting CWAs enables us to offer an informed perspective on tackling core issues, minimizing project disruptions, and 'hitting the numbers.'

The Solís Group Summary Information	
Major Services Provided	<ul style="list-style-type: none"><li>▪ CWA Administration</li><li>▪ Local hire and targeted worker programs</li><li>▪ Local/Small/Minority/Women-owned Business Utilization</li><li>▪ Labor Compliance</li><li>▪ Community &amp; Contractor Outreach</li></ul>
Firm Size	34 staff members
Corporate Organization	Established in Pasadena in 1992, TSG is a California corporation.
Location of Corporate Headquarters	131 N. El Molino Avenue, Ste 100 Pasadena, CA 91101





TSG CWA/PLA Administration Experience - Select Projects and References																	
No.	Client/Project Name	Project Description	Program Value	Start Date	End Date	Project Elements			Scope of Services							Client Contact Name Phone Number	
						Public Agency	New construction	Modernization Projects	Agency's First CWA/PLA	CWA/PLA Administration	Labor Compliance	Jobs Coordinator	Local Hire Tracking	Policies and Procedures Manual	Staff training	Contractor education	
1	City of Anaheim	Public Works Capital Improvement Program	N/A	Mar 2020	Current	●	●	●	●	●	●		●				Brenda Medina, Procurement (714) 765-5157
2	Anaheim Elementary School District	Bond-funded Modernization Program	\$77M	Sep 2018	Current	●	●		●	●			●				Isela Vasquez, Senior Director (714) 517-7549
3	Anaheim Union High School District	Bond-funded Modernization Program	\$83M	Apr 2018	Current	●		●	●	●			●				Jennifer Keys, Procurement (714) 999-2380
4	Azusa Unified School District	Bond-funded Modernization Program	\$92M	Feb 2017	Current	●		●	●	●	●		●				Linda Kaminski, Superintendent (626) 858-6152
5	Bassett Unified School District	Bond-funded Modernization Program	\$3.3M	May 2016	Dec 2018	●		●	●	●	●		●				Jerry Quemada, Program Manager (626) 276-8731
6	Cerritos Community College District	Bond-funded Modernization Program	\$350M	Aug 2016	Current	●	●	●	●	●	●		●		●	●	Mark Logan, Director of Purchasing (562) 860-2451 ext. 2245
7	Chula Vista Unified School District	Bond-funded Modernization Program	\$136.5M	May 2016	Current	●	●		●	●	●		●			●	Rudy Valdez-Romero (619) 425-9600 ext. 1425
8	Coachella Valley USD	Bond-funded Modernization Program	\$33.6M	Aug 2018	Current	●	●	●	●	●	●		●				Larry Moen, Director of Planning (760) 574-2674
9	Coast Community College District	Bond-funded Modernization Program	\$698M	Aug 2013	Current	●	●		●	●	●		●			●	Jerry Marchbank, Senior Director (714) 438-4731
10	CRA-LA	Joint Private-Public Redevelopment Program	\$1.9B	Dec 2013	Mar 2018	●	●		●	●	●		●		●	●	Barron McCoy, COO (213) 977-1715
11	El Monte Union High School District	Bond-funded Modernization Program	\$148M	Mar 2014	Current	●	●	●	●	●	●		●			●	Sandy Navarro, Project Manager (626) 444-9005
12	Exposition Line Phase 2	New Light Rail Transit Construction	\$1.5B	Apr 2013	Oct 2017	●	●			●	●		●			●	Samantha Bricker, former COO (424) 646-5175
13	Fremont Unified School District	Bond-funded Modernization Program	\$650M	Feb 2016	Current	●	●	●	●	●			●			●	John Chwastyk, Director of Facilities (510) 659-2259





TSG CWA/PLA Administration Experience - Select Projects and References																	
No.	Client/Project Name	Project Description	Program Value	Start Date	End Date	Project Elements			Scope of Services							Client Contact Name Phone Number	
						Public Agency	New construction	Modernization Projects	Agency's First CWA/PLA	CWA/PLA Administration	Labor Compliance	Jobs Coordinator	Local Hire Tracking	Policies and Procedures Manual	Staff training	Contractor education	
14	Honolulu Authority for Rapid Transportation	New Light Rail Transit Construction	\$10B	Dec 2013	Current	●	●		●	●							Andrew S. Robbins, Executive Director & CEO (808) 768-6262
15	Long Beach Community College District	Bond-funded Modernization Program	\$1.47B	Feb 2001	Jun 2021	●	●	●	●	●	●		●	●	●	●	Alan Moloney, Deputy Director (562) 938-4541
16	Long Beach Unified School District	Bond-funded Modernization Program	\$1.5B	Jul-20	Current	●	●	●	●	●	●	●	●			●	Alan Reising, Business Services Director (562) 997-7750
17	Montebello Unified School District	Bond-funded Modernization Program	\$300M	Feb 2018	Dec 2019	●		●	●	●	●		●			●	Mike Weaver, Facilities Project Supervisor (323) 887-7900 ext. 6876
18	Mountain View School District	Bond-funded Modernization Program	\$12M	Apr 2017	Current	●		●	●	●	●		●			●	Darin DeKnikker, Asst. Superintendent (626) 652-4054
19	Port of Long Beach Middle Harbor	Capital Improvement Program	\$800M	2010	2015	●	●		●	●	●		●	●	●	●	Adriana Ramirez, Manager (562) 283-7210
20	Port of Long Beach Port-Wide PLA	Capital Improvement Program	\$731M	Sep 2017	Current	●	●	●		●	●		●			●	Adriana Ramirez, Manager (562) 283-7210
21	Rancho Santiago Community College District	Bond-funded Modernization Program	\$198M	Sep 2014	Current	●	●		●	●			●			●	Carri Matsumoto, Asst. Vice Chancellor (714) 480-7510
22	Rio Hondo Community College District	Bond-funded Modernization Program	\$245M	Feb 2005	Current	●	●	●	●	●	●		●			●	Jerry Quemada, Program Manager (626) 276-8731
23	Santa Ana Unified School District	Bond-funded Modernization Program	\$16M	Oct 2018	Current	●	●	●	●	●	●		●			●	Orin Williams, Asst. Superintendent (714) 480-5356
24	West Basin Municipal Water District	Capital Improvement Program	\$50M	Apr 2015	Mar 2020	●		●	●	●	●		●			●	P. Veronica Govea, Engineering Supervisor (310) 660-6269
25	Whittier City School District	Bond-funded Modernization Program	\$58M	May 2015	Dec 2019	●		●		●			●			●	Raquel Gasporra, Asst. Superintendent (562) 789-3073







## **Project Understanding**

We see four core responsibilities under this assignment: (1) managing labor relations; (2) coordinating the CWA's innovative workforce development and employment programs; (3) monitoring and reporting on the efficacy of the CWA, targeting hiring, and labor compliance programs; and (4) ensuring project compliance with Federal Davis-Bacon and State Prevailing Wage requirements as determined by the California Department of Industrial Relations, Division of Labor Statistics and Research.

**We understand the needs of the District, the CWA's unique local hiring requirements, and the responsibilities of the Administrator.** The District's CWA has strong local hire goals and standard provisions for grievance processing. We are confident in our methods and practices to achieve these objectives based on our work at other public agencies and with the LA/Orange County Building Trades.

## **Approach and Scope of Services**

We will come prepared on day one with our research, relationships, and lessons learned. The backbone of our services include:

- **Managing and interpreting** the CWA
- **Educating contractors** (prior to work and ongoing) and facilitating **communication**
- **Monitoring** via our regular, highly visible onsite presence
- **Mediating** contractor dispute/delinquencies and effectively **managing** their **resolution**
- **Enhancing stakeholder relationships** with the Trades, contractors, and staff
- Establishing **accurate appraisals** of manpower throughout the region
- **Reporting** to District staff, project managers, and Board
- Managing staff member assignments to provide **cost efficiencies**

Based on our experience, the four core responsibilities for the CWA Administrator are best achieved through a focus on the following:

**Managing and Interpreting the CWA.** Through our analysis of the District's CWA, we identified several unique elements that may require additional attention during implementation or can be leveraged to ensure the program's success for stakeholders. Some of these aspects are:

- Applicability of the CWA to a diverse portfolio of relatively small projects requiring special attention to ensure cost efficient administration.
- A multi-tiered local hire/targeted worker protocol, requiring detailed contractor education to highlight the District's priorities beyond simple technical compliance.





**Contractor Education.** We know that CWAs can be confusing to contractors. We believe in educating contractors up front and involving interested stakeholders early. We will ensure that all stakeholders have a full understanding of the District's CWA. For example, at the Port of Long Beach, our project manager published a formal letter to a potential subcontractor confirming that non-union contractors were allowed on CWA-covered projects because the general contractor had told them the job was union only. Our action prevented potential issues and future misunderstandings.

**Communication.** Without a firmly enforced, clearly communicated policy prior to the Pre-Job Conference, a prime contractor may show up ill-informed – unable to answer important questions from union agents. To prevent this, we use a standard Pre-Job Form requiring the prime contractor to disclose tasks and subcontractor contact data before a Pre-Job Conference is scheduled. Regular communication with contractors and unions, coupled with routine monitoring of targets, results in early identification of problem areas and allows us an opportunity to identify and resolve potential issues before they become significant.

**Prevailing Wage Rate Clarification for Contractors.** Potential prevailing wage issues may arise if contractors are unfamiliar with public works contracts. Some contractors may not have experience working on public works projects, so our team provides guidance and support to ensure their workers receive the proper wage payments. Our team also makes sure that contractors are educated on the difference between state and federal classifications for prevailing wage.

**Issue Resolution.** We understand that high visibility on the job site is a key component. We are frequently approached by onsite workers who want to share potential issues, because of this we are often aware of issues before the unions or contractors. **We position ourselves as the “first call”, allowing us to resolve many disputes early.** We resolve disputes early by addressing technical questions about CWA requirements with a simple phone call or face-to-face discussion with the contractor.

**Union Relationships.** Our firm has built strong professional connections with all levels of union organizations from the Business and Dispatch Agents to the Apprenticeship Coordinators and Trust Fund Administrators. We work with the Building Trades Council on resolving jurisdictional disputes, and have relationships at the national, state and local levels of key Trades Councils.



One local agency's program involved many smaller modernization projects. We noted a potential lack of local floor refinishing labor and contractors. TSG issued floor work in multiple staggered bid packages to ensure work could be done by local labor and meet CWA requirements.





**Monitoring and Reporting.** A key element of any successful program is monitoring and reporting the results. Throughout our history of providing CWA administration services for similar programs, we have developed proprietary processes for monitoring, summarizing, and reporting key data. Most importantly, our process includes **concise, easy-to-understand reports** for the District and the public.

### **Sample Scope of Work - CWA Administration**

#### **Approach**

Below is a representative scope of work based on similar CWA-related scopes we have administered for other cities and public agencies in California. We will provide full-service CWA Administration and Local Hiring/Apprentice Utilization monitoring services including:

- Development of user-friendly informational brochures, contract provisions, and protocols to address contractor's concerns related to the CWA
- Assist in establishing policies and procedures for the implementation of the CWA
- Preparing or reviewing appropriate CWA-related bid and contract language
- Presentations at pre-bid conferences explaining CWA requirements
- Responding to CWA-related bid questions during the bid process
- Contact with winning bidders and subs to establish sub-identities, trades to be used, union signatory status, level of familiarity with CWAs
- Invitations to pre-job conference – contractor and union representatives
- Presentation at pre-job conference to explain CWA requirements to contractors, subs, and unions; answer scope/jurisdictional clarification questions; give contractors and unions representatives a chance to meet one another; explain the dispute resolution process; and explain the expectations for compliance and TSG's role in enforcement, including consequences for non-compliance
- Provision of documents (such as CWA copies and document templates) to contractors, and assistance in completing forms and documentation
- Liaison service when appropriate between contractors and union representatives to promote mutual understanding and cooperation
- Collection and maintenance of CWA enrollment paperwork, including provision to trade representatives of Letters of Assent, Core Employee lists, and Core Worker verification when requested as guaranteed in the CWA



Our relationships with unions help resolve concerns before they impact the project.





- Review of CWA enrollment paperwork and communication with contractors when enrollment is incomplete or incorrect
- Contact with union dispatch programs to ensure that sufficient qualified workers are available when needed to meet local and disadvantaged hiring requirements
- Contact with potential worker sources such as apprenticeship programs, Worksource centers, and veterans' programs to identify workers from targeted populations and establish a pipeline to apprenticeship and to contractors as necessary
- Contact with contractors regarding hiring requirements to ensure that procedures are being followed and that dispatched workers are meeting job needs
- Assistance with apprentice fairs and hiring events, including scheduling, publicity, staffing, and presentations, to ensure that targeted workers are aware of opportunities and have access to the pipeline for employment on covered projects
- Worker referrals as necessary to unions, contractors, or apprenticeship programs, to maximize availability and usage of targeted workers
- Communication with unions, including answering questions about site access, job schedules, job assignments, fringe benefit enrollment, identifying CWA-covered work on site, and other potential issues
- Collection and maintenance of payroll documentation, including Certified Payroll Records (CPRs), Fringe Benefit Statements, and union Trust Fund Reports
- Proactive investigation and enforcement to ensure that small underpayment, classification, apprenticeship, or other issues do not escalate to the point where grievances or DLSE complaints are necessary
- Status updates and invoice recommendations to the Construction Manager to convey labor compliance and CWA compliance status, so that the CM is aware of any potential issues and can assist in keeping them from escalating
- Grievance resolution assistance including regular contact with both sides, provision of helpful information and explanation of CWA provisions, and meetings as necessary to resolve grievances at the lowest possible level
- Apprenticeship requirement data collection and reporting as required to DAS
- Worker utilization data collection, formatting, and presentation so that utilization information is timely and accurate
- Attendance at Board meetings and study sessions as requested to give information or advice to assist the Board in setting policy
- Provide Weekly Activity Report
- Assist the District and/or PM in preparing semiannual report to the Board
- Reporting on activities as required, including monthly and quarterly activity reports, lookback reports, and responding to specific requests





### Standard Rate Schedule

Our standard billing rates for the specific tasks required by the scope of services are presented in the Fee Schedule table below. TSG's rates are fully loaded and cover all direct labor, overhead, fringe benefits and profit, as well as associated expenses and costs such as travel (mileage, parking, etc.) and communication (postage, reports, telephone, etc.)

TSG Standard Rate Schedule					
	2021	2022	2023	2024	2025
Principal	NC	NC	NC	NC	NC
VP/Ops	\$215	\$215	\$220	\$220	\$225
Senior Project	\$180	\$180	\$185	\$185	\$190
Project Manager	\$169	\$169	\$174	\$174	\$180
Asst. Project Manager	\$145	\$145	\$149	\$149	\$154
Senior Analyst	\$118	\$118	\$122	\$122	\$126
Analyst	\$107	\$107	\$111	\$111	\$115
Site Interviewer	\$100	\$100	\$103	\$103	\$106

### Project-specific Pricing Methodology

We develop project-specific cost estimates by service (i.e., Labor Compliance Administration, CWA Administrator Services, etc.) based on the following factors:

- Construction Value
- Planned Construction Duration
- Number of Prime contracts to be monitored
- Estimated number of subcontracts to be monitored

Utilizing our database of actual staff hours required to perform on our portfolio of similar work, we develop estimates of the total average monthly staff hours necessary to provide monitoring for projects of similar size, duration, and construction team composition. We issue monthly invoices for a lump-sum amount calculated as the total fixed-fee for the project, divided by the planned construction duration plus the planned project closeout duration. If actual construction activities continue beyond the planned end of construction, we will continue providing all services for the monthly lump-sum fee.





## Fee Proposal

Our fee proposal is presented below for the five projects currently envisioned by the District.

Project	Work Order/Spec No.	Project Name	Cost Estimate	TSG Total Fee	TSG Monthly Fee
1	20-605	Sierra Hwy Tie-in at Harold Street and Abandonment	\$ 250,000	\$6,450	\$1,290
2	19-601/1901	Ave P at 10 <sup>th</sup> St.	\$ 250,000	\$5,160	\$1,290
3	20-610	3M Booster Pump Station	\$ 3,000,000	\$19,608	\$2,451
4	n/a	2800 Zone Avenue Q-6 between 12 St East and 15th St East	\$ 280,000	\$5,160	\$1,290
5	12-606/1206	Ave. P-12, Division, 2nd, 3rd, Stanridge Water Main Replacement	\$ 1,341,000	\$21,456	\$2,322
<b>Total</b>				<b>\$57,834</b>	







# Hotel and Travel Accommodations

**Event Name/Date:**

Water Education Foundation "Water 101 Virtual Workshop: The Basics & Beyond" 4-22, 23-21

**CONTACT INFORMATION**

First Name

Last Name

Date

**ACCOMMODATION INFORMATION**

*Rooms and rates are subject to availability. Complete and submit this form as soon as possible to guarantee a room at the host hotel. In the event that the host hotel is booked, every effort will be made to secure a room at the closet hotel within comparable rates to the event discounted rate.*

Arrival Date

Departure Date

No. of guests

Room Type

Do you require a smoking room?

☐ Yes ☐ No

Do you need transportation from the airport to the hotel?

☐ Yes ☐ No

Flight Number

Time

**ADDITIONAL INFORMATION/REQUESTS**

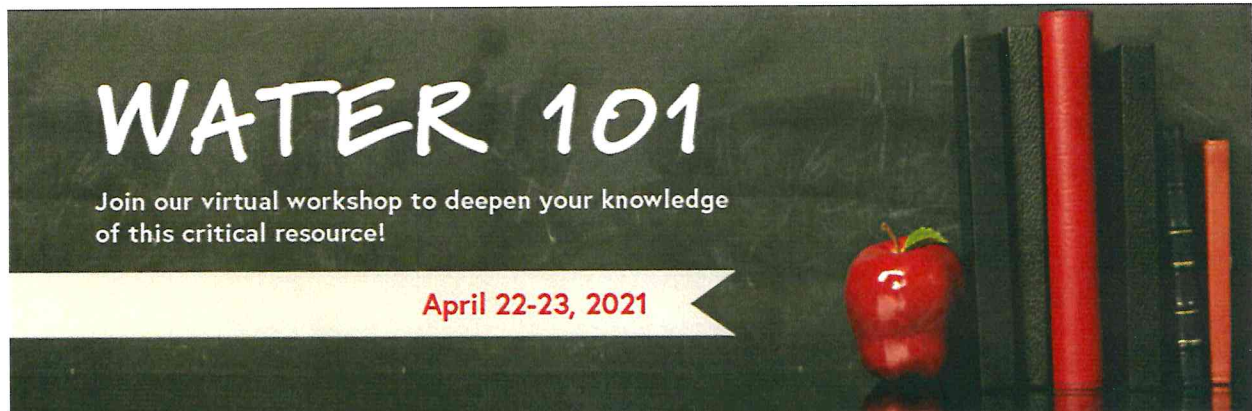
Staff Representative



# WATER 101 WORKSHOP: THE BASICS AND BEYOND

VIRTUAL WORKSHOP SCHEDULED FOR AFTERNOONS OF APRIL 22-23

Water Education Foundation Event April 22, 2021 - 12:30pm - 5:30pm/April 23, 2021 - 12:30pm - 5:30pm



Our Water 101 Workshop, one of our most popular events, offers attendees the opportunity to deepen their understanding of California's water history, laws, geography and politics. Taught by some of the leading policy and legal experts in the state, the workshop will be held as an engaging online event on the afternoons of Thursday, April 22 and Friday, April 23.

**Who should attend:** The annual workshop acts as a refresher for veteran water professionals and a primer for others.

It is geared toward new water district directors, water resource industry staff, engineering and environmental firm personnel, city council members, county supervisors, legislators, legislative staff, press, advocates, attorneys, environmentalists and public interest organizations.

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## What attendees say about our Water 101 Workshop:

- "Great workshop. Loved it! Learned a lot and I feel inspired."
  - "Outstanding in all aspects. Great job done by everyone."
  - "You folks put on phenomenal events: Well thought-out agenda, logical order, fantastic speakers, and ample breaks/networking opportunities."
- 

## Educational Sessions During the Workshop Will Cover:

- History & geography of California water
  - Water rights
  - Groundwater
  - The big water projects, including State Water Project & Central Valley Project
  - The legal & institutional management framework
  - Water use & demand
  - Water-related bills in the Legislature
- 

## Online Event Details:

This virtual event will occur across two afternoons and includes:

- Presentations from experts on the most compelling issues in California water
- **Live Q&A with the experts** in breakout rooms where participants can dive deeper into the topics
- Optional breakout rooms for networking

In addition, every participant can opt to receive one of the following Foundation Layperson's Guides:

- Layperson's Guide to [California Water](#)
  - Layperson's Guide to [Groundwater](#)
  - Layperson's Guide to [Water Rights Law](#)
  - Layperson's Guide to [Climate Change & Water Resources](#)
  - Layperson's Guide to the [Delta](#)
  - Layperson's Guide to the [Colorado River](#)
- 

**Pricing Details:**

Cost is \$249 and includes the option of receiving one copy of your choice of the Foundation's Layperson's Guides on offer.

**PLEASE NOTE:** If you are a California Department of Water Resources employee paying by invoice, you must arrange your DWR purchase order first and provide the P.O. number during registration.

A limited amount of scholarship funding is available to pay for a portion of the event. Contact Programs Manager Nick Gray [via email](#) for a scholarship application.

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**Cancellation & Refund Policy:**

Deadline to cancel and receive a refund is three days prior to the virtual workshop. Substitutions are allowed up to two days before the event. Eventbrite fees are nonrefundable and the remaining amount may be subject to an additional 10% processing fee.

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**Continuing Education Credits:**

Continuing education credits are available for California attorneys for an additional fee, and may be available for water plant/wastewater plant operators and other vocations/professions.

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- Virtual Water 101 Workshop

**\$249.00**

Select quantity: Virtual Water 101 Workshop

0

Sales end on Apr 22, 2021

This ticket provides access to both of the afternoon workshop sessions on April 22 & 23.

- MCLE and other Continuing Education Credits

**\$50.00**

Select quantity: MCLE and other Continuing Education Credits

0

Sales end on Apr 22, 2021

Add-on ticket available only for California attorneys and may be available for water plant/wastewater plant operators and other vocations/professions. Separate virtual workshop ticket must also be purchased. Please contact [lmcallister@watereducation.org](mailto:lmcallister@watereducation.org) for eligibility and details.

**PALMDALE  
WATER DISTRICT  
BOARD MEMORANDUM**

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<b>DATE:</b>	March 16, 2021	March 22, 2021
<b>TO:</b>	BOARD OF DIRECTORS	Board Meeting
<b>FROM:</b>	Mr. Bob Egan, Financial Advisor	
<b>RE:</b>	<b><i>AGENDA ITEM NO. 8.1.a – STATUS REPORT ON CASH FLOW STATEMENT AND CURRENT CASH BALANCES AS OF DECEMBER 2020 AND AS OF FEBRUARY 2021. (FINANCIAL ADVISOR EGAN/ FINANCE COMMITTEE)</i></b>	

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Attached are the Cash Notes, the Investment Funds Report, and the Cash Flow Report as of December 2020 and as of February 2021. The reports will be reviewed in detail at the Board meeting.

Enclosure

		<b>2020</b>		
		<b><u>November to December 2020 Major account Activity</u></b>		
		<b><u>acct 11469</u></b>		
		<b>Balance</b>	<b>12/31/2020</b>	<b>6,076,019.95</b>
		<b>Balance</b>	<b>11/30/2020</b>	<b>3,605,433.30</b>
		<b>Increase</b>		<b>2,470,586.65</b>
		<b><u>One month activity</u></b>		
		<b>Taxes received</b>		<b>2,568,473.72</b>
		<b>Interest/Mkt value received</b>		<b>2,112.93</b>
		<b>Transfer to 24016.</b>		<b>(100,000.00)</b>
		<b>Increase</b>		<b>2,470,586.65</b>
		<b><u>Acct 11475</u></b>		
		<b>Balance</b>	<b>12/31/2020</b>	<b>5.78</b>
		<b>Balance</b>	<b>11/30/2020</b>	<b>0.00</b>
		<b>Increase</b>		<b>5.78</b>
		<b><u>One month activity</u></b>		
		<b>Interest received</b>		<b>5.78</b>
				<b>0.00</b>
		<b>Capital improvements received</b>		<b>0.00</b>
		<b>Increase</b>		<b>5.78</b>
		<b><u>Acct 11432</u></b>		
		<b>Balance</b>	<b>12/31/2020</b>	<b>4,469,088.48</b>
		<b>Balance</b>	<b>11/30/2020</b>	<b>4,469,717.98</b>
		<b>Decrease</b>		<b>(629.50)</b>
		<b><u>One month activity</u></b>		
		<b>Interest/Mkt value received</b>		<b>(629.50)</b>
		<b>Decrease</b>		<b>(629.50)</b>
		<b><u>Acct 24016.</u></b>		
		<b>Balance</b>	<b>12/31/2020</b>	<b>475,021.30</b>
		<b>Balance</b>	<b>11/30/2020</b>	<b>374,873.59</b>
		<b>Increase</b>		<b>100,147.71</b>
		<b><u>One month activity</u></b>		
		<b>Transfer from 11469.</b>		<b>100,000.00</b>
		<b>Interest/Mkt value received</b>		<b>147.71</b>
		<b>Increase</b>		<b>100,147.71</b>

		<b><u>2020</u></b>	
		<b><u>4TH Quarter Major account Activity</u></b>	
		<b><u>acct 11469</u></b>	
		<b>Balance</b>	<b>12/31/2020</b>
			<b>6,076,019.95</b>
		<b>Balance</b>	<b>9/30/2020</b>
			<b>3,455,898.98</b>
		<b>Increase</b>	
			<b>2,620,120.97</b>
		<b><u>3 mos activity</u></b>	
		<b>Taxes received</b>	
			<b>2,716,252.30</b>
		<b>Interest/Mkt value received</b>	
			<b>3,568.67</b>
		<b>Transfer from 11432.</b>	
			<b>300.00</b>
		<b>Transfers to 24016.</b>	
			<b>(100,000.00)</b>
		<b>Increase</b>	
			<b>2,620,120.97</b>
		<b><u>Acct 11475</u></b>	
		<b>Balance</b>	<b>12/31/2020</b>
			<b>5.78</b>
		<b>Balance</b>	<b>9/30/2020</b>
			<b>175,394.74</b>
		<b>Decrease</b>	
			<b>(175,388.96)</b>
		<b><u>3 mos activity</u></b>	
		<b>Interest received</b>	
			<b>8.73</b>
		<b>Capital improvements received</b>	
			<b>1,060,075.80</b>
		<b>Transfer to 11432.</b>	
			<b>(1,235,473.49)</b>
		<b>Decrease</b>	
			<b>(175,388.96)</b>
		<b><u>Acct 11432</u></b>	
		<b>Balance</b>	<b>12/31/2020</b>
			<b>4,469,088.48</b>
		<b>Balance</b>	<b>9/30/2020</b>
			<b>3,234,062.05</b>
		<b>Increase</b>	
			<b>1,235,026.43</b>
		<b><u>3 mos activity</u></b>	
		<b>Interest/Mkt value received</b>	
			<b>(147.06)</b>
		<b>Transfer from 11475.</b>	
			<b>1,235,473.49</b>
		<b>Transfer to 11469</b>	
			<b>(300.00)</b>
		<b>Increase</b>	
			<b>1,235,026.43</b>
		<b><u>Acct 24016.</u></b>	
		<b>Balance</b>	<b>12/31/2020</b>
			<b>475,021.30</b>
		<b>Balance</b>	<b>9/30/2020</b>
			<b>374,770.13</b>
		<b>Increase</b>	
			<b>100,251.17</b>
		<b><u>3 mos activity</u></b>	
		<b>Transfer from 11469.</b>	
			<b>100,000.00</b>
		<b>Interest/Mkt value received</b>	
			<b>251.17</b>
			<b>100,251.17</b>



		<b><u>2021</u></b>		
		<b><u>December to January 2021 Major account Activity</u></b>		
		<b><u>acct 11469</u></b>		
		<b>Balance</b>	<b>1/31/2021</b>	<b>4,641,900.22</b>
		<b>Balance</b>	<b>12/31/2020</b>	<b>6,076,019.95</b>
		<b>Decrease</b>		<b>(1,434,119.73)</b>
		<b><u>One month activity</u></b>		
		<b>Taxes received</b>		<b>1,006,165.10</b>
		<b>Transfer to checking</b>		<b>(2,500,000.00)</b>
		<b>Interest/Mkt value received</b>		<b>(284.83)</b>
		<b>Transfer from 11432.</b>		<b>60,000.00</b>
		<b>Decrease</b>		<b>(1,434,119.73)</b>
		<b><u>Acct 11475</u></b>		
		<b>Balance</b>	<b>1/31/2021</b>	<b>5.78</b>
		<b>Balance</b>	<b>12/31/2020</b>	<b>5.78</b>
				<b>0.00</b>
		<b><u>One month activity</u></b>		
		<b>Interest received</b>		<b>0.00</b>
				<b>0.00</b>
		<b>Capital improvements received</b>		<b>0.00</b>
				<b>0.00</b>
		<b><u>Acct 11432</u></b>		
		<b>Balance</b>	<b>1/31/2021</b>	<b>4,409,658.14</b>
		<b>Balance</b>	<b>12/31/2020</b>	<b>4,469,088.48</b>
		<b>Decrease</b>		<b>(59,430.34)</b>
		<b><u>One month activity</u></b>		
		<b>Transfer to 11469</b>		<b>(60,000.00)</b>
		<b>Interest/Mkt value received</b>		<b>569.66</b>
		<b>Decrease</b>		<b>(59,430.34)</b>
		<b><u>Acct 24016.</u></b>		
		<b>Balance</b>	<b>1/31/2021</b>	<b>475,049.87</b>
		<b>Balance</b>	<b>12/31/2020</b>	<b>475,021.30</b>
		<b>Increase</b>		<b>28.57</b>
		<b><u>One month activity</u></b>		
		<b>Interest/Mkt value received</b>		<b>28.57</b>
		<b>Increase</b>		<b>28.57</b>

		<b><u>2021</u></b>		
		<b><u>January to February 2021 Major account Activity</u></b>		
		<b><u>acct 11469</u></b>		
		<b>Balance</b>	<b>2/28/2021</b>	<b>4,955,499.62</b>
		<b>Balance</b>	<b>1/31/2021</b>	<b>4,641,900.22</b>
		<b>Increase</b>		<b>313,599.40</b>
		<b><u>One month activity</u></b>		
		<b>Taxes received</b>		<b>313,496.51</b>
		<b>Interest/Mkt value received</b>		<b>102.89</b>
		<b>Increase</b>		<b>313,599.40</b>
		<b><u>Acct 11475</u></b>		
		<b>Balance</b>	<b>2/28/2021</b>	<b>18,017.78</b>
		<b>Balance</b>	<b>1/31/2021</b>	<b>5.78</b>
		<b>Increase</b>		<b>18,012.00</b>
		<b><u>One month activity</u></b>		
		<b>Interest received</b>		<b>0.00</b>
		<b>Capital improvements received</b>		<b>18,012.00</b>
		<b>Increase</b>		<b>18,012.00</b>
		<b><u>Acct 11432</u></b>		
		<b>Balance</b>	<b>2/28/2021</b>	<b>4,410,093.05</b>
		<b>Balance</b>	<b>1/31/2021</b>	<b>4,409,658.14</b>
		<b>Increase</b>		<b>434.91</b>
		<b><u>One month activity</u></b>		
		<b>Interest/Mkt value received</b>		<b>434.91</b>
		<b>Increase</b>		<b>434.91</b>
		<b><u>Acct 24016.</u></b>		
		<b>Balance</b>	<b>2/28/2021</b>	<b>475,022.25</b>
		<b>Balance</b>	<b>1/31/2021</b>	<b>475,049.87</b>
		<b>Decrease</b>		<b>(27.62)</b>
		<b><u>One month activity</u></b>		
		<b>Interest/Mkt value received</b>		<b>(27.62)</b>
		<b>Decrease</b>		<b>(27.62)</b>

PALMDALE WATER DISTRICT INVESTMENT FUNDS REPORT December 31, 2020							
					December 2020	November 2020	September 2020
<b>CASH</b>							
1-00-0103-100	Citizens - Checking				560,897.01	1,286,776.58	562,398.72
1-00-0103-200	Citizens - Refund				-	-	-
1-00-0103-300	Citizens - Merchant				150,107.09	313,765.67	245,711.84
	<b>Bank Total</b>				<b>711,004.10</b>	<b>1,600,542.25</b>	<b>808,110.56</b>
1-00-0110-000	PETTY CASH				300.00	300.00	300.00
1-00-0115-000	CASH ON HAND				5,400.00	5,400.00	5,400.00
	<b>TOTAL CASH</b>				<b>716,704.10</b>	<b>1,606,242.25</b>	<b>813,810.56</b>
<b>INVESTMENTS</b>							
1-00-0135-000	Local Agency Investment Fund			Acct. Total	12,641.37	12,641.37	12,614.58
1-00-0120-000	<b>UBS Money Market Account General (SS 11469)</b>						
	UBS RMA Government Portfolio				648,447.44	377,879.65	372.32
	UBS Bank USA Dep acct				-	-	-
	Accrued interest				14,685.11	11,907.93	20,529.05
					<b>663,132.55</b>	<b>389,787.58</b>	<b>20,901.37</b>
<b>US Government Securities</b>							
	CUSIP #	Issuer	Maturity Date	Rate	PAR	Market Value	Market Value
	912828PP9	US TSY INFL PROT NOTE	01/15/2021	1.250	1,300,000	1,547,771.90	1,547,410.02
	9127963HO	US Treasury Bill	06/17/2021		2,000,000	1,999,240.00	-
					<b>3,300,000</b>	<b>3,547,011.90</b>	<b>1,547,410.02</b>
<b>Certificates of Deposit</b>							
		Issuer	Maturity Date	Rate	Face Value		
	1	Pinnacle Bank	10/21/2020	1.650	250,000	-	250,232.50
	2	Truist Bank-Charlotte	10/22/2020	1.650	250,000	-	250,245.00
	3	TBK Bank-SSB TX	10/29/2020	1.650	200,000	-	200,258.00
	4	Goldman Sachs	11/18/2020	2.300	240,000	-	250,542.50
	5	Bank of India	11/18/2020	1.650	250,000	-	240,734.40
	6	Customers Bank PA	11/27/2020	1.600	200,000	-	200,498.00
	7	UBS Bank	01/04/2021	1.600	250,000	250,027.50	-
	8	Ally Bank	01/19/2021	2.700	240,000	240,336.00	241,953.60
	9	Bank of Washington MO	01/29/2021	1.650	250,000	250,322.50	251,325.00
	10	Kentucky Bk	03/23/2021	0.050	200,000	200,002.00	-
	11	First General bank	07/19/2021	2.750	200,000	202,998.00	203,424.00
	12	TIAA FSB Florida	07/29/2021	2.000	225,000	227,560.50	227,911.50
	13	Capital One Bank	08/17/2021	1.600	50,000	50,446.00	50,499.00
	14	Bank Hapoalim	08/23/2021	3.000	100,000	101,923.00	102,162.00
	15	State Bank of Indi	08/30/2021	0.100	240,000	240,096.00	240,069.60
	16	Ultima Bank	09/28/2021	2.950	100,000	102,164.00	102,389.00
					<b>3,245,000</b>	<b>1,865,875.50</b>	<b>1,668,235.70</b>
					<b>Acct. Total</b>	<b>6,076,019.95</b>	<b>3,605,433.30</b>
1-00-1110-000	<b>UBS Money Market Account Capital (SS 11475)</b>						
	UBS Bank USA Dep acct				5.78	-	175,394.74
	UBS RMA Government Portfolio				-	-	-
					<b>Acct. Total</b>	<b>5.78</b>	<b>175,394.74</b>
1-00-0125-000	<b>UBS Access Account General (SS 11432)</b>						
	UBS Bank USA Dep acct				-	8,250.00	-
	UBS RMA Government Portfolio				66,119.67	56,957.14	16,314.99
	Accrued interest				19,355.16	13,069.76	6,867.44
					<b>85,474.83</b>	<b>78,276.90</b>	<b>23,182.43</b>
<b>US Government Securities</b>							
	CUSIP #	Issuer	Maturity Date	Rate	PAR	Market Value	Market Value
	912828CS7	US Treasury Note	03/21/2021	2.250	1,430,000	1,437,164.30	1,440,281.70
	912827R77	US Treasury Note	05/31/2021	1.375	1,200,000	1,206,192.00	1,207,776.00
	9128284W7	US Treasury Note	08/15/2021	2.750	620,000	630,124.60	631,625.00
					<b>3,250,000</b>	<b>3,273,480.90</b>	<b>3,279,682.70</b>
<b>Certificates of Deposit</b>							
		Issuer	Maturity Date	Rate	Face Value		
	1	Bank of China	10/22/2020	1.000	240,000	-	240,139.20
	2	Wells Fargo	12/14/2020	3.100	240,000	-	241,502.40
	3	Comenity Cap Bank	01/19/2021	1.900	163,000	163,197.23	163,511.82
	4	Bank of America	02/08/2021	2.550	240,000	240,650.40	241,166.40
	5	Kearny Bank	03/29/2021	0.050	240,000	240,002.40	-
	6	Sallie Mae Bank	05/10/2021	2.450	240,000	242,085.60	242,572.80
	7	Merrick Bk	06/01/2021	0.250	224,000	224,197.12	224,221.76
					<b>1,587,000</b>	<b>1,110,132.75</b>	<b>1,111,758.38</b>
					<b>Acct. Total</b>	<b>4,469,088.48</b>	<b>4,469,717.98</b>
<b>Total Managed Accounts</b>					<b>10,557,755.58</b>	<b>8,087,792.65</b>	<b>6,877,970.35</b>
1-00-1121-000	<b>UBS Rate Stabilization Fund (SS 24016) - District Restricted</b>						
	UBS Bank USA Dep acct				3,692.28	6,560.61	4,287.08
	UBS RMA Government Portfolio				-	-	-
	Accrued interest				3,765.43	2,534.46	1,163.55
					<b>7,457.71</b>	<b>9,095.07</b>	<b>5,450.63</b>
<b>Certificates of Deposit</b>							
		Issuer	Maturity Date	Rate	Face Value		
	1	Bank OZK AR	10/23/2020	1.600	52,000	-	52,051.48
	2	Bank United	10/29/2020	0.700	240,000	-	240,124.80
	3	Bank of Baroda NY	11/23/2020	1.600	77,000	-	77,143.22
	4	Fifth Third bank	04/16/2021	1.150	52,000	52,169.00	52,216.84
	5	Goldman Sachs Bank	08/19/2021	2.550	77,000	78,214.29	78,365.98
	6	Discover Bank	09/06/2021	3.000	230,000	234,648.30	235,195.70
	7	Goldman Sachs Bank	11/09/2021	3.000	100,000	102,532.00	-
					<b>828,000</b>	<b>467,564</b>	<b>365,779</b>
					<b>Acct. Total</b>	<b>475,021.30</b>	<b>374,873.59</b>
<b>TOTAL CASH AND INVESTMENTS</b>					<b>11,749,480.98</b>	<b>10,068,908.49</b>	<b>8,066,551.04</b>
<b>Increase (Decrease) in Funds</b>					<b>1,680,572.49</b>		
1-00-1135-000	<b>2018A Bonds - Project Funds (BNY Mellon)</b>						
	Construction Funds				2,242,225.76	2,242,195.37	2,242,090.52
	Issuance Funds				12,515.72	12,515.55	12,514.94
					<b>2,254,741.48</b>	<b>2,254,710.92</b>	<b>2,254,605.46</b>

PALMDALE WATER DISTRICT  
INVESTMENT FUNDS REPORT  
February 28, 2021

					February 2021	January 2021
<b>CASH</b>						
1-00-0103-100	Citizens - Checking				455,124.19	964,015.77
1-00-0103-200	Citizens - Refund				(5,074.90)	(6,863.48)
1-00-0103-300	Citizens - Merchant				120,564.38	167,687.69
				Bank Total	570,613.67	1,124,839.98
1-00-0110-000	PETTY CASH				300.00	300.00
1-00-0115-000	CASH ON HAND				5,400.00	5,400.00
				TOTAL CASH	576,313.67	1,130,539.98
<b>INVESTMENTS</b>						
1-00-0135-000	Local Agency Investment Fund			Acct. Total	12,661.36	12,661.36
1-00-0120-000	UBS Money Market Account General (SS 11469)					
	UBS USA Core Savings				250,032.96	250,004.12
	UBS RMA Government Portfolio				574,091.92	510,860.53
	Accrued interest				3,175.59	3,450.57
					827,300.47	764,315.22
<b>US Government Securities</b>						
CUSIP #	Issuer	Maturity Date	Rate	PAR	Market Value	Market Value
912828T67	US Treasury Note	10/31/2021	1.250	500,000	503,945.00	504,220.00
9127963HO	US Treasury Bill	06/17/2021		2,000,000	1,999,680.00	1,999,440.00
				2,500,000	2,503,625.00	2,503,660.00
<b>Certificates of Deposit</b>						
	Issuer	Maturity Date	Rate	Face Value		
1	Kentucky Bk	03/23/2021	0.050	200,000	200,002.00	199,998.00
2	First General bank	07/19/2021	2.750	200,000	202,118.00	202,582.00
3	TIAA FSB Florida	07/29/2021	2.000	225,000	226,865.25	227,227.50
4	Capital One Bank	08/17/2021	1.600	50,000	50,334.50	50,391.50
5	Bank Hapoalim	08/23/2021	3.000	100,000	101,458.00	101,690.00
6	State Bank of Indi	08/30/2021	0.100	240,000	240,062.40	240,096.00
7	Ultima Bank	09/28/2021	2.950	100,000	101,709.00	101,960.00
8	UBS Bank	09/30/2021	1.700	250,000	252,060.00	-
9	First Seacoast Bank	11/15/2021	0.500	250,000	249,965.00	249,980.00
				1,615,000	1,624,574.15	1,373,925.00
				Acct. Total	4,955,499.62	4,641,900.22
1-00-1110-000	UBS Money Market Account Capital (SS 11475)					
	UBS Bank USA Dep acct				18,017.78	5.78
	UBS RMA Government Portfolio				-	-
				Acct. Total	18,017.78	5.78
1-00-0125-000	UBS Access Account General (SS 11432)					
	UBS Bank USA Dep acct				-	-
	UBS RMA Government Portfolio				12,869.32	1,393.70
	Accrued interest				21,368.32	26,771.25
					34,237.64	28,164.95
<b>US Government Securities</b>						
CUSIP #	Issuer	Maturity Date	Rate	PAR	Market Value	Market Value
912828C57	US Treasury Note	03/21/2021	2.250	1,430,000	1,432,574.00	1,434,919.20
912827R77	US Treasury Note	05/31/2021	1.375	1,200,000	1,203,852.00	1,204,968.00
9128284W7	US Treasury Note	08/15/2021	2.750	620,000	627,700.40	628,890.80
				3,250,000	3,264,126.40	3,268,778.00
<b>Certificates of Deposit</b>						
	Issuer	Maturity Date	Rate	Face Value		
1	Bank of America	02/08/2021	2.550		-	240,165.60
2	Kearny Bank	03/29/2021	0.050	240,000	240,002.40	239,997.60
3	Sallie Mae Bank	05/10/2021	2.450	240,000	241,171.20	241,624.80
4	Merrick Bk	06/01/2021	0.250	224,000	224,120.96	224,163.52
5	Safra National	09/09/2021	0.150	62,000	62,033.48	-
6	First Nat'l Bk TX	09/09/2021	0.100	178,000	178,048.06	-
7	Citibank NA	10/26/2021	3.150	163,000	166,352.91	166,763.67
				1,107,000	1,111,729.01	1,112,715.19
				Acct. Total	4,410,093.05	4,409,658.14
Total Managed Accounts					9,396,271.81	9,064,225.50
1-00-1121-000	UBS Rate Stabilization Fund (SS 24016) - District Restricted					
	UBS Bank USA Dep acct				4,682.13	3,692.31
	UBS RMA Government Portfolio				-	-
	Accrued interest				4,721.67	4,755.53
					9,403.80	8,447.84
<b>Certificates of Deposit</b>						
	Issuer	Maturity Date	Rate	Face Value		
1	Fifth Third bank	04/16/2021	1.150	52,000	52,078.52	52,122.72
2	Goldman Sachs Bank	08/19/2021	2.550	77,000	77,915.53	78,064.91
3	Discover Bank	09/06/2021	3.000	230,000	233,560.40	234,112.40
4	Goldman Sachs Bank	11/09/2021	3.000	100,000	102,064.00	102,302.00
				459,000	465,618.45	466,602.03
				Acct. Total	475,022.25	475,049.87
TOTAL CASH AND INVESTMENTS					10,447,607.73	10,669,815.35
Increase (Decrease) in Funds					(222,207.62)	
1-00-1135-000	2018A Bonds - Project Funds (BNY Mellon)					
	Construction Funds				2,204,472.78	2,219,775.62
	Issuance Funds				12,516.17	12,515.86
					2,216,988.95	2,232,291.48

PALMDALE WATER DISTRICT													
2021 Cash Flow Report (Based on Nov. 23, 2020 Approved Budget)													
	January	February	March	April	May	June	July	August	September	October	November	December	YTD
Total Cash Beginning Balance (BUDGET)	11,749,481	12,015,065	11,932,116	9,751,094	11,187,683	10,449,122	9,647,959	8,919,381	8,465,838	6,085,389	5,993,553	5,965,518	
Total Cash Beginning Balance	11,749,481	10,669,815	10,447,608	8,423,102	10,345,580	10,770,274	10,102,611	9,525,761	9,712,645	7,220,301	7,297,129	7,423,869	
Budgeted Water Receipts	2,122,390	2,057,833	1,962,426	2,180,092	2,300,637	2,484,596	2,774,247	2,846,803	3,014,766	2,815,381	2,432,608	2,417,183	29,408,961
Water Receipts	2,038,255	2,052,885	1,962,426	2,180,092	2,300,637	2,484,596	2,774,247	2,846,803	3,014,766	2,815,381	2,432,608	2,417,183	29,319,877
DWR Refund (Operational Related)													-
Other													-
Total Operating Revenue (BUDGET)													-
Total Operating Revenue (ACTUAL)	2,038,255	2,052,885	1,962,426	2,180,092	2,300,637	2,484,596	2,774,247	2,846,803	3,014,766	2,815,381	2,432,608	2,417,183	29,319,877
Total Operating Expenses excl GAC (BUDGET)	(2,119,444)	(1,828,796)	(1,794,590)	(1,931,431)	(2,144,777)	(2,198,269)	(2,274,154)	(2,418,458)	(2,372,430)	(2,286,594)	(2,117,409)	(1,847,964)	(25,334,316)
GAC (BUDGET)			(151,000)		(151,000)	(151,000)	(151,000)			(151,000)		(151,000)	(906,000)
Operating Expenses excl GAC (ACTUAL)	(2,096,834)	(2,329,726)	(1,740,871)	(1,877,712)	(2,091,058)	(2,144,551)	(2,145,935)	(2,325,239)	(2,318,711)	(2,062,375)	(2,063,690)	(1,794,245)	(24,990,947)
GAC			(151,000)		(151,000)	(151,000)	(151,000)			(151,000)		(151,000)	(906,000)
Prepaid Insurance (paid)/refunded							(74,500)	(39,500)		(170,500)			(284,500)
Total Operating Expense (ACTUAL)	(2,096,834)	(2,329,726)	(1,891,871)	(1,877,712)	(2,242,058)	(2,295,551)	(2,371,435)	(2,364,739)	(2,318,711)	(2,383,875)	(2,063,690)	(1,945,245)	(26,181,447)
Non-Operating Revenue:													
Assessments, net (BUDGET)	686,050	264,605	18,650	2,167,790	745,795	13,325	86,225	134,500	-	-	137,500	2,620,560	6,875,000
Actual/Projected Assessments, net	674,492	313,497	18,650	2,167,790	745,795	13,325	86,225	134,500	-	-	137,500	2,620,560	6,912,333
Asset Sale/Unencumbered Money (Taxes)													-
RDA Pass-through (Successor Agency)	331,676					300,000							631,676
Interest	10,174	9,268	14,583	14,583	14,583	14,583	14,583	14,583	14,584	14,584	14,584	14,584	165,276
Market Adjustment	(9,827)	(8,701)											(18,528)
Grant Re-imbursement					50,000						50,000		100,000
Capital Improvement Fees - Infrastructure		18,012		131,988		150,000			150,000			150,000	600,000
Capital Improvement Fees - Water Supply													-
DWR Refund (Capital Related)				50,000			50,000			75,000			175,000
Other	-	28,340	4,000	4,000	4,000	5,000	4,000	4,000	4,000	4,000	4,000	5,000	70,340
Total Non-Operating Revenues (BUDGET)													-
Total Non-Operating Revenues (ACTUAL)	1,006,514	360,416	37,233	2,368,361	814,378	482,908	154,808	153,083	168,584	93,584	206,084	2,790,144	8,636,098
Non-Operating Expenses:													
Budgeted Capital Expenditures	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(2,388,533)
Budgeted Capital Expenditures (Committed During Year)													-
Actual/Projected Capital Expenditures	(359,933)	(57,836)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(199,044)	(179,364)	(2,388,533)
WRB Capital Expenditures (COP - Amargosa Recharge Proj)	(720,579)												(720,579)
Const. of Monitoring Wells/Test Basin (Water Supply)													-
Grade Control Structure (Water Supply)													-
SWP Capitalized	(829,455)	(232,720)	(232,720)	(232,719)	(232,718)	(232,718)	(829,449)	(232,718)	(232,718)	(232,718)	(232,718)	(232,718)	(3,986,089)
Investment in PRWA				(300,000)									(300,000)
Butte County Water Transfer						(891,354)						(891,354)	(1,782,708)
Bond Payments - Interest			(1,058,377)						(1,495,869)				(2,554,245)
Principal			(625,652)						(1,412,851)				(2,038,503)
Capital leases - Holman Capital (2017 Lease)	(89,477)						(89,477)						(178,953)
Capital leases - Enterprise FM Trust (Vehicles)	(23,803)	(11,017)	(11,833)	(11,833)	(11,833)	(11,833)	(11,833)	(11,833)	(11,833)	(11,833)	(11,833)	(11,833)	(153,154)
Capital leases - Wells Fargo (Printers)	(4,354)	(4,210)	(4,667)	(4,667)	(4,667)	(4,667)	(4,667)	(4,667)	(4,667)	(4,667)	(4,667)	(4,667)	(55,231)
Total Non-Operating Expenses (ACTUAL)	(2,027,601)	(305,783)	(2,132,293)	(748,263)	(448,262)	(1,339,616)	(1,134,470)	(448,262)	(3,356,982)	(448,262)	(448,262)	(1,319,936)	(14,157,995)
Total Cash Ending Balance (BUDGET)	12,015,065	11,932,116	9,751,094	11,187,683	10,449,122	9,647,959	8,919,381	8,465,838	6,085,389	5,993,553	5,965,518	7,403,230	
Total Cash Ending Balance (ACTUAL)	10,669,815	10,447,608	8,423,102	10,345,580	10,770,274	10,102,611	9,525,761	9,712,645	7,220,301	7,297,129	7,423,869	9,366,014	
											Budget	9,990,449	Carryover
											Difference	(624,435)	Adj. Difference
2019 Cash Ending Balance (ACTUAL)	12,059,367	12,115,860	10,269,966	11,324,072	10,909,681	10,781,332	9,476,817	10,391,159	8,066,551	8,518,101	10,068,908	11,749,481	

Indicates actual expenditures/revenues:

Indicates anticipated expenditures/revenues:

# **PALMDALE WATER DISTRICT BOARD MEMORANDUM**

**DATE:** March 16, 2021 **March 22, 2021**  
**TO:** BOARD OF DIRECTORS **Board Meeting**  
**FROM:** Michael Williams, Finance Manager/CFO  
**VIA:** Mr. Dennis LaMoreaux, General Manager  
**RE:** ***AGENDA ITEM 8.1.b – STATUS REPORT ON FINANCIAL STATEMENTS, REVENUE, AND EXPENSE AND DEPARTMENTAL BUDGET REPORTS FOR DECEMBER 2020. (FINANCE MANAGER WILLIAMS/FINANCE COMMITTEE)***

## **Discussion:**

Presented here are the Balance Sheet and Profit/Loss Statement for the period ending December 31, 2020. Also included are the Quarter-to-Quarter Comparisons and Year-to-Date Revenue and Expense Analysis. Finally, I have provided individual departmental budget reports through the month of December 2020.

This is the 12<sup>th</sup> month/4<sup>th</sup> quarter of the District's Budget Year 2020. The target percentage is 100%. Revenues ideally are at or above, and expenditures ideally are below.

## **Balance Sheet:**

- Pages 1 and 2 is our Balance Sheet trending for the 12-month period and a graphic presentation of Assets, Liabilities, and Net Position at December 31, 2020.
- The significant change for the quarter from September to December was an increase in cash and investments of approximately \$3.6M primarily due to the receipt of tax assessments and capital improvement fees.

## **Profit/Loss Statement:**

- Page 3 is our Profit/Loss Statement trending for the 12-month period.
- Operating revenue is at 100% of budget.
- Cash operating expense is at 94% of budget.
- All departmental budgets are at or below the target percentage, except for the following:
  - Administration, District Wide: This is due to increased costs related to COVID-19 under "Other Operating" and "Consultants" expense and an increase in memberships approved but not budgeted for.
  - Facilities: This is due to overruns in personnel costs and electricity costs for wells & boosters.
  - Customer Care: This is due to under budgeting for health insurance costs.
- Expenses have exceeded revenues for the month by \$401K, and year-to-date revenues have exceeded expenditures by \$4.2M.



BOARD OF DIRECTORS  
PALMDALE WATER DISTRICT

VIA: Mr. Dennis LaMoreaux, General Manager

-2-

March 16, 2021

- Pages 4 through 6 is showing the P&L in various graphic forms using major report category totals.
- Page 7 is showing the operating expense distributed between personnel and operation costs. Labor costs are at 58% of total expenses with salaries making up 40% of that.

**Quarter-To-Quarter Comparison P&L:**

- Page 7-1 is our 4<sup>th</sup> quarter comparison, comparing 2020 to 2019.
- Total operating revenue increased \$587K, or 9%.
- Total operating expense decreased \$14K, or 0.25%.
- Units billed increased by 141K.
- Revenue per unit sold increased \$0.03.
- Revenue per connection increased \$6.95.
- Units sold per connection increased 1.66.

**Revenue Analysis Year-To-Date:**

- Page 8 is our comparison of revenue year-to-date.
- Operating revenue through December 2020 is up \$2.3M, or 9%.
- Retail water revenue from all areas is up by \$2.5M from last year. That's shown by the combined green highlighted area.
- Retail water sales, excluding meter fees, is up \$2.6M.
- Total revenue is up \$2.7M, or 8%.
- Operating revenue is at 100% of budget, last year was at 95.5% of budget.

**Expense Analysis Year-To-Date:**

- Page 9 is our comparison of expense year-to-date.
- Cash Operating Expenses through December 2020 are up \$554K, or 2.4%, compared to 2019; Total Expenses are up \$1.2M, or 3.5%.

**Departments:**

- Pages 11 through 21 are detailed individual departmental budgets for your review.

**Non-Cash Definitions:**

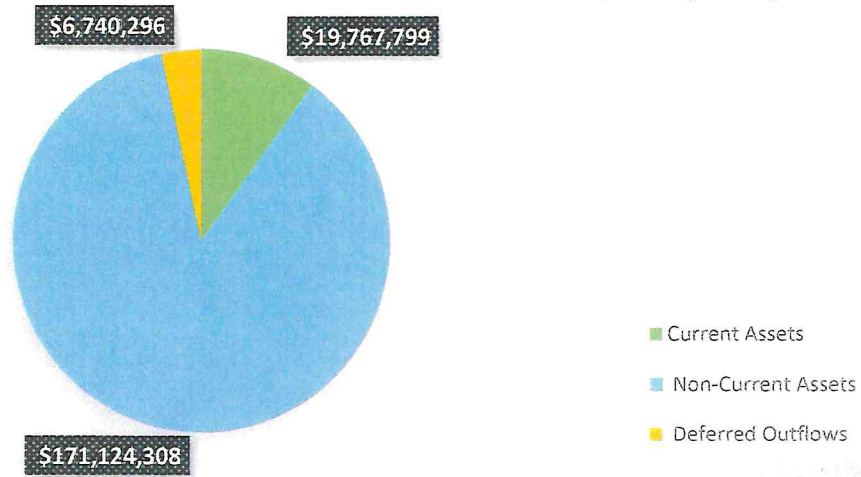
- **Depreciation:** This is the spreading of the total expense of a capital asset over the expected life of that asset.
- **OPEB Accrual Expense:** Other Post-Employment Benefits (OPEB) is the recognized annual required contribution to the benefit. The amount is actuarially determined in accordance with the parameters of GASB 45. The amount represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year.
- **Bad Debt:** The uncollectible accounts receivable that has been written off.
- **Service Cost Construction:** The value of material, parts & supplies from inventory used to construct, repair and maintain our asset infrastructure.
- **Capitalized Construction:** The value of our labor force used to construct our asset infrastructure.

Palmdale Water District  
Balance Sheet Report

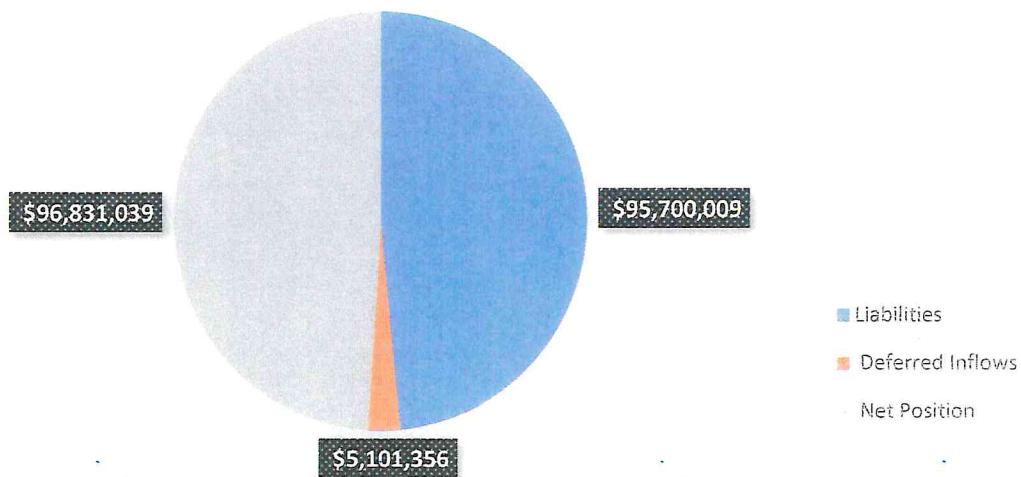
	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020
<b>ASSETS</b>												
<b>Current Assets:</b>												
Cash and cash equivalents	\$ 715,172	\$ 1,423,090	\$ 1,380,261	\$ 390,731	\$ 446,752	\$ 518,627	\$ 145,988	\$ 775,444	\$ 813,811	\$ 1,384,723	\$ 1,606,242	\$ 716,704
Investments	11,350,106	10,706,099	8,889,705	10,933,341	10,462,930	10,262,714	9,330,829	9,615,585	7,252,740	7,251,827	8,462,666	10,994,971
Accrued interest receivable	-	-	-	-	-	-	-	-	-	-	-	37,806
Accounts receivable - water sales and services, net	1,462,140	1,503,605	1,560,002	1,554,880	1,912,517	2,234,691	2,351,279	2,690,908	2,730,860	2,713,315	2,512,302	2,292,671
Accounts receivable - property taxes and assessments	3,581,062	3,264,223	3,245,512	1,223,415	709,086	419,192	6,955,051	6,783,507	6,783,507	6,783,507	6,635,728	4,340,554
Accounts receivable - other	15,463	10,814	10,714	10,514	9,266	9,266	9,266	9,266	9,266	4,266	1,640	8,476
Materials and supplies inventory	1,008,422	1,016,258	1,029,547	1,048,791	1,050,709	1,034,459	1,040,192	993,316	989,416	990,584	1,062,833	1,067,714
Prepaid items and other deposits	425,987	396,526	373,106	357,373	317,783	302,050	280,928	299,095	522,442	499,999	544,794	308,904
<b>Total Current Assets</b>	<b>\$ 18,558,352</b>	<b>\$ 18,320,615</b>	<b>\$ 16,488,847</b>	<b>\$ 15,519,046</b>	<b>\$ 14,909,043</b>	<b>\$ 14,781,000</b>	<b>\$ 20,113,533</b>	<b>\$ 21,167,121</b>	<b>\$ 19,102,042</b>	<b>\$ 19,628,221</b>	<b>\$ 20,826,206</b>	<b>\$ 19,767,799</b>
<b>Non-Current Assets:</b>												
Restricted - cash and cash equivalents	\$ 2,973,074	\$ 2,381,260	\$ 2,349,757	\$ 2,351,304	\$ 2,351,725	\$ 2,279,009	\$ 2,270,394	\$ 2,270,556	\$ 2,254,605	\$ 2,254,668	\$ 2,265,431	\$ 2,265,461
Investment in Palmdale Recycled Water Authority	1,668,290	1,668,290	1,668,290	1,668,290	1,976,189	1,958,222	1,958,222	1,958,222	1,958,222	1,958,222	1,958,222	1,958,222
Capital assets - not being depreciated	21,531,554	22,359,494	22,571,729	22,680,702	23,961,762	24,618,178	24,860,882	24,276,942	24,513,102	24,758,050	24,908,610	26,138,561
Capital assets - being depreciated, net	142,727,742	142,246,733	141,789,647	141,428,894	140,957,436	140,477,749	141,445,481	141,769,812	141,321,537	140,850,509	140,571,222	140,762,064
<b>Total Non-Current Assets</b>	<b>\$ 168,900,661</b>	<b>\$ 168,655,777</b>	<b>\$ 168,379,423</b>	<b>\$ 168,129,190</b>	<b>\$ 169,247,112</b>	<b>\$ 169,333,159</b>	<b>\$ 170,534,980</b>	<b>\$ 170,275,532</b>	<b>\$ 170,047,467</b>	<b>\$ 169,821,450</b>	<b>\$ 169,703,486</b>	<b>\$ 171,124,308</b>
<b>TOTAL ASSETS</b>	<b>\$ 187,459,012</b>	<b>\$ 186,976,392</b>	<b>\$ 184,868,270</b>	<b>\$ 183,648,235</b>	<b>\$ 184,156,156</b>	<b>\$ 184,114,158</b>	<b>\$ 190,648,513</b>	<b>\$ 191,442,653</b>	<b>\$ 189,149,509</b>	<b>\$ 189,449,671</b>	<b>\$ 190,529,691</b>	<b>\$ 190,892,107</b>
<b>DEFERRED OUTFLOWS OF RESOURCES:</b>												
Deferred loss on debt defeasance, net	\$ 1,995,382	\$ 1,982,324	\$ 1,969,266	\$ 1,956,208	\$ 1,943,151	\$ 1,930,093	\$ 1,917,035	\$ 1,903,978	\$ 1,890,920	\$ 1,877,862	\$ 3,660,695	\$ 3,647,637
Deferred outflows of resources related to pensions	3,364,969	3,364,969	3,364,969	3,364,969	3,092,659	3,092,659	3,092,659	3,092,659	3,092,659	3,092,659	3,092,659	3,092,659
<b>Total Deferred Outflows of Resources</b>	<b>\$ 5,360,351</b>	<b>\$ 5,347,293</b>	<b>\$ 5,334,235</b>	<b>\$ 5,321,177</b>	<b>\$ 5,035,810</b>	<b>\$ 5,022,752</b>	<b>\$ 5,009,694</b>	<b>\$ 4,996,637</b>	<b>\$ 4,983,579</b>	<b>\$ 4,970,521</b>	<b>\$ 6,753,354</b>	<b>\$ 6,740,296</b>
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	<b>\$ 192,819,363</b>	<b>\$ 192,323,685</b>	<b>\$ 190,202,505</b>	<b>\$ 188,969,413</b>	<b>\$ 189,191,965</b>	<b>\$ 189,136,910</b>	<b>\$ 195,658,207</b>	<b>\$ 196,439,290</b>	<b>\$ 194,133,088</b>	<b>\$ 194,420,192</b>	<b>\$ 197,283,045</b>	<b>\$ 197,632,403</b>
<b>LIABILITIES AND NET POSITION</b>												
<b>Current Liabilities:</b>												
Accounts payable and accrued expenses	\$ 760,533	\$ 449,939	\$ 605,583	\$ 182,791	\$ 351,337	\$ (192,636)	\$ 218,372	\$ 605,968	\$ 652,677	\$ 609,071	\$ 658,482	\$ 1,838,079
Customer deposits for water service	3,018,997	3,025,730	3,068,017	3,071,701	3,070,706	3,045,605	3,032,269	3,022,083	3,033,124	3,010,248	3,006,744	2,977,988
Construction and developer deposits	1,625,415	1,625,415	1,625,415	1,625,415	1,624,545	1,623,554	1,621,793	1,621,793	1,620,693	1,619,813	1,618,382	1,618,382
Accrued interest payable	846,704	1,057,878	-	209,939	419,878	663,572	907,266	1,150,959	-	149,656	339,422	529,188
Long-term liabilities - due in one year:												
Compensated absences	376,212	376,212	381,632	401,543	405,449	461,446	428,685	441,100	448,927	448,927	448,927	518,485
Rate Stabilization Fund	-	-	-	-	-	360,000	360,000	360,000	360,000	360,000	360,000	460,000
Capital lease payable	(83,509)	(83,509)	84,670	84,670	84,670	-	-	-	-	-	-	(89,477)
Loan payable	-	-	617,000	617,000	617,000	617,000	617,000	617,000	-	-	-	1,261,002
Revenue bonds payable	-	-	535,000	535,000	535,000	565,418	565,418	565,418	30,418	30,418	14,355,000	14,932,501
<b>Total Current Liabilities</b>	<b>\$ 6,544,352</b>	<b>\$ 6,451,665</b>	<b>\$ 6,917,317</b>	<b>\$ 6,728,060</b>	<b>\$ 7,108,585</b>	<b>\$ 7,143,959</b>	<b>\$ 7,750,804</b>	<b>\$ 8,384,322</b>	<b>\$ 6,145,839</b>	<b>\$ 6,228,132</b>	<b>\$ 20,786,957</b>	<b>\$ 24,046,149</b>
<b>Non-Current Liabilities:</b>												
Long-term liabilities - due in more than one year:												
Compensated absences	\$ 125,404	\$ 125,404	\$ 127,211	\$ 133,848	\$ 135,150	\$ 153,815	\$ 142,895	\$ 147,033	\$ 149,642	\$ 149,642	\$ 149,642	\$ 172,828
Capital lease payable	429,316	429,316	261,137	261,137	261,137	261,137	261,137	261,137	261,137	261,137	261,137	261,137
Loan payable	8,607,627	8,596,029	7,359,848	7,348,250	7,336,653	7,325,055	7,313,457	7,301,859	7,290,261	7,278,663	7,267,065	5,994,466
Revenue bonds payable	53,490,000	53,490,000	52,955,000	52,955,000	52,955,000	53,123,105	53,123,105	53,123,105	53,123,105	53,123,105	40,913,105	40,335,604
Net other post employment benefits payable	14,987,630	15,090,576	15,194,089	15,297,224	13,482,880	13,589,584	13,694,713	13,799,483	13,904,224	14,004,437	14,104,147	14,198,487
Aggregate net pension liability	9,809,458	9,809,458	9,809,458	9,809,458	10,691,338	10,691,338	10,691,338	10,691,338	10,691,338	10,691,338	10,691,338	10,691,338
Pension-related debt	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>\$ 87,449,435</b>	<b>\$ 87,540,783</b>	<b>\$ 85,706,743</b>	<b>\$ 85,804,917</b>	<b>\$ 84,862,157</b>	<b>\$ 85,144,034</b>	<b>\$ 85,226,645</b>	<b>\$ 85,323,955</b>	<b>\$ 85,419,708</b>	<b>\$ 85,508,323</b>	<b>\$ 73,386,434</b>	<b>\$ 71,653,860</b>
<b>Total Liabilities</b>	<b>\$ 93,993,787</b>	<b>\$ 93,992,448</b>	<b>\$ 92,624,060</b>	<b>\$ 92,532,977</b>	<b>\$ 91,970,742</b>	<b>\$ 92,287,993</b>	<b>\$ 92,977,448</b>	<b>\$ 93,708,277</b>	<b>\$ 91,565,547</b>	<b>\$ 91,736,455</b>	<b>\$ 94,173,391</b>	<b>\$ 95,700,009</b>
<b>DEFERRED INFLOWS OF RESOURCES:</b>												
Unearned property taxes and assessments	\$ 2,750,000	\$ 2,200,000	\$ 1,650,000	\$ 1,100,000	\$ 550,000	\$ -	\$ 6,050,000	\$ 5,500,000	\$ 4,950,000	\$ 4,400,000	\$ 3,850,000	\$ 3,300,000
Deferred inflows of resources related to pensions	585,837	585,837	585,837	585,837	1,801,356	1,801,356	1,801,356	1,801,356	1,801,356	1,801,356	1,801,356	1,801,356
<b>Total Deferred Inflows of Resources</b>	<b>\$ 3,335,837</b>	<b>\$ 2,785,837</b>	<b>\$ 2,235,837</b>	<b>\$ 1,685,837</b>	<b>\$ 2,351,356</b>	<b>\$ 1,801,356</b>	<b>\$ 7,851,356</b>	<b>\$ 7,301,356</b>	<b>\$ 6,751,356</b>	<b>\$ 6,201,356</b>	<b>\$ 5,651,356</b>	<b>\$ 5,101,356</b>
<b>NET POSITION:</b>												
Profit/(Loss) from Operations	\$ (375,999)	\$ (320,338)	\$ (523,129)	\$ (1,115,137)	\$ (925,632)	\$ (132,217)	\$ (350,376)	\$ 249,878	\$ 636,406	\$ 1,302,602	\$ 2,278,519	\$ 1,651,260
Restricted for investment in Palmdale Recycled Water Authority	1,672,585	1,672,585	1,673,369	1,673,726	1,987,084	1,969,117	2,269,117	2,269,825	2,269,825	2,269,825	2,269,825	2,269,825
Unrestricted	94,193,153	94,193,153	94,192,369	94,192,010	93,808,415	93,210,662	92,910,662	92,909,953	92,909,953	92,909,953	92,909,953	92,909,953
<b>Total Net Position</b>	<b>\$ 95,489,739</b>	<b>\$ 95,545,400</b>	<b>\$ 95,342,609</b>	<b>\$ 94,750,599</b>	<b>\$ 94,869,867</b>	<b>\$ 95,047,561</b>	<b>\$ 94,829,403</b>	<b>\$ 95,429,657</b>	<b>\$ 95,816,185</b>	<b>\$ 96,482,380</b>	<b>\$ 97,458,297</b>	<b>\$ 96,831,039</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>	<b>\$ 192,819,363</b>	<b>\$ 192,323,685</b>	<b>\$ 190,202,505</b>	<b>\$ 188,969,413</b>	<b>\$ 189,191,965</b>	<b>\$ 189,136,910</b>	<b>\$ 195,658,207</b>	<b>\$ 196,439,290</b>	<b>\$ 194,133,088</b>	<b>\$ 194,420,192</b>	<b>\$ 197,283,045</b>	<b>\$ 197,632,403</b>

# BALANCE SHEET AS OF DECEMBER 31, 2020

## ASSETS \$197,632,403



## Liabilities & Net Position \$197,632,403





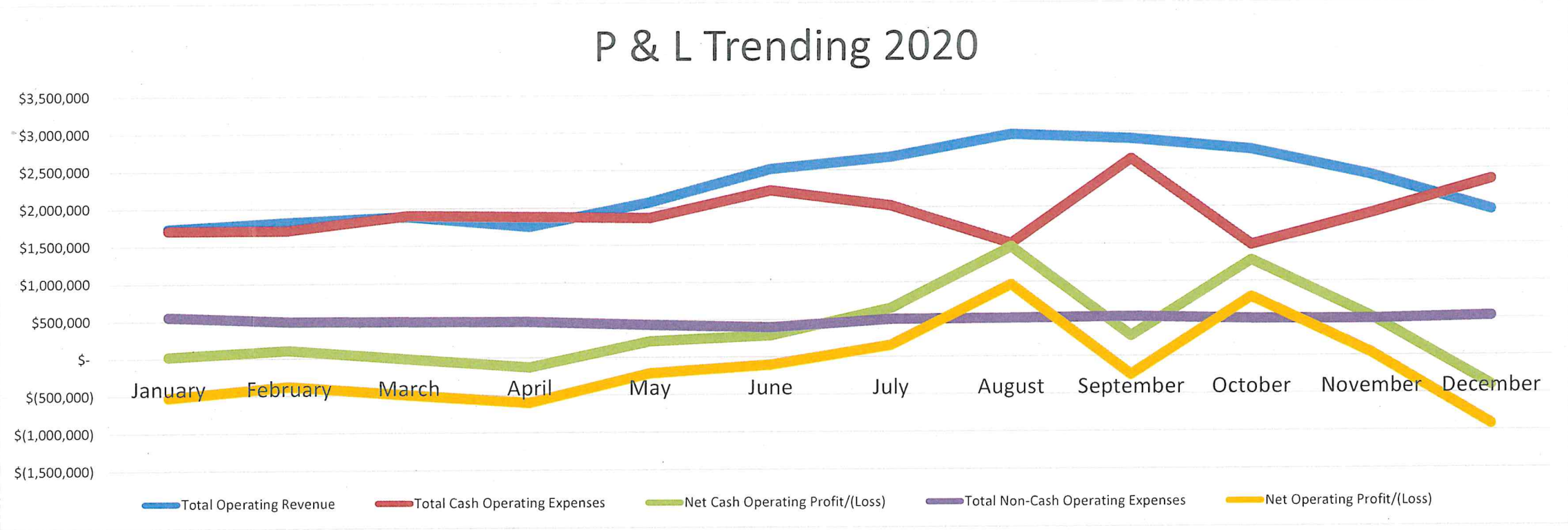
**Palmdale Water District**  
**Consolidated Profit and Loss Statement**  
**For the Twelve Months Ending 12/31/2020**

	January	February	March	April	May	June	July	August	September	October	November	December	Year-to-Date	Adjustments	Adjusted Budget	% of Budget
<b>Operating Revenue:</b>																
Wholesale Water	\$ 8,681	\$ 9,898	\$ -	\$ 13,820	\$ 4,171	\$ 46,599	\$ 71,425	\$ 71,632	\$ 69,800	\$ 68,444	\$ 60,292	\$ 43,015	\$ 467,776		\$ 295,000	158.57%
Water Sales	463,268	536,723	587,686	502,251	814,624	1,130,212	1,220,784	1,486,147	1,464,661	1,317,876	998,634	615,705	11,138,571		10,028,794	111.07%
Meter Fees	1,140,012	1,142,830	1,149,976	1,151,303	1,151,682	1,153,459	1,154,351	1,155,611	1,157,297	1,157,063	1,158,832	1,159,731	13,832,147		14,956,694	92.48%
Water Quality Fees	37,737	44,102	48,042	43,248	66,906	85,176	89,154	105,600	99,084	87,062	67,600	50,719	824,429		783,015	105.29%
Elevation Fees	14,637	16,135	20,855	16,726	29,458	38,567	41,079	49,182	44,982	40,652	29,789	21,806	363,869		354,450	102.66%
Other	65,830	70,441	81,332	23,870	4,520	53,860	90,503	95,801	65,440	85,927	94,664	53,615	785,802		877,625	89.54%
<b>Total Operating Revenue</b>	<b>\$ 1,730,165</b>	<b>\$ 1,820,129</b>	<b>\$ 1,887,891</b>	<b>\$ 1,751,219</b>	<b>\$ 2,071,361</b>	<b>\$ 2,507,873</b>	<b>\$ 2,667,294</b>	<b>\$ 2,963,973</b>	<b>\$ 2,901,263</b>	<b>\$ 2,757,025</b>	<b>\$ 2,409,811</b>	<b>\$ 1,944,590</b>	<b>\$ 27,412,595</b>	<b>\$ -</b>	<b>\$ 27,295,578</b>	<b>100.43%</b>
<b>Cash Operating Expenses:</b>																
Directors	\$ 1,318	\$ 11,128	\$ 7,701	\$ 7,473	\$ 7,917	\$ 7,800	\$ 7,801	\$ 6,947	\$ 7,221	\$ 8,142	\$ 6,575	\$ 10,673	\$ 90,695		\$ 144,150	62.92%
Administration-Services	144,187	159,045	153,938	208,358	173,556	158,844	176,401	159,820	204,158	157,610	151,965	201,595	2,049,478		2,056,121	99.68%
Administration-District	84,200	174,065	330,834	166,209	181,489	325,190	74,691	129,884	247,528	168,470	162,732	181,792	2,227,083		2,128,988	104.61%
Engineering	122,800	121,461	125,274	169,144	139,406	122,200	152,114	105,973	155,541	110,452	109,758	161,054	1,595,177		1,635,725	97.52%
Facilities*	483,360	465,876	440,287	544,621	625,730	554,930	637,396	459,595	848,704	375,549	533,863	586,696	6,556,607	(220,428)	6,229,366	105.25%
Operations	199,056	248,610	359,631	273,241	270,883	278,499	327,886	256,716	411,510	134,811	212,261	333,745	3,306,849		3,248,390	101.80%
Finance	117,758	96,629	104,849	129,360	95,602	107,299	134,875	104,724	133,907	104,820	99,106	135,018	1,363,946		1,346,687	101.28%
Water Use Efficiency	23,996	20,300	18,248	24,618	17,265	19,015	26,922	17,855	24,411	18,520	17,452	24,149	252,751		358,682	70.47%
Human Resources	38,032	37,037	27,279	43,253	28,047	43,550	35,801	39,528	47,129	31,512	28,748	46,491	446,408		492,512	90.64%
Information Technology*	228,757	72,791	86,844	88,848	100,421	108,835	97,345	114,580	117,106	101,982	112,516	152,288	1,382,311	220,428	1,449,917	95.34%
Customer Care	119,646	98,345	112,135	142,371	108,120	100,465	115,804	102,731	144,028	101,729	99,065	138,235	1,382,677		1,292,548	106.97%
Source of Supply-Purchased Water	93,089	205,796	133,681	81,510	110,953	271,662	229,792	2,813	297,186	(21,847)	308,275	362,033	2,074,943		2,321,476	89.38%
Plant Expenditures	50,350	-	-	-	-	-	-	-	6,346	76,858	52,572	12,401	198,527		610,556	32.52%
Sediment Removal Project	-	-	-	-	-	-	-	-	-	-	-	-	-		600,000	0.00%
GAC Filter Media Replacement	-	-	-	-	-	123,876	-	-	(13,590)	110,286	-	-	220,572		783,015	28.17%
<b>Total Cash Operating Expenses</b>	<b>\$ 1,706,549</b>	<b>\$ 1,711,083</b>	<b>\$ 1,900,701</b>	<b>\$ 1,879,007</b>	<b>\$ 1,859,388</b>	<b>\$ 2,222,165</b>	<b>\$ 2,016,829</b>	<b>\$ 1,501,166</b>	<b>\$ 2,631,184</b>	<b>\$ 1,478,893</b>	<b>\$ 1,894,889</b>	<b>\$ 2,346,170</b>	<b>\$ 23,148,025</b>	<b>\$ -</b>	<b>\$ 24,698,133</b>	<b>93.72%</b>
<b>Net Cash Operating Profit/(Loss)</b>	<b>\$ 23,616</b>	<b>\$ 109,046</b>	<b>\$ (12,810)</b>	<b>\$ (127,788)</b>	<b>\$ 211,973</b>	<b>\$ 285,708</b>	<b>\$ 650,466</b>	<b>\$ 1,462,807</b>	<b>\$ 270,079</b>	<b>\$ 1,278,131</b>	<b>\$ 514,922</b>	<b>\$ (401,580)</b>	<b>\$ 4,264,570</b>	<b>\$ -</b>	<b>\$ 2,597,445</b>	<b>164.18%</b>
<b>Non-Cash Operating Expenses:</b>																
Depreciation	\$ 438,268	\$ 434,996	\$ 429,011	\$ 429,289	\$ 425,314	\$ 424,455	\$ 432,997	\$ 426,747	\$ 426,260	\$ 424,884	\$ 424,884	\$ 424,596	\$ 5,141,702		\$ 5,050,000	101.82%
OPEB Accrual Expense	127,710	127,710	127,710	127,710	127,710	127,710	127,710	127,710	127,710	127,710	127,710	127,710	1,532,521		1,750,000	87.57%
Bad Debts	5,112	(650)	1,193	(2,364)	(112)	(21)	511	387	375	2,384	1,344	1,428	9,586		35,000	27.39%
Service Costs Construction	19,033	11,445	21,142	13,326	18,506	12,445	25,984	25,982	25,718	13,289	10,353	(4,678)	192,546		100,000	192.55%
Capitalized Construction	(39,830)	(86,127)	(95,768)	(91,480)	(141,462)	(171,202)	(87,132)	(73,362)	(55,993)	(74,087)	(79,893)	(27,643)	(1,023,978)		(600,000)	170.66%
<b>Total Non-Cash Operating Expenses</b>	<b>\$ 550,293</b>	<b>\$ 487,375</b>	<b>\$ 483,288</b>	<b>\$ 476,482</b>	<b>\$ 429,956</b>	<b>\$ 393,387</b>	<b>\$ 500,069</b>	<b>\$ 507,464</b>	<b>\$ 524,070</b>	<b>\$ 494,181</b>	<b>\$ 484,398</b>	<b>\$ 521,414</b>	<b>\$ 5,852,377</b>	<b>\$ -</b>	<b>\$ 6,335,000</b>	<b>92.38%</b>
<b>Net Operating Profit/(Loss)</b>	<b>\$ (526,677)</b>	<b>\$ (378,329)</b>	<b>\$ (496,099)</b>	<b>\$ (604,270)</b>	<b>\$ (217,983)</b>	<b>\$ (107,679)</b>	<b>\$ 150,396</b>	<b>\$ 955,343</b>	<b>\$ (253,991)</b>	<b>\$ 783,951</b>	<b>\$ 30,524</b>	<b>\$ (922,994)</b>	<b>\$ (1,587,807)</b>	<b>\$ -</b>	<b>\$ (3,737,555)</b>	<b>42.48%</b>
<b>Non-Operating Revenues:</b>																
Assessments (Debt Service)	\$ 416,845	\$ 416,845	\$ 416,845	\$ 416,845	\$ 416,845	\$ 609,616	\$ 416,845	\$ 416,845	\$ 416,845	\$ 416,845	\$ 416,845	\$ 416,845	\$ 5,194,911		\$ 4,925,250	105.48%
Assessments (1%)	421,349	133,155	133,155	133,155	133,155	656,534	133,155	133,155	133,155	133,155	133,155	133,155	2,409,433		2,346,000	102.70%
DWR Fixed Charge Recovery	-	-	-	150,341	-	33,614	-	-	28,922	87,002	-	-	299,879		175,000	171.36%
Interest	24,761	32,511	45,071	23,087	15,681	6,896	4,157	10,409	4,323	(851)	3,028	1,667	170,739		150,000	113.83%
CIF - Infrastructure	-	12,028	-	-	-	60,368	-	88,516	-	-	580,610	-	741,522		18,750	3954.78%
CIF - Water Supply	-	-	-	-	-	-	-	14,450	-	-	479,466	-	493,916		56,250	878.07%
Grants - State and Federal	-	-	-	-	-	-	-	-	-	-	-	-	-		100,000	0.00%
Other	(18)	100	(30)	7,918	62	-	-	74	-	758	-	16,137	25,001		50,000	50.00%
<b>Total Non-Operating Revenues</b>	<b>\$ 862,937</b>	<b>\$ 594,640</b>	<b>\$ 595,040</b>	<b>\$ 731,345</b>	<b>\$ 565,744</b>	<b>\$ 1,367,028</b>	<b>\$ 554,157</b>	<b>\$ 663,448</b>	<b>\$ 583,245</b>	<b>\$ 636,909</b>	<b>\$ 1,613,104</b>	<b>\$ 567,804</b>	<b>\$ 9,335,401</b>	<b>\$ -</b>	<b>\$ 7,821,250</b>	<b>119.36%</b>
<b>Non-Operating Expenses:</b>																
Interest on Long-Term Debt	\$ 219,425	\$ 213,457	\$ 213,457	\$ 212,222	\$ 280,744	\$ 250,783	\$ 245,976	\$ 245,976	\$ 35,869	\$ 151,939	\$ 192,451	\$ 192,451	\$ 2,454,752		\$ 2,648,000	92.70%
Deferred Charges-Cost of Issuance	-	-	-	-	127,252	-	-	-	-	-	270,750	-	398,002		-	-
Amortization of SWP	237,754	237,754	237,754	237,885	237,885	237,885	237,885	237,885	237,885	237,885	237,885	237,885	2,854,227		2,881,000	99.07%
Change in Investments in PRWA	4,295	784	357	5,459	-	-	300,000	709	-	-	-	-	311,603		300,000	103.87%
Water Conservation Programs	2,640	7,555	6,698	8,066	6,221	5,714	3,628	8,515	11,644	15,125	1,000	945	77,750		236,500	32.88%
<b>Total Non-Operating Expenses</b>	<b>\$ 464,114</b>	<b>\$ 459,550</b>	<b>\$ 458,266</b>	<b>\$ 463,631</b>	<b>\$ 652,102</b>	<b>\$ 494,382</b>	<b>\$ 787,489</b>	<b>\$ 493,085</b>	<b>\$ 285,398</b>	<b>\$ 404,948</b>	<b>\$ 702,087</b>	<b>\$ 431,282</b>	<b>\$ 6,096,334</b>	<b>\$ -</b>	<b>\$ 6,065,500</b>	<b>100.51%</b>
<b>Net Earnings</b>	<b>\$ (127,854)</b>	<b>\$ (243,239)</b>	<b>\$ (359,324)</b>	<b>\$ (336,556)</b>	<b>\$ (304,341)</b>	<b>\$ 764,967</b>	<b>\$ (82,936)</b>	<b>\$ 1,125,706</b>	<b>\$ 43,856</b>	<b>\$ 1,015,911</b>	<b>\$ 941,541</b>	<b>\$ (786,471)</b>	<b>\$ 1,651,260</b>	<b>\$ -</b>	<b>\$ (1,981,805)</b>	<b>-83.32%</b>

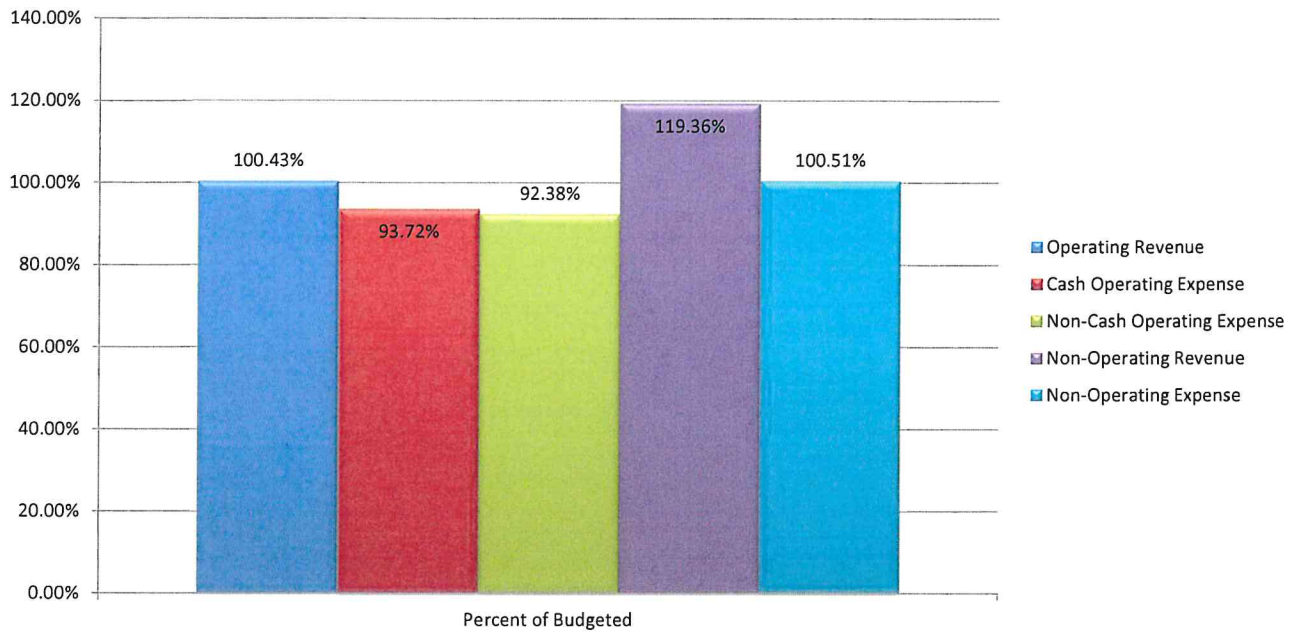
\* Budget adjustments by Board action 05/11/20



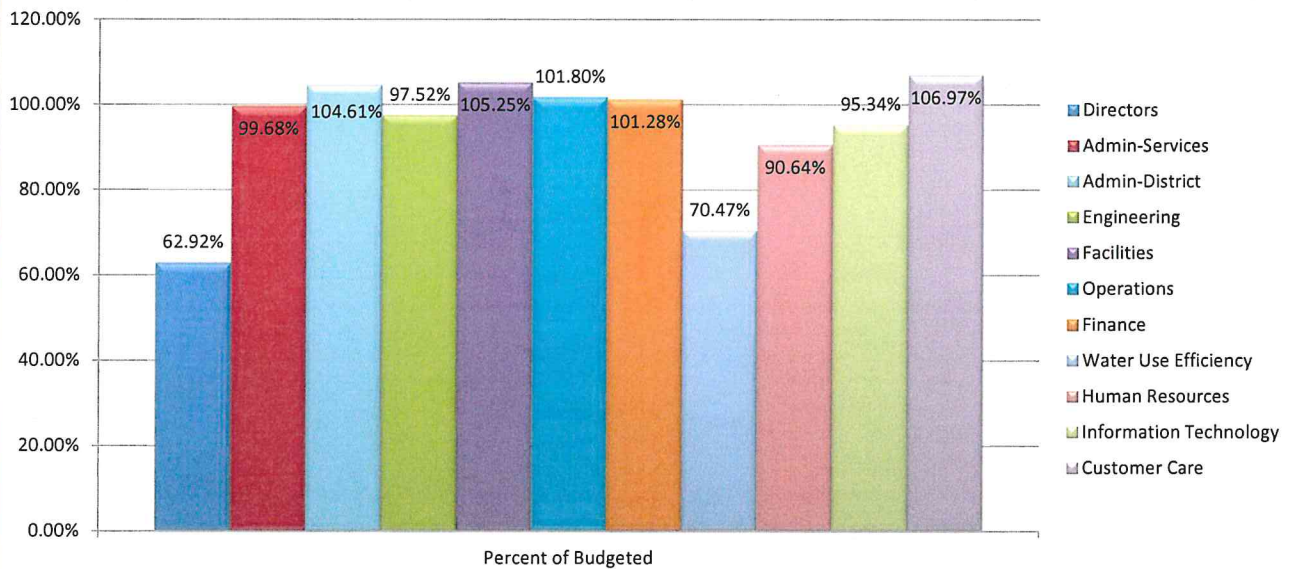
	January	February	March	April	May	June	July	August	September	October	November	December
Total Operating Revenue	\$ 1,730,165	\$ 1,820,129	\$ 1,887,891	\$ 1,751,219	\$ 2,071,361	\$ 2,507,873	\$ 2,667,294	\$ 2,963,973	\$ 2,901,263	\$ 2,757,025	\$ 2,409,811	\$ 1,944,590
Total Cash Operating Expenses	\$ 1,706,549	\$ 1,711,083	\$ 1,900,701	\$ 1,879,007	\$ 1,859,388	\$ 2,222,165	\$ 2,016,829	\$ 1,501,166	\$ 2,631,184	\$ 1,478,893	\$ 1,894,889	\$ 2,346,170
Net Cash Operating Profit/(Loss)	\$ 23,616	\$ 109,046	\$ (12,810)	\$ (127,788)	\$ 211,973	\$ 285,708	\$ 650,466	\$ 1,462,807	\$ 270,079	\$ 1,278,131	\$ 514,922	\$ (401,580)
Total Non-Cash Operating Expenses	\$ 550,293	\$ 487,375	\$ 483,288	\$ 476,482	\$ 429,956	\$ 393,387	\$ 500,069	\$ 507,464	\$ 524,070	\$ 494,181	\$ 484,398	\$ 521,414
Net Operating Profit/(Loss)	\$ (526,677)	\$ (378,329)	\$ (496,099)	\$ (604,270)	\$ (217,983)	\$ (107,679)	\$ 150,396	\$ 955,343	\$ (253,991)	\$ 783,951	\$ 30,524	\$ (922,994)



### P & L BUDGET vs. ACTUAL

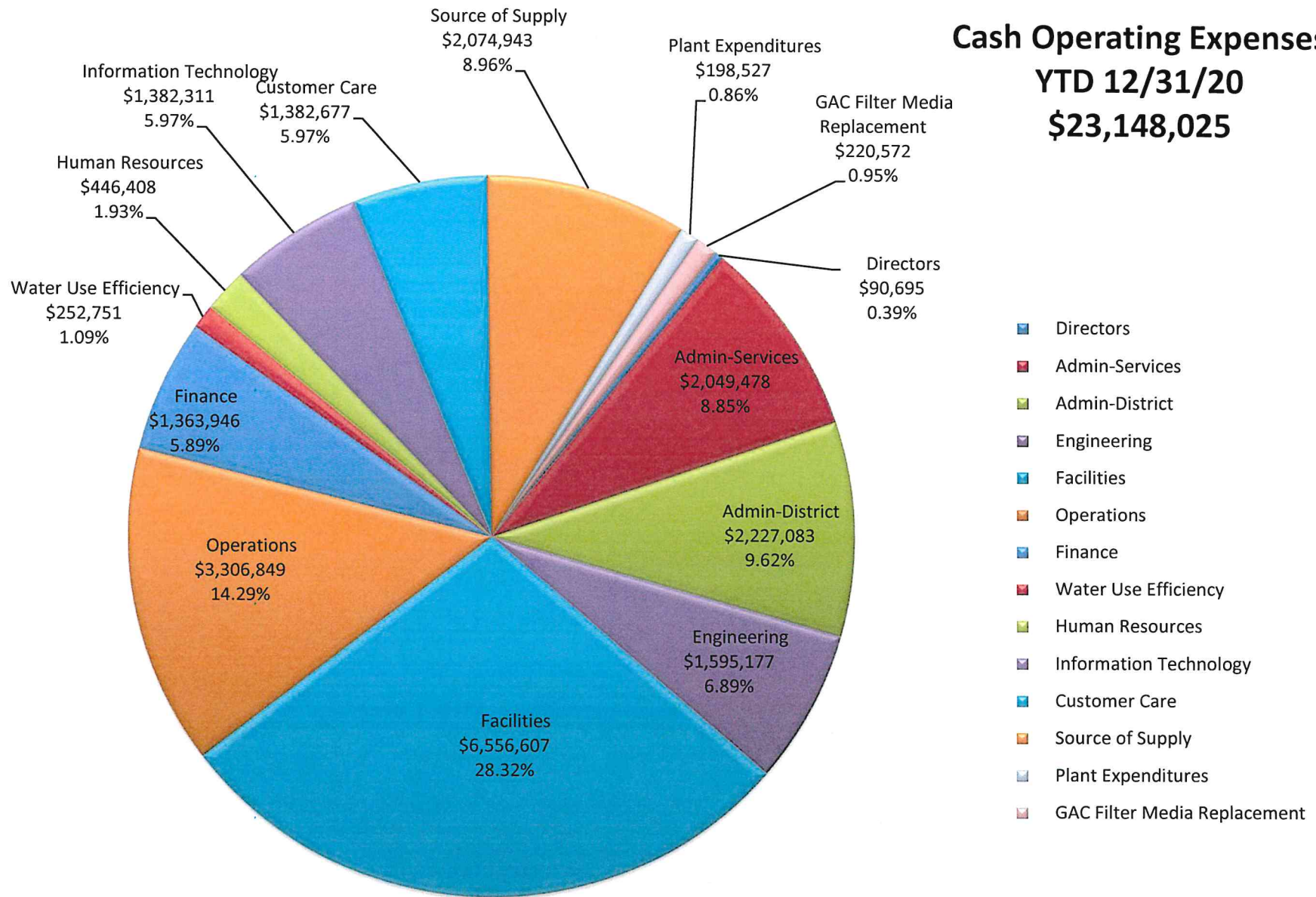


### DEPARTMENTAL - BUDGET vs. ACTUAL

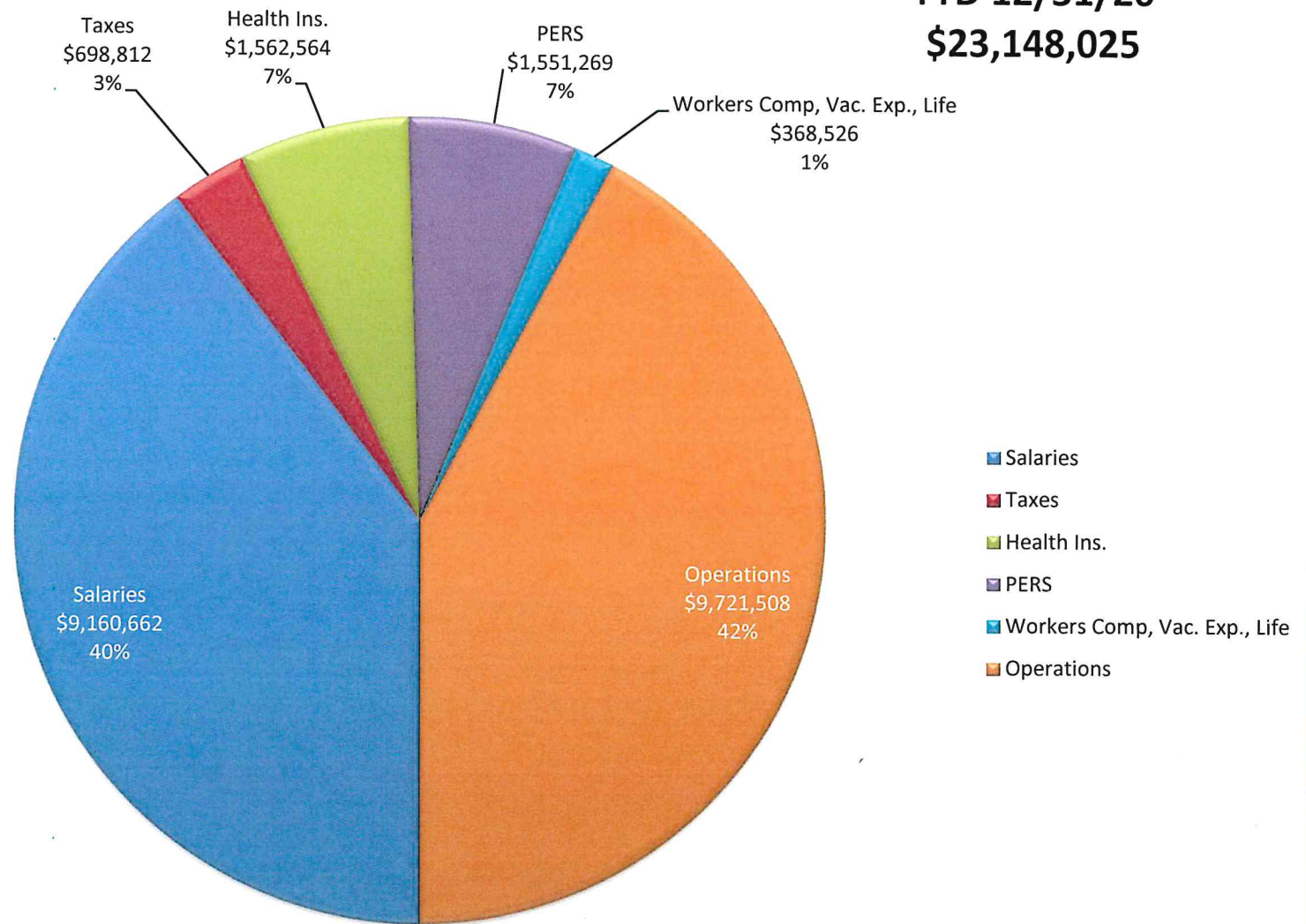




# **Cash Operating Expenses** **YTD 12/31/20** **\$23,148,025**



**Personnel to Operations Exp**  
**YTD 12/31/20**  
**\$23,148,025**



**Palmdale Water District  
Profit and Loss Statement  
Quarterly Comparison**

	4th Qtr 2019	4th Qtr 2020	Change	% Change		Consumption Comparison			
					Units Billed	2019	2020	Change	
<b>Operating Revenue:</b>						1,728,018	1,869,185	141,167	
Wholesale Water	\$ 157,130	\$ 171,750	\$ 14,621	9.30%	Active	80,184	80,526	342	
Water Sales	2,356,442	2,932,215	575,773	24.43%	Vacant	2,133	1,900	233	
Meter Fees	3,500,100	3,475,627	(24,473)	-0.70%					
Water Quality Fees	190,034	205,380	15,347	8.08%					
Elevation Fees	83,681	92,248	8,567	10.24%	Rev/unit	\$ 3.78	\$ 3.80	\$ 0.03	
Other	236,795	234,206	(2,589)	-1.09%	Rev/con	\$ 81.37	\$ 88.31	\$ 6.95	
<b>Total Operating Revenue</b>	<b>\$ 6,524,181</b>	<b>\$ 7,111,426</b>	<b>\$ 587,245</b>	<b>9.00%</b>	Unit/con	21.55	23.21	1.66	
<b>Cash Operating Expenses:</b>									
Directors	\$ 27,425	\$ 25,390	\$ (2,035)	-7.42%					
Administration-Services	463,470	511,170	47,701	10.29%					
Administration-District	531,523	512,994	(18,529)	-3.49%					
Engineering	489,001	381,265	(107,736)	-22.03%					
Facilities	1,549,888	1,496,108	(53,780)	-3.47%					
Operations	882,106	680,817	(201,289)	-22.82%					
Finance	337,814	338,944	1,130	0.33%					
Water Use Efficiency	198,398	60,120	(138,278)	-69.70%					
Human Resources	122,523	106,751	(15,772)	-12.87%					
Information Technology	282,387	366,786	84,399	29.89%					
Customer Care	326,321	339,029	12,709	3.89%					
Source of Supply-Purchased Water	399,755	648,461	248,706	62.21%					
Plant Expenditures	-	141,831	141,831						
Sediment Removal Project	-	-	-						
GAC Filter Media Replacement	123,876	110,286	(13,590)	-10.97%					
<b>Total Cash Operating Expenses</b>	<b>\$ 5,734,485</b>	<b>\$ 5,719,953</b>	<b>\$ (14,533)</b>	<b>-0.25%</b>					
<b>Non-Cash Operating Expenses:</b>									
Depreciation	\$ 1,309,649	\$ 1,274,364	\$ (35,285)	-2.69%					
OPEB Accrual Expense	383,130	383,130	-	0.00%					
Bad Debts	1,316	5,156	3,840	291.76%					
Service Costs Construction	(52,170)	18,965	71,135	-136.35%					
Capitalized Construction	(508,045)	(181,622)	326,423	-64.25%					
<b>Total Non-Cash Operating Expenses</b>	<b>\$ 1,133,880</b>	<b>\$ 1,499,993</b>	<b>\$ 366,113</b>	<b>32.29%</b>					
<b>Net Operating Profit/(Loss)</b>	<b>\$ (344,185)</b>	<b>\$ (108,520)</b>	<b>\$ 235,665</b>	<b>-68.47%</b>					
<b>Non-Operating Revenues:</b>									
Assessments (Debt Service)	\$ 1,250,535	\$ 1,250,535	\$ -	0.00%					
Assessments (1%)	399,465	399,465	-	0.00%					
DWR Fixed Charge Recovery	5,252	87,002	81,750	1556.55%					
Interest	90,251	3,844	(86,406)	-95.74%					
CIF - Infrastructure	458,682	580,610	121,927	26.58%					
CIF - Water Supply	289,493	479,466	189,973	65.62%					
Grants - State and Federal	-	-	-						
Other	1,856	16,895	15,039	810.34%					
<b>Total Non-Operating Revenues</b>	<b>\$ 2,495,534</b>	<b>\$ 2,817,817</b>	<b>\$ 322,283</b>	<b>12.91%</b>					
<b>Non-Operating Expenses:</b>									
Interest on Long-Term Debt	\$ 641,374	\$ 536,842	\$ (104,533)	-16.30%					
Deferred Charges-Cost of Issuance	-	270,750.35	270,750.35						
Amortization of SWP	713,655	713,655	-	0.00%					
Change in Investments in PRWA	-	-	-						
Water Conservation Programs	14,780	17,070	2,290	15.49%					
<b>Total Non-Operating Expenses</b>	<b>\$ 1,369,809</b>	<b>\$ 1,538,317</b>	<b>\$ 168,507</b>	<b>12.30%</b>					
<b>Net Earnings</b>	<b>\$ 781,540</b>	<b>\$ 1,170,981</b>	<b>\$ 389,441</b>	<b>49.83%</b>					



**Palmdale Water District**  
**Revenue Analysis**  
**For the Twelve Months Ending 12/31/2020**  
**2020**

	Thru November	December	Year-to-Date	Adjusted Budget	% of Budget	2019 to 2020 Comparison		
						December	Year-to-Date	% Change
<b>Operating Revenue:</b>								
Wholesale Water	\$ 424,761	\$ 43,015	\$ 467,776	\$ 295,000	158.57%	\$ (39,085)	\$ (57,071)	-10.87%
Water Sales	10,522,866	615,705	11,138,571	10,028,794	111.07%	98,602	2,554,773	29.76%
Meter Fees	12,672,416	1,159,731	13,832,147	14,956,694	92.48%	(7,608)	(135,577)	-0.97%
Water Quality Fees	773,711	50,719	824,429	783,015	105.29%	6,810	64,053	8.42%
Elevation Fees	342,063	21,806	363,869	354,450	102.66%	2,736	27,776	8.26%
Other	732,188	53,615	785,802	877,625	89.54%	(20,683)	(156,111)	-16.57%
<b>Total Water Sales</b>	<b>\$ 25,468,005</b>	<b>\$ 1,944,590</b>	<b>\$ 27,412,595</b>	<b>\$ 27,295,578</b>	<b>100.43%</b>	<b>\$ 40,772</b>	<b>\$ 2,297,844</b>	<b>9.34%</b>
<b>Non-Operating Revenues:</b>								
Assessments (Debt Service)	\$ 4,778,066	\$ 416,845	\$ 5,194,911	\$ 4,925,250	105.48%	\$ -	\$ 404,431	8.44%
Assessments (1%)	2,276,278	133,155	2,409,433	2,346,000	102.70%	-	(98,493)	-3.93%
DWR Fixed Charge Recovery	299,879	-	299,879	175,000	171.36%	-	122,607	69.16%
Interest	169,072	1,667	170,739	150,000	113.83%	(18,884)	(281,092)	-62.21%
CIF - Infrastructure	741,522	-	741,522	18,750	3954.78%	(225,960)	237,568	47.14%
CIF - Water Supply	493,916	-	493,916	56,250	878.07%	(8,196)	13,769	2.87%
Grants - State and Federal	-	-	-	100,000	0.00%	-	(9,185)	-100.00%
Other	8,864	16,137	25,001	50,000	50.00%	14,188	(2,932)	-10.50%
<b>Total Non-Operating Revenues</b>	<b>\$ 8,767,597</b>	<b>\$ 567,804</b>	<b>\$ 9,335,401</b>	<b>\$ 7,821,250</b>	<b>119.36%</b>	<b>\$ (238,852)</b>	<b>\$ 386,673</b>	<b>4.32%</b>
<b>Total Revenue</b>	<b>\$ 34,235,602</b>	<b>\$ 2,512,394</b>	<b>\$ 36,747,996</b>	<b>\$ 35,116,828</b>	<b>104.64%</b>	<b>\$ (198,081)</b>	<b>\$ 2,684,517</b>	<b>8.00%</b>

	2019				
	Thru November	December	Year-to-Date	Adjusted Budget	% of Budget
<b>Operating Revenue:</b>					
Wholesale Water	\$ 442,747	\$ 82,100	\$ 524,847	\$ 295,000	177.91%
Water Sales	8,066,695	517,103	8,583,797	9,653,000	88.92%
Meter Fees	12,800,385	1,167,339	13,967,724	13,719,000	101.81%
Water Quality Fees	716,468	43,909	760,376	826,500	92.00%
Elevation Fees	317,022	19,070	336,093	370,000	90.84%
Other	867,616	74,298	941,914	875,000	107.65%
<b>Total Water Sales</b>	<b>\$ 22,768,186</b>	<b>\$ 1,821,719</b>	<b>\$ 24,589,904</b>	<b>\$ 25,738,500</b>	<b>95.54%</b>
<b>Non-Operating Revenues:</b>					
Assessments (Debt Service)	\$ 4,373,635	\$ 416,845	\$ 4,790,480	\$ 5,125,000	93.47%
Assessments (1%)	2,374,771	133,155	2,507,926	2,300,000	109.04%
DWR Fixed Charge Recovery	177,272	-	177,272	175,000	101.30%
Interest	431,279	20,552	451,831	150,000	301.22%
CIF - Infrastructure	277,994	225,960	503,954	18,750	2687.75%
CIF - Water Supply	471,951	8,196	480,147	56,250	853.59%
Grants - State and Federal	9,185	-	9,185	100,000	9.19%
Other	25,984	1,949	27,933	50,000	55.87%
<b>Total Non-Operating Revenues</b>	<b>\$ 8,142,071</b>	<b>\$ 806,657</b>	<b>\$ 8,948,728</b>	<b>\$ 7,975,000</b>	<b>112.21%</b>
<b>Total Revenue</b>	<b>\$ 30,910,257</b>	<b>\$ 2,628,375</b>	<b>\$ 33,538,632</b>	<b>\$ 33,713,500</b>	<b>99.48%</b>

**Palmdale Water District**  
**Operating Expense Analysis**  
**For the Twelve Months Ending 12/31/2020**  
**2020**

**2019 to 2020 Comparison**

	Thru November	December	Year-to-Date	Adjusted Budget	% of Budget	December	Year-to-Date	% Change
<b>Cash Operating Expenses:</b>								
Directors	\$ 80,022	\$ 10,673	\$ 90,695	\$ 144,150	62.92%	\$ 3,105	\$ (21,944)	-19.48%
Administration-Services	1,847,883	201,595	2,049,478	2,056,121	99.68%	69,330	41,633	2.07%
Administration-District	2,045,291	181,792	2,227,083	2,128,988	104.61%	(30,642)	173,841	8.47%
Engineering	1,434,123	161,054	1,595,177	1,635,725	97.52%	34,972	(79,757)	-4.76%
Facilities	5,969,911	586,696	6,556,607	6,449,794	101.66%	186,756	300,547	4.80%
Operations	2,973,104	333,745	3,306,849	3,248,390	101.80%	(8,820)	(68,306)	-2.02%
Finance	1,228,929	135,018	1,363,946	1,346,687	101.28%	40,745	122,381	9.86%
Water Conservation	228,602	24,149	252,751	358,682	70.47%	(115,145)	(126,851)	-33.42%
Human Resources	399,918	46,491	446,408	492,512	90.64%	24,936	(30,314)	-6.36%
Information Technology	1,230,022	152,288	1,382,311	1,229,489	112.43%	67,167	394,980	40.00%
Customer Care	1,244,441	138,235	1,382,677	1,292,548	106.97%	28,234	65,922	5.01%
Source of Supply-Purchased Water	1,712,910	362,033	2,074,943	2,321,476	89.38%	344,867	(64,836)	-3.03%
Plant Expenditures	186,126	12,401	198,527	610,556	32.52%	12,401	66,159	49.98%
Sediment Removal Project	-	-	-	600,000	0.00%	-	-	-
GAC Filter Media Replacement	220,572	-	220,572	783,015	28.17%	-	(219,029)	-49.82%
<b>Total Cash Operating Expenses</b>	<b>\$ 20,801,855</b>	<b>\$ 2,346,170</b>	<b>\$ 23,148,025</b>	<b>\$ 24,698,133</b>	<b>93.72%</b>	<b>\$ 657,906</b>	<b>\$ 554,426</b>	<b>2.40%</b>
<b>Non-Cash Operating Expenses:</b>								
Depreciation	\$ 4,717,106	\$ 424,596	\$ 5,141,702	\$ 5,050,000	101.82%	\$ (27,767)	\$ (106,473)	-2.03%
OPEB Accrual Expense	1,404,811	127,710	1,532,521	1,750,000	87.57%	-	-	0.00%
Bad Debts	8,158	1,428	9,586	35,000	27.39%	728	(5,672)	-37.17%
Service Costs Construction	197,224	(4,678)	192,546	100,000	192.55%	(5,161)	149,070	342.88%
Capitalized Construction	(996,335)	(27,643)	(1,023,978)	(600,000)	170.66%	78,302	336,425	-24.73%
<b>Total Non-Cash Operating Expenses</b>	<b>\$ 5,330,963</b>	<b>\$ 521,414</b>	<b>\$ 5,852,377</b>	<b>\$ 6,335,000</b>	<b>92.38%</b>	<b>\$ 46,102</b>	<b>\$ 373,350</b>	<b>6.38%</b>
<b>Non-Operating Expenses:</b>								
Interest on Long-Term Debt	\$ 2,262,300	\$ 192,451	\$ 2,454,752	\$ 2,648,000	92.70%	\$ (21,340)	\$ (156,263)	-5.98%
Deferred Charges-Cost of Issuance	398,002	-	398,002	-	-	-	398,002	-
Amortization of SWP	2,616,342	237,885	2,854,227	2,881,000	99.07%	-	-	0.00%
Change in Investments in PRWA	311,603	-	311,603	300,000	103.87%	-	4,948	1.61%
Water Conservation Programs	76,804	945	77,750	236,500	32.88%	657	27,826	55.74%
<b>Total Non-Operating Expenses</b>	<b>\$ 5,665,053</b>	<b>\$ 431,282</b>	<b>\$ 6,096,334</b>	<b>\$ 6,065,500</b>	<b>100.51%</b>	<b>\$ (20,683)</b>	<b>\$ 274,513</b>	<b>4.72%</b>
<b>Total Expenses</b>	<b>\$ 31,797,870</b>	<b>\$ 3,298,866</b>	<b>\$ 35,096,736</b>	<b>\$ 37,098,633</b>	<b>94.60%</b>	<b>\$ 683,325</b>	<b>\$ 1,202,290</b>	<b>3.55%</b>

**Palmdale Water District  
Operating Expense Analysis  
For the Twelve Months Ending 12/31/2020**

2019 to 2020 Comparison

	2019				
	Thru November	December	Year-to-Date	Adjusted Budget	% of Budget
<b>Cash Operating Expenses:</b>					
Directors	\$ 105,071	\$ 7,569	\$ 112,639	\$ 140,500	80.17%
Administration-Services	1,875,580	132,266	2,007,845	2,119,700	94.72%
Administration-District	1,840,808	212,434	2,053,242	2,166,500	94.77%
Engineering	1,548,852	126,082	1,674,934	1,596,550	104.91%
Facilities	5,856,121	399,939	6,256,060	6,598,000	94.82%
Operations	3,032,591	342,565	3,375,155	3,012,000	112.06%
Finance	1,147,292	94,273	1,241,565	1,289,750	96.26%
Water Conservation	240,308	139,294	379,602	374,150	101.46%
Human Resources	455,168	21,555	476,723	438,600	108.69%
Information Technology	902,210	85,121	987,331	956,050	103.27%
Customer Care	1,206,753	110,002	1,316,755	1,347,700	97.70%
Source of Supply-Purchased Water	2,122,613	17,166	2,139,779	1,905,000	112.32%
Plant Expenditures	132,368	-	132,368	212,000	62.44%
Sediment Removal Project	-	-	-	-	
GAC Filter Media Replacement	439,601	-	439,601	800,000	54.95%
<b>Total Cash Operating Expenses</b>	<b>\$ 20,905,335</b>	<b>\$ 1,688,264</b>	<b>\$ 22,593,599</b>	<b>\$ 22,956,500</b>	<b>98.42%</b>
<b>Non-Cash Operating Expenses:</b>					
Depreciation	\$ 4,795,811	\$ 452,363	\$ 5,248,174	\$ 5,050,000	103.92%
OPEB Accrual Expense	1,404,811	127,710	1,532,521	1,750,000	87.57%
Bad Debts	14,558	700	15,258	50,000	30.52%
Service Costs Construction	42,992	483	43,476	100,000	43.48%
Capitalized Construction	(1,254,458)	(105,944)	(1,360,402)	(600,000)	226.73%
<b>Total Non-Cash Operating Expenses</b>	<b>\$ 5,003,715</b>	<b>\$ 475,312</b>	<b>\$ 5,479,027</b>	<b>\$ 6,350,000</b>	<b>86.28%</b>
<b>Non-Operating Expenses:</b>					
Interest on Long-Term Debt	\$ 2,397,223	\$ 213,791	\$ 2,611,015	\$ 2,648,000	98.60%
Deferred Charges-Cost of Issuance	-	-	-	-	
Amortization of SWP	2,616,342	237,885	2,854,227	2,881,000	99.07%
Change in Investments in PRWA	306,655	-	306,655	300,000	102.22%
Water Conservation Programs	49,636	288	49,924	236,500	21.11%
<b>Total Non-Operating Expenses</b>	<b>\$ 5,369,856</b>	<b>\$ 451,965</b>	<b>\$ 5,821,821</b>	<b>\$ 6,065,500</b>	<b>95.98%</b>
<b>Total Expenses</b>	<b>\$ 31,278,906</b>	<b>\$ 2,615,541</b>	<b>\$ 33,894,446</b>	<b>\$ 35,372,000</b>	<b>95.82%</b>



**Palmdale Water District**  
**2020 Directors Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
Personnel Budget:					
1-01-4000-000 Directors Pay	\$ -	\$ -	\$ -	\$ -	
Employee Benefits					
1-01-4005-000 Payroll Taxes	5,711	5,650		(61)	101.09%
Subtotal (Benefits)	5,711	5,650	-	(61)	101.09%
Total Personnel Expenses	\$ 5,711	\$ 5,650	\$ -	\$ (61)	101.09%
OPERATING EXPENSES:					
1-01-xxxx-006 Director Share - Dizmang, Gloria	\$ 11,754	\$ 27,700		\$ 15,946	42.43%
1-01-xxxx-007 Director Share - Alvarado, Robert	16,335	27,700	(300)	11,065	59.62%
1-01-xxxx-008 Director Share - Mac Laren, Kathy	22,215	27,700		5,485	80.20%
1-01-xxxx-010 Director Share - Dino, Vincent	18,355	27,700		9,345	66.26%
1-01-xxxx-012 Director Share - Wilson, Don	16,026	27,700		11,674	57.86%
1-01-XXXX-013 Director Share - Marino, Amberrose	300.00	-	300	-	100.00%
Subtotal Operating Expenses	84,984	138,500	-	53,516	61.36%
Total O & M Expenses	\$ 90,695	\$ 144,150	\$ -	\$ 53,455	62.92%

**Palmdale Water District**  
**2020 Administration Services Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
Personnel Budget:					
1-02-4000-000 Salaries	\$ 1,344,451	\$ 1,279,750		\$ (64,701)	105.06%
1-02-4000-100 Overtime	2,469	13,500		11,031	18.29%
Subtotal (Salaries)	\$ 1,346,920	\$ 1,293,250	\$ -	\$ (53,670)	104.15%
Employee Benefits					
1-02-4005-000 Payroll Taxes	\$ 88,304	\$ 91,000		2,696	97.04%
1-02-4010-000 Health Insurance	175,190	150,500		(24,690)	116.41%
1-02-4015-000 PERS	105,179	116,750		11,571	90.09%
Subtotal (Benefits)	\$ 368,673	\$ 358,250	\$ -	\$ (10,423)	102.91%
Total Personnel Expenses	\$ 1,715,593	\$ 1,651,500	\$ -	\$ (64,093)	103.88%
OPERATING EXPENSES:					
1-02-4050-000 Staff Travel	\$ 3,355	\$ 15,365	\$ -	\$ 12,010	21.84%
1-02-4050-100 General Manager Travel	-	5,122		5,122	0.00%
1-02-4060-000 Staff Conferences & Seminars	774	6,146		5,372	12.59%
1-02-4060-100 General Manager Conferences & Seminars	1,319	4,097		2,779	32.18%
1-02-4130-000 Bank Charges	197,407	185,000		(12,407)	106.71%
1-02-4150-000 Accounting Services	26,339	25,609		(730)	102.85%
1-02-4175-000 Permits	15,281	17,926		2,645	85.24%
1-02-4180-000 Postage	13,627	25,609		11,982	53.21%
1-02-4190-100 Public Relations - Publications	20,303	30,731		10,428	66.07%
1-02-4190-700 Public Affairs - Marketing/Outreach	29,636	40,000		10,364	74.09%
1-02-4190-710 Public Affairs -Advertising	450	5,000		4,550	9.00%
1-02-4190-720 Public Affairs - Equipment	60	2,500		2,440	2.41%
1-02-4190-730 Public Affairs -Conference/Seminar/Travel	405	3,000		2,595	13.50%
1-02-4190-740 Public Affairs - Consultants	450	3,000		2,550	15.00%
1-02-4190-750 Public Affairs - Membership	1,360	1,200		(160)	113.33%
1-02-4200-000 Advertising	85	4,097		4,012	2.07%
1-02-4205-000 Office Supplies	23,035	25,097		2,062	91.78%
1-02-4210-000 Office Furniture	-	5,122		5,122	0.00%
Subtotal Operating Expenses	\$ 333,885	\$ 404,621	\$ -	\$ 70,736	82.52%
Total Departmental Expenses	\$ 2,049,478	\$ 2,056,121	\$ -	\$ 6,643	99.68%

**Palmdale Water District**  
**2020 Administration District Wide Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
Personnel Budget:					
1-02-5070-001 On-Call	\$ 73,814	\$ 80,000		\$ 6,186	92.27%
Subtotal (Salaries)	\$ 73,814	\$ 80,000	\$ -	\$ 6,186	92.27%
Employee Benefits					
1-02-5070-002 PERS-Unfunded Liability	\$ 790,669	\$ 764,000		(26,669)	103.49%
1-02-5070-003 Workers Compensation	206,831	375,000		168,169	55.16%
1-02-5070-004 Vacation Benefit Expense	154,870	25,000		(129,870)	619.48%
1-02-5070-005 Life Insurance	6,825	6,500		(325)	105.00%
Subtotal (Benefits)	\$ 1,159,195	\$ 1,170,500	\$ -	\$ 11,305	99.03%
Total Personnel Expenses	\$ 1,233,010	\$ 1,250,500	\$ -	\$ 17,490	98.60%
OPERATING EXPENSES:					
1-02-5070-006 Other Operating	\$ 70,328	\$ 25,609		(44,719)	274.62%
1-02-5070-007 Consultants	280,748	239,699		(41,049)	117.13%
1-02-5070-008 Insurance	235,511	255,000		19,489	92.36%
1-02-5070-009 Groundwater Adjudication - Legal	28,996	40,974		11,978	70.77%
1-02-5070-010 Legal Services	153,792	128,044		(25,748)	120.11%
1-02-5070-011 Memberships/Subscriptions	168,273	128,044		(40,229)	131.42%
1-02-5070-014 Groundwater Adjudication - Assessment	41,286	45,000		3,714	91.75%
1-02-5070-015 Computer Software - Info 360	15,140	15,000		(140)	100.93%
Subtotal Operating Expenses	\$ 994,073	\$ 877,371	\$ -	\$ (116,703)	113.30%
Total Departmental Expenses	\$ 2,227,083	\$ 2,127,871	\$ -	\$ (99,212)	104.66%

**Palmdale Water District**  
**2020 Engineering Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
<b>Personnel Budget:</b>					
1-03-4000-000 Salaries	\$ 1,146,396	\$ 1,171,500	\$ -	\$ 25,104	97.86%
1-03-4000-100 Overtime	22,778	12,000		(10,778)	189.82%
Subtotal (Salaries)	\$ 1,169,174	\$ 1,183,500	\$ -	\$ 14,326	98.79%
<b>Employee Benefits</b>					
1-03-4005-000 Payroll Taxes	88,467	88,000		(467)	100.53%
1-03-4010-000 Health Insurance	205,350	196,500		(8,850)	104.50%
1-03-4015-000 PERS	97,080	119,000		21,920	81.58%
Subtotal (Benefits)	\$ 390,897	\$ 403,500	\$ -	\$ 12,603	96.88%
Total Personnel Expenses	\$ 1,560,071	\$ 1,587,000	\$ -	\$ 26,929	98.30%
<b>OPERATING EXPENSES:</b>					
1-03-4050-000 Staff Travel	\$ 489	\$ 4,610		\$ 4,120	10.61%
1-03-4060-000 Staff Conferences & Seminars	974	4,917		3,943	19.81%
1-03-4060-001 Staff Training - Auto CAD Civil 3D	-	13,000		13,000	0.00%
1-03-4155-000 Contracted Services	-	2,049		2,049	0.00%
1-03-4165-000 Memberships/Subscriptions	3,715	2,561		(1,154)	145.05%
1-03-4250-000 General Materials & Supplies	1,362	10,589		9,227	12.86%
1-03-8100-100 Computer Software - Maint. & Support	28,566	11,000		(17,566)	259.69%
Subtotal Operating Expenses	\$ 35,106	\$ 48,725	\$ -	\$ 13,619	72.05%
Total Departmental Expenses	\$ 1,595,177	\$ 1,635,725	\$ -	\$ 40,548	97.52%



**Palmdale Water District**  
**2020 Facilities Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
<b>Personnel Budget:</b>					
1-04-4000-000 Salaries*	\$ 2,404,492	\$ 2,493,500	\$ (119,500)	\$ (30,492)	101.28%
1-04-4000-100 Overtime*	172,009	115,000	(5,500)	(62,509)	157.09%
Subtotal (Salaries)	\$ 2,576,501	\$ 2,608,500	\$ (125,000)	\$ (93,001)	103.74%
<b>Employee Benefits</b>					
1-04-4005-000 Payroll Taxes*	208,166	197,750	(9,500)	(19,916)	110.58%
1-04-4010-000 Health Insurance*	518,839	473,750	(23,000)	(68,089)	115.11%
1-04-4015-000 PERS*	210,309	238,500	(12,000)	16,191	92.85%
Subtotal (Benefits)	\$ 937,313	\$ 910,000	\$ (44,500)	\$ (71,813)	108.30%
Total Personnel Expenses	\$ 3,513,814	\$ 3,518,500	\$ (169,500)	\$ (164,814)	104.92%
<b>OPERATING EXPENSES:</b>					
1-04-4050-000 Staff Travel	\$ 2,932	\$ 6,146		\$ 3,214	47.70%
1-04-4060-000 Staff Conferences & Seminars	1,413	15,365		13,952	9.20%
1-04-4155-000 Contracted Services	121,099	276,918	(43,365)	112,454	51.85%
1-04-4175-000 Permits-Dams	37,856	40,974		3,118	92.39%
1-04-4215-100 Natural Gas - Wells & Boosters	266,610	218,350		(48,260)	122.10%
1-04-4215-200 Natural Gas - Buildings	6,618	9,371		2,753	70.63%
1-04-4220-100 Electricity - Wells & Boosters	1,516,979	827,487		(689,491)	183.32%
1-04-4220-200 Electricity - Buildings	83,840	91,624		7,785	91.50%
1-04-4225-000 Maint. & Repair - Vehicles	28,792	33,479		4,687	86.00%
1-04-4230-100 Maint. & Rep. Office Building	10,132	25,753		15,621	39.34%
1-04-4235-110 Maint. & Rep. Equipment	3,737	12,361		8,625	30.23%
1-04-4235-400 Maint. & Rep. Operations - Wells	80,721	82,297		1,576	98.09%
1-04-4235-405 Maint. & Rep. Operations - Boosters	37,165	51,435		14,270	72.26%
1-04-4235-410 Maint. & Rep. Operations - Shop Bldgs	11,780	25,753		13,973	45.74%
1-04-4235-415 Maint. & Rep. Operations - Facilities	38,245	51,506		13,261	74.25%
1-04-4235-420 Maint. & Rep. Operations - Water Lines	230,729	309,036		78,306	74.66%
1-04-4235-425 Maint. & Rep. Operations - Littlerock Dam	8,282	15,452		7,170	53.60%
1-04-4235-435 Maint. & Rep. Operations - Palmdale Canal	3,144	10,301		7,157	30.52%
1-04-4235-440 Maint. & Rep. Operations - Large Meters	8,688	15,452		6,764	56.23%
1-04-4235-450 Maint. & Rep. Operations - Hypo Generators	6,416	7,726		1,310	83.04%
1-04-4235-455 Maint. & Rep. Operations - Heavy Equipment	32,112	43,780		11,668	73.35%
1-04-4235-460 Maint. & Rep. Operations - Storage Reservoirs	1,020	5,151		4,130	19.81%
1-04-4235-461 Maint. & Rep. Operations - Air Vac	5,760	5,151		(609)	111.83%
1-04-4235-470 Maint. & Rep. Operations - Meters Exchanges	50,625	154,518		103,893	32.76%
1-04-4300-100 Testing - Regulatory Compliance	9,467	20,487		11,020	46.21%
1-04-4300-200 Testing - Large Meters	12,940	12,804		(136)	101.06%
1-04-4300-300 Testing - Edison Testing	6,250	15,365		9,115	40.68%
1-04-6000-000 Waste Disposal	15,532	20,824		5,291	74.59%
1-04-6100-100 Fuel and Lube - Vehicle	110,759	138,809		28,050	79.79%
1-04-6100-200 Fuel and Lube - Machinery	19,259	25,897		6,638	74.37%
1-04-6200-000 Uniforms	23,487	28,237		4,750	83.18%
1-04-6300-100 Supplies - General	42,127	75,635		33,507	55.70%
1-04-6300-300 Supplies - Electrical	584	3,025		2,442	19.29%
1-04-6300-800 Supplies - Construction Materials	33,777	35,296		1,519	95.70%
1-04-6400-000 Tools	41,970	45,381		3,410	92.48%
1-04-6450-000 Equipment*	-	7,563	(7,563)	0	0.00%
1-04-7000-100 Leases -Equipment	15,583	15,127		(456)	103.02%
1-04-7000-100 Leases -Vehicles	116,362	141,185		24,823	82.42%
Subtotal Operating Expenses	\$ 3,042,793	\$ 2,921,021	\$ (50,928)	\$ (172,699)	106.02%
Total Departmental Expenses	\$ 6,556,607	\$ 6,439,521	\$ (220,428)	\$ (337,514)	105.43%

\* Budget adjustments by Board action 05/11/20

**Palmdale Water District**  
**2020 Operation Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
<b>Personnel Budget:</b>					
1-05-4000-000 Salaries	\$ 1,175,217	\$ 1,090,000		\$ (85,217)	107.82%
1-05-4000-100 Overtime	111,276	87,500		(23,776)	127.17%
Subtotal (Salaries)	\$ 1,286,493	\$ 1,177,500	\$ -	\$ (108,993)	109.26%
<b>Employee Benefits</b>					
1-05-4005-000 Payroll Taxes	101,750	86,000		(15,750)	118.31%
1-05-4010-000 Health Insurance	191,677	153,500		(38,177)	124.87%
1-05-4015-000 PERS	104,987	111,250		6,263	94.37%
Subtotal (Benefits)	\$ 398,414	\$ 350,750	\$ -	\$ (47,664)	113.59%
Total Personnel Expenses	\$ 1,684,907	\$ 1,528,250	\$ -	\$ (156,657)	110.25%
<b>OPERATING EXPENSES:</b>					
1-05-4050-000 Staff Travel	\$ -	\$ 3,073		\$ 3,073	0.00%
1-05-4060-000 Staff Conferences & Seminars	-	3,073		3,073	0.00%
1-05-4120-100 Training - Lab Equipment	-	5,122		5,122	0.00%
1-05-4155-000 Contracted Services	70,470	99,362		28,892	70.92%
1-05-4175-000 Permits	69,689	69,656		(33)	100.05%
1-05-4215-200 Natural Gas - WTP	1,257	3,124		1,866	40.25%
1-05-4220-200 Electricity - WTP	153,414	208,237		54,824	73.67%
1-05-4230-110 Maint. & Rep. - Office Equipment	638	5,151		4,513	12.38%
1-05-4235-110 Maint. & Rep. Operations - Equipment	19,036	20,602		1,566	92.40%
1-05-4235-410 Maint. & Rep. Operations - Shop Bldgs	6,347	6,181		(166)	102.69%
1-05-4235-415 Maint. & Rep. Operations - Facilities	74,648	72,108		(2,540)	103.52%
1-05-4235-500 Maint. & Rep. Operations - Wind Turbine	5,995	10,301		4,307	58.19%
1-05-4236-000 Palmdale Lake Management	98,031	102,600		4,569	95.55%
1-05-6000-000 Waste Disposal	21,710	20,824		(886)	104.26%
1-05-6200-000 Uniforms	15,804	16,135		332	97.94%
1-05-6300-100 Supplies - Misc.	18,710	15,127		(3,583)	123.68%
1-05-6300-600 Supplies - Lab	66,356	62,471		(3,885)	106.22%
1-05-6300-700 Outside Lab Work	52,880	104,119		51,239	50.79%
1-05-6400-000 Tools	4,726	6,051		1,324	78.11%
1-05-6500-000 Chemicals	941,914	883,797		(58,116)	106.58%
1-05-7000-100 Leases -Equipment	318	3,025		2,707	10.52%
Subtotal Operating Expenses	\$ 1,621,943	\$ 1,720,140	\$ -	\$ 98,197	94.29%
Total Departmental Expenses	\$ 3,306,849	\$ 3,248,390	\$ -	\$ (58,459)	101.80%



**Palmdale Water District**  
**2020 Finance Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
<b>Personnel Budget:</b>					
1-06-4000-000 Salaries	\$ 779,173	\$ 742,750		\$ (36,423)	104.90%
1-06-4000-100 Overtime	1,363	3,000		1,637	45.44%
Subtotal (Salaries)	\$ 780,536	\$ 745,750	\$ -	\$ (34,786)	104.66%
<b>Employee Benefits</b>					
1-06-4005-000 Payroll Taxes	56,529	57,250		721	98.74%
1-06-4010-000 Health Insurance	124,813	105,250		(19,563)	118.59%
1-06-4015-000 PERS	73,769	79,000		5,231	93.38%
Subtotal (Benefits)	\$ 255,110	\$ 241,500	\$ -	\$ (13,610)	105.64%
Total Personnel Expenses	\$ 1,035,646	\$ 987,250	\$ -	\$ (48,396)	104.90%
<b>OPERATING EXPENSES:</b>					
1-06-4050-000 Staff Travel	\$ 58	\$ 2,049		\$ 1,991	2.83%
1-06-4060-000 Staff Conferences & Seminars	-	1,536.53		1,537	0.00%
1-06-4155-000 Contracted Services	14,675	17,395		2,720	84.36%
1-06-4155-100 Contracted Services - Infosend	246,295	276,576		30,280	89.05%
1-06-4165-000 Memberships/Subscriptions	220	512		292	42.95%
1-06-4230-110 Maintenance & Repair - Office Equipment	-	515		515	0.00%
1-06-4250-000 General Material & Supplies	-	3,025		3,025	0.00%
1-06-4260-000 Business Forms	314	4,097		3,784	7.66%
1-06-4270-100 Telecommunication - Office	32,120	25,609		(6,511)	125.43%
1-06-4270-200 Telecommunication - Cellular Stipend	32,040	25,097		(6,943)	127.67%
1-06-7000-100 Leases - Equipment	2,577	3,025		448	85.19%
Subtotal Operating Expenses	\$ 328,300	\$ 359,437	\$ -	\$ 31,137	91.34%
Total Departmental Expenses	\$ 1,363,946	\$ 1,346,687	\$ -	\$ (17,259)	101.28%

**Palmdale Water District**  
**2020 Water Use Efficiency Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
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Personnel Budget:

1-07-4000-000 Salaries	\$ 171,419	\$ 152,250	\$ (19,169)	112.59%
1-07-4000-100 Overtime	3,061	5,000	1,939	61.22%
Subtotal (Salaries)	\$ 174,480	\$ 157,250	\$ (17,230)	110.96%

Employee Benefits

1-07-4005-000 Payroll Taxes	14,662	12,000	(2,662)	122.18%
1-07-4010-000 Health Insurance	37,655	23,750	(13,905)	158.55%
1-07-4015-000 PERS	16,748	16,750	2	99.99%
Subtotal (Benefits)	\$ 69,065	\$ 52,500	\$ -	131.55%

Total Personnel Expenses

\$ 243,545	\$ 209,750	\$ -	\$ (35,733)	116.11%
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OPERATING EXPENSES:

1-07-4050-000 Staff Travel	\$ 414	\$ 2,561	\$ 2,147	16.16%
1-07-4060-000 Staff Conferences & Seminar	150	3,073	2,923	4.88%
1-07-4190-300 Public Relations - Landscape Workshop/Training	458	5,122	4,664	8.94%
1-07-4190-400 Public Relations - Contests	852	3,073	2,221	27.72%
1-07-4190-500 Public Relations - Education Programs	6,701	122,923	116,222	5.45%
1-07-4190-900 Public Relations - Other	395	5,122	4,726	7.72%
1-07-6300-100 Supplies - Misc.	236	7,059	6,823	3.35%
Subtotal Operating Expenses	\$ 9,207	\$ 148,932	\$ -	6.18%

Total Departmental Expenses

\$ 252,751	\$ 358,682	\$ -	\$ 103,992	70.47%
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**Palmdale Water District**  
**2020 Human Resources Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
Personnel Budget:					
1-08-4000-000 Salaries	\$ 264,929	\$ 238,750		\$ (26,179)	110.96%
1-08-4000-100 Salaries - Overtime	584	1,000		416	58.37%
Subtotal (Salaries)	\$ 265,513	\$ 239,750	\$ -	\$ (26,179)	110.75%
Employee Benefits					
1-08-4005-000 Payroll Taxes	19,286	18,500		(786)	104.25%
1-08-4010-000 Health Insurance	26,866	18,500		(8,366)	145.22%
1-08-4015-000 PERS	18,585	20,750		2,165	89.56%
Subtotal (Benefits)	\$ 64,737	\$ 57,750	\$ -	\$ (6,987)	112.10%
Total Personnel Expenses	\$ 330,249	\$ 297,500	\$ -	\$ (33,166)	111.01%
OPERATING EXPENSES:					
1-08-4050-000 Staff Travel	\$ 582	\$ 1,537		\$ 954	37.89%
1-08-4060-000 Staff Conferences & Seminars	199	1,537		1,338	12.95%
1-08-4070-000 Employee Expense	63,967	95,000		31,033	67.33%
1-08-4090-000 Temporary Staffing	-	-		-	
1-08-4095-000 Employee Recruitment	8,455	3,073		(5,382)	275.12%
1-08-4100-000 Employee Retention	1,681	5,122		3,440	32.83%
1-08-4105-000 Employee Relations	-	3,585		3,585	0.00%
1-08-4120-100 Training-Safety	13,581	35,852		22,271	37.88%
1-08-4120-200 Training-Speciality	1,206	15,365		14,159	7.85%
1-08-4121-000 Safety Program	35	1,024		989	3.42%
1-08-4165-000 Membership/Subscriptions	1,268	1,639		371	77.37%
1-08-4165-100 HR/Safety Publications	499	1,024		526	48.69%
1-08-6300-500 Supplies - Safety	24,685	30,254		5,568	81.59%
Subtotal Operating Expenses	\$ 116,159	\$ 195,012	\$ -	\$ 78,853	59.56%
Total Departmental Expenses	\$ 446,408	\$ 492,512	\$ -	\$ 46,104	90.64%

**Palmdale Water District**  
**2020 Information Technology Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
<b>Personnel Budget:</b>					
1-09-4000-000 Salaries*	\$ 483,950	\$ 303,250	\$ 119,500	\$ (61,200)	114.48%
1-09-4000-100 Overtime*	26,855	3,000	5,500	(18,355)	315.95%
Subtotal (Salaries)	\$ 510,806	\$ 306,250	\$ 125,000	\$ (79,556)	118.45%
<b>Employee Benefits</b>					
1-09-4005-000 Payroll Taxes*	38,935	26,000	9,500	(3,435)	109.68%
1-09-4010-000 Health Insurance*	65,776	34,500	23,000	(8,276)	114.39%
1-09-4015-000 PERS*	46,289	30,500	12,000	(3,789)	108.92%
Subtotal (Benefits)	\$ 151,000	\$ 91,000	\$ 44,500	\$ (15,500)	111.44%
Total Personnel Expenses	\$ 661,806	\$ 397,250	\$ 169,500	\$ (95,056)	116.77%
<b>OPERATING EXPENSES:</b>					
1-09-4050-000 Staff Travel	\$ 147	\$ 3,073		\$ 2,926	4.78%
1-09-4060-000 Staff Conferences & Seminars	3,456	10,244		6,788	33.73%
1-09-4155-000 Contracted/Cloud Services*	139,806	220,790	43,365	124,349	52.93%
1-09-4165-000 Memberships/Subscriptions	360	2,561		2,201	14.06%
1-09-4235-445 Mtce & Rep Operations - Telemetry*	1,046	5,151		4,105	20.30%
1-09-4270-000 Telecommunications*	116,179	107,045		(9,134)	108.53%
1-09-6300-400 Supplies - Telemetry	406	-		(406)	
1-09-6450-110 Equipment - GF Signet Flow Meters*	-	-	7,563	7,563	0.00%
1-09-7000-100 Leases - Equipment	48,706	56,000		7,294	86.98%
1-09-8000-100 Computer Equipment - Computers**	59,732	45,381	10,000	(4,351)	107.86%
1-09-8000-200 Computer Equipment - Laptops**	31,183	45,381	(10,000)	4,198	88.14%
1-09-8000-300 Computer Equipment - Monitors	-	2,017		2,017	0.00%
1-09-8000-500 Computer Equipment - Toner Cartridges	-	3,025		3,025	0.00%
1-09-8000-550 Computer Equipment - Telephony	-	3,025		3,025	0.00%
1-09-8000-600 Computer Equipment - Other	31,150	25,212		(5,939)	123.56%
1-09-8000-650 Computer Equipment - Warranty & Support	22,560	15,127		(7,433)	149.14%
1-09-8100-100 Computer Software - Maint. and Support	191,099	221,654		30,555	86.21%
1-09-8100-150 Computer Software - Dynamics GP Support	62,430	56,339		(6,091)	110.81%
1-09-8100-200 Computer Software - Software and Upgrades	12,244	20,487		8,243	59.77%
Subtotal Operating Expenses	\$ 720,505	\$ 842,512	\$ 50,928	\$ 172,936	80.64%
Total Departmental Expenses	\$ 1,382,311	\$ 1,239,762	\$ 220,428	\$ 77,879	94.67%

\* Budget adjustments by Board action 05/11/20

\*\* Budget adjustments by General Manager per Appendix A

**Palmdale Water District**  
**2020 Customer Care Budget**  
For the Twelve Months Ending Thursday, December 31, 2020

	YTD ACTUAL 2020	ORIGINAL BUDGET 2020	ADJUSTMENTS 2020	ADJUSTED BUDGET REMAINING	PERCENT USED
<b>Personnel Budget:</b>					
1-10-4000-000 Salaries	\$ 972,534	\$ 936,250		\$ (36,284)	103.88%
1-10-4000-100 Overtime	3,891	7,500		3,609	51.89%
Subtotal (Salaries)	\$ 976,426	\$ 943,750	\$ -	\$ (32,676)	103.46%
<b>Employee Benefits</b>					
1-10-4005-000 Payroll Taxes	77,001	74,750		(2,251)	103.01%
1-10-4010-000 Health Insurance	216,399	149,500		(66,899)	144.75%
1-10-4015-000 PERS	87,655	88,500		845	99.05%
Subtotal (Benefits)	\$ 381,055	\$ 312,750	\$ -	\$ (68,305)	121.84%
Total Personnel Expenses	\$ 1,357,480	\$ 1,256,500	\$ -	\$ (100,980)	108.04%
<b>OPERATING EXPENSES:</b>					
1-10-4050-000 Staff Travel	\$ (20)	\$ 2,049		\$ 2,068	-0.95%
1-10-4060-000 Staff Conferences & Seminars	-	3,073		3,073	0.00%
1-10-4155-000 Contracted Services	23,782	22,641		(1,141)	105.04%
1-10-4230-110 Maintenance & Repair-Office Equipment	331	202		(129)	164.21%
1-10-4250-000 General Material & Supplies	1,102	7,059		5,957	15.61%
1-10-4260-000 Business Forms	-	1,024		1,024	0.00%
Subtotal Operating Expenses	\$ 25,196	\$ 36,048	\$ -	\$ 10,852	69.90%
Total Departmental Expenses	\$ 1,382,677	\$ 1,292,548	\$ -	\$ (90,129)	106.97%



New and Replacement Capital Projects

Budget Year	Project	Project Title	Project Type	Contractor	Approved Contract Amount	Board / Manager Approval	Payments Approved to Date	Contract Balance	Through Dec. 2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2020 Total	2021 Carryover
2017	12-400	PRGRRP - Construction of Monitoring Wells / Test Basin	Water Supply	Environmental Const.	427,490	04/26/2017	577,124	(149,634)	246,765	26,170	4,173	4,083							219,578	76,356		330,359	
2017	12-400	PRGRRP - Construction of Monitoring Wells / Test Basin - Auxiliary Items	Water Supply	Various Vendors			200,501	-	178,484	7,050		5,466			9,500							22,016	
2018	15-613	WM Replacement - Avenue V5 (Spec 1504)	Replacement Cap.				189,355	-	722	3,371	1,686			51,130		55,000		77,446				188,633	
2018	16-602	WM Replacement - Avenue P & 25th ST (Spec 1601)	Replacement Cap.				125,446	-	16,730	3,371	1,686	927				2,170			14		100,549	108,716	
2017	16-605	WTP - Additional Brine Tank/Salt Silo	New Capital				130,559	-	130,076	483												483	
2018	18-410	PRV Replacement - 40th ST E (Bypass)	General Project				17,575	-	9,165														
2018	18-606	45th ST Tank Site - Altitude Valve Replacement	Replacement Cap.				72,141	-	72,141										6,773	916	721	8,410	
2018	18-609	WTP Replacement Sodium Hypochlorite Unit	Replacement Cap.	DeNora Water Tech			68,290	-	68,290														
2018	18-615	Install/Construction - Water Fill Station	General Project				43,846	-	19,942		21,972		1,932									23,904	
2019	19-602	WTP Replacement of 30" & 42" Mag Meters	Replacement Equip.				63,456	-	48,879	9,570	927					4,081						14,577	
2019	19-603	Repl (3) Sludge Pumps & Motors	Replacement Equip.				37,691	-								37,691						37,691	
2019	19-604	Purchase/Install Sampling Dock @ WTP	General Project				14,345	-	8,844							2,295			450	2,756		5,501	
2019	19-606	Install 2 Brine Tanks at Well 7/45th St Sites	General Project				40,629	-					34,544						6,085			40,629	
2019	19-611A	Spec 1210 - ML Replace Ave P8 & 20th St E	Replacement Cap.				99,539	-	79,922	4,552	1,513	2,390	6,568	4,505		90						19,617	
2019	19-611B	Spec 1210 - ML Repl P9 - Chg Orders	Replacement Cap.				38,647	-	-							22,319	12,501	3,828				38,647	
2020	20-600	Repair Traveling Screen @ WTP Aqueduct Turnout	General Project				31,683	-	-	31,548	134											31,683	
2020	20-601	Repair Well #7	General Project				121,347	-	-	38,712		3,244									79,392	121,347	
2020	20-602	Plm Ditch Improvements-Yr 1	General Project				18,135	-	-		18,135											18,135	
2020	20-603	WTP-Purchase 14 Turbidity Meters	Replacement Equip.				73,279	-	-				19,799			2,444	47	41,014	9,975			73,279	
2020	20-604	Install 2" SVC at WTP	General Project				35,989	-	-				9,793						24,161	2,034		35,989	
2020	20-605	Sierra Hwy Tie-in @ Harold St and Abandonment Plan	Replacement Cap.				2,490	-	-				2,490									2,490	
2020	20-606	2800 Zone Velocity Deficiency	General Project				720	-	-							720						720	
2020	20-607	Move PRV Station @ 45th St E	Replacement Cap.				-	-	-													-	
2020	20-608	WM Repl in 17th St E from Ave P4 to Ave P8	Replacement Cap.				-	-	-													-	
2020	20-609	WM Repl in Ave Q6,12th to 16th	Replacement Cap.				1,530	-	-							1,530						1,530	
2020	20-610	2950 Zone Booster Station @ 3M Clearwell Site	Replacement Cap.				810	-	-				810									810	
2020	20-611	2020 Meter Exchange Program	General Project				7,646	-	-		7,429										217	7,646	
2020	20-613	Design & Remodel Dist MO, Crew Rm, New PurchOffice	General Project				497,025	-	-				50,000	4,296	255,352	106,403	5,051	3,371	72,553			497,025	
2020	20-615	2020 Soft Start Repl Program	General Project				20,040	-	-			15,878				4,035	127					20,040	
2020	20-618	(2) IPS Pumps-Check Valves WTP	General Project				56,547	-	-				56,547									56,547	
2020	20-619	25th ST Booster #3 Rehab	General Project				13,259	-	-									1,302	11,957			13,259	
2020	20-622	Well 36 Design & Const.	General Project				19,180	-	-										13,285		5,896	19,180	
2020	20-624	Emergency Power Connection NOB	General Project				15,763	-												14,088	1,675	15,763	
2020	20-700	2020 Large Mtr/Vault Repl Prog	Replacement Cap.				43,759	-	-	25,028	8,514		4,665			4,854			697			43,759	
2020	20-703	Water Conservation Garden Construct @ MOB	General Project				850	-	-							850						850	
Sub-Totals:					427,490		2,679,194	(149,634)	879,960	149,855	66,169	31,987	187,147	59,931	338,373	170,961	17,725	126,961	365,528	96,150	188,449	1,799,234	-

Consulting and Engineering Support

Budget Year	Project	Project Title	Project Type	Contractor	Approved Contract Amount	Board / Manager Approval	Payments Approved to Date	Contract Balance	Through Dec. 2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2020 Total	2021 Carryover
2017	12-400	PRGRRP - CEQA, Permitting, Pre-Design, and Pilot	Water Supply	Kennedy/Jenks	1,627,000	05/12/2016	-	1,627,000	-													-	
		Paid by General Fund		Kennedy/Jenks			432,840	-	432,840													-	
2017	14-603	Upper Amargosa Recharge Project	Water Supply	City of Palmdale	1,250,000	12/04/2013	1,268,806	(18,806)	244,431					1,024,374								1,024,374	
2017	04-501	Littlerock Sediment Removal Project (EIR/EIS/Permitting)	Water Supply	Aspen	869,023	09/14/2016	-	869,023	-													-	
		Paid by General Fund		Aspen			523,415	-	315,907	207,044						464						207,508	
		Paid by 2018A Water Revenue Bonds		Aspen	1,238,287	07/18/2018	989,583	248,704	794,485		62,336	34,968				72,940	8,799	16,054				195,098	
		Paid by 2018A Water Revenue Bonds		ASI	9,275,808	07/18/2018	11,413,980	(2,138,172)	9,478,500	1,400,617	534,863											1,935,480	
2017	04-501	Littlerock Sediment Removal (Cost Recovery Agreement)	Permitting	Forest Service	100,000	04/26/2017	-	100,000	-													-	
2017	04-501	Littlerock Sediment Removal Project - Design Grade Control Structure	Water Supply		-		146,954	-	146,954													-	
2019	19-702	SPCC Plan for Water Treatment Plant					3,542	-	-		3,542											3,542	
2020	20-405	Well Rehab Consulting Services		Kyle Groundwater	-		34,383	-								34,383						34,383	
2020	20-412	Aquisition of Wtr Svc to ASMHP			-		5,900	-										5,900				5,900	
2020	20-414	ARC Flash Study					24,126	-													24,126	24,126	
2020	20-420	2020 GIS Enhancements			-		18,453	-										18,453				18,453	
2020	20-421	Bamboo HR			-		12,520	-												12,520		12,520	
Sub-Totals:					14,360,118		14,874,502	687,750	11,413,117	1,607,661	600,742	34,968	-	1,024,374	73,404	43,182	-	40,407	-	12,520	24,126	3,461,385	-

New and Replacement Equipment

Budget Year	Project	Project Title	Project Type	Contractor	Approved Contract Amount	Board / Manager Approval	Payments Approved to Date	Contract Balance	Through Dec. 2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2020 Total	2021 Carryover
2020	19-605	HX50 Vacuum Excavator	New Equipment				107,979	-	4,818	694	102,467											103,161	
2020	20-612	Update Fire Alarm System @ Main Office Building	General Project				32,139	-	-							31,121	1,018					32,139	
2020	20-614	281-156 2004 F350 Ford PU	Replacement Equip.				30,769	-	-		30,769											30,769	
2020	20-616	Two-Way Radio Sys Upgrade	Replacement Equip.				80,943	-	-							80,832	111					80,943	
2020	20-617	Truck Mounted Welder (Truck 115)	Replacement Equip.				6,625	-	-				6,625									6,625	
							-	-	-													-	
							-	-	-													-	
Sub-Totals:							258,455	-	4,818	694	133,236	-	6,625	-	111,953	1,129	-	-	-	-	-	253,637	-



Palmdale Water District  
2020 Capital Projects - Contractual Commitments and Needs

Water Quality Fee Funded Projects

Budget Year	Work Order	Project Title	Project Type	Vendor/Supplier	Approved Contract Amount	Board / Manager Approval	Payments Approved to Date	Contract Balance	Through Dec. 2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2020 Total	2021 Carryover
2019	20-401	GAC Replacements @ WTP	Water Quality	Calgon Carbon	-	07/09/2014	123,876	-								123,876						123,876	
2019	20-401	GAC Replacement @ Underground Booster Station	Water Quality	Evoqua	-	03/10/2017	-	-														-	
										-	-	-	-	-	-	-	-	-	-	-	-	-	
			Sub-Totals:		-		123,876	-	-	-	-	-	-	-	-	123,876	-	-	-	-	-	123,876	-

- = Projects that originated from 2013 WRB Funds
- = Project had additional funding paid out by the general fund to complete.
- = Project is now deemed complete with no further expense.
- = Projects paid by 2018 WRB Funds

Project Summary (W/O GAC Included)	Totals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2019 Total
Total Approved Contracts to Date	14,787,608													
Total Payments on Approved Contracts to Date	17,812,151													
Total Contract Balance to Date	538,116													
Non-Operating Capital Expenditures (Paid)		1,758,210	800,146	66,955	193,772	1,084,305	523,730	215,273	17,725	167,368	365,528	108,670	212,575	5,514,256
Non-Operating Capital Expenditures (Projected)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Funding Available Through Water Supply Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2019 Funding Through Budgeted Non-Operating Capital Ex.	5,514,256	1,758,210	800,146	66,955	193,772	1,084,305	523,730	215,273	17,725	167,368	365,528	108,670	212,575	5,514,256

# Water Revenue Bond - Series 2018A

Updated: March 9, 2021

Project	Project #	Description	Bond Allocation	Contractual Commitment	Payout to Date	Over/(Under)	Uncommitted Bond \$
LGCS-ASI	04-501	Littlerock Dam - Grade Control Structure (Construction)	\$ 8,160,257	\$ 10,619,601	\$ 10,697,276	\$ (77,675)	\$ (2,537,019)
		Original Contract Amt: \$9,500,808, C.O.1: \$1,118,792.54					
LGCS-ASP	04-501	Littlerock Dam - Grade Control Structure (Monitoring)		1,238,287	986,829	251,458	(986,829)
WTP		Water Treatment Plant Improvements	2,375,000		-	-	
6MG		6 M.G. Reservoir Renovations	1,050,000		-	-	
WMR		Various W.M. Replacements	1,789,612		-	-	
PWD		Design, Engineering and Other Preconstruction Costs	173,000		-	-	
WRB		Bond Issuance Costs	226,303		226,303	-	
ISS		Issuance Funds			(12,092)		
Interest Earned through September 30, 2020					(332,928)		
Totals:			\$ 13,774,172	\$ 11,857,888	\$ 11,565,388	\$ 173,782	\$ (3,523,848)
2018A Water Revenue Bonds - Unallocated Funds:				\$ 1,916,284			
2018A Water Revenue Bonds - Remaining Funds to payout:					\$ 2,208,784		

Requisition No.	Payee	Date Approved	Invoice No.	Project	Payment Amount
	Issuance Costs	Jun 27, 2018	N/A	WRB	\$ 226,302.82
	Interest - Jul 2018		N/A	INT	1,384.72
	Interest - Aug 2018		N/A	INT	20,900.39
1	Aspen Environmental Group	Sep 12, 2018	1116.007-01	LGCS-ASP	28,105.88
2	ASI Construction LLC	Sep 18, 2018	01	LGCS-ASI	60,027.00
	Interest - Sep 2018		N/A	INT	21,047.68
3	ASI Construction LLC	Oct 2, 2018	02	LGCS-ASI	156,655.00
4	Aspen Environmental Group	Oct 8, 2018	1116.007-02	LGCS-ASP	51,072.42
5	Aspen Environmental Group	Oct 30, 2018	1116.007-03	LGCS-ASP	56,698.38
	Interest - Oct 2018		N/A	INT	20,838.36
6	ASI Construction LLC	Nov 7, 2018	03	LGCS-ASI	844,455.00
	Interest - Nov 2018		N/A	INT	22,998.40
7	Aspen Environmental Group	Dec 10, 2018	1116.007-04	LGCS-ASP	99,711.66
7	ASI Construction LLC	Dec 10, 2018	04	LGCS-ASI	665,631.99
	Interest - Dec 2018		N/A	INT	21,673.24
8	Aspen Environmental Group	Jan 3, 2019	1116.007-05	LGCS-ASP	67,719.03
9	ASI Construction LLC	Jan 7, 2019	05	LGCS-ASI	1,494,216.00
10	Aspen Environmental Group	Jan 29, 2019	1116.007-06	LGCS-ASP	56,529.35
	Interest - Jan 2019		N/A	INT	22,085.33
11	ASI Construction LLC	Feb 14, 2019	06	LGCS-ASI	338,899.30
	Interest - Feb 2019		N/A	INT	20,485.96
12	Aspen Environmental Group	Feb 28, 2019	1116.007-07	LGCS-ASP	78,799.25
	Interest - Mar 2019		N/A	INT	17,656.62
13	Aspen Environmental Group	Apr 1, 2019	1116.007-08	LGCS-ASP	34,790.67
13	Aspen Environmental Group	Apr 1, 2019	1116.008-01	LGCS-ASP	7,731.53
14	Aspen Environmental Group	Apr 22, 2019	1116.007-09	LGCS-ASP	6,938.12
	Interest - Apr 2019		N/A	INT	19,042.25
15	Aspen Environmental Group	May 15, 2019	1116.007-10	LGCS-ASP	6,958.75
	Interest - May 2019		N/A	INT	18,485.68
	Interest - June 2019		N/A	INT	18,852.79
16	Aspen Environmental Group	Jul 1, 2019	1116.007-11	LGCS-ASP	11,059.71
17	Aspen Environmental Group	Jul 30, 2019	1116.007-12	LGCS-ASP	22,237.47
	Interest - July 2019		N/A	INT	18,017.03
18	Aspen Environmental Group	Aug 27, 2019	1116.007-13	LGCS-ASP	58,421.77
19	ASI Construction LLC	Aug 28, 2019	Chng Order 4	LGCS-ASI	1,118,792.54
	Interest - August 2019		N/A	INT	18,580.51
	Interest - September 2019		N/A	INT	16,527.97
20	ASI Construction LLC	Oct 15, 2019	08	LGCS-ASI	1,361,654.50
	Interest - October 2019		N/A	INT	14,239.81

(Cont.)

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**PALMDALE  
WATER DISTRICT  
BOARD MEMORANDUM**

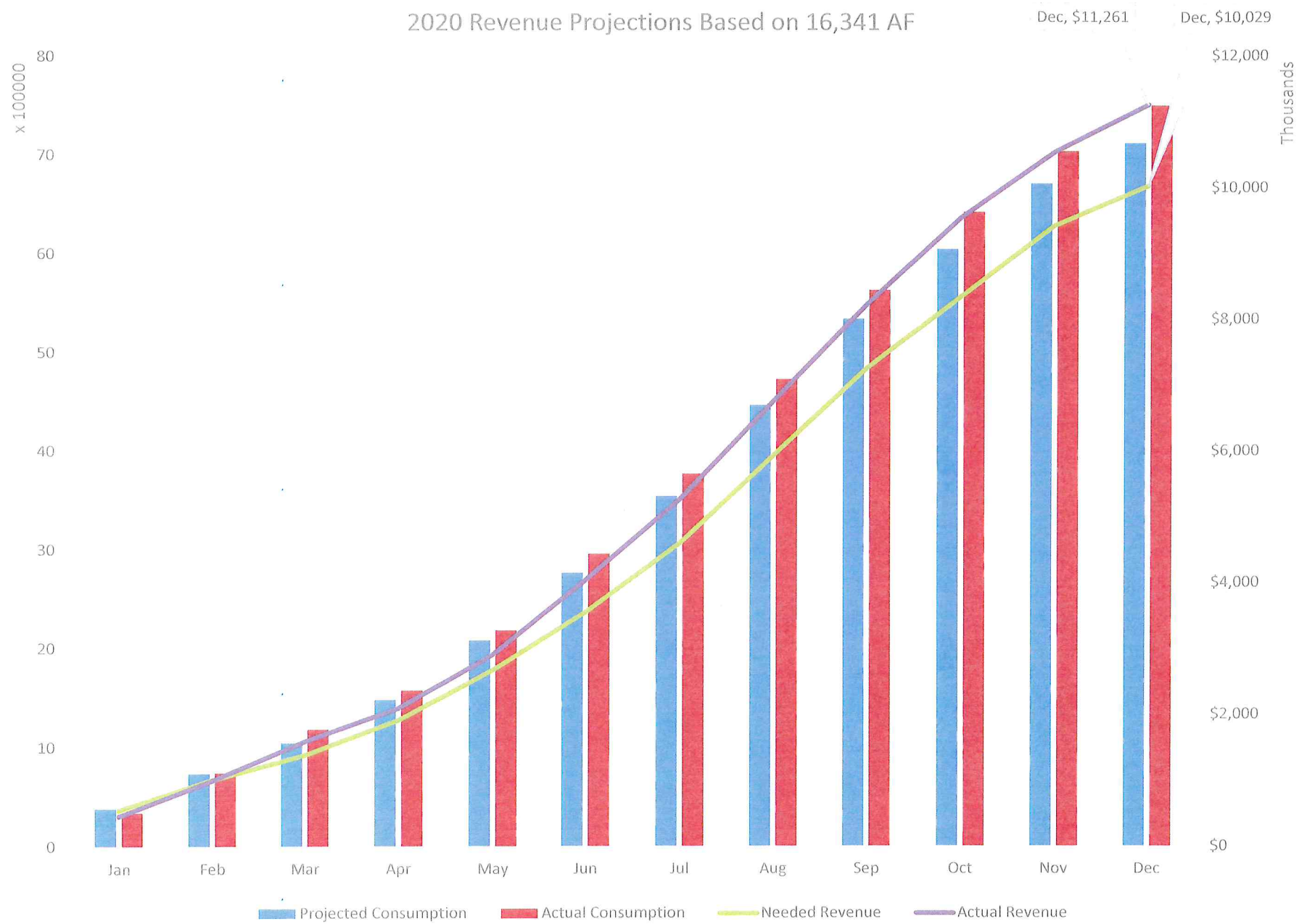
<b>DATE:</b>	March 16, 2021	<b>March 22, 2021</b>
<b>TO:</b>	BOARD OF DIRECTORS	<b>Board Meeting</b>
<b>FROM:</b>	Michael Williams, Finance Manager/CFO	
<b>VIA:</b>	Mr. Dennis LaMoreaux, General Manager	
<b>RE:</b>	<b><i>AGENDA ITEM NO. 5.1 – REPORTS</i></b>	

**Discussion:**

Presented here are financial related items for your review.

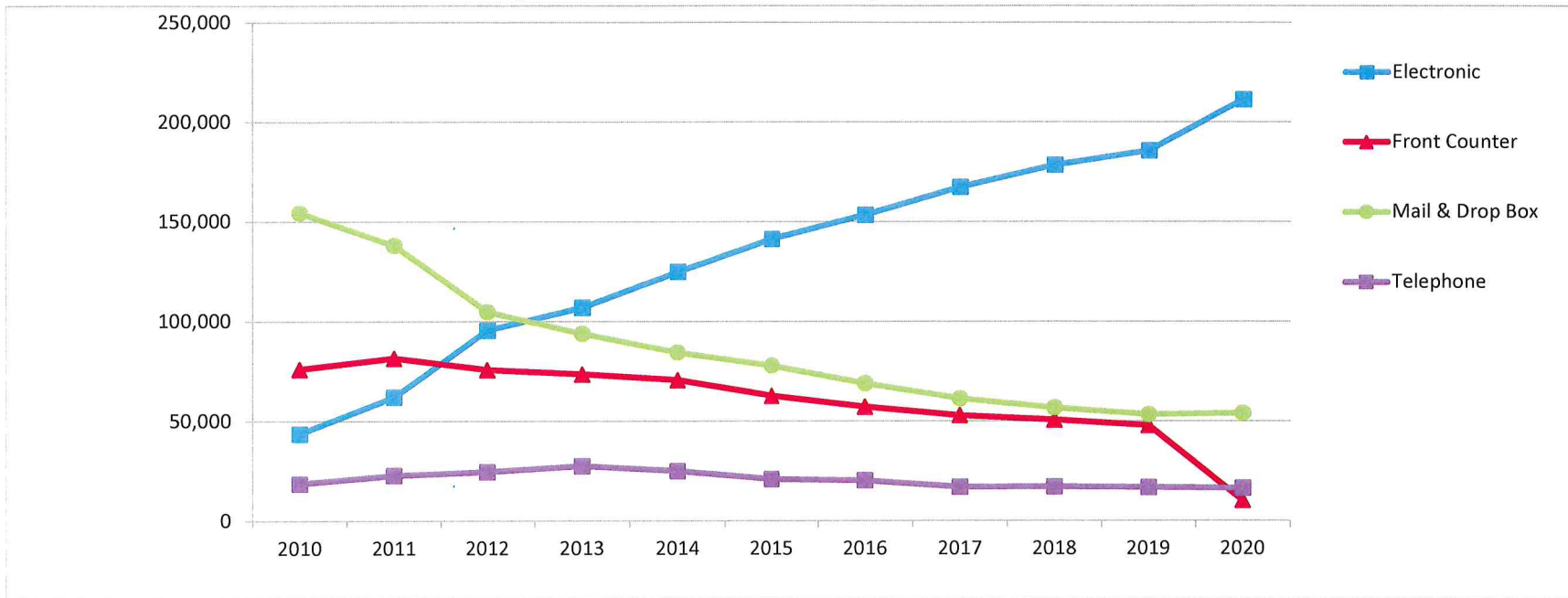
1. Effects of COVID-19 event.
  - a. As of December 31, 2020, we have 1,534 single family accounts with a past due balance over 60 days with amounts greater than \$50.00. Total outstanding for those accounts at 60+ days \$764,226. At November 30, 2020, there were 1,446 single family accounts same stat with outstanding balance \$660,409. December's total is a 14% increase.  
At December 31, 2019, there were 287 single family accounts same stat with outstanding balance \$80,213.
  - b. Cash received for the month of December 2020 was (\$307,381), or -12.22%, less than November 2020 and (\$447,864), or -16.87%, less than October 2020 and \$16,696, or 1%, higher than December 2019.
2. Revenue Projections. (attachment)
  - a. Revenue projections for 2020 based on selling 16,341 AF shows as of December 31<sup>st</sup> revenue is ahead of projections by approximately \$1.2M.
3. Payment Transactions by Type. (attachment)
  - a. The annual report for 2020 shows a slight reduction in total payments by approximately 12K from 2019. This is most likely due to COVID-19, the lobby being closed since mid-March 2020, and an increase in delinquencies.
  - b. Although there was a reduction in total payments, there was a huge increase in electronic payments of approximately 25K.
4. Accounts Receivable Aging Report September 30, 2020. (attachment)
  - a. Aging report shows receivables at 12/31/20 are approximately \$600K higher than 12/31/19, but that is reflective of higher sales numbers in 2020. There is an increase in 60-day delinquency from 12/31/19 of approximately \$340K.
5. Rate Assistance Program.
  - a. At December 31<sup>st</sup> there were 751 participants, 406 are Seniors, 9 are Veterans, and 336 are Low Income.
6. Billing & Collection Statistics. (attachment)
  - a. Billing & collection cycle complete through November 2020 shows a slight increase in bills issued but a slight decrease in notices mailed compared to December 2019. Due to governor's order, there is no comparison for shut-off notices and disconnections as of February 2020.

# 2020 Revenue Projections Based on 16,341 AF





## Payment Transactions By Types Jan-Dec



Payment Type	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Electronic	43,590	61,989	95,446	106,870	124,881	141,393	153,408	167,351	178,355	185,683	211,276
Front Counter	76,023	81,539	75,723	73,557	70,599	62,841	57,296	52,950	50,748	48,047	10,314
Mail & Drop Box	154,303	137,945	104,630	93,819	84,407	77,916	68,919	61,349	56,771	53,318	53,967
Telephone	18,550	22,746	24,635	27,431	24,921	20,894	20,273	16,947	17,068	16,817	16,412
<b>Total</b>	<b>292,464</b>	<b>304,219</b>	<b>300,434</b>	<b>301,677</b>	<b>304,808</b>	<b>303,044</b>	<b>299,896</b>	<b>298,597</b>	<b>302,942</b>	<b>303,865</b>	<b>291,969</b>

Detail of Electronic Payments	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
META - ACH Pymt	8,286	7,747	7,469	7,837	3,027	3,233	1,622	1,695	1,676	1,694	1,724
WES - ACH Pymt	377	809	913	1,036	971	972	995	1,022	976	917	886
INF - Website Pymts	34,927	49,602	63,919	70,399	73,349	77,813	82,246	90,409	97,384	103,872	118,195
IVR - Automated Pay ##	0	0	0	0	13,035	23,607	28,788	32,680	35,010	36,813	41,111
KIOSK - Automated Pay \$\$	0	0	0	0	0	366	1,296	1,504	2,044	1,385	359
PNM - Automated Pay %%	0	0	0	0	0	0	815	2,897	4,268	4,717	8,948
VAN - ACH Pymt &&	0	3,831	23,145	27,598	34,499	35,402	37,646	37,144	36,997	36,285	40,053
<b>Total</b>	<b>43,590</b>	<b>61,989</b>	<b>95,446</b>	<b>106,870</b>	<b>124,881</b>	<b>141,393</b>	<b>153,408</b>	<b>167,351</b>	<b>178,355</b>	<b>185,683</b>	<b>211,276</b>

##- IVR service started March 13, 2014

\$\$ - Kiosk service started July 1, 2015

%% - PNM - Pay Near Me service started June 9, 2016

&& - Vanco ACH service started Sept 2011

## Billing Statistics

Billing Statistics										Based on Shut Notice
	Bills (A)	LF Notice (B)	Shut Notice (C)	Off & Lock (D)	Based on Bills Issued			Based on Late Notices		D / C
					B / A	C / A	D / A	C / B	D / B	
Dec-18	26,632	6,485	2,401	423	24.4%	9.0%	1.6%	37.0%	6.5%	17.62%
Dec-19	26,699	6,565	2,456	326	24.6%	9.2%	1.2%	37.4%	5.0%	13.27%
Jan-20	26,692	5,837	937		21.9%	3.5%	0.0%	16.1%	0.0%	0.00%
Feb-20	26,677	3,967			14.9%	0.0%	0.0%	0.0%	0.0%	#DIV/0!
Mar-20	26,693				0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	#DIV/0!
Apr-20	26,707				0.0%	0.0%	0.0%	#DIV/0!	#DIV/0!	#DIV/0!
May-20	26,723	5,901			22.1%	0.0%	0.0%	0.0%	0.0%	#DIV/0!
Jun-20	26,728	5,678			21.2%	0.0%	0.0%	0.0%	0.0%	#DIV/0!
Jul-20	26,743	5,678			21.2%	0.0%	0.0%	0.0%	0.0%	#DIV/0!
Aug-20	26,791	6,129			22.9%	0.0%	0.0%	0.0%	0.0%	#DIV/0!
Sep-20	27,041	6,326			23.4%	0.0%	0.0%	0.0%	0.0%	#DIV/0!
Oct-20	26,786	6,459			24.1%	0.0%	0.0%	0.0%	0.0%	#DIV/0!
Nov-20	26,759	5,433			20.3%	0.0%	0.0%	0.0%	0.0%	#DIV/0!

**RE:     *AGENDA ITEM NO. 8.3.a – MARCH 2021 GENERAL MANAGER REPORT***

## PWD 2020 STRATEGIC PLAN SUMMARY



## Strengthen stakeholder relationships and implement Littlerock Dam and Reservoir sediment removal



## Continue providing transparency to our ratepayers

Promote and support leadership training and professional development programs to enhance the District's customers' experience

Ensure employees are trained on the Strategic Plan and the District's Values of Diversity, Integrity, Teamwork, and Passion

Improve safety for Directors, employees, and customers

Develop career paths at the District for interns and pursue state and federal funding for intern programs

Involve employees in community engagement and professional platforms



**Systems Efficiency:** *Independence, Technology, Research*

Explore energy independence and evaluate the feasibility of energy options, including wind and solar

Incorporate more energy efficient technologies into the District's infrastructure

Advance new technologies to increase treatment efficiencies, including the use of Granular Activated Carbon (GAC)

Research state-of-the-art treatment techniques to help with systems efficiency and flexibility in using recycled water and surface water

Enhance technologies to increase efficiencies

Re-evaluate Lake Palmdale by-pass pipeline and pursue funding options

Improve Palmdale Ditch to reduce water loss



**Financial Health and Stability:** *Strength, Consistency, Balance*

Pursue grant funding for District projects and operations

Maintain the five-year financial plan adopted as part of the 2019 Water Rate Study, including the five-year Capital Improvement Plan

Build adequate reserve levels and achieve high-level bond rating

Seek potential revenue sources from vacant District properties

Monitor finances, operations, and projects affected by emergencies

Digitize and document departmental workflows



**Regional Leadership:** *Engage, Lead, Progress*

**Increase involvement with water, business, and community partnerships**

**Provide opportunities for local businesses to contract with the District**

**Expand the Greater Antelope Valley Water Emergency Coalition by continuing to collaborate with neighboring water agencies and moving to include more agencies outside of the Antelope Valley**

**Develop working relationships and mutually beneficial projects with other water agencies in the District's state and federal representatives' districts**

**Develop events or activities with lessees of District properties**

**Host a 100<sup>th</sup> anniversary celebration for a fully re-opened Littlerock Dam and Reservoir recreation area in 2024**



**Customer Care, Advocacy and Outreach:** *Promote, Educate, Support*

**Enhance customers' experience through communication and feedback**

**Evaluate, develop, and market additional payment options**

**Develop the District's Public Outreach Plan and increase public awareness of current programs and services**

**Develop partnerships with various agencies to distribute information about resources available to the public**

**Engage elected officials and the public on the importance of local, state, federal, and global water reliability issues**

**Expand the District's social media platforms and find new avenues to share information and news**

**Plan and convert to an Advanced Metering Infrastructure (AMI) to increase customers' knowledge of water use**

**Continue to promote and expand school water education programs**

**Overview**

This report also includes charts that show the effects of the District's efforts in several areas. They are organized within each strategic initiative and include status of the State Water Resources Control Board's (SWRCB) former long-term conservation orders (20 x 2020), the District's total per capita water use trends, 2021 actual water production and customer use graph, mainline leaks, the water loss trends for both 12- and 24-month running averages, and the status of our response to the Bobcat Fire.





**Water Resource Reliability** *Resilience, Development, Partnership*

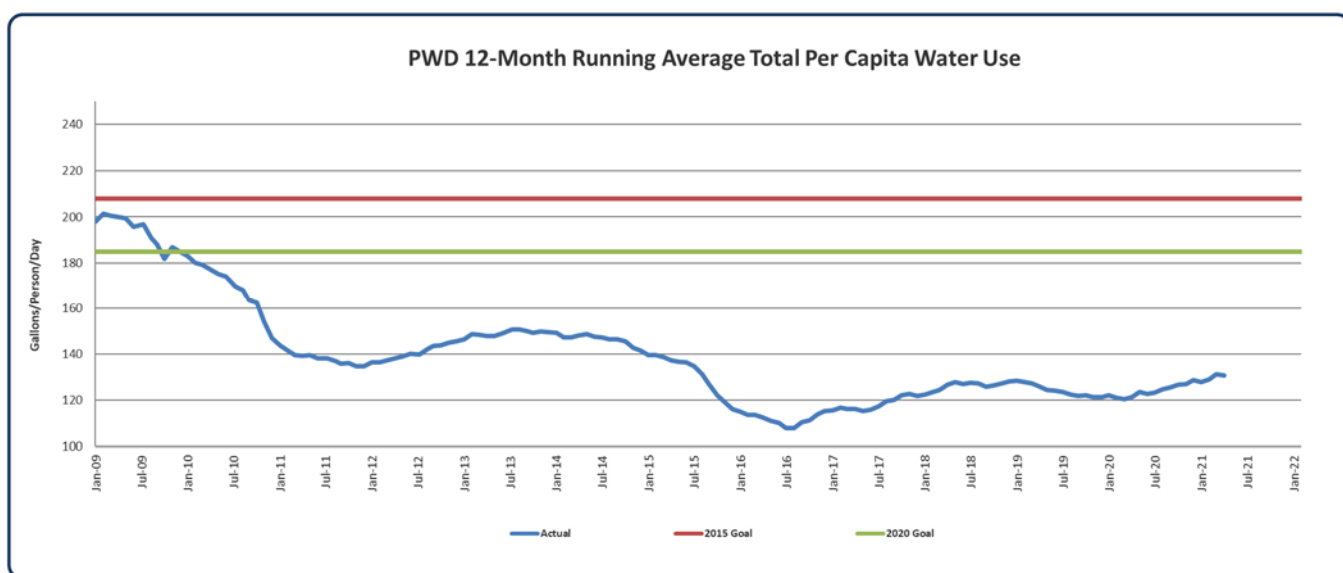
This initiative includes conservation efforts, water supply projects, and water planning.

Recent highlights are as follows:

**State Water Resources Control Board (SWRCB) Activities**

The 20 x 2020 per capita reduction goals passed by the legislature in 2009 with new long-term water budgeting requirements have now been replaced with new requirements and water agency water budgets. These follow through on the “Making Water Conservation a California Way of Life” plan. The District expects to easily comply with the new requirements as they are based on the same philosophy as the District’s water budget rate structure. More will be known as Kennedy/Jenks works with staff on the 2020 Urban Water Management Plan. This report is due by July and will be brought to the Board for approval in May or June. Until these criteria are finalized, the customers’ performance is shown in this report using the 20 x 2020 requirements.

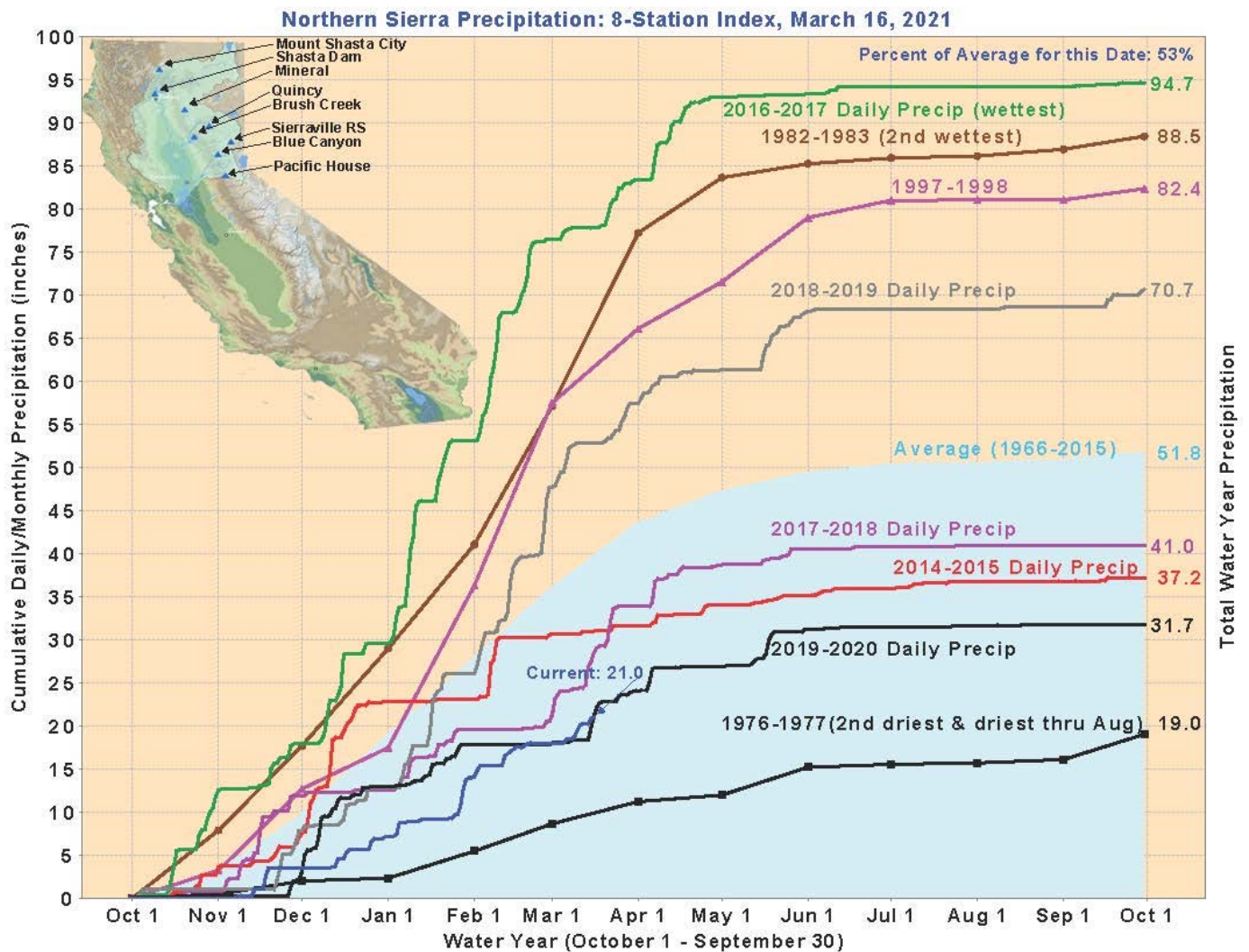
The District’s compliance with the former 20 x 2020 law is evident from the chart titled “PWD 12-Month Running Average Total Per Capita Water Use:”



The District’s customers have cut their water use by **43.3%** from the baseline number of 231 established in the 2015 Urban Water Management Plan and met the 2020 Goal in early 2010. The current Total-GPCD is 131.

### Water Supply Information

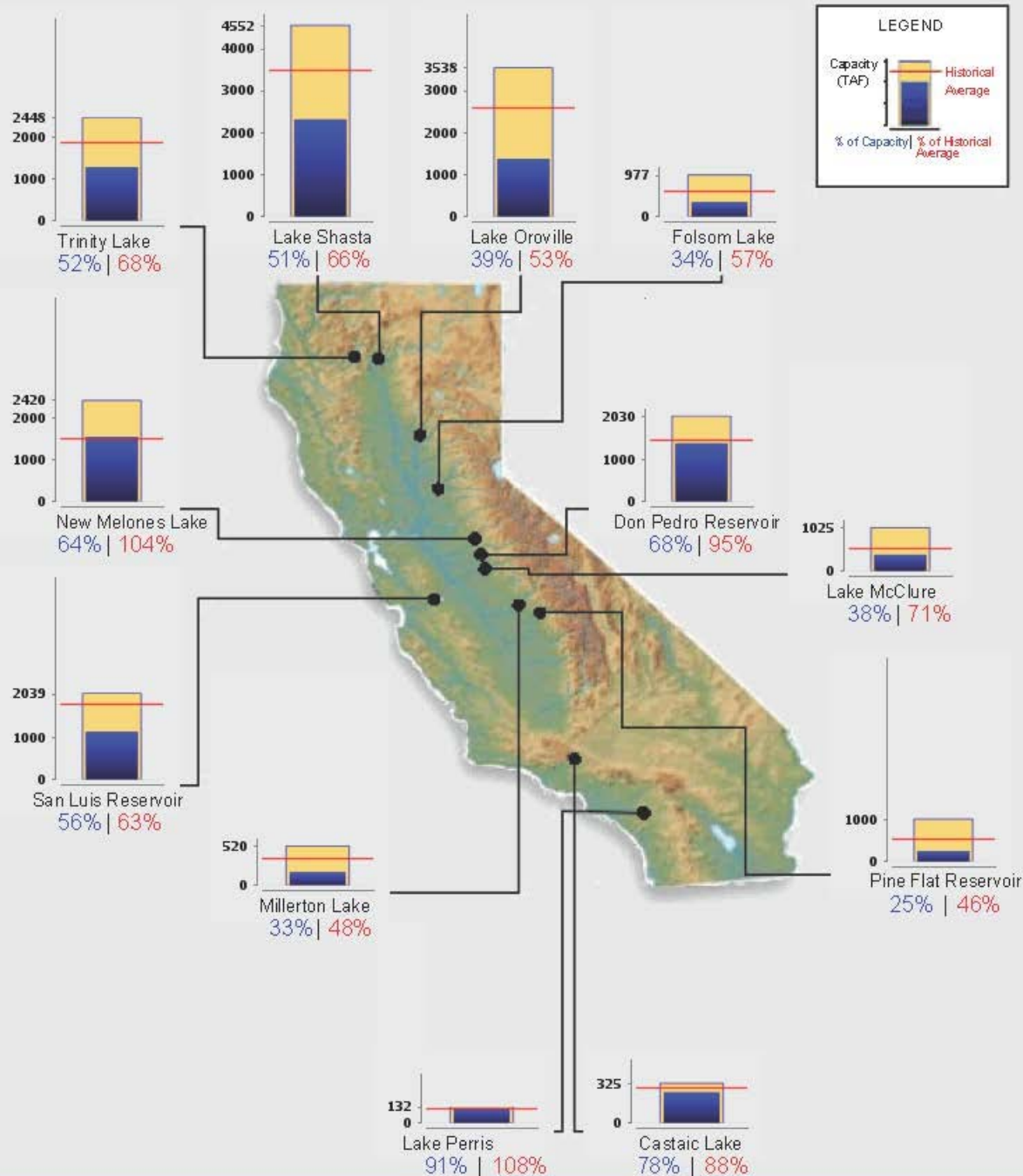
- The AV Adjudication is now entering its sixth year, and the reduction to the native safe yield is in its fourth year. The District's native groundwater right is 2,769.63 AF. The District's 2020 groundwater rights totaled 8,188 AF without the prior year's Carryover Rights. The District's 2021 groundwater rights will be approximately 8,000 AF and nearly 10,000 AF of Carryover production rights from prior years.
- The 2021 water resources plan is tentative at this point. Precipitation in the area that contributes to the State Water Project is currently at 53% of average, nearly the same as this time last year, and the SWP allocation remains at 10%. The District is actively working on other water sources including the SWC Dry Year Program, AVEK exchange, Yuba Accord Water, LCID SWP water, and carryover SWP from 2020. These efforts, along with the District's available groundwater rights, will lessen any needed conservation needed by our customers this year. The current precipitation and state reservoir storage as of Tuesday, March 16, 2021 are as follows:



# Reservoir Conditions

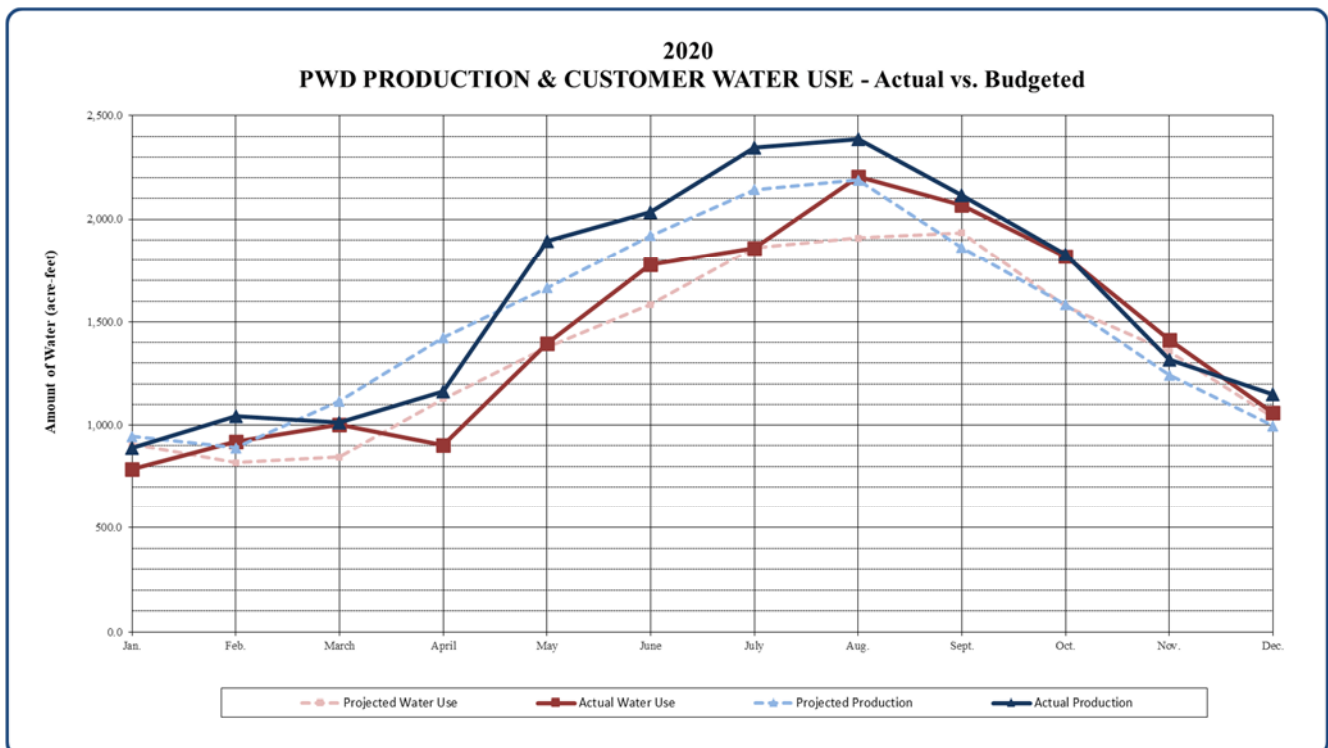
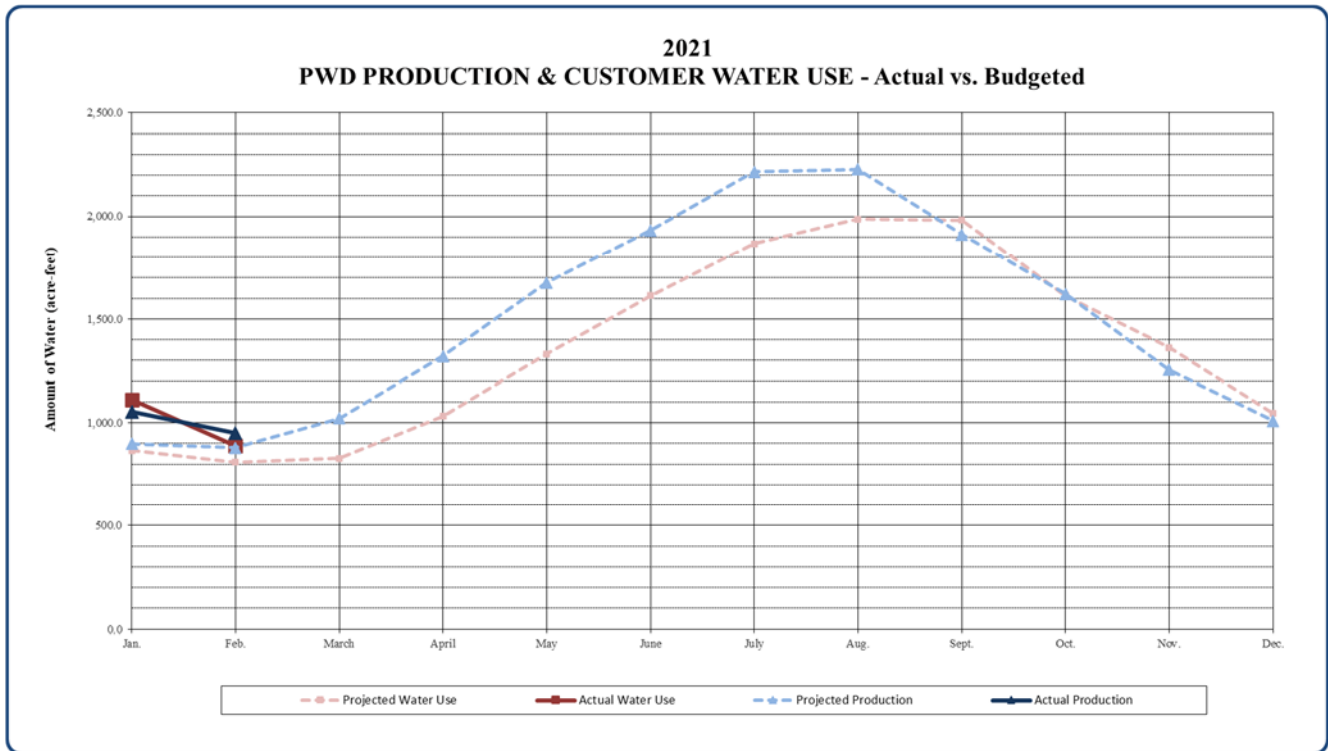
Ending At Midnight - March 15, 2021

## CURRENT RESERVOIR CONDITIONS



Graph Updated 03/16/2021 08:18 AM

- The following graph is the projected monthly water consumption and production for 2021 based on the prior five years of actual monthly information. The projected total consumption is based on the 2021 Budget amount of 16,341 AF. January and projected February amounts are shown. The 2020 graph shows the projected and actual water use last year.



- Customer water use in 2020 was 17,213 AF. This is the most water used by customers since 18,127 AF in 2014, before the 2015-2017 drought. The trend continued through February 2021 with customers using 2,001.9 AF of water, a 17.2% increase over the first two months of 2020.

#### Other Items

- The Littlerock Reservoir Sediment Removal Project (Project) Environmental Impact Report/Environmental Impact Statement (EIR/EIS) was fully approved in 2017. The Grade Control Structure was completed in January 2020.

Staff is working with the gravel quarry owners for the disposal of sediment from Littlerock Reservoir as the next phase of the project. These discussions have been hampered due to the COVID-19 pandemic. However, the District received a good, competitive response to the emergency 19,000 CY sediment removal project that included the disposal of the removed sediment. This interest and disposal is promising for starting the next phase of the Project later this year in the amount of about 120,000 CY.

- The public review of the Draft California Environmental Quality Act (CEQA) EIR for the Palmdale Regional Groundwater Recharge and Recovery Project (PRGRRP) was completed in 2016. A test well was drilled at a different location on the proposed project site. The drilling is now complete, it is being equipped as a monitoring well, and the aquifer information is being accessed.

Stantec is contracted with the District to look at the feasibility of advanced treatment of the tertiary recycled water. If feasible, the highly treated recycled water can potentially be used in surface water or groundwater augmentation to meet the goal of adding recycled water as an additional potable water source for our customers.

- The Upper Amargosa Creek Recharge Project is complete. One contract is for the California Aqueduct turnout and transmission water main. The other is for the recharge basins. The project partners, City of Palmdale, LA County Waterworks, and AVEK, are now finalizing the operation and maintenance agreement. The District is working with DWR to deliver water to the Project for recharge on a continuing basis.
- Delta Conveyance Facility (DCF): The State Water Contractors and the Department of Water Resources are continuing discussions about the Project's financing and operations. These discussions will result in a clearer picture of the effect on individual contractors. Staff is directly involved in these discussions and completing the Agreement in Principle.



- Delta Conveyance Design and Construction Authority (DCA): This joint powers authority is responsible for the environmental, design, and engineering of the project and works with the Department of Water Resources (DWR) on the project. The Board is now reorganized with more representation from smaller agencies. This includes adding two seats for the East Branch, Class 8, of the California Aqueduct. The agencies are AVEK, PWD, Littlerock Creek Irrigation District (LCID), Mojave Water Agency (MWA), Crestline-Lake Arrowhead Water Agency, San Gabriel Valley Municipal Water District, San Bernardino Valley Municipal Water District (SBVMWD), San Geronio Pass Water Agency, Desert Water Agency, and Coachella Valley Water District (CVWD).

The Class 8 contractors have picked the following as our representatives on the DCA Board:

Director (2-year term): Robert Cheng, CVWD Assistant GM

Alternate Director (2-year term): Robert Tincher, SBVMWD Deputy GM

Director (1-year term): Adnan Anabtawi, MWA Senior Engineer

Alternate Director (1-year term): Dennis LaMoreaux, PWD GM

- A set of amendments to the State Water Project Contract was finalized in 2020. These changes provide for increased flexibility for SWP contractors to develop long-term exchanges of water within the SWP. This will be beneficial for all the contractors and will help the District maintain the SWP's current level of reliability for our customers. The Board approved this contract amendment in October 2020 and enough other State Water Project Contractors have approved the amendment for it to be effective.



### **Organizational Excellence**    *Train, Perform, Reward*

This initiative includes efforts to restructure staff duties and activities to more efficiently provide service to our customers. Recent highlights are as follows:

- Nearly 80 percent of the District staff is required to have certifications or licenses issued by the State of California. Many of these have continuing education requirements which must be met by technical training. The District provides for this in several ways including hosting classes given by the California Rural Water Association, having a training budget for staff to attend conferences, and providing an education tuition allowance for each employee.
- COVID-19 Pandemic Response: District staff initiated a draft Pandemic Response Plan on March 4, 2020 as the State of California and County of Los Angeles issued declarations

of emergency. Over the next two weeks, many District events were canceled. These included the Water Ambassadors Academy third session and facility tour, Strategic Plan Workshop, director in person coffees, and all-staff lunch and meeting. The District also reduced the lobby's capacity and eventually closed it to the public due to Los Angeles County health orders. The other options to conduct business with the District, including using the website, calling Customer Care, using the automated phone system, and using remote payment sites, were promoted on social media, the website, and radio spots. The District has continued to comply with social distancing regulations by updating the Pandemic Response Plan, rotating staff to work from home, staggering work hours, and providing non-medical face coverings for staff.

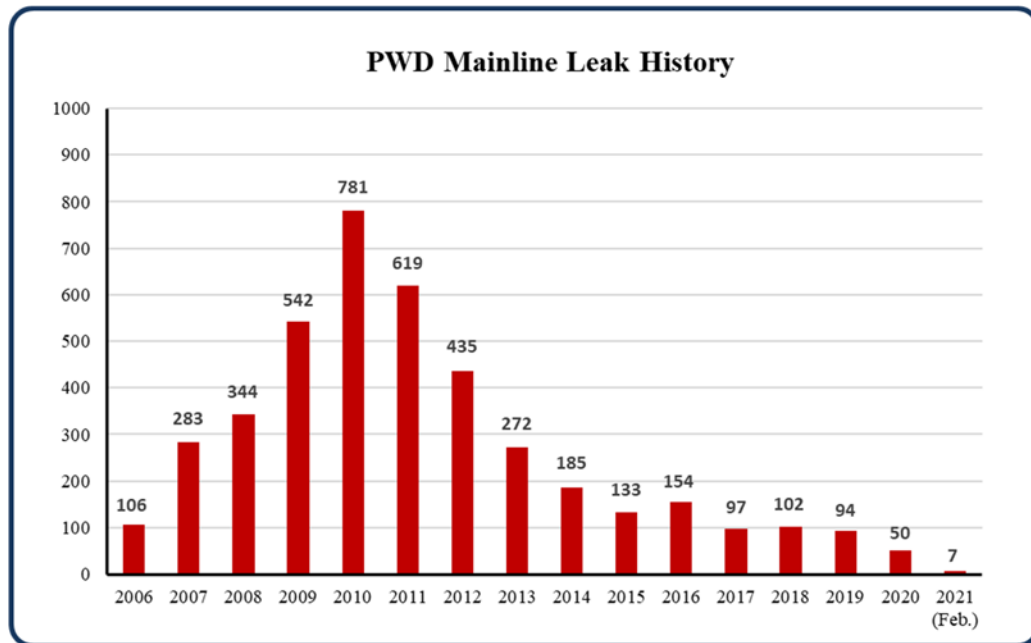
- Despite the pandemic, the District has continued to find ways for internships and training opportunities for college and high school students who are interested in the water industry.
- Several changes to the organization chart have been approved by the Board that provide opportunities for staff to prepare, compete, and further their careers at the District. These will help provide qualified pools of internal candidates to fill the positions of retiring staff.
- Work is continuing to review and update the District's job descriptions. Draft job descriptions will be vetted through the staff before being presented to the Personnel Committee and Board for adoption. The updated job descriptions will then be used as the basis of this year's salary survey with comparable water agencies.
- The Employee Handbook update is being reviewed by the District's general counsel. It will then be presented to the Ad-Hoc Committee for review and a recommendation to the Board.



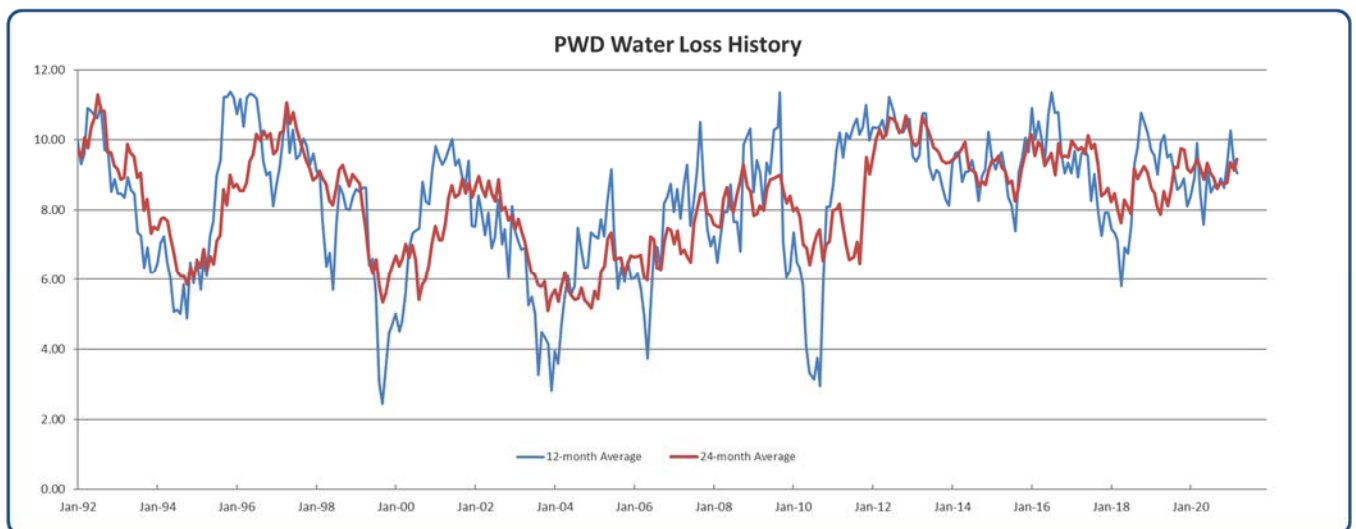
### **Systems Efficiency**    *Independence, Technology, Research*

This initiative largely focuses on the state of the District's infrastructure. Recent highlights are as follows:

- The effects of the District's past efforts in replacing failing water mains and meters can be seen in the reduced number of mainline leaks. This is illustrated in the chart titled "Mainline Leak History." The mainline leaks for 2020 total 50, and there were 85 service line leaks. The mainline leaks through February 2021 totaled 7, and there were 7 service line leaks.



- The District completed two water main replacement projects in 2020 in Avenue P near 25<sup>th</sup> Street East and in Avenue V-5 west of 47<sup>th</sup> Street East. Additional water main replacement projects are being designed for construction as planned in the 2019 Water Rate Plan. The first project to be advertised is replacing water mains in and near Sierra Highway and Barrel Springs Road.
- The positive effect of both water main and water meter replacement programs is shown on the chart titled “PWD Water Loss History.” The running average for water losses remains under 10%.



- District staff is working on two energy technologies that will benefit our customers. One is the use of batteries for backup power at four booster facilities. The other is a demonstration project for the generation and storage of hydrogen from wind energy.

These programs are grant funded and managed by the California Public Utilities Commission and California Energy Commission respectfully. The grant funds go directly to the technology providers, Tesla and DasH2Energy. Both projects involve the installation of pre-designed and assembled equipment at District facilities with minimal construction work at the sites. The approved sites are Well 5 and Underground Booster for the battery backup. Additional sites of 45<sup>th</sup> Street East Booster and the new 3M Booster are likely to also be approved.



### **Financial Health and Stability**    *Strength, Consistency, Balance*

- PWD and City of Palmdale staffs have worked together to obtain funding for the Palmdale Recycled Water Authority (PRWA) Phase II Project. One source of funding is the AV Integrated Regional Water Management Plan (IRWMP) grant program. The Littlerock Sediment Removal and PRWA Phase II Projects are set to receive nearly \$900,000 for each project in the current round of funding.
- The 2019 Water Rate Study and Proposition 218 was completed when the Board unanimously approved Resolution No. 19-15. This set the water rate structure and water rates for 2020-2024 and includes criteria to evaluate the District's financial condition each year. It gives the Board the ability to reduce the water rates if the District's financial position meets four (4) of the criteria in an annual review while preparing the following year's budget.
- The 2021 Budget preparation was approved by the Board in November 2020 and is available on the District's website.
- Fitch Ratings reviewed the District's bond rating in December 2020. The review affirmed the District's rating with them of "A+" with a stable outlook. This is a good result considering the uncertainty of unpaid water bills due to the COVID-19 shutoff moratorium. It will also be helpful for the planned bond issue this year.
- The District is seeking State and/or Federal assistance to provide water service to the Alpine Springs Mobile Home Park on Sierra Highway. It has poor water quality from its well and several health violations. Maria Kennedy, Kennedy Communications, is experienced with these programs and is contracted with the District to accomplish it.

- The District has applied for Federal assistance to enclose additional sections of the Palmdale Ditch. This will help reduce the loss of water being moved from Littlerock Dam and Reservoir to Palmdale Lake for treatment and use by our customers.
- The Finance Department is continuing to monitor the effect of the State's moratorium on shutoffs due to nonpayment on cash flow. The effect is fluctuating somewhat but is remaining 5% or less below what is usually expected. Reminder notices were restarted in June 2020 and have helped stabilize the number of long-term outstanding accounts. Customers with large outstanding balances are being contacted to see what assistance the District can provide. Staff is also placing property liens as appropriate to help secure payment of large, outstanding bills.
- District staff and financial consultants completed refunding a portion of the 2013A Revenue Bonds last fall. Approximately \$14.55M of the bonds were refunded saving the District \$67,103/year in debt payments. The refunding of a smaller portion of the same bond issue earlier in the year saved the District approximately \$46,000/year. Together, these actions save the District approximately \$113,000 in debt payments every year.



### **Regional Leadership**

*Engage, Lead, Progress*

This initiative includes efforts to involve the community, be involved in regional activities, and be a resource for other agencies in the area. Recent highlights are as follows:

- Activities of the Palmdale Recycled Water Authority (PRWA), AV Integrated Regional Water Management Plan (IRWMP), and Antelope Valley State Water Contractors Association have continued. The District has leadership positions in these organizations.
- The PWRA Board consists of two Palmdale City Councilmembers, two PWD Board members, and a public director. The process of appointing a new public director began in December 2020 by advertising for interested members of the community. Six qualifying applicants were interviewed by the PRWA Board on February 17, 2021. A single applicant was recommended for the position. Now, both the Palmdale City Council and PWD Board of Directors must approve the applicant to complete the process.
- The District staff continues to share the administration of the Antelope Valley Watermaster Board (AVWB) with AVEK and related meetings.
- District staff is active in the local chambers, the transition of the AV Board of Trade and Greater Antelope Valley Economic Alliance into AV EDGE, regional human resources, and public information organizations.



- 2021 “PWD Water Ambassador Academy” (WAA) and Junior WAA are tentatively scheduled for this fall.
- The District and other members of the Public Water Agencies Group (PWAG) have hired and share the services of an Emergency Preparedness Coordinator. This approach also helped the District successfully comply with the America’s Water Infrastructure Act (AWIA) of 2018 and respond to the current COVID-19 event.
- The American Indian Little League lease for the property at Division and Avenue P-8 was changed to only include the League and is now fully executed with a ten-year term.



**Customer Care, Advocacy, and Outreach**    *Promote, Educate, Support*

This initiative includes efforts to better serve our customers. Recent highlights are as follows:

- The Board approved moving forward with a new supplier, meter brand, and reading system at the first meeting in September 2020. This change moves the District toward being able to offer customers more information about their water use. The first large order of the new Neptune meters has been placed. A grant from the US Bureau of Reclamation is being sought to assist with implementing the Automated Meter Infrastructure (AMI).
- The ability to make payments at 7-Eleven and Family Dollar Store is continuing to grow due to the COVID-19 event.
- Customer participation in all electronic and remote payment methods has continued increasing due to the COVID-19 event.
- Customer Care staff has now successfully worked with customers from home for over nine months.
- Staff successfully conducted virtual coffee meetings with Directors and their constituents, issued regular internal and public newsletters, coordinated drive-through giveaways for customers, and monitored and maintained the District’s social media.
- A request for proposals was circulated to find a firm to help the District update and upgrade its public website. The proposals are due in March. They will be reviewed and a recommendation made to the Board to award a contract in April 2021.

## **Bobcat Fire Response Status**

The Bobcat Fire began near Cogsdale Reservoir north of Arcadia on September 6, 2020. It entered into the Littlerock Reservoir watershed on September 12, 2020. It burnt through approximately 58% of the watershed as well as a large part of Juniper Hills. The Angeles National Forest (ANF) has issued a closure order through April 1, 2022 due to safety concerns related to the Bobcat Fire.

Staff has inquired about available USDA emergency funding to address potential debris flows into Littlerock Reservoir. The emergency sediment removal is expected to be complete in early March 2021. The District hosted a “Virtual Let’s Talk H2O!” on February 24 focused on the Bobcat Fire’s potential effects on the Littlerock Reservoir. The USGS is also starting to work under the recently approved contract to monitor conditions in the watershed and Littlerock Reservoir caused by the Bobcat Fire. This includes the timing and amount of debris flows and water quality changes.

The following map shows the Bobcat Fire, Station Fire, and the Littlerock Reservoir watershed.

